

Maynard

Community Development Plan

JUNE 2004

**Prepared by the
Maynard Community Development Planning Committee**

**With the Participation of the
Maynard Open Space Committee**

Producing the Maynard Community Development Plan

Maynard Community Development Planning Committee

Bill Hedberg, Chair
Ann Thompson, Board of Selectmen
Brendon Chetwynd, Planning Board
Kate Wheeler, Conservation Commission
David Brown, Open Space Committee
William Primiano, Housing Authority
Jack MacKeen
Bruce Lucier
Karen Umbrell, Secretary
Jan Jones

Maynard Open Space Committee

Kate Wheeler, Chair
David Brown
Bill Hedberg
Kevin MacNeill
Eugene Redner
George Yates

Prepared with Funding Assistance from the Commonwealth of Massachusetts through Executive Order 418

Executive Office of Environmental Affairs
Department of Housing and Community Development
Executive Office of Transportation and Construction
Department of Economic Development

Project Administration provided by the Metropolitan Area Planning Council

Prepared with the Assistance of
Community Investment Associates
McGregor & Associates
Metropolitan Area Planning Council

Table of Contents

	Page No.
1. Summary Approach to the Maynard Community Development Plan	1
1.1 Maynard at the Start of the 21 st Century	1
1.2 Creating the Community Development Plan	2
1.3 Visioning Element	2
1.4 Guiding Principles for Growing Smarter	3
1.5 Limits to Growth	5
1.5.1 Land Available for Development	5
1.5.2 Municipal Infrastructure	7
2. Housing	9
2.1 Housing Supply	9
2.1.1 Housing Units	9
2.1.2 Cost of Housing Units	11
2.1.3 Subsidized Housing Units	13
2.1.4 Housing for Seniors and Residents with Disabilities	15
2.1.5 Condition of Housing Units	15
2.2 Housing Demand	17
2.2.1 Population Dynamics	17
2.2.2 Market Dynamics	20
2.2.3 Regional Dynamics	22
2.3 Housing Affordability and Affordability Gap Analysis	23
2.3.1 Potential Development of Housing	26
2.4 Summary of Housing Need	28
2.5 Impact of zoning and Infrastructure on Housing Development in Maynard	28
2.6 Recommended Tools and Strategies	30
2.6.1 Identify Areas and Tools for Increased Housing Density	30
2.6.2 Development of Housing to Meet Identified Need	33
2.6.3 Improve the Conditions of Maynard Housing	33
2.6.4 Municipal Innovations	33
3. Economic Development	34
3.1 Introduction	34
3.2 Employment of Maynard Residents	35
3.2.1 Size and Participation of the Labor Force	36
3.2.2 Occupation of the Maynard Labor Force	37
3.2.3 Industry by Employment for Residents	38
3.3 Businesses and Employment within Maynard	41
3.3.1 Wages in Maynard	45
3.4 The Real Estate Asset Base of Maynard Businesses	47
3.4.1 Assessed Value of Real Estate by Class	47
3.5 Physical Infrastructure	50
3.5.1 Land and Land Resources	50

3.5.2 Significant Commercial/Industrial Real Estate	51
3.5.3 Utilities	53
3.5.4 Communications	53
3.5.5 Downtown	53
3.5.6 Transportation	54
3.6 Key Business Sectors	54
3.6.1 The Retail Sector	54
3.6.2 Technology Businesses	58
3.6.3 Emerging Sector: Outdoor Recreation	58
3.7 Recommended Tools and Strategies	59
3.7.1 Retaining and Improving Maynard's Economic Strengths	59
4.0 Summary of Transportation Issues	64
4.1 Existing Transit Services	65
4.2 Current Commuting Patterns	66
4.3 Alternative Transportation	67
4.4 Recommended Analysis of Transportation Issues	68
4.5 Ongoing Studies	69
4.6 Goals and Action Items	70
5.0 Summary of Findings of Open Space and Recreation Plan	72
5.1 Summary of Recommendations	72
5.2 Consistency of Recommendations with Community Development Plan	74
6.0. Recommendations and Implementation	76
6.1 Summary of Issues Addressing Implementation	76
6.1.1 Town Staffing and Volunteers	76
6.1.2 Bylaw and Regulatory Changes	77
6.1.3 Enforcement	78
6.1.4 Funding Strategies	79
6.1.5 Improving the Quality of Life	79
6.2 Pulling it All Together	79
Appendices	
Appendix A: Maynard Visioning Project	
Appendix B: Final Report of the Land Use Committee	
Appendix C: Maynard Build-Out Analysis	
Appendix D: Model Bylaw for High Density Overlay District	
Appendix E: Model Recreation District	
Appendix F: Resources	

1. Summary Approach to Planning

1.1 Maynard at the Start of the 21st Century

Maynard developed as a breakaway town from Stow and Sudbury, to provide a political framework for the manufacturing and retail center that arose from the availability of waterpower from the Assabet River. As a result, the Town of Maynard is centered on the Assabet River, a rail line was developed to move workers and goods to the mill from points north and south, there is a major employment center within the downtown area in the old mill complex, and there is a mill pond. Also resulting from the development of the mill is a compact commercial center and large quantities of modest older homes that were developed as mill housing. These are valuable and unique characteristics that are beloved of town residents and of firms seeking business locations in Maynard.

During World War II, the need for secure places to store munitions near major ports resulted in almost 40% of the town being taken by the U.S. government for the Devens Annex, the so-called "ammo dump." After the War, extensive residential growth occurred primarily in the northwest quadrant of Town, but also as infill throughout the Town. As the development dust settled in the 1990's, Maynard found itself largely built out, with few parcels remaining to be developed. Many of these largely open parcels are in some type of temporary protection from development, but others have no protection. Recent years have witnessed significant parcels among those remaining developed for small subdivisions.

Maynard in the early 21st Century, then, is a town unlikely to grow much more. But it certainly is a Town that is likely 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 that can enhance the enjoyment, health, and education of all Maynard residents – the Assabet River National Wildlife Refuge and the Assabet River Rail Trail.

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 to achieve its goals.

The purpose of this Community Development Plan is to provide both general direction and specific actions that can be undertaken by the community in order to achieve its vision and goals. The bulk of this CD Plan consists of detailed analyses of available, current data to identify key issues in each of the study areas for the CD Plan, and to extract from these analyses concrete recommendations for addressing identified issues and problems. Many of these recommendations consist of suggested changes to the Maynard Zoning Bylaw, and specific projects that the Town could undertake. These are both "proactive" efforts. But the day-to-day

reality of town government is the “reactive” component – how to deal with the variety of proposed changes and projects that are initiated by others and need to be addressed. These items get addressed by the Board of Appeals, the Building Inspector, the Board of Selectmen, the Town Administrator, and often many other actors. In order to inform the decisions of these entities, a set of “Principles for Smart Growth” have been included that can assist Town boards and staff to determine whether a specific proposal that comes to their purview is one that the Town may want to pursue. These Principles can also prove valuable in the selection of new goals or projects to embrace going forward. If the project is not consistent with the Principles, it could be scrutinized for appropriateness and feasibility.

1.2 Creating the Community Development Plan

Maynard residents have made a strong commitment to the production of this Community Development Plan (CD Plan). During the spring of 2002, the Board of Selectmen appointed an 11-member Community Development Planning Committee to oversee the production of this CD Plan. This Committee met over the period of almost two years, in many cases once/week, in order to develop this CD Plan. The Committee recommended to the Board of Selectmen that McGregor and Associates be hired to oversee the Visioning element of the CD Plan, and that Community Investment Associates in partnership with McGregor and Associates complete the other elements of the CD Plan, with the Metropolitan Area Planning Council preparing the mapping portion of the CD Plan. The Board of Selectmen concurred and these organizations have had the primary responsibility for assembling the Community Development Plan.

The Commonwealth determined that Maynard was responsible for preparing sections of a Community Development Plan on housing, economic development, some aspects of the natural resource requirements, the mapping, and the so-called “pulling it all together” section. Since an Open Space Committee was recently appointed by the Board of Selectmen, this Committee is taking prime responsibility for the Natural resource element of the CD Plan, that is fulfilled by the production of an Open Space and Recreation Plan. Maynard undertook the entirety of this effort exclusively using funds made available from the Commonwealth of Massachusetts.

In concert with this professional assistance, the Community Development Planning Committee took responsibility for making the development of the CD Plan a very public process. Two public meetings were held during the Visioning Phase of the CD Plan in the fall of 2002. A public meeting focusing on housing issues was held in June of 2003 and a meeting focusing on economic development issues was held in January of 2004. The CD Plan was posted on the Town’s website in mid-March, giving residents 6 weeks to review before the final public meeting to review the entire CD Plan was held on April 29, 2004.

1.3 Visioning Element

Maynard held two visioning sessions in the fall of 2002, on September 18 and October 2. (See Appendix A for the report of the visioning process and full results). The purpose of these sessions was to identify the challenges facing the community and the community’s assets, and to build a common framework for undertaking the Community Development Plan through listening and dialogue. Based on the results of these sessions, the Maynard Community Development Planning Committee distilled the following statement of a “vision for Maynard.”

A Vision for Maynard

Our vision for Maynard in its Sesquicentennial year of 2021 is that of a community of neighborhoods which has preserved and enhanced its essential character as a diverse, economically vibrant, welcoming community with a wide range of housing opportunities, a rich cultural heritage, natural attractions and open spaces. This, coupled with an attractive, accessible, pedestrian friendly downtown has firmly established Maynard as a desirable destination for people in the region. We have maintained that which characterizes Maynard today while fully exploiting available opportunities with a discipline that balanced protection of natural resources and economic growth.

In order to achieve our vision, we must work diligently to:

Preserve our

- Diversity and cultural heritage
- Open space
- Quality of life
- Neighborhoods and sense of community
- Infrastructure assets, including bridges, sidewalks, waste treatment and water systems
- Housing opportunities for new families and older residents
- Strong support of local and civic institutions, including veterans' and youth organizations, garden club, farmers' market, library, historical society and others
- Historical buildings, particularly in the downtown area

Enhance

- Water quality and aquifer protection
- Access to and appearance of natural attractions, including the Assabet River corridor, Natural Wildlife Refuge, the Rail Trail and open space
- Regional transportation
- Support of local businesses
- Commercial tax base, particularly by filling existing commercial and industrial vacancies
- Affordable housing
- Pride of ownership in both commercial and residential areas

Promote

- Maynard as a destination; for arts, entertainment, dining, outdoor recreation and commerce
 - Maynard as a good place to live and raise a family
 - Broad range of housing opportunities close to town center
-

1.4 Guiding Principles for Growing Smarter

As noted in Section 1.1, the following list of principles was developed by the Community Development Planning Committee to validate the selection of goals and actions included in this plan, to guide the selection of new projects and activities to undertake that can meet the Town's goals, and to guide the day to day decision-making of Town committees and boards on projects not included in this CD Plan.

These Principles have incorporated the thinking of institutions involved in growth and development projects, and of the CD Planning Committee. References for this list include the

Environmental Protection Agency, the Commonwealth of Massachusetts, and the Metropolitan Area Planning Council. The inclusion of these Principles will clearly signal to these governmental partners in the development process that the development efforts in Maynard will be consistent with some of the goals espoused by these other governmental partners.

Principles for Smarter Growth

- 1. Concentrate development. Support 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.
- 2. Protect the village character and strong “sense of place” of downtown Maynard with its locally-owned businesses, healthy economy, pedestrian environment, built features and landmarks, historical resources, mix of uses, and role in community life.** Consideration of the interaction of all these positive qualities on downtown Maynard should be factored into consideration of development proposals, and to proposed changes in by-laws and regulations.
- 3. Redevelop first. Identify existing built resources that are unused or underutilized and give preference to redevelopment of brownfields, preservation and reuse of historic structures and rehabilitation of existing housing and schools.**
- 4. Recognizing the Town’s unique role in guardian of important natural and 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 National Wildlife Refuge and the Assabet River, sites of known historical and archeological value, and other resources that are threatened or endangered, such as contiguous habitat.
- 5. Provide a range of housing opportunities for residents of all levels of income and abilities.** Support the construction and rehabilitation of housing to meet the needs of people of all abilities and income levels. Concentrate the development of housing in infill development and rehabilitation of existing buildings or developed sites. This is essential in keeping Maynard the diverse community that it is, and maintaining our ability to continue to welcome as new residents individuals and families that are seeking a community and choose Maynard while still protecting unbuilt lands.
- 6. Provide a variety of transportation choices. Enhance and develop non-motorized transportation options for recreation and travel purposes through development of the Assabet River Rail Trail, connection of existing trails, and general infrastructure improvements.** With the compact town center and connections to commuter rail service, Maynard is positioned to effectively increase use of other modes, and decrease use of automobiles

7. **Increase the Town's ability to influence and direct development consistent with these principles through strengthening the planning and review processes and broadening their application.** Make regulatory and permitting processes for development clear, transparent, cost-effective, and oriented to encourage smart growth. Make development decisions predictable, fair, and cost effective.
8. **Prevent the population of Maynard from exceeding the carrying capacity of its various infrastructure and services, including sewer, water, and schools, by anticipating pressures and actively deciding to reduce growth or plan for increased services where possible or appropriate.** (See table 1.1 for a summary of issues of carrying capacity)
9. **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.** Since Maynard provides many of these services now, the Town can have a big influence on the preservation of resources and the prevention of pollution and other problems associated with the use of these resources.
10. **Enforce the many constructive bylaws already in place in Maynard and add new provisions that will accomplish smarter growth.** Maynard, like many smaller communities, lacks staff to enforce bylaws that can protect community character and quality of life. Recognition and attention to this matter is key in creating a predictable and supportive community.

1.5 Limits to Growth

Maynard's ability to grow in the ways it desires is limited by a variety of factors including available financing and market demands for specific uses, but two key factors directly in the Town's responsibility and to some extent control are **1) the land available for development, and 2) the municipal infrastructure to allow for and support the potential growth.** This section summarizes the limits in these two areas to set the stage for the subsequent discussions of economic development, housing, and transportation.

1.5.1 Land Available for Development

The Land Use Subcommittee of the Community Development Plan Committee met approximately 10 times over the period of this planning effort. Members identified undeveloped and underdeveloped areas in both the Town's core and at the periphery, and identified parcels and groups of parcels that should either be saved as open space or recreation, developed for housing or business activities, or developed with greater density near the core. In all, the Subcommittee identified 22 sections of Maynard containing one or more undeveloped or minimally developed parcels to be evaluated, for a total of 121 parcels. Map 3 in Section 6 shows the location of each of these identified sections and their parcels. The Community Development Plan Committee reviewed the report (included in Appendix B) and recommendations of the Land Use Subcommittee and accepted these at a meeting of the full Community Development Plan Committee in December 2003.

The Land Use Subcommittee offered several specific recommendations to the CD Plan Committee that will be fleshed out in the sections on Housing and Economic Development, and in the Open Space and Recreation Plan. The following list summarizes the general conclusions regarding development from the work of the Land Use Subcommittee:

1. Maynard is currently developed with greatest density at its core. The peripheral areas near its borders with other communities contain both small and large tracts of currently open land or are developed with the least density. The bordering communities also have important open land resources abutting the Maynard borders. **The Committee recommends that this pattern be retained and that key open lands at Maynard's periphery be actively protected from further development by efforts of the Town.**
2. The Subcommittee identified that some of these key open parcels are actively used for recreational activities, or could be in the future. **The Committee recommends potential rezoning for these areas to preserve them for current and future use as the important recreation resources that they provide.** Suggested locations for rezoning are included on Map 3. A model bylaws for an active recreation zone is in Appendix E.
3. Because of the unique value of many of the open parcels on the periphery of town, and the benefits of reducing auto use and revitalizing the downtown area, the **Committee recommends that any greater density of development be concentrated in the areas that are already developed, and recommends a specific overlay district in the downtown area to encourage further, more dense, development in that location of both housing and economic development activities.** (See Map 3 for proposed location and Appendix D for a model bylaw)
4. **The Committee recommends special focus on preserving open sites abutting the Assabet River National Wildlife Refuge and abutting waterways in Maynard to protect and enhance these resources and their contribution to the Town of Maynard.**
5. New options for land use controls are available to both protect open space and enhance new commercial and residential developments. **The Committee recommends that Maynard explore some of these options, such as cluster developments and co-housing, to undertake developments that enhance several town goals at one time.**

In 2001, the Metropolitan Area Planning Council undertook the Build-Out Analysis for Maynard, as they did for the other 100 cities and towns within their region. This analysis identified primarily undeveloped, and in specific cases underdeveloped, parcels that could be developed. They also attempted to project how much additional development could be located on these parcels. The work of the Land Use Subcommittee described above used this work as a point of departure, but added considerably in review of specific parcels and in recommending potential changes in zoning that might result in a different build-out future. Appendix C contains the full results of the build-out analysis.

The MAPC build-out analysis identified adequate undeveloped commercial/industrial land to construct 733,916sf of new commercial/industrial use on undeveloped lands, and 46,371sf on redeveloped sites. (See Appendix C) This equates to real estate that is roughly half way in size between the size of Metrowest Technology Park and the Clock Tower Place mill complex. While this does not allow a large percentage increase, it still presents a significant opportunity for additional commercial/industrial development. MAPC estimated that an additional 547 units of housing could be developed, with 37 located on redevelopment sites and 510 in new construction. Many of these additional 510 units would have to be located on several of the key

open recreational parcels that currently serve the town. There is very little open land left that is residentially zoned and currently not in any use.

1.5.2 Municipal Infrastructure

Maynard’s Principles for Smarter Growth include the development of new construction only where there is existing infrastructure available. It calls for new development to occur in a measured way that won’t outstrip the limitations of current infrastructure until the community determines it is appropriate for infrastructure to expand to serve these new developments. Based on these Principles, it is important to consider the current status of major infrastructure in Maynard – water supply, sewage treatment and collection system, and the school system – that will limit growth through limited capacity of the resource. Table S-1 provides a brief summary of the infrastructure in town, its existing usage levels, maximum capacity both actual and permitted, and any specific growth related issues that should effect planning for growth.

Table S-1: Limits to Growth in Maynard, 2004

System or Resource	Existing Usage	Maximum Capacity of Current Resources	Growth-related Issues
Land	- 10,433 residents - 4,406 dwelling units	- 12,602,286 sf of developable land - 1,314 additional residents -547 additional residential units - 782,462sf additional industrial/commercial space	Additional growth in housing and economic development no more than 10-20% increase from existing development
Public Water Supply	-Daily average usage @900-950,000gpd withdrawal - 79 g/per/day*	-Design capacity 2.2 mgd -Registered -Capacity of withdrawal permit 1.9mgd - Add. Development of 4,286 households at current capacity	-Must fully protect Zone I’s -Protect immediate Zone II’s with zoning restrictions and acquisition
Potential Water Supply		-White Pond - Monitoring wells on Rockland Ave. could produce 500,000gpd if upgraded	- Protect Zone I’s and Zone A’s around potential water sources
Wastewater Treatment (WWTP)	-Approx. 4,246 households on sewer, @160 on septic -Average daily use?	-Designed for 1.42mgd -@1 mgd current usage	- Upgrades planned to comply with restrictions on phosphorous in the discharge - No increase in capacity planned
Public Schools	2003 enrollment K-5 711 6-8 341	- Schools not projecting growth in population, but decline followed by slow growth	- Schools are using available space to regional education for special needs students. This utilizes

	9-12 337	-All Schools able to meet current growth rates at least for 5 years-as far as the school system projects	vacant classrooms and generates revenue for the Maynard schools.
Public Safety Facilities	-22 FT police -21FT fire fighters - building inadequate	- Feasibility study to begin in 2004 to explore viability of former library for the Police Department, Fire Department to stay in current building	- Growth is unlikely to require additional force or facilities in the short run

* Based on 4,406 households and 2.66 people/household

The information contained in Table S-1 suggests that the primary limitations to additional growth in Maynard appears to come from limited land resources, and particularly limited land resources that are not already in a desirable private use (recreational uses), or a necessary public use (well-head and water supply protection).

Maynard needs to come to terms with its limited development capacity. The Town needs to identify ways to maximize the remaining infill development potential to enhance the life of the Town and to secure a workable mix of existing uses with public value with new residential, economic, recreational, and community uses for the remaining land resources. Maynard also needs to think carefully about opportunities for infill development under current or improved zoning to enhance the viability of the Town’s institutional and community life. This Community Development Plan is a key effort in addressing these important questions.

2. Housing

From the earliest settlement of what has come to be known as the Town of Maynard, the presence of the Assabet River flowing through Maynard has been key in determining how the Town would grow and what kind of housing stock it would have. Early housing development, in the 17th and 18th Century was fairly similar to surrounding communities – farm houses and associated buildings, and the homes of prosperous merchants.

The development of the Assabet Mill and other processing activities associated with waterpower in the middle of the 19th century brought with them the development of in-town housing, and housing developed by the Mill owners for their employees. The center of Maynard is composed primarily of these homes. They comprise an attractive mix of duplexes, row houses, and single family homes on small lots. This pattern comprised the dominant housing type through the early 20th century. The result of this era of housing is a large number of single and duplex housing units that are quite affordable in the current market. The middle of the 20th century, particularly after WWII, brought the development of newer homes on somewhat larger lots further out from the town center. The residential zones in Maynard have been largely built out, with some areas remaining for residential development.

Much of the information provided in this Element of the Community Development Plan comes from the 2000 U.S. Census, local data, state databases, and interviews with knowledgeable local actors. Information provided for Maynard will often be put in the context of information for the area covered by the Regional Planning Agency that encompasses Maynard – the Metropolitan Area Planning Council (MAPC) MAPC addresses planning issues and services for 101 cities and towns clustered around the Boston metropolitan area. The 12- town sub-region comprising Maynard, MAGIC (Minuteman Advisory Group on Inter-local Coordination), includes the communities of Lincoln, Lexington, Bedford, Carlisle, Boxborough, Concord, Acton, Stow, Hudson, and Maynard. These communities are both urbanized and rural, but by comparison highlight issues and characteristics in Maynard.

This section of the Community Development Plan will describe the current housing supply and its characteristics, housing demand, the gap between supply and demand, issues of housing affordability, and suggested directions for Maynard to enhance the housing stock to meet the needs of Town residents, both old and new. Particular focus will be provided on housing that is available to households with a range of incomes, including low, moderate, and middle-income households.

2.1 Housing Supply

2.1.1 Housing Units

Maynard has had a stable population over the last several decades as developable sites have become harder to find and harder to develop. The U.S. Census reports 241 occupied units of housing added to the housing stock over the decade between 1990 and 2000. This number is comprised of occupancy of 46 existing units that were previously vacant, with the remaining 195 units coming from new construction. This is a growth rate of 5.5% in housing units over the

decade, slightly higher than the overall MAPC growth rate of 5%. At the same time, Maynard population grew by 3% for the decade.

According to records of the Maynard Assessors, there were 206 units added to the tax roles in Maynard between 1991 and 2000 (The apparent discrepancy of 11 units between the U.S. Census and Maynard Assessors data could derive from sampling methodology used by the Census). Table H-1 lists new units constructed over the last decade according to Assessors' records. While these are not a large number of units, development has been relatively steady over the last 10 years.

Table H-2 provides a summary of number of units by type and characteristics in 1990 and 2000. There has been a distinct shift to units that are owner occupied (up 14.1%) from units that are renter occupied (down 9.1%). This could result from either conversion of rental units to condominium units, or from rental units simply being lost from the housing stock and being replaced by new units that are home ownership. This pattern is similar to that in the MAGIC Region overall. Vacancy rates were quite low in 2000, having declined between 1990 and 2000. Maynard apparently also generally experiences low vacancy rates, perhaps due to its relative affordability of housing compared to its neighbors. The brisk housing market and rising real estate taxes during the 1990's made it economical to rehabilitate marginal units and rent or sell them to receive additional income from rental properties.

Table H-1: New Housing Construction in Maynard, 1991-2000

Year	Units	Year	Units
1991	25	1996	20
1992	23	1997	22
1993	24	1998	31
1994	25	1999	21
1995	12	2000	3

Source: Maynard Assessors

Note: These units are all single family as that is the only type of housing constructed during this period

At the time of the preparation of this Plan, realtors generally believe that rental vacancies have increased significantly during the last year. Market demand for rental units will be discussed in Section 2.1.3.

Average household size for both ownership and rental units have continued to decline, exacerbating access to housing. The trend in Eastern Massachusetts over the last decade has been that production of housing units has generally kept pace with population increases (5.5% population growth vs. 6% housing unit growth)¹, but the reduction in the number of people/unit has contributed to the shortage of housing and resulting price increases. In Maynard, production of housing has more than kept pace with population increase, but decreasing family size has eaten into the gain.

H-2: Housing Units by Selected Characteristics

Year	Total Units	Home Ownership-70% of units			Rental-30% of units		
			Vacancy Rate	Av. Household Size		Vacancy Rate	Av. Household Size
Maynard							
1990	4,211	2,627	1.3%	2.7	1,424	5.1%	2.2
2000	4,406	2,997	.4%	2.66	1,295	3.0%	1.89
# Change	195	370			-129		
% Change	4.6%	14.1%	-69.6%	-4.0%	-9.1%	-42.8%	-9.9%
Magic Region							
1990	50,482	36,113	1.3%	na	12,426	5.8%	Na
2000	54,579	41,483	na	Na	11,700	na	Na
# Change	4,097	5,370	na	Na	726	na	Na
% Change	8.1%	14.8%	na	na	-5.8%	na	na

Source: U.S. Census 1990 and 2000 from MAPC tables

Maynard provides homes to many newcomers as well as long-term residents. According to the U.S. Census, 2000, almost 40% of Maynard residents moved into their current residences since 1995. Approximately 26% of Maynard residents can boast having lived in Maynard prior to 1980. Those arriving since 1995, whether owners or renters, will have significantly higher housing costs because they will be paying mortgages or rents that reflect the higher market rates of these more recent periods.

In the course of assessing properties, the Town has identified that there are likely a significant number of accessory residential units within single-family units that have not been approved by the Town. These represent an affordable housing resource that is hidden, but likely important for individuals and families. The Assessors' office is unable to provide an accurate count of the number of accessory units. The Assessors' office does list the number of single-family homes listing two kitchens. There are 57 units in this category that could reasonably be estimated as containing an accessory unit. Based on the size of some of the residential properties in the downtown area that listed as single-family properties but are quite large, it seems likely that there are a significant number of accessory units in these buildings.

These approximately 57 accessory units could represent a significant stock of affordable housing. Some communities have offered amnesty programs for illegal accessory units if agreements are made to rent them to families or individuals qualifying as low-moderate income. Such a program could be considered in Maynard.

Map 1, Housing Suitability, included later in this Housing section, displays current zoning, current residential land uses, and identification of an area recommended for concentrating future residential development. Reviewing this Map shows that two and three-family properties, and some multi-family properties, are found throughout Maynard, although the downtown area generally has more of them. This suggests that these uses are not inconsistent with single-family neighborhoods. It also suggests that Maynard has been able to produce some less costly housing options under its current zoning. Certainly some of these properties represent accessory units as discussed above.

2.1.2 Cost of Housing Units

Assessors' records for the assessed value of residential properties as of January 3, 2002 show Maynard to be a town of relatively affordable housing. These properties were last reassessed in

1998. From data provided by the Assessors, they estimate that sale values may run anywhere from 20-50% higher than the assessed values. These relationships are confirmed by Paul Boothroyd of Century 21 Prime Properties who stated that, in general terms, a house that is assessed for \$200,000 has been selling in the range of \$280,000. He did note that since September 11, 2001, the sale value for a \$200,000 assessed home has been closer to the \$260,000 range.

The relationship between assessed value and sale value is further confirmed by a rough estimate of median assessed value. The median value from Table H-5 lies in the low \$190,000 thousands. The median sale value according to data in Table H-8 is reported to be \$236,000. This is roughly a \$40,000 difference, somewhat less than reported by the realtor interviewed and the Assessors' estimates.

Table H-3 summarizes the Assessor's records by relevant categories. From the discussion above, the information in this table should be viewed as informative of the pattern of values and generally how they cluster, but the reader should adjust all the values up. Even with an adjustment for higher sale values, there is still a selection of properties in Maynard that can meet the criteria for programs assisting first-time homebuyers.

Table H-3: Assessed Value of Residential Properties, January 2002

Assessed Values	Number of Residences
Less than \$80,000*	20
\$80,000-\$149,999*	132
\$150,000-179,999*	1,022
\$180,000-\$249,999	1,825
\$250,000-\$299,999	232
\$300,000 and over	88

Source: Maynard Board of Assessors

*Residences at these values are eligible for the Soft Second Loan Program

The Census provides an important snap-shot of the relative costs of the housing supply for owners and renters in Maynard as displayed in Table H-4. Most owners pay between \$1,000 and \$2,000 in monthly costs, with a median mortgage cost of \$1,447 (this does not include insurance and taxes). Monthly rental costs are considerably less, with most renters paying between \$500 and \$1,000 in costs, but are building no equity as homeowners do. Median rental costs of \$730 are about

half of the median mortgage costs making renting the choice for short run affordability. It is

Table H-4: Monthly Costs for Owners and Renters in Maynard, 1999

Owners			Renters		
Costs	No. of House-holds	% of House-holds	Costs	No. of House-holds	% of House-holds
Less than \$300	--	--	Less than \$200	46	3.6
\$300-\$499	18	0.7	\$200-\$299	38	2.9
\$500-\$699	71	2.7	\$300-\$499	248	19.2
\$700-\$999	307	11.5	\$500-\$749	308	23.9
\$1,000-\$1,499	703	26.4	\$750-\$999	351	27.2
\$1,500-\$1,999	728	27.3	\$1,000-\$1,499	210	16.3
\$2,000+	198	7.4	\$1,500+	36	2.8
No mortgage	638	24.0	No cash rent	53	4.1
Md. mortgage		\$1,447	Md. rent		\$730

Source: 2000 U.S. Census

important to note that 368 of the rental units in Maynard, or 28%, are units that are subsidized by a variety of state and federal programs. Tenants, when queried by the Census, will answer with

their actual rents, not the total costs of their units to management. As a result, rent levels are affected by subsidies while ownership is not.

Approximately one fourth of all homeowners have no mortgage costs, having owned their home long enough to pay it off or having inherited it. It is noteworthy that 16% of total Maynard households, owners and renters, have no large monthly housing expenses.

2.1.3 Subsidized Housing Units

The Maynard Housing Authority and a private management company manage the housing developments within the Town listed below that provide subsidized housing to residents. These units were financed by a variety of public programs and operational expenses and continue to be subsidized. Table H-5 lists the developments, the funding agency and program, and the type of housing. The Massachusetts Department of Housing and Community Development (DHCD) oversees housing issues in the Commonwealth, provides funding and management assistance to housing authorities, provides grant funds to municipalities and non-profits, supports the development of affordable units through the Chapter 40B process, and defines and tracks affordable units.

Table H-5 contains an impressive list of subsidized units that were developed primarily through the Maynard Housing Authority. Many other communities, particularly in the MAGIC sub-region of the MAPC, have relatively fewer units developed by the housing authority and more units developed through the Chapter 40B Comprehensive Permit process (described below).

Table H-5: Subsidized Housing Inventory in Maynard

Developments Counting for C. 40B	Agency and Program	Units	Duration of Affordability	Eligible Residents
Dawn Grove	HUD PUBH	32	Perpetuity	Unrestricted
Concord St. Circle	DHCD 667	56	Perpetuity	Elderly/disabled
Powder Mill Circle	DHCD667	56	Perpetuity	Elderly/disabled
Community Housing Options	HUD 811	8	2036	Special needs
Community Housing Options	HUD 811	4	2036	Special needs
Great Rd. Apts.	EOHHS FCF	6	2018	DMH clients
Old Mill Glen*	MHFA Sec. 8	50	2013	Unrestricted
Summer Hill Glen*	MHFA 13A	120	2018	Elderly
TOTAL		332		
Other Assisted Developments	Agency or Program	Units	Duration of Affordability	Eligible Residents
Housing Rehab. Prog.	DHCD	35	15-20 years	Low/Mod Income
Florida Court	HDSP-Section 8	6		Low/Mod Income
TOTAL		41		

Source: Maynard Housing Authority, 2003

* These developments are under private management

Maynard currently has 7.55% of its housing units subsidized so that it is affordable to residents with incomes at or below 80% of median income. Overall, surrounding communities have a

much lower percentage of total affordable units developed through either the Housing Authority or Chapter 40B – Stow at 5.6%, Acton at 2.1%, and Sudbury at 3.8%.

The important characteristics of subsidized housing are how long the subsidy is linked with the unit (as noted above) and how deep is the subsidy to the potential tenant. Chapter 40B projects generally charge rents affordable to tenants with incomes that are 80% of median income in the area, while Maynard Housing Authority charges rents equivalent to 32% of the income of the tenants in the unit.

Under current state funding conditions, the state's primary method of developing subsidized affordable units is through the Comprehensive Permit process at the municipal level, better known as Chapter 40B. Through Comprehensive Permits that are heard by the Zoning Board of Appeals, developers committing to developing at least 25% of their units as subsidized and affordable using any of a number of state subsidy programs can build outside the local zoning bylaws, allowing much denser development on more marginal and thereby less costly land.

Maynard has had one housing development produced through the Comprehensive Permit process – Summer Hill Glen with 120 units for the elderly. Developers have recently explored the option of a 40B development but have not pursued this further. As in any community with less than 10% subsidized affordable units, the possibility a development under a Comprehensive Permit has to always be considered as a possibility. The only other options Maynard would have access to at the current time to develop affordable housing is working actively to attract non-profit developers, acceptance of the Community Preservation Act or passage of inclusionary zoning in the Maynard Zoning Bylaw. The Community Preservation Act, if accepted by the Town, would place a portion of tax revenues into a fund dedicated to assisting affordable housing, protecting open space, or preserving historic properties. Inclusionary zoning would require the addition of a bylaw that would require developers of new housing in Maynard to provide a percentage of those units at rates that could be afforded by residents with income of 80% of median or less.

Several changes to the 40B regulations and many changes to the law have been recommended by the Chapter 40B Task Force that met and prepared a set of findings and recommendations during the spring of 2003. Recent changes in regulations that are now already in effect governing the Chapter 40B process allow communities that have a housing development plan that has been approved by DHCD – the so-called Planned Production Program - to be exempted from having to consider further Comprehensive Permit applications if the municipality has approved the addition of at least .75% of year round housing units as additions to the qualifying 40B units through Comprehensive Permits during the previous 12 months. With no Comprehensive Permit applications, Maynard is unlikely to meet this requirement. A more detailed discussion of Maynard's ability to meet the standard of 10% subsidized affordable units is described in Section 2.2.

A bill amending Chapter 40B has been drafted by the Housing and Urban Development Committee and in the fall of 2003 is being taken on the road for public comments. A recent discussion with DHCD staff indicates that any further regulatory changes are unlikely to be made before legislative changes are made, in order to determine the latitude provided to communities through the legislative changes before additional options are provided through regulatory changes.

Maynard is starting on its third year in funding and operation of a Housing Rehabilitation Program. This Program does not create new affordable units, but assists low-moderate income homeowners to maintain their home and undertake necessary repairs. This program subsidizes the cost of rehabilitation to ownership and rental units through 0% interest deferred payment loans. Assistance through these programs requires that rental units have 15-year rental restrictions to tenants who are low- and moderate income, and owners have a 20-year property lien requiring that the loan be repaid if the assisted property is sold within 20 years of assistance. In recent years, a total of 35 units have been or will be assisted. The recent grant is expected to assist an additional 18 units

2.1.4 Housing for Seniors and Residents with Disabilities

Subsidized developments in Maynard have contributed a significant number of units to house senior residents and people with disabilities. According to the information above in the Subsidized Housing Inventory, 176 units are explicitly for seniors (and people with disabilities) and 18 are in group housing and are limited to residents with specific types of disabilities. For a town the size of Maynard, this is a fairly large number of units for seniors.

According to the federal Medicare website, there are no nursing homes located in Maynard, although there are approximately 20 nursing homes in the area, with the bulk of them located in Framingham (8), Natick (3), Marlborough (3), and West Concord (3). While these nursing homes do provide some options for Maynard residents in need of more care, they are not particularly accessible to relatives except for West Concord. Further, there are no assisted living developments in Maynard. Assisted living is a new type of housing developed in recent years that provides a combination of housing and supportive services, including personal care and household management, to older residents. As a result, Maynard seniors have no options to stay in Maynard when they require more services than are available as they age in place or in the several subsidized housing developments.

The Citizen Housing and Planning Association maintains a database of apartments with facilities for handicapped tenants to assist residents in need to find accessible apartments. According to this database, there are a total of 21 apartments for handicapped residents in subsidized housing designed for the elderly – this is in addition to the 18 in group housing. At the time of this Plan, there were no vacancies in these units, of which 8 are in Summer Hill Glen (although management reports a total of 13 accessible units), 6 in Old Mill Glen, and 7 in other developments. Since these developments were largely built before 1982, most of the handicapped units are not fully accessible for residents using wheelchairs.

In sum, the senior housing available in Maynard, largely serves only the less frail elderly, those in need of few services and able to climb stairs (three story Summerhill Glen has no elevator). According to the manager at Summer Hill Glen, most tenants would prefer to stay in Maynard when they are no longer able to live there, but that is not an option.

2.1.5 Condition of Housing Units

According to the Maynard Building Inspector, Richard Roggaveen, Maynard has no serious problem from or large concentration of significantly deteriorated housing. While Maynard has been spared neighborhoods with boarded up or abandoned units, there are a number of

properties, particularly in the downtown area, that are candidates for significant rehabilitation efforts. These properties are generally historic and of architectural value. Concerted efforts could be considered to protect and enhance these properties, and thus the downtown overall.

It is important to note here that 36% of the housing units in Maynard were constructed before 1940, and 56% before 1950. The age of Maynard housing is even more pronounced in the downtown area where 77% of the residential units were built before 1900. This has been the primary target area of the Town's Housing Rehabilitation Program that has received significant demand for funds for rehabilitation. Due to the age of the housing stock, there are certainly needs for insulation, deleading, repairs, and updates. Some housing in the Summer St. area is on slab rather than foundation, but no serious problems have resulted from that.

One area of town where there is a concentration of substandard housing is the large, multi-unit, former mill housing in the Florida Rd. area. While housing in this area has been in poor condition over recent years, rehabilitation work in the late 1990's in the area has begun to address these problems. Florida Rd. on the north side of the Assabet River has been subject to flooding when rain events have exceeded the capacity of the drain pipes. Maynard so far has been unable to address this problem through a grant request to enlarge the drain pipes in the area.

Several large, older residential properties in Maynard Center are in serious need of rehabilitation work for the benefit of the tenants and of Maynard Center overall. These properties are on both Main St. and Summer St. Improvement in these buildings would upgrade the quality of housing in Maynard Center as well as improve the appearance and attractiveness of the area.

For three years Maynard has operated a program to provide rehabilitation assistance to low-moderate income homeowners and renters to address blighting conditions that need to be addressed to bring the residences up to code. This program, introduced in Section 2.1.3, Subsidized Housing Units, has provided funds to 35 households to undertake this work. Generally, the necessary work has consisted of general rehabilitation and deleading to meet building codes. In the process of identifying the need for these program services, a number of residential properties in need have been identified. This has been a valuable program for the community and has maintained the focus on the need for assistance in improving the housing stock for low- and moderate-income residents

In sum:

- Eastern Massachusetts has experienced slow growth in residential properties, with a population growth rate of 5.5% for the last decade, and a housing growth rate of 6%. Maynard has experienced a 3% population growth rate, a 5.5% housing growth rate, and construction of about 20-25 new housing units/year
- Family size continues to fall, with more units housing fewer people
- About 40% of Maynard residents moved into their current housing after 1995
- Monthly rental costs in Maynard are about half what monthly mortgage costs are
- 7.55% of the housing units in Maynard are subsidized affordable units, most of which are in public housing developments. Maynard has only one project developed through the Comprehensive Permit process (Chapter 40B)
- Maynard has housing for independent seniors, but has no assisted living or nursing home rooms for Maynard seniors to transition into
- There are many large, older residential properties in downtown needing rehabilitation that have not been addressed by the several housing rehabilitation programs

2.2 Housing Demand

Section 2.1 discussed the supply of housing that exists in Maynard and how, where, and at what price new units have been and are being added. Information was also provided on the current affordable units. The other side of the housing picture is the demand for housing – who lives in Maynard, and who wants to move to or stay in Maynard, and how does their desire for housing get reflected in price, waiting lists, and market dynamics.

Demand for housing in Maynard can be explored by reviewing **population dynamics** - population size, population growth, the age and income of the population, family size, stability of the population, and special needs. It can also be explored by **market dynamics** - the number of homes that are sold over a period of time, the inflation in the costs of those sales, and the briskness of activity in the housing market. Finally, demand can also be explored through **applying state and regional analyses to the local level**. Interviews with professionals associated with the housing market have also provided insight on the demand for housing in Maynard.

2.2.1 Population Dynamics

Table H-6 demonstrates that population in Maynard did not grow significantly between 1920 and 1960. Maynard population increased by over 40% since 1960, with most growth occurring in the decade of the 1960's and 1970's as Digital Equipment Corporation was building its presence in Maynard, attracting new employees, and spurring housing growth. The overall population growth rate of 3% during the most recent decade is exceeded by the 5.5% growth in housing units during the same period.

H-6: Population of Maynard, 1920-2000

Year	Population
1920	7,086
1930	7,156
1940	6,812
1950	6,978
1960	7,695
1970	9,710
1980	9,590
1990	10,325
2000	10,433

Source: U.S. Census 2000, Maynard Open Space Plan, 1996

Table H-7 summarizes the population by age of residents of Maynard, and compares that to the population by age in the entire MAPC region. While the total population has changed relatively little over the last decade, specific age categories have either seen significant growth or significant decline. The drop in population in the young adult age group, 25-34, has been experienced by many towns in the area, and is indicative of a smaller age cohort moving through, but Maynard's decline of 30.6% is well above the 21.4% drop in the MAPC region overall. The increase in population in the 35-44 age group is near the level of increase in the MAPC region, but the more than 100% increase in the 85 and over category again outstrips the 24.2% increase in the region. These relative changes result

in the percent age distribution in Maynard and the MAPC region shown in Table H-7.

Table H-7: Age Composition in 1990 and 2000, Maynard and MAPC Region

Ages	Maynard Population				Percent of Total 2000 Population	
	1990	2000	Projected 2010	% Change 1990-2000	Maynard	MAPC Region
0-19	2,250	2,610	2,870	2.4%	25.0%	24.8%
20-34	2,887	2,004	2,021	-30.6%	19.2%	23.1%
35-44	1,761	2,058	1,672	16.9%	19.7%	16.7%
45-64	1,855	2,505	3,629	35.0%	24.0%	22.1%
65-74	734	631	709	-14.0%	10.5%	11.4%
75+	538	643	570	19.5%	1.7%	1.8%

Source: U.S. Census 1990 and 2000

Note: Projections prepared by Metropolitan Area Planning Council. MAPC Region includes 101 cities and towns outlying the City of Boston and comprise a significant portion of Eastern Massachusetts.

The change in population by age can have significant impact on the need for housing or may be indicative of the failure of the housing stock to meet a need. The increase in the elderly population (75+ years) may suggest a near term need for assisted living or home care services in Town, but the steady to declining population in the 65-74 year old category suggests this need may leave time to construct units for the bulge of baby boomers in the 45-64 year age range move into these older age groups needing more supportive living environments. Little housing is currently available for older residents needing a more supportive residential environment and so they may be lost to the population count as they could not choose to stay in Maynard or move here. Projections to 2010 for this age group suggest a subsequent decline.

In the future, the leading edge of baby boomers, now in their 50's, will begin moving into the 65-74 year age cohort by the next census. Many communities should consider housing options for this group to provide alternatives to staying overhoused in single family homes, or leaving town for housing options elsewhere. The large rise in the 45-64 age group suggests that housing for empty nesters could be desirable. Since a significant portion of the housing stock in Maynard consists of condominiums and relatively small homes with smaller yards, empty nesters in the middle years may well choose to stay in their housing. Small homes, with services for seniors including meals and transportation, may preclude the need for a large amount of age specific housing.

Some amount of age-specific housing, likely in attached condominium development, would be appropriate. Siting of assisted living and a nursing home in the community would also provide options for residents now in public housing and private senior housing that currently lacks handicapped access and a set of services that can support seniors' needs as they become more frail.

The steep decline in young adults might suggest that programs for first-time homebuyers are needed to allow younger families access to buying the more modest homes in Maynard, particularly since this population is relatively greater in the MAPC Region overall. This lower population size is projected to continue into the future.

These data are quite important as Maynard is often viewed as a community of first-time homebuyers who then move out of town when they want to increase the size of value of their home. These data suggest that many residents stay in Maynard through middle and older ages,

and actually comprise a relatively larger proportion of the population in the middle age years than MAPC Region overall.

The increase in residents in the 35-64 age groups suggests that given the increased cost of housing, people with more established incomes can more easily afford to live in Maynard. Their demand may be displacing younger families

This analysis based on the age of Maynard residents suggests two demands that could be important to recognize and meet – 1) develop programs to keep some of the least costly housing permanently affordable to younger families to provide a good mix of ages and allow some young people to stay in Town after they leave school, and 2) to construct housing that older residents can transition into, at several levels of independence and care, leaving their single family properties for younger residents yet allowing them to stay in the community that they have spent many years in.

In addition to the age analysis, it is important to analyze the family patterns in Maynard and the housing units that accommodate them to assess the need for what type of additional housing. There have been several changes in the types of households in Maynard that have implications for housing needs and the needs for associated services. There has been a 16% increase in non-family households (households where members are not related by blood or contract), and a 24% increase in people living alone. This same pattern is found in statewide data. The increase in people living alone translates into a demand for more housing units. More than half of householders living alone are renters, but 47% are homeowners.

Table H-8: Tenure by Type of Family, with Children Under 18 Years

	Owner		Renter	
Married Couple Family	2,064	69%	262	20%
W/ children<18 years	896	43%*	143	55%*
Other Family**	242	8%	252	20%
W/ children<18 years	56	23%*	188	75%*
Non-family	696	23%	776	60%
	3,002		1,290	

*These percentages indicate the percentage of each family type that has children under 18 living with them

** Other family households consist of either male householders with no wife present, or female households with no husband present

Source: 2000 U.S. Census, Table HCT-1

Table H-8 provides information that is indicative of living patterns and housing choices in Maynard. Most owners are married couple families, although almost a quarter of owners are considered non-families. On the other hand, most renters are non-families, with 40 % of renters living in family units. For the 40% of renters that are in families, the percent that have children under 18 living with them is somewhat higher than the percent of owners that have children under 18 living with them – this is especially the case with other families. It is possible that these families have resulted from family break-ups.

This information suggests that renters in family units bring more children into a town, but many more renters than owners are in non-family households. The growth in proportion of Maynard

residents living in non-family households is important to accommodate in housing. It also suggests that at least some rental units should be large enough to continue to house the approximately 25% of renter households with children.

Table H-9 provides an additional perspective on the question of household patterns and tenure. Overall, households of ownership units are larger than those living in rental units, with 26% of owner households having 4 or more members, while 11% of renter families are in those size categories. This results partially from the fact that renter occupied units have a median unit size of 4.2 rooms, while owner occupied units have a median unit size of 6.5 rooms.

Table H-9: Tenure by Percent of Persons/Household

Household Size	Owner	Renter
1	19%	51%
2	37%	26%
3	18%	12%
4	16%	6%
5 or more	10%	5%

Source: 2000 U.S. Census, Table H-17

Table H-10: Percent of Residents in 2000 by Place Lived in 1995

Location of Residence in 1995	Maynard	Middlesex County
Same House in 1995	61.8%	57.9%
Different house in Middlesex County	24.3%	21.9%
Different house in MA outside Middlesex County	5.3%	6.6%
Elsewhere in U.S.	6.6%	9.0%
Foreign Country or at sea	2%	4.5%

Source: 2000 U.S. Census

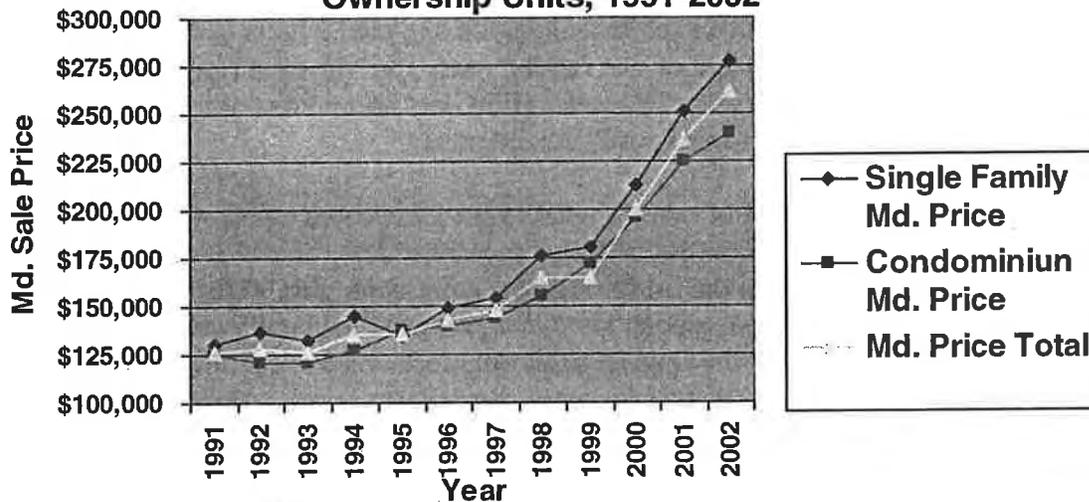
Information in Table H-10 demonstrates the relative stability of households in Maynard relative to Middlesex County overall. Maynard residents were more likely to live in Town since 1995, or have moved from elsewhere in the County since 1995. Still, only 61.8% of Maynard residents in 2000 had lived there for more than five years. While this is not

unusual in Massachusetts, it presents both a constant supply as well as demand in the housing market with property turnovers. This dynamic of frequent sales adds to the inflation in price. It also has impacts on the community, residents' knowledge of the community, and their participation in civic life.

2.2.2 Market Dynamics

There are several sources of information that can provide insight on the dynamics of the housing market in Maynard. These sources include summary information on sales over time, recent market data on sales of ownership units, waiting lists for rental developments for which waiting lists are maintained, and interviews with realtors regarding activity in both the sales and rental markets.

Figure H-1: Number of Sales and Median Sale Price of Ownership Units, 1991-2002



Source: Banker and Tradesman (www.thewarrengroup.com), data available as of Spring 2003
 * January-September, 2002

According to information on actual sales, as reported monthly in the Banker and Tradesman, the market value of units for sale in Maynard has risen constantly over the last decade. Figure H-1 shows both the number of sales and the median sales price from 1991-2002 for both single family and condominium units. This Table makes apparent that the steep increase in costs for ownership units has largely occurred after 1998, and continuing through the most recent recorded period. This continued increase in the sale price of homes and condominiums is remarkable given the substantial decline in the economy since 2000.

Listings from the Multiple Listing Service for Maynard contain somewhat different information than that of Banker and Tradesman. For the 12-month period ending May 5, 2003, 150 homes were sold through the MLS with an average list price of \$313,814 and an average sale price of \$307,832, a difference of about \$6,000 between the asking and selling prices. The average time on the market was 51 days. This information suggests that the market, while reflecting an inflating price, was selling for less than the asking price. In the condominium market, 37 units listed were on the market for an average of 47 days, and the average list price of \$238,843 was about the same as the average sale price of \$238,517.

One indicator of demand is the number of days that residential property is on the market, and the gap between the listing price and what a property is actually bought for. As noted above in describing buying activities in the last year, the fact that both single family properties and condominiums are on average sold for less than the asking price, but not very much less, is indicative of the fact that there is high demand, but not serious shortfall of available units. This is further supported by the time on the market of 45 days for single-family homes, and 18 for condominiums. These are generally short periods of time, with the shortest time frames for the least expensive units. Maynard is relatively affordable in this area of surrounding towns with large lot sizes and larger homes. Any serious pressure on affordable housing would show up in Maynard, and these data does suggest that demand here is high.

Little coordinated information is available on the rental market in Maynard or in any other community. Rental units are found in some larger developments, but more commonly in Maynard in older residential properties with 2-6 rental units. Currently, the only large rental developments are public housing or subsidized housing, although the 22 units under construction in Maynard Center will add a development of two family units. The Maynard Housing Authority and Equity Realty Management (managers of Summer Hill Glen) maintain waiting lists of for their units. This is indicative of the demand for subsidized units.

Summer Hill Glen reports waiting lists of several years for its 2 bedroom units, of less than a year for its 1 bedroom units, and 3-5 years for its fully accessible units. The MHA reports its waiting lists are quite short, with 10 on the list for regular senior units, and 30 for accessible units. Bob Larkin, Director of the MHA, reports that the waiting list for family units is quite long, but feels that this is indicative of the state requirements for homeless families to sign up for multiple waiting lists. He also reported that he has seen a significant drop in demand for rental units in the area in general.

According to local realtors, people seeking to rent or buy in Maynard are generally younger and seeking more affordable housing than is available in many of the surrounding communities. They also report that demand has remained high for units to buy, demand for market-rate rental units has dropped significantly in the last 6 months to a year. This decline in demand appears to be linked to the current decline in employment in high tech businesses. The prospects for employment in this area and the businesses dominant here should be carefully watched as an indicator of demand for rental housing.

2.2.3 Regional Dynamics

With the rapid rise in housing costs during the late 1990's, the state and other organizations identified a need to both provide some analysis of this process, as well as develop programs to generate the construction of more new housing. Several studies were undertaken on the magnitude of the problem, and more studies were undertaken of both local and state housing policies and programs to identify barriers to the development of new housing. Among these studies is the one cited below.

A landmark study was prepared by Northeastern University in 2000 – “A New Paradigm for Housing in Greater Boston”. This study used the difference between ideal vacancy rates and actual vacancy rates to estimate the number of housing units that are needed in order to create a market that has healthy turnover, and would be described neither as a “buyers” or “sellers” market. According to the study, these healthy vacancy rates are 6 percent for rental units and 2 percent for home-ownership units. According to Table H-2, the ownership vacancy rate is .4% and the rental vacancy rate is 3.1%. In order to bring these vacancy rates up to the suggested levels, there would have to be an additional 80 ownership units and 60 rental units added to the housing stock. The vacancy rate method is simplistic, but indicative of what the level of need is in a relatively closed system.

As noted earlier, the current reports from local realtors and property owners indicates a significant decline in demand for rental housing, and that the current vacancy rate may well be at that “healthy” 6% or more. This change in the rental market was also described by a September 21, 2003 article in the Boston Globe noting that demand for rental housing has “plummeted” in

Greater Boston, "creating the best market for renters in at least five years." This article credits the decline to an increase in unemployment and low interest rates that have spurred renters to enter the ownership market.

In sum:

- The proportion of the population in the 20-34 year old age group has decline dramatically in Maynard, while the proportion of the population in the 45-64 year age group has increased dramatically
- Increased population in the 45-64 year age group may suggest the importance of adding assisted living and nursing home options as these populations age during the next decade and beyond
- Many residents believe that Maynard is a town that residents move up and out of, but the increasing population in the older years suggests many people stay in Maynard through their middle and older years
- Most household owners are married couple families with children (69%), while most household renters are non-family households (60%)
- Most rental households, 51%, are single-person households, while 44% of owner households house 3 or more residents
- The steep increase in the sales prices of homes has largely occurred 1998 and after
- Ownership units are sold for less than the asking price, suggesting an active but not overheated housing market

2.3 Housing Affordability and Affordability Gap Analysis

The gap between need for housing and availability can result from too few units for the demand, units that are too expensive for people who need or are seeking housing, or units of the wrong design (too large, too small, not accessible, etc.) We have already seen that the number of housing units has grown faster than the population at large, household size has declined, and vacancies have declined.

According to the Commonwealth, the median income for the Boston, MA-NH PMSA for 2003 is \$80,800. These regional figures are commonly used to apply to communities within the area. According to the U.S. Census taken in the spring of 2000 but using income data for the previous year – 1999 - the median household income in Maynard was \$60,812, up 29% from the median of \$43,253 in the 1990 Census. The importance of the median income is, of course, whether households with various levels of income, from 30%, 50%, and 80% of median up to 150% of median and more, can afford to buy or rent homes in a particular community. The corollary question, of course, is also whether homes in the needed price ranges exist in a particular community.

An important measure of how affordable the housing is in a particular community is the percent of income that is required by a household in order to cover all the costs of housing – including mortgage or rent, insurance, taxes, and other costs. The rule of thumb used by a variety of state and federal agencies is that housing costs as a percent of gross income should not exceed a figure that is somewhere between 28% and 33% for home-ownership, and roughly 30% for renting.

Table H-11 provides a useful summary of the percent of gross income of households in Maynard that is required to cover the costs of owning or renting housing units from the 2000 U.S. Census.

Table H-11: Percent of Household Income Going to Monthly Costs of Owning and Renting, 1999

% of Monthly Income	% Owners	% Renters
Less than 15%	30.8	14.3
15-19.9%	17.7	14.0
20-24.9%	18.4	14.3
25-29.9%	8.3	12.4
30-34.9%	9.3	6.7
35% or more	14.7	30.6
Not computed	.8	7.8

Source: U.S. Census, 2000

The data in Table H-11 is informative regarding how stretched Maynard residents are in meeting their housing needs. A large percentage of renters (30.6%) and a significant percent of owners (14.7%) are paying 35% or more of their monthly income for the immediate costs of housing. These residents are in the most jeopardy of running into a serious financial crisis and of perceiving that their lives are dominated by financial balancing.

These households are made up of 440 that own their home and 396 that rent, for a total of 836 households or about 20% of all households.

The income of Maynard residents as recorded in the 2000 U. S. Census is contained in Section 3, Economic Development. It is worth noting here that this information supports the need of Maynard residents for housing that is affordable to households with a variety of incomes. Census data show that 5.6% of Maynard residents live below the poverty level.

As noted earlier in this Plan, housing is generally considered affordable if households with 80% or less of the median income in a community can afford to buy or rent the housing. The state defines affordable housing for legal purposes as specific units that have received some form of subsidy that requires that the unit be restricted for sale or lease to someone who is deemed to qualify for that unit based on their income. These units are also classified affordable for purposes of meeting the state’s requirement for affordable units under Chapter 40B.

According to the Commonwealth, Maynard is classified as having 322 affordable units that have been subsidized, have qualifying residents, and count toward units qualifying for 40B. Based on the 2000 Census showing 4,406 units in Maynard, the Commonwealth has determined that 7.55% of the housing stock in Maynard is affordable. Under Chapter 40B, the state requires that a town have 10% of its housing units deemed affordable in order to be exempted from the Comprehensive Permit process that is designed to allow housing development that is inconsistent with local by-laws as long as 25% of the units are restricted to occupancy by families at 80% or less of median income.

While wages are an important indicator of the ability of households in a community to afford housing (See Table E-1 in the Economic Development Element), a more important indicator is the number of members of a family who are working and thereby earning wages. Table H-10 summarizes the number of workers in a family comprised of a married couple (either with or without children) and Other Family (single parent with children).

Table H-12 makes clear the advantage that married-couple families have in having 30% more households with 2-worker families, and 10% more with 3-worker families.

Table H-12: Number of Workers by Family Status in Maynard

Number of Workers	Married-couple Family	Other Family*
0 Workers	5.9%	16.1%
1 Worker	21.7%	50.8%
2 Workers	56.5%	27.6%
3 Workers	15.9%	5.5%

Source: 2000 U.S. Census

*Other families consist of male householder, no wife present or female householder, no husband present

The National Low Income Housing Coalition has prepared information on each city and town on the affordability of their rental housing. This analysis is based on median income for the Boston, MA-NH PMSA rather than on individual communities. The information is instructive, although its baseline figures differ from the median income of \$61,812 identified by the 2000 U.S. Census.

This organization has made several assumptions in preparing its estimates:

- Households in Maynard with income at 30% or less of Town’s median income of \$71,600 (\$21,480) can afford monthly rent of no more than \$456.
- Households with income equal to minimum wage (\$6.75/hour) can afford a monthly rent of no more than \$351.

The fair market rents in Maynard for 2001 start at \$840/month for a one bedroom apartment up to \$1,543 for a three BR. (A review of recent Classified advertising in the Beacon Villager confirms that the market rents for units in Maynard are roughly within the Fair Market Rental rates)

Table H-11: Maynard Affordable Rents Data

H-11A: Maximum Affordable Monthly Housing Cost by % of Family Area Median Income

30% Median	50% Median	80% Median	100% Median
\$537	\$895	\$1,432	\$1,790

H-11B: 2001 Fair Market Rents by Number of Bedrooms

Zero	One BR	Two BR	Three BR	Three BR
\$746	\$840	\$1,051	\$1,314	\$1,543

Source: National Low Income Housing Coalition (www.nlihc.org)

This information is useful in demonstrating that, while affordable housing is an issue in Maynard, rental housing is still available to residents at the 50% and 80% of median level. A three bedroom market rate apartment in Maynard is within the price range of households that would qualify for subsidized units (households at 80% of median income). This suggests that new construction of subsidized units for moderate income households may not be as important as capturing the affordability of existing units as they become in need of renovations.

Affordability of ownership units is explored in Table H-13. This generally uses a methodology that has been adopted to understand the ability of households to pay for housing in the current market. The best estimate that is available at the current time for the cost of a household to

acquire an ownership unit in Maynard now is the median price of an ownership unit for units sold during the last year. The median sale price for a single family unit sold in Maynard for 2003 was \$277,000 and for a condominium unit was \$240,000. For the year 1999, the year for which these income figures were obtained, these numbers were \$179,950 for a single family home, and \$171,950 for a condominium units.

Table H-13: Ability to Pay for Home Ownership or Rental Housing of Maynard Households of Varying Income Levels

Income Level % of Md. Income	Annual Income*	Monthly Income	Maximum Monthly Debt Service	Value of Unit Affordable to Household*	Cost of Rental Unit Affordable to Household
30%	\$18,243	\$1,520	\$ 129	\$ 21,624	\$456
50%	\$30,406	\$2,534	\$ 454	\$ 75,793	\$760
80%	\$48,650	\$4,054	\$ 940	\$157,044	\$1,216
100%	\$61,812	\$5,068	\$1,265	\$211,266	\$1,520
150%	\$91,218	\$7,602	\$2,075	\$346,623	\$2,281

Source: 2000 U.S. Census

*Assumes monthly housing expense of 32% of income, including insurance at \$58, mortgage financing at 7%, 30 years, 10% down payment. The residential property tax rate of 17.95/1,000 was used.

When comparing figures for the point of time at which the 2000 U.S. Census was collected, housing in Maynard appeared reasonably affordable. A household with the median income could afford an ownership unit valued at \$211,266, when the median costs for that year was \$179,950. There did not appear to be, in 2000 at the peak of the economic high, an affordability gap in Maynard. Since that time, housing costs have continued to climb but unemployment has increased in the downturn in the high tech economy and the economy overall. As a result, it is reasonable to assume that the position of Maynard households has eroded in the last two years in their ability to buy a home in Maynard.

It appears from Table H-9 that rental units have been affordable to Maynard households. Given the reported drop-off in demand for rental units and the concomitant stability of rents, it is likely that rental units in Maynard are still affordable to Maynard households, as indicated above in the previous discussion.

2.3.1. Potential Development of Housing

The Build-Out Analysis prepared for Maynard provides a window into the maximum number of homes that could be built in Maynard given its land resources. It is projected that there are approximately 518 additional lots, and 555 additional residential units that could be constructed in Maynard. These units are projected to generate approximately 1,332 new residents, for an increase of 13% over the population in 2000. This includes an additional 189 students in the Maynard school system. This population increase is also projected to consume an additional 99,924 GPD of water.

This maximum potential projected growth under current zoning is relatively small because Maynard has little additional land to grow into. Two of the larger parcels included in these projections are in Chapter 61B. These properties, currently used for outdoor recreation (the Maynard Country Club and the Maynard Rod and Gun Club), are taxed by the Town for this non-intensive use rather than taxed at the development value of the land. This tax break is

authorized by MGL Chapter 61B. These properties can be withdrawn from this tax classification at any time, but have to offer the Town the right of first refusal to buy the land before it can be used for development. More information on these parcels is contained in the Maynard Open Space and Recreation Plan 2004, a companion Plan to this document.

Table H-14 summarizes the possible road that Maynard could take in fulfilling the state’s challenge to have 10% of its housing units subsidized affordable units, as discussed in Section 2.1.3. This table takes the estimated maximum number of units that could be built in Maynard under current zoning and addresses the question of what percent of units would have to be subsidized, and how many total units constructed, in order to have 10% of the housing units in Maynard subsidized affordable units. According to Table H-14, 30% of the units at full build out (167 subsidized affordable) would have to be built in order to meet the 10% requirement. The guidelines for Comprehensive Permit developments are that they be 25% affordable to households earning 80% of median income. In this situation, only 139 units at full build-out would be affordable, resulting in 9.5% of total units qualifying as subsidized affordable.

Theoretically, Maynard, under current zoning, could achieve its 10% goal at 30% of build-out, only by developing exclusively rental projects through Comprehensive Permits where 100% of the units count as affordable. If home-ownership 40B’s were developed, only ¼ of the units/development would count (discussions are underway to change this to ½ of the units counting as affordable) and make the goal even more impossible to achieve. Maynard, then, needs to decide if it should try to meet this goal or not, if it should try to incorporate and receive credit for existing units that can receive subsidies as they change hands, or identify sites where relatively dense Comprehensive Permit projects can be located – essentially increasing the number of units at build-out.

Table H-14: Meeting the Goal of 10% Subsidized/Affordable Units-Maynard

% of New construction that is 40B Qualifying	Number of New Units at Build-out**	Number of New Construction 40B Qualifying	Total Units	Total Qualifying Units	% Qualifying
Existing Housing Stock			4,398*	332	7.5%
15%	547	83	4,945	415	8.4%
20%	547	111	4,945	443	8.9%
25%	547	139	4,945	471	9.5%
30%	547	167	4,945	499	10.1%

*U.S. Census 2000, Occupied Housing Units

** MAPC Build-Out Analysis for Maynard, 2002

As of May 2003, The Governor’s Commission on 40B is convened to discuss changes to this law. Many of the possible recommendations could significantly change how and how soon Maynard might meet the 10% affordability goal.

In sum:

- 37% or more of renters are paying more for their housing than they are estimated to be able to afford, while 15-25% of homeowners are paying more than estimated affordability
- 72.4% of married couple families have 2 or more workers, while only 33.1% of other families have 2 or more workers, demonstrating the advantage of married couple families in income and ability to cover housing costs

- While housing was affordable in 2000 to families at 80% of median income, erosion of employment in the last several years with continued increase in costs of home ownership leaves Maynard families slipping in their ability to afford to buy housing.
- Recent drop in rental demands suggests rental housing may still be affordable to Maynard residents
- At full build-out, Maynard can only meet the 10% target for affordable units by building largely rental developments

2.4 Summary of Housing Need

As a result of the analysis offered above, several types of residents have been identified as being in need of more housing options or units. The analysis has shown a relatively high demand for housing in Maynard, although demand for rental housing seems to be declining. Growth has been quite slow over the last 10 years, largely based on the unavailability of land for development. Rapid inflation in house prices since 1997, and the inflation in rent that has resulted in 31% of renters pay more than 35% of their income for rent, certainly suggest a need to bring these prices down. While the following housing needs address the needs of the specific categories of residents most in need, the variety of programs that can meet these needs and otherwise improve housing in Maynard is addressed in Section 2.5.

Housing options that can meet the needs of the Maynard resident population include:

1. **Some additional housing options for seniors**, including market rate multi-unit condominiums or town-houses with senior amenities, assisted living, and possibly a nursing home. In all cases, some units would be appropriate, but not large or many developments. These options will free up other housing for families.
 2. **More affordable home-ownership for young families** that are based on subsidies to existing housing units from a land trust, first-time home-buyer assistance, rehabilitation assistance, etc.
 3. **Some additional rental units, and new construction to develop affordable rental units** through the Comprehensive Permit process, as well as subsidizing existing rental units to provide affordability.
 4. Given the large stock of modest homes in Maynard, **new construction can be median priced and more single family units** to allow aging families with increasing incomes to remain in Maynard.
-

2.5 Impact of Zoning and Infrastructure on Housing Development in Maynard

The configuration of residential development in Maynard is a result of zoning by-laws that allow relatively dense development, and a wide variety of housing styles within the Town. Maynard's history is key in these patterns. The large mill that has dominated business, residential, and civic life in Maynard for the last 150 years has played a large role in its current residential patterns. A significant portion of housing units in Maynard was actually built by the owners of the mill between the 1860's and the 1920's. This housing style included small single-family homes, an area of duplexes, large multi-unit properties, and row housing. Significant portions of the

original housing stock still exist. Zoning, and the type of subsequent housing growth, was defined around this stock. This density of housing stock required the town to make a big investment in sewers and in public water supply that now extend virtually town-wide.

Maynard has zones that allow for townhouse units, garden apartments, single family units on 10,000sf and 20,000sf lots, and large health care/residential facilities. As a result, Maynard has many of these different types of units. Map 1 incorporates current zoning, current land use patterns (created over the years under different zoning, (and indeed, no zoning), and an area in the downtown recommended for rezoning to accommodate somewhat denser development

A review of the build-out analysis by zones, shows that 9 more multi-family units, and 505 new single family units could be constructed in the zones as defined. Many of these types of multi-family housing are allowed by right in each of the named zones. Maynard also allows housing in its Business zone, and a 22 unit development is currently under construction in the Business zone abutting Maynard Center.

While these numbers make it appear that considerable more development is possible, most of the 242 units listed as buildable in zone S2 would be on any of the three sites in the Massachusetts Chapter 61A or 61B open space assessment program to encourage these parcels to remain open space – including the Rod and Gun Club and the Maynard Country Club. Maynard wants to retain these recreational uses for town residents. The 263 remaining units identified as buildable are located largely on land-locked parcels. While some of these may eventually be developed, these remaining properties will be complicated and costly to develop.

Maynard does not allow residential units in the Central Business District (CBD). Many of the existing commercial buildings downtown with 2 or more stories have residential units on the upper floors. These units are grandfathered as they were in existence before the CDB zoning was passed. New construction buildings, at least one of which has just been completed, cannot have upper story residential units under the current zoning. Upper story residential units are valuable as they can add reliable income to support building improvements, and they add customers directly in the downtown area. Further, downtown residents make the downtown a safer place at night, and can support the restaurants and theater and other potential nightlife.

The Maynard Zoning Bylaw allows accessory apartments by special permit in single family residence districts, but it is not known how many such accessory apartments may have existed before the special permit was required. According to Assessor's records, there are 51 residential units reporting two kitchens. These provide a good proxy for accessory apartments. Tenancy in accessory apartments are limited to blood relatives or adopted relatives of the residents of the unit.

During the last several years Maynard has not changed any of its zoning as it pertains to facilitating multi-family or affordable housing since it already had zoning that accommodated production of large quantities of relatively affordable units. It has, however, in the last several years, constructed about 4,000 linear feet of sewer to serve several new developments, particularly in the east side of town. Given the current housing climate, the units now under construction are more expensive homes than those built in previous years, even though they are on the same size lots. New units post-2000 are located primarily in the Asparagus Farm subdivision.

Map 3, Housing Suitability, identifies current residential uses (described in section 2.1.1 of this Plan), and identifies the proposed location for the Downtown Development Overlay District described below as a recommended Tool.

2.6 Recommended Tools and Strategies

The following preliminary set of recommended tools and strategies has been developed from the results of the Visioning process (results of the Visioning meetings are included in Appendix A) undertaken as part of this Community Development Planning process, and from a public meeting specifically focused on housing issues. The public meeting addressing only housing issues and directions in more detail was held on June 23, 2003. A presentation was provided and a series of questions were presented to the attendees at the meeting (these are included in Appendix A) The following paragraph summarizes the outcome of that meeting.

Meeting attendees generally expressed an acceptance of some continued growth in Maynard. The general feeling was growth should occur in areas where development already exists on infill lots or with somewhat denser development of existing lots. A concern was expressed regarding the impact of that growth on services, particularly schools, water, sewer, and public safety. The attendees agreed that whatever land is currently open should not be built on. The results of the Visioning meeting and the housing session form the basis of the issue areas and recommendations offered below.

While there are an array of tools available to impact on the type and amount of housing development in a community, these tools are often dependent on public resources in order for them to be effective, or a private entity willing to undertake the type of development Maynard would like to see occur. Most development occurs through the initiative of private developers with an opportunity presented by available land in an area zoned for a particular type of residential development. Because of this, zoning and the operations of the Planning Board and the Board of Appeals, often have the most to say regarding how housing evolves in a town. Zoning recommendations, then, are key to many of these recommendations.

2.6.1 Identify Areas and Tools for Increased Housing Density in Maynard

Maynard is fortunate in having a relatively dense, pedestrian-friendly downtown and significant open space resources at the periphery – and the Town would like to maintain that pattern. These more densely developed areas near the downtown are attractive for senior housing and assisted living. Many of the units near the downtown are the more affordable units. This area is appropriate for programs that are designed to subsidize existing units to make them more affordable. The following recommendations address the goals of using zoning to prevent overbuilding on the periphery and some infill and increased density near the downtown.

H-1: Consider a Transfer of Development Rights Program and a Conservation Subdivision Bylaw that would protect the remaining large, open parcels of land in Maynard while encouraging denser development in the pedestrian friendly areas downtown.

Three of the remaining large parcels in private ownership in Maynard are in the Chapter 61 A (Cutting property) or 61B (see previous section) Programs for reducing the local real estate tax

liability based on recreation or agricultural use. Receiving areas for the transferred development rights permitting greater density in the downtown area could be designated for higher density development to maintain those currently open lands for their open space and recreational use.

The receiving area for potentially greater density development is identified on Map 3 as the Downtown Development Overlay District. This is the area within which development could occur should there be development pressure on the parcels for which protection is sought. These new developments, by virtue of their density, may be less costly as they are less land-intensive developments. Another option for protecting these sites would be a Conservation Subdivision Bylaw that would cluster residential uses in one area of a parcel and restrict development from portions of a parcel with important natural features.

H-2 Accessory Apartments

Some of the larger single-family residential units in the central part of Maynard could house accessory units. An accessory unit bylaw that allowed units that are not restricted to family members, could provide convenient, lower cost housing, in the downtown area. Controls could be included in any bylaw change that required that the exterior of the building must not change the appearance from a single family home, it could restrict exterior stairways, require on-site parking, and other provisions that protect the single family nature of the neighborhoods.

H-3 Mixed-Use Zoning in Maynard Center

Mixed-use development is commonly believed to be a valuable option to achieve several goals for communities where it does not currently exist. Income from both business and residential rentals can increase the ability of downtown buildings to finance a project, and to pay debt service and maintenance costs over time. Residents in a downtown area 24 hours/day provide increased markets for business and add to safety in the downtown area.

Mixed use development, allowing residential units on the upper floors of buildings with commercial uses on the ground floor, in the Central Business District of Maynard Center is not currently allowed. Since there are grandfathered residential uses in many of the commercial buildings in Maynard Center, the allowance of residential units above commercial units would be unlikely to greatly increase the parking demand in the downtown. In any case, the parking demand by residential users is complementary in time requirements to the demands of employees and customers of downtown businesses during weekdays. Conflict from competing parking needs of residents and store owners would be greatest on Saturday and would need to be addressed through parking management if it became a problem.

Mixed use zoning change would need to address issues of the amount and location of parking, meeting the parking requirement with public parking, and the limitation on commercial uses in buildings housing residential units on the upper floors. Site Plan Review (SPR), a section of the Maynard Zoning Bylaw that governs the appearance and pattern of development on individual parcels, applies to virtually all developments in the downtown. The SPR process, then, is a vehicle through which the parking issues and patterns can be addressed.

Parking requirements are likely to be the primary concern for this type of development. Other communities have addressed this issue by designating a Municipal Parking Zone where development projects within that Zone are not required to meet the private parking requirements.

Other communities have allowed up to a 50% reduction in parking requirements if justified in the application process through a special permit.

H-4 Encourage Increased Residential Density in the Maynard Center Area through use of a “Downtown Development Overlay District”

The Land Use Subcommittee identified an area in which denser development could be allowed to occur through a zoning change that would define an overlay district on both existing under-utilized and unutilized parcels, as well as for redevelopment. The Committee tentatively identified specific locations of parcels available for redevelopment or more dense development where the Town could work with the property owner to encourage development that allows two-family developments and more. These proposed changes could provide locations for both the increased rental housing as well as increased housing for seniors through assisted living developments or a nursing home. The so-called Downtown Development Overlay District is identified on Map 1. A model bylaw is included as Appendix D.

2.6.2 Development of Housing to Meet Identified Needs

H-5 Identify Rehabilitation and Expansion Options for Units Located on the Cutting Parcels in Association with Water Supply Protection Efforts

There are currently 10 small units of rental housing located on the complex of parcels identified as the Cutting Parcels. Maynard could undertake efforts to combine programs in supporting affordable housing with grants to protect water supplies to assist with the protection and enhancement of both these resources.

H-6 Specific Locations Identified for Affordable Housing and Location of Units throughout Maynard using Inclusionary Zoning

This planning process has identified the downtown area where the development of subsidized affordable housing for families and seniors could be located. Maynard officials can collect basic information on several opportune parcels in this area and contact a variety of public and private programs and developers to identify projects that can result in the creation of units. Passage of inclusionary zoning, an option that requires all subdivisions of a certain size to include some affordable units would ensure that affordable units get built, and that they be located throughout the community.

H-7 Development of Housing Options for 150% of Median

Some of the Maynard housing stock is modest and on small parcels. Making some of these properties affordable through a purchase and sell-back program rather than new construction will make available the few parcels remaining that can accommodate new construction available for housing that is affordable to those at 150% of median. Additional housing in this price area will allow units within Maynard for families to trade up to a larger, more expensive home while still remaining a resident of Maynard. This can be accomplished more easily if the Chapter 40B requirements are met through means other than new construction.

H-8 Development of Housing Options for Over 55 and for Seniors

The needs analysis has demonstrated the potential increase in residents in this age group and the absence of market rate housing options for this age group, or housing complexes that provide

additional services that may be needed in the future - both assisted living and a possible nursing home. Some of the sites identified above for housing developments within the more dense development area should be targeted for these options.

2.6.3 Improve the Conditions of Maynard Housing

H-9 Continue and Expand the Housing Rehabilitation Program

Maynard is now in its third year of a program funded by the Department of Housing and Community Development to assist low-moderate income homeowners and renters to improve the condition of their homes and units. This successful program has assisted 39 properties and should be applied for at every opportunity to continue to make this resource available to the residents of Maynard.

Maynard successfully rehabilitated an important property on Florida Road with Community Development Block Grant funds, providing 6 units of assisted housing and making a major improvement in real estate appearance and functioning. There are other similar buildings in the Florida Rd. area, on Main St, and on Summer St. that could greatly benefit in functioning and appearance from rehabilitation through the Housing Development Support Program. Owners of these properties could be systematically contacted for interest in these programs. As interested owners are identified, applications could be submitted for funding assistance.

These programs can be linked with first-time homebuyers to assure that young families can buy less expensive homes but still have funds available to rehabilitate these homes for qualifying families.

H-10 Capture Existing Housing as Affordable Units

Maynard, approaching build-out with a stock of predominantly modest housing, is well-positioned to undertake a program to acquire housing units and sell them with deed restrictions as affordable units through creation of a local or regional housing trust to identify and negotiate the real estate transactions, to qualify the buyers, and to monitor the resale of the units. This undertaking can occur through new state programs or through the passage of the Community Preservation Act.

2.6.4 Municipal Innovations

H-11 Assessors' Office Provide Annual Data to Monitor Housing Development

The Assessors' Office can provide year-end reports on residential buildings/units added in the Town, by address, and location on the Town's GIS map. Size and value information could also be included. This will provide an ongoing view of housing growth and locations, and allow local officials to identify progress on implementation of the Plan.

H-12 Accept the Community Preservation Act (CPA)

Several surrounding communities have accepted the CPA, receiving 100% matches from the state in each of the last two years. CPA funds have shown to be a good resource of funds at the local level to support or participate in the development of affordable units. With good experience in surrounding communities and the importance of the breadth of projects that can be supported with it that are of interest to the Town, Maynard may have the ability to pass the CPA.

3. The Economy in Maynard

3.1 Introduction

The Maynard economy has experienced significant changes during the last 10 to 15 years, as the dominant engine of the economy virtually vanished between 1989 and 1995. Although Digital Equipment Corporation, formerly one of the strongest and most influential businesses in the Commonwealth, was absorbed into other firms, it left Maynard with a considerable legacy that shapes the economy of today and opportunities into the future.

The Assabet Mill, developed to produce wool fabric and garments, served as the headquarters for Digital Equipment. Digital invested in the Mill to rehabilitate interiors and install computer infrastructure to house its high technology businesses. The firm also developed the other large commercial/industrial properties in Maynard today, including Metrowest Technology Park and the current headquarters of Stratus Computers. Data Terminal Systems constructed the building that now provides a home to SeaChange International. These buildings and the firms now occupying them comprise key assets for the community and continue to attract a variety of businesses that make up the commercial/industrial sector of the local economy.

The retail sector is primarily located in the small, compact downtown, as well as commercial areas running north and south of Maynard downtown on Rt. 62. The historic, traditional downtown is another major real estate asset that houses the town's businesses. Current land uses in the downtown, shown on Map 2 later in this section, demonstrates that there is a mix of business activities in the downtown area. There is also a mix of uses in existing real estate, where residential units are located over retail business activities, but business activities are the primary use of the site. This type of mixed use is not allowed by current zoning so all residential units are grandfathered. The map also shows that business uses are distributed throughout the community.

The sequels to DEC and downtown business sectors provide employment for Maynard residents as well as many residents of nearby communities. Crucial to the interest of town government and residents is how this economy performs for them, in providing jobs and providing the services they need, and in producing tax revenue to fund the functioning of town government.

Many components comprise a community's economy: its labor force, businesses, and infrastructure, including utilities, systems, and land. Capital is another component of a local economy that will not be covered in this Section. This Economic Development Element of the Maynard Community Development Plan will consider the labor force, businesses, and infrastructure. This Element, first, will describe existing conditions, including some trends, and Opportunities and Obstacles, and suggest activities to realize opportunities and minimize the obstacles.

One overarching existing condition concerns how the economy is performing for Maynard residents. Table E-1 reports that the economy is performing well for many residents.

Table E-1: Maynard Economic Indicators

Characteristic	Maynard		Mass.
	1990	2000	2000
Median Household Income	43,253	60,812	50,502
Per Capita Income	19,202	27,016	25,952
Percent Individuals in Poverty	5.6%	5.6%	9.3%

Source: 1990 and 2000 U.S. Census

During the 1990 to 2000 period, incomes in Maynard grew significantly. Median Household and Per Capita Incomes now exceed those of the state, one of the most prosperous nationwide. For those for whom the economy is not performing –individuals in poverty—the economic growth of the 1990s brought no relief, as the poverty rate remained unchanged. The rate of people living in poverty in Maynard, however, is far less than this rate statewide.

Maynard residents are not just dependent on the economic functioning of Maynard to meet their needs. Many Maynard residents are employed in businesses outside of Maynard. The employment information about Maynard residents is described below in Section 3.2. Employment and business information for businesses in Maynard are described in Section 3.3.

3.2 Employment of Maynard Residents

The labor force –workers who are employed or considered to be seeking employment—are an important factor in a local economy. The size and quality of the labor force are key factors in shaping the types of businesses in Maynard and the region. Firms need labor with appropriate skills and availability to operate the business. Then too, the quality of the labor force affects an individual’s ability to obtain a high paying job and secure a desirable quality of life.

Certain demographic factors inform an understanding of Maynard’s labor force. Workers are drawn from the population and are employable in part due to their skills. Table E-2 summarizes some demographic trends important to the labor force:

Table E-2: Summary Demographic Characteristics

Characteristic	1990	2000	Mass. 2000
Population	10,325	10,443	N/A
10 Year Population Change		1.0%	5.5%
Percent w/High School Diploma*	86.3%	90.2%	84.8%
Percent w/College Degree*	28.5%	38.3%	33.2%

Source: 1990 and 2000 U.S. Census

* Persons 25 years of age and older

Maynard’s stable population imposes stability on the size of the labor force. (The labor force, comprised of workers greater than 16 years old, could vary due to changes in the age of the population.) The work force is steadily becoming more educated, attaining educational levels that exceed those for the state, one of the most educated nationwide.

3.2.1 SIZE AND PARTICIPATION OF THE LABOR FORCE

During the 1990 to 2000 period, Maynard’s labor force grew 0.7%, a little slower than the population. The labor force participation rate, that is, the percentage of employable residents who are working or considered to be seeking work, also grew at about the same pace during this period. Like its population, Maynard’s labor force has been stable in

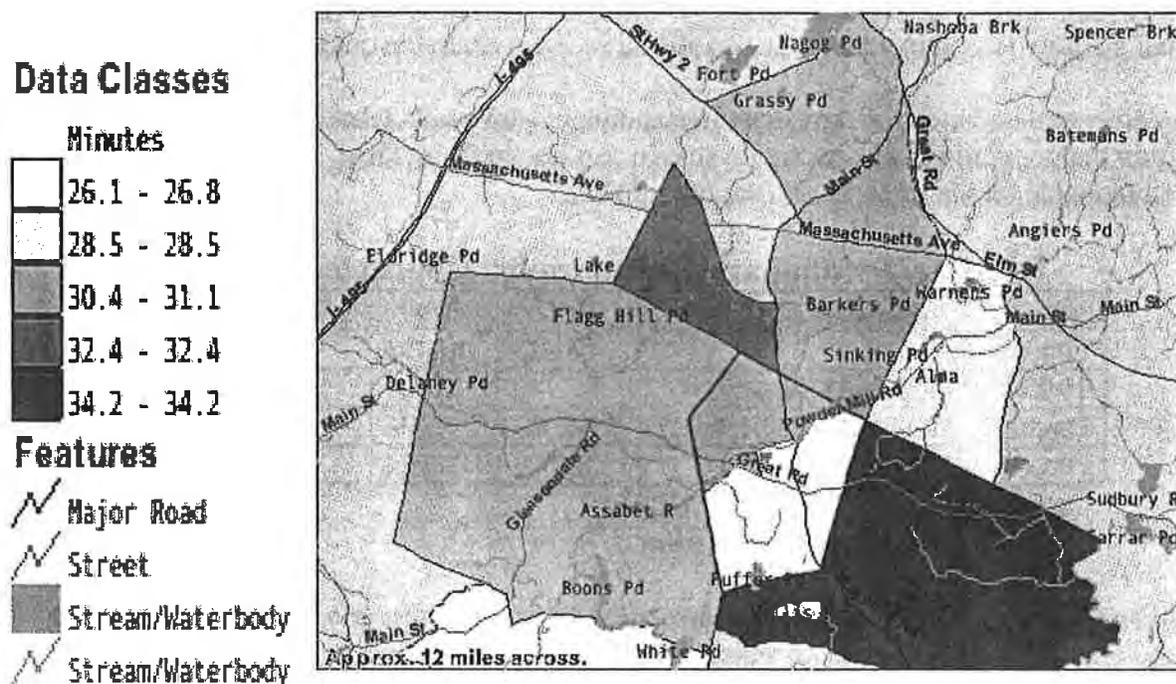
Table E-3: Select Labor Force Characteristics

CHARACTERISTIC	1990	2000	
	Maynard	Maynard	Mass.
Labor Force	5,997	6,041	N/A
Labor Force Participation	74.0%	74.9%	66.2%
Mean Travel Time To Work	23.9	28.7	27.0

Source: US Census, 1990 and 2000

size, but unstable in commuting patterns. The mean travel time to work increased by more than 20% during the 1990 to 2000 period. Either workers are traveling further to their place of employment, or traffic is slower, or perhaps some of each. Certainly the closing of Digital Equipment Corporation that provided employment to many residents who both already lived here or moved here for a job, had a strong influence on this change. On the average, Maynard workers expend more time traveling to work than the counterparts statewide, but less than their counterparts in adjoining towns, as Figure E-1 indicates. The labor force has a higher participation rate than the statewide labor force.

Figure E-1: Mean Travel Time to Work

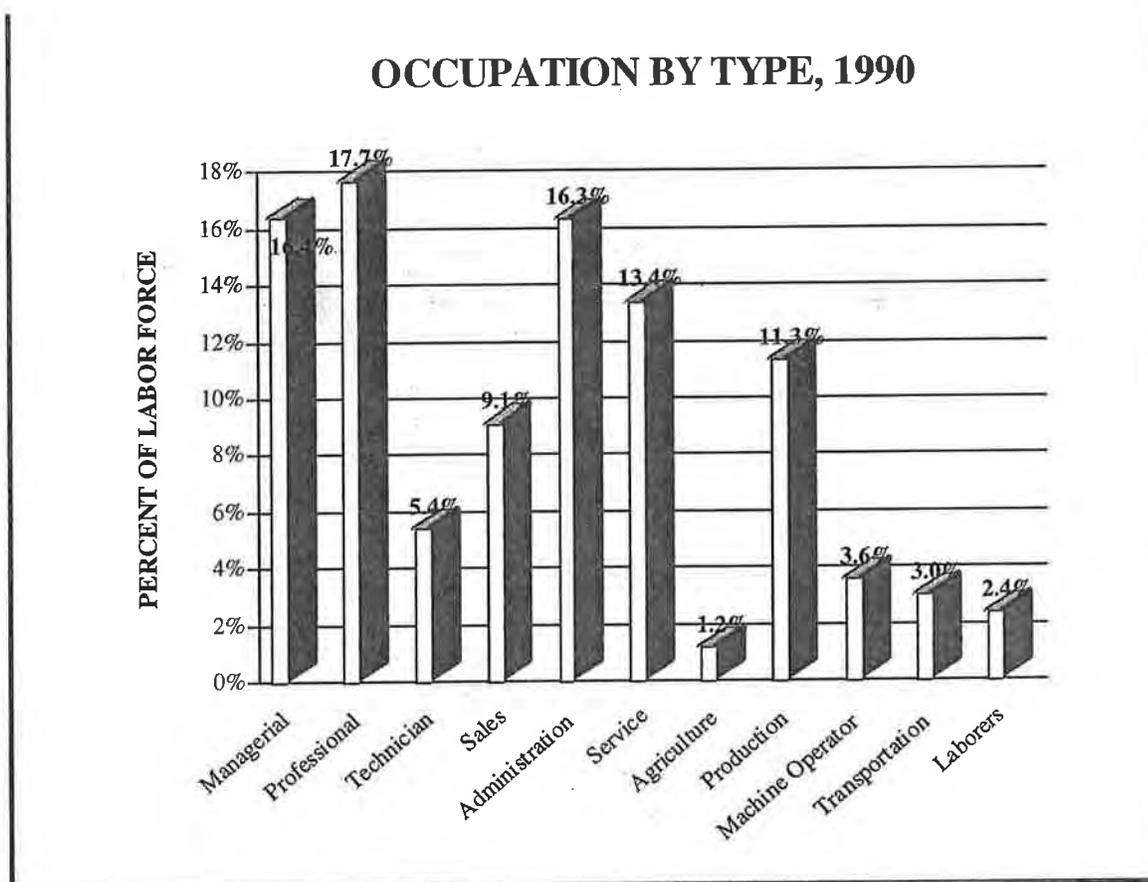


Source: 2000 U.S. Census

3.2.2 Occupation of the Maynard Labor Force

Another important characteristic is the occupations in which the labor force is engaged. As depicted in Figure E-2 below, the three most common occupations of the work force in 1990 were Professional, Managerial, and Administration, comprising 50.4% of all occupations. This prevalence of these types of jobs contributed to the wage levels of residents in Maynard. This distribution was likely indicative of the large number of Maynard residents employed at Digital Equipment Corporation (DEC).

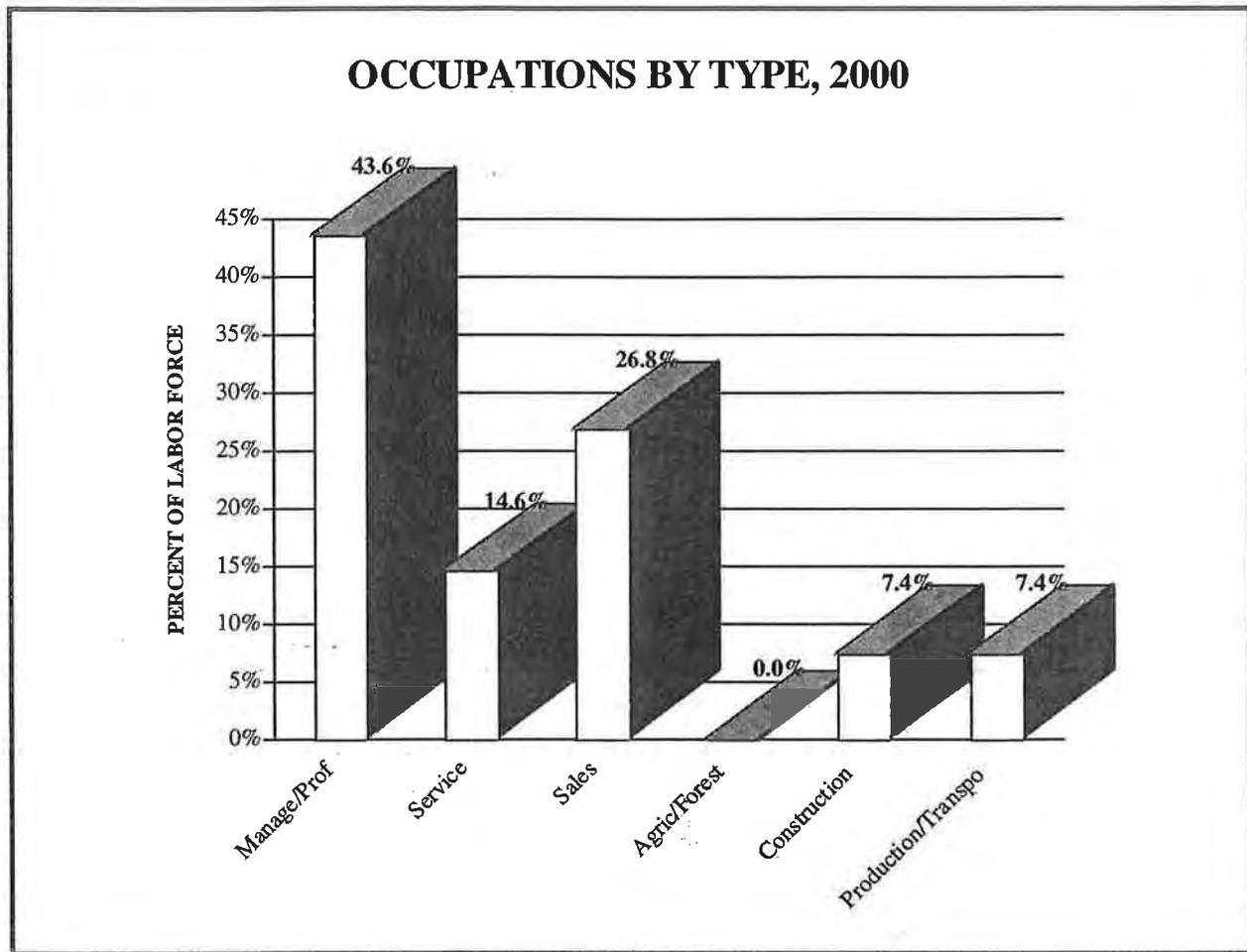
Figure E-2: Occupation by Type, 1990



Source: U.S. Census, 1990

In 2000, the occupations of the Maynard labor force appear to have changed somewhat since 1990, although a precise comparison is impossible due to a change in occupational categories in the 2000 data. Figure E-3 summarizes occupations in 2000. Since many of the jobs at DEC were considered production jobs, the drop in production jobs from 11.3% to 7.4% may be largely attributable to that change. Sales changed the most, from 9.1% to 26.8% in part reflecting the new classification system, but also a movement out of working in the production sector to the sales sector.

Figure E-3: Occupations by Type, 2000

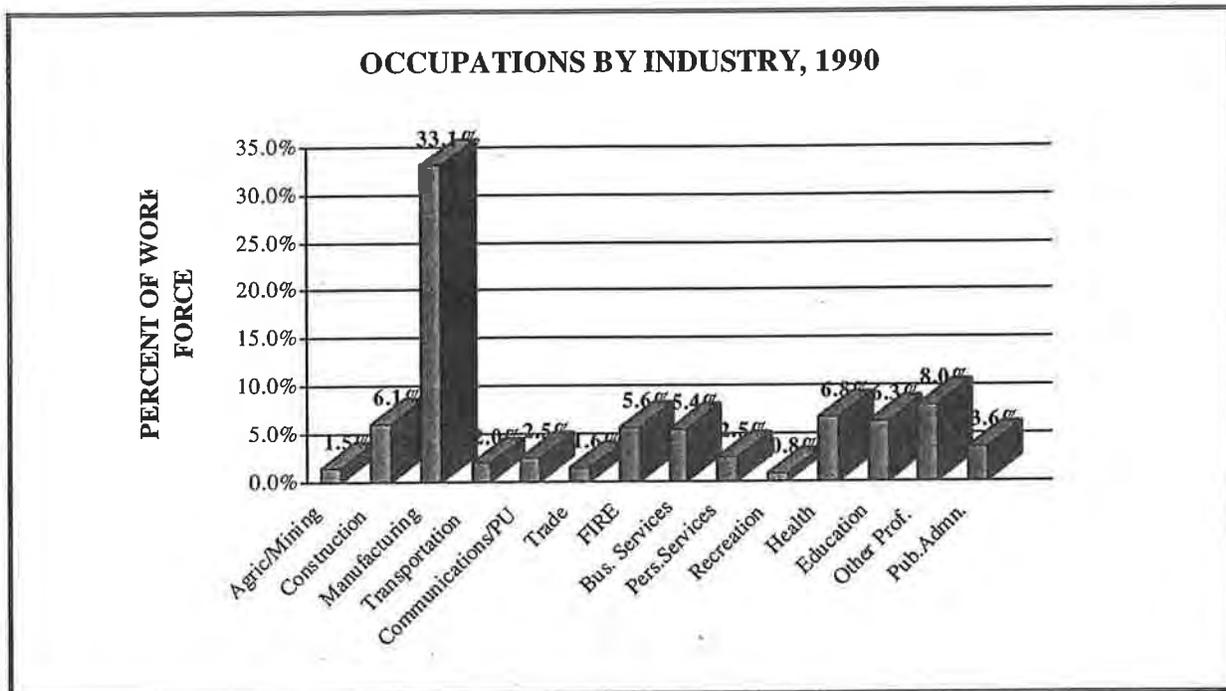


Source: U.S. Census, 2000

3.2.3 Industry by Employment for Residents

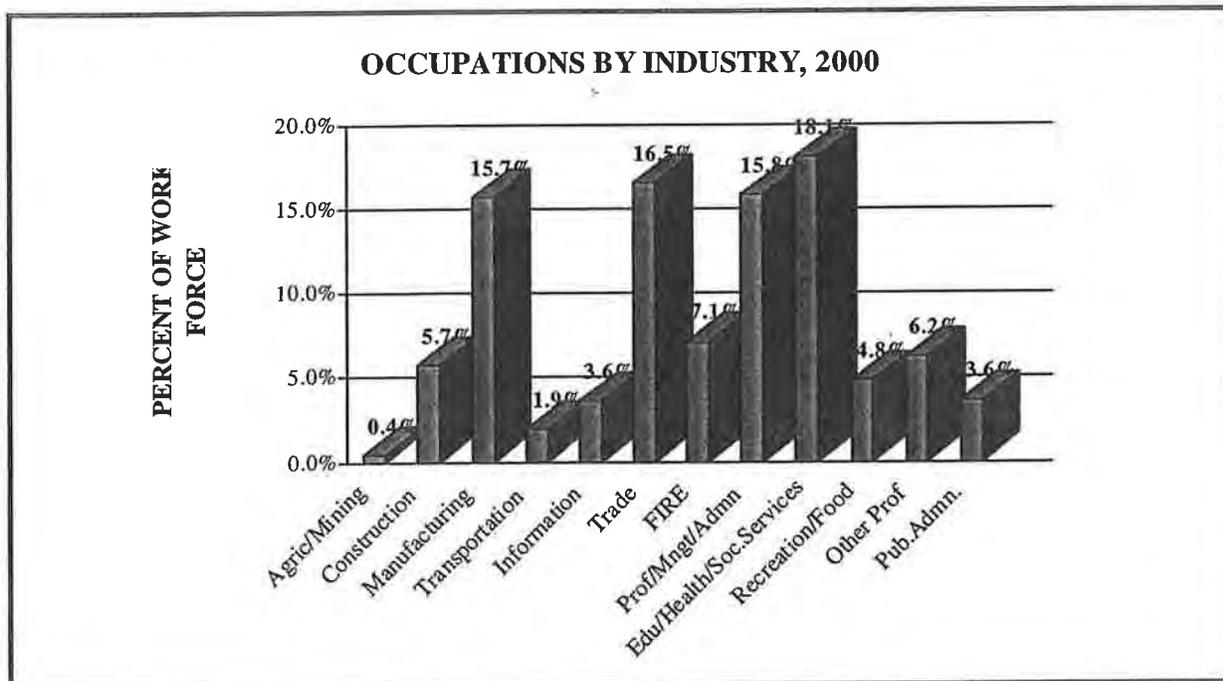
The previous tables and figures provided information on the type of jobs held by Maynard residents. Figure E-4 displays what industries those jobs were found in 1990, and Figure E-5 in 2000. In 1990, manufacturing businesses were the dominant employers, as Figure E-4 depicts. By 2000, occupations changed dramatically, as depicted in Figure E-5. Manufacturing employment declined by more than 50%. Employment in health/social service industry and retail/wholesale trade industries provided jobs lost in manufacturing during the 1990 to 2000 period. (Note: Categorization of industries also changed between the 1990 and the 2000 censuses, rendering this data only partially comparable.)

Figure E-4: Occupations by Industry, 1990



Source: U.S. Census, 1990

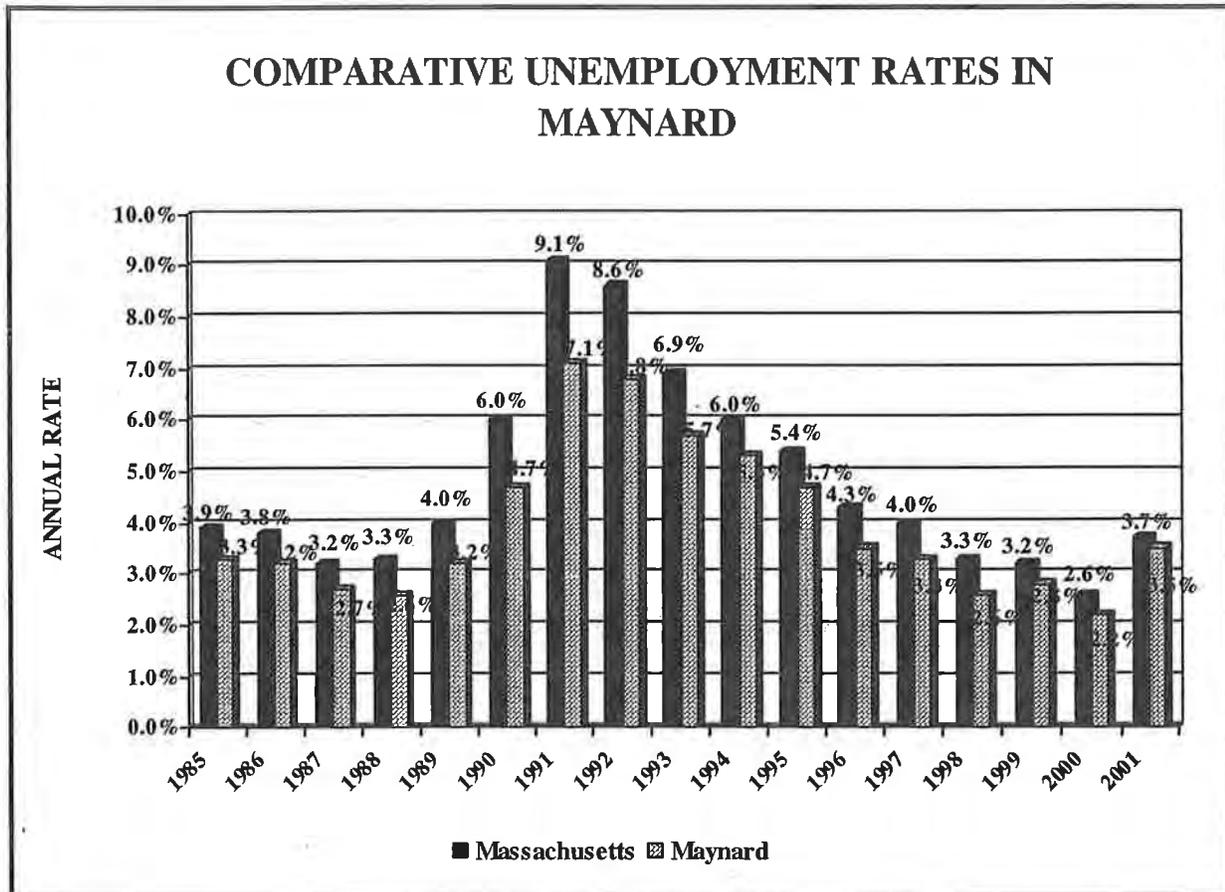
Figure E-5: Occupations by Industry, 2000



Source: U.S. Census, 2000

Over the years, Maynard’s work force has consistently enjoyed a lower unemployment rate in comparison to state trends, as Figure E-6 depicts. This may be attributable to the industries that employ the work force, or the quality of the work force, or perhaps both. Although unemployment rose when Digital was going through its major cutbacks, job loss for Maynard residents does not appear any more profound than in the state as a whole.

Figure E-6: Comparative Unemployment Rates in Maynard



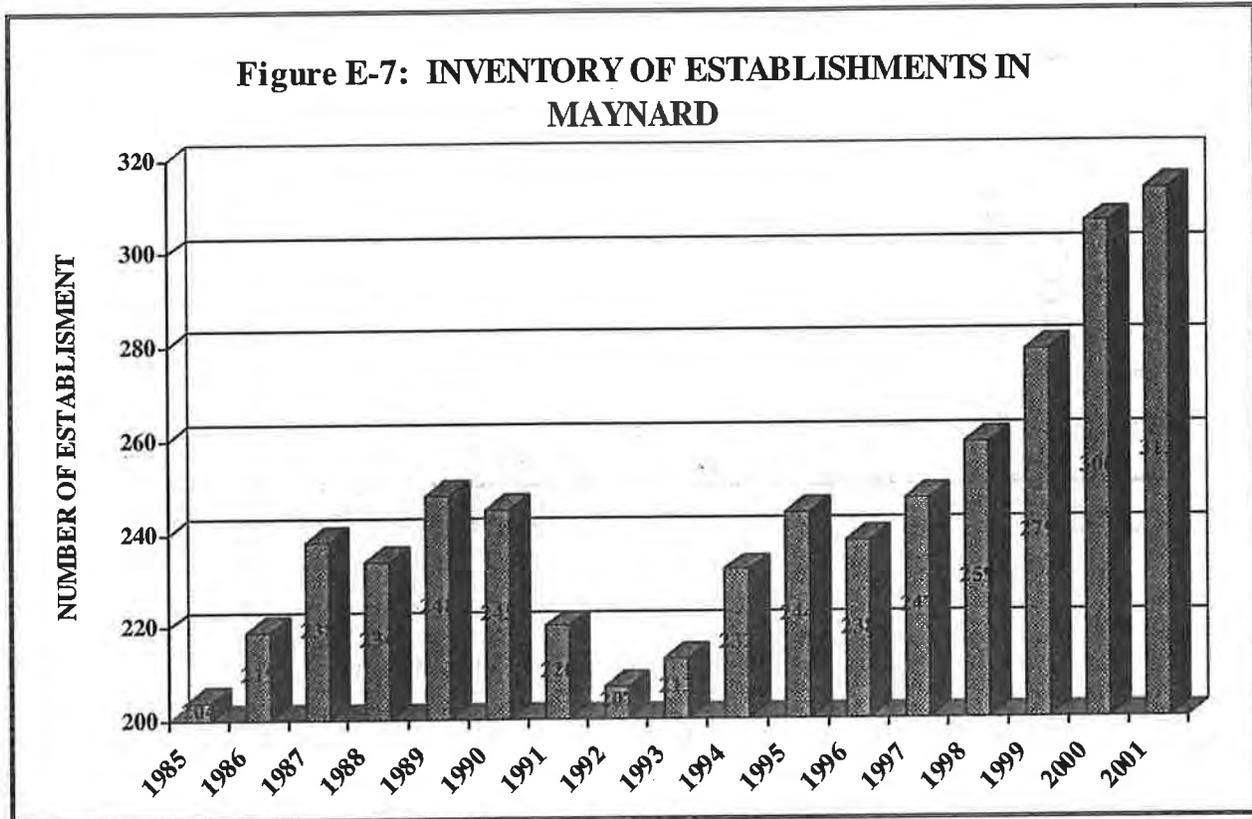
Source: Massachusetts Department of Employment and Training

In sum, the Maynard labor force:

- Enjoys incomes that exceed statewide performance, although poverty rates have remained unchanged;
- Is stable, and is likely to remain stable due to slow population growth;
- Is well educated;
- Has a comparatively high rate of participation;
- Is experiencing longer commuting times;
- Is engaged predominantly in Managerial/Professional/Administration occupations;
- Has dramatically shifted employment from manufacturing to service and trade industries; and
- Has consistently enjoyed a lower unemployment rate, compared to trends statewide.

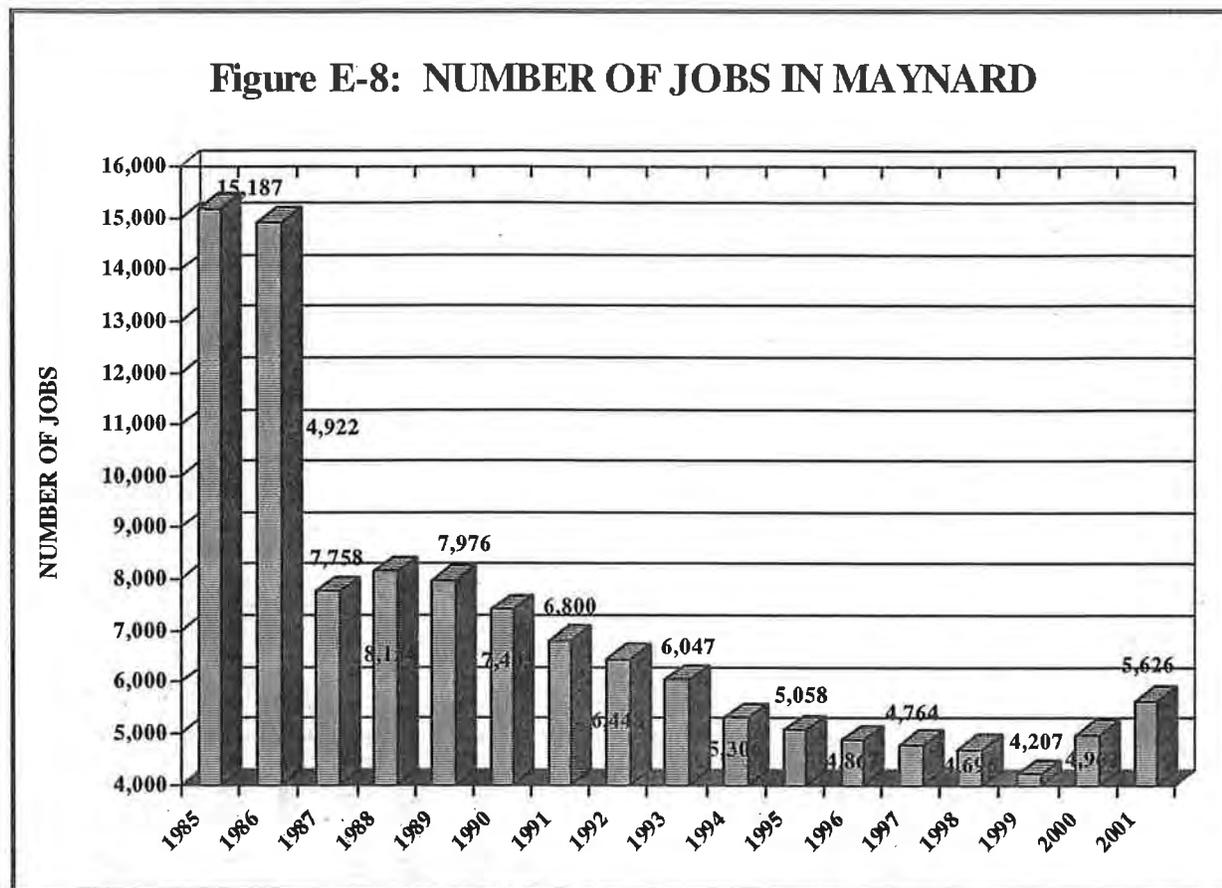
3.3 Businesses and Employment within Maynard

Maynard is not only a residential community that houses a labor force, it is also a community of businesses that employs workers, pays taxes, and otherwise affects the town. During the past 20 years, configuration of businesses in Maynard has changed dramatically. Figure E-7 depicts the number of business establishments operating in the town.



Source: Massachusetts Department of Employment and Training

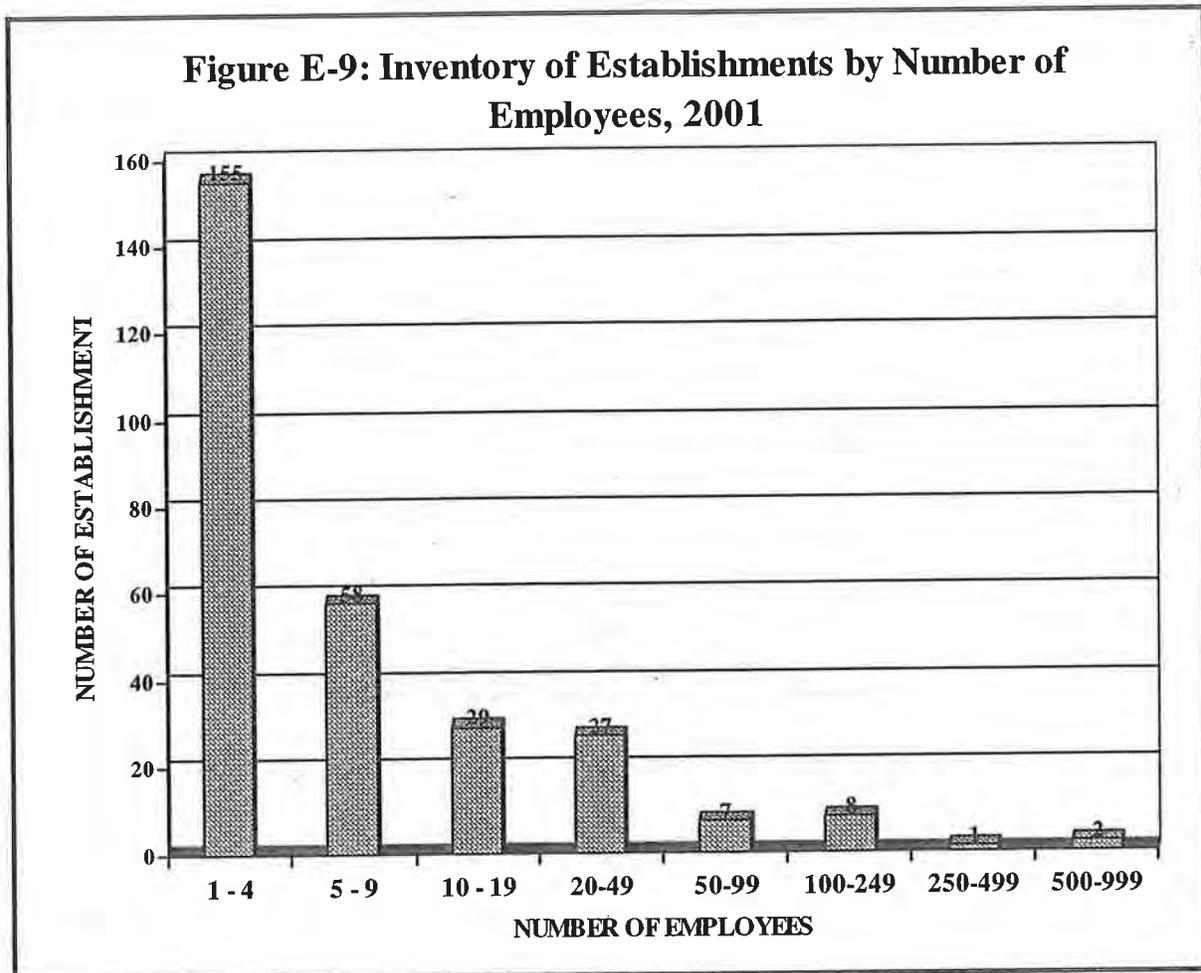
From a count of 204 Establishments in 1985, the inventory grew through a dip in the early 1990s to a culmination of 313 Establishments in 2001. (Note: “Establishment” refers to a business that is registered with the Massachusetts Department of Employment and Training for purposes of Unemployment Insurance. Thus businesses with no employees are excluded from the above inventory.) Although the number of Establishments in Maynard increased during the 1985 to 2001 period, the number of jobs they provided has declined rather severely. As Figure E-8 indicates, the number of jobs in Maynard peaked at over 15,000 in 1985, declining to 4,207 in 1999, and then increasing again to more than 5,600 in 2001. Since Maynard’s labor force exceeds the jobs in Maynard, it is currently an exporter of workers. This certainly was not the case in the late 1980’s and early 1990’s when DEC still had relatively large number of employees. The current Maynard labor force of 6,041 workers indicates that there is actually a close balance between employment in Maynard and employees living in Maynard – a difference of only 415 jobs.



Source: Massachusetts Department of Employment and Training

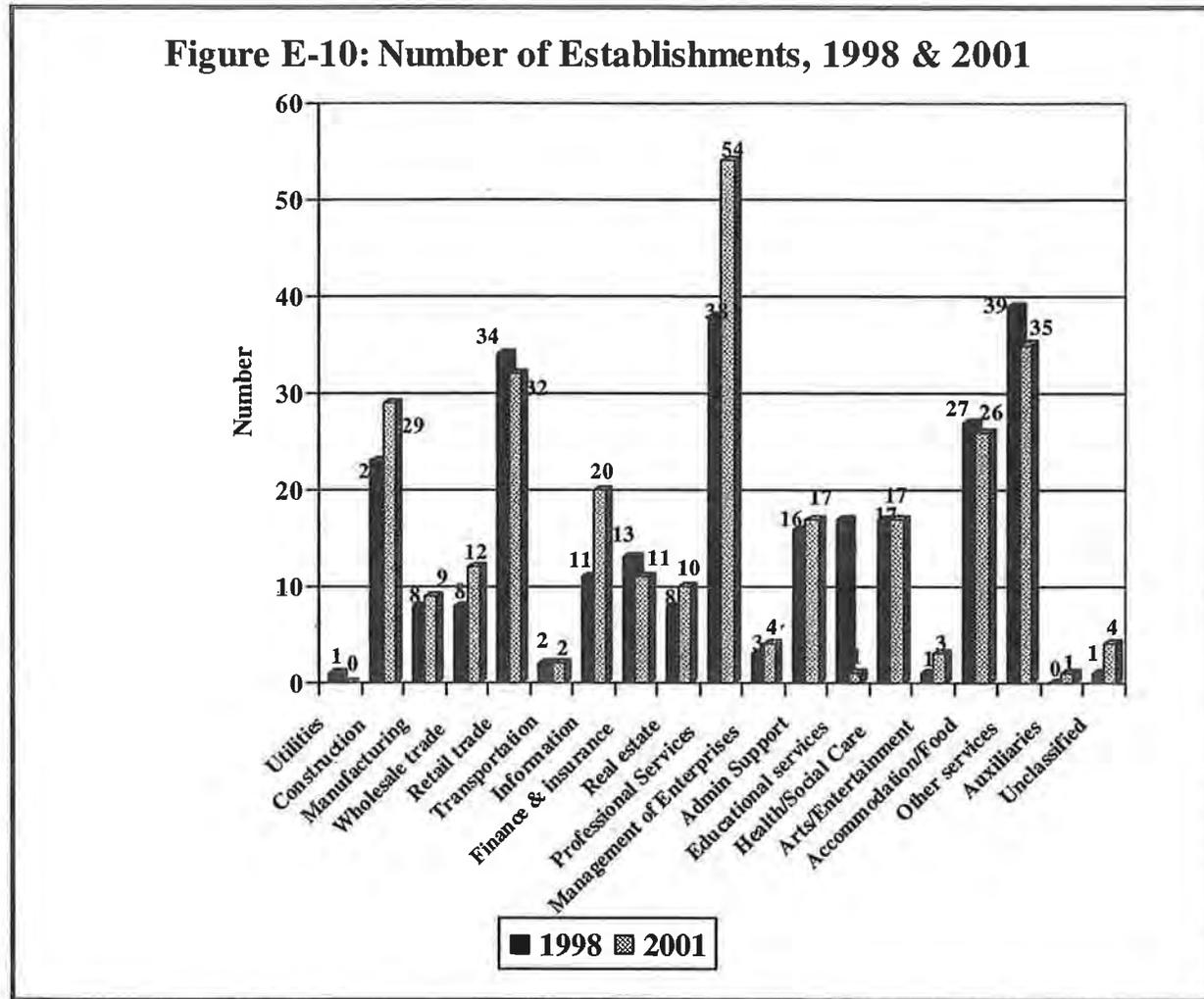
Relying on their historical observations, the Maynard Community Development Planning Committee expressed skepticism regarding the veracity of the jobs reported in 1985 and 1986 in Figure E-8. Although the Committee acknowledged that this was a period when Digital Equipment Corporation was thriving, it was unable to cite events or changes in DEC that could explain the precipitous decline in jobs between 1986 and 1987. The Committee speculated that the explanation may relate to the way the data was gathered.

With the declining inventory of Establishments and employees, the size of businesses in Maynard has also declined, as measured by the size of their work force. In 1985, the average number of employees in a Maynard business was 74; in 2001, this declined to 18. A few large employers, especially Digital Equipment Corporation, skewed this average. The demise of these large firms has reduced the average employment roll. Today, Maynard is a community of small employers, as Figure E-9 reports. (Note: since the source for this chart, the U.S. Census, and the source for the above chart, the Commonwealth of Massachusetts, utilizes different definitions of “Establishment”, the respective count of businesses in 2001 differs slightly.) The employment rolls at 11 Establishments exceed 100. More than 74% of all Establishments in Maynard have less than 10 employees, and 54% have less than 5 employees.



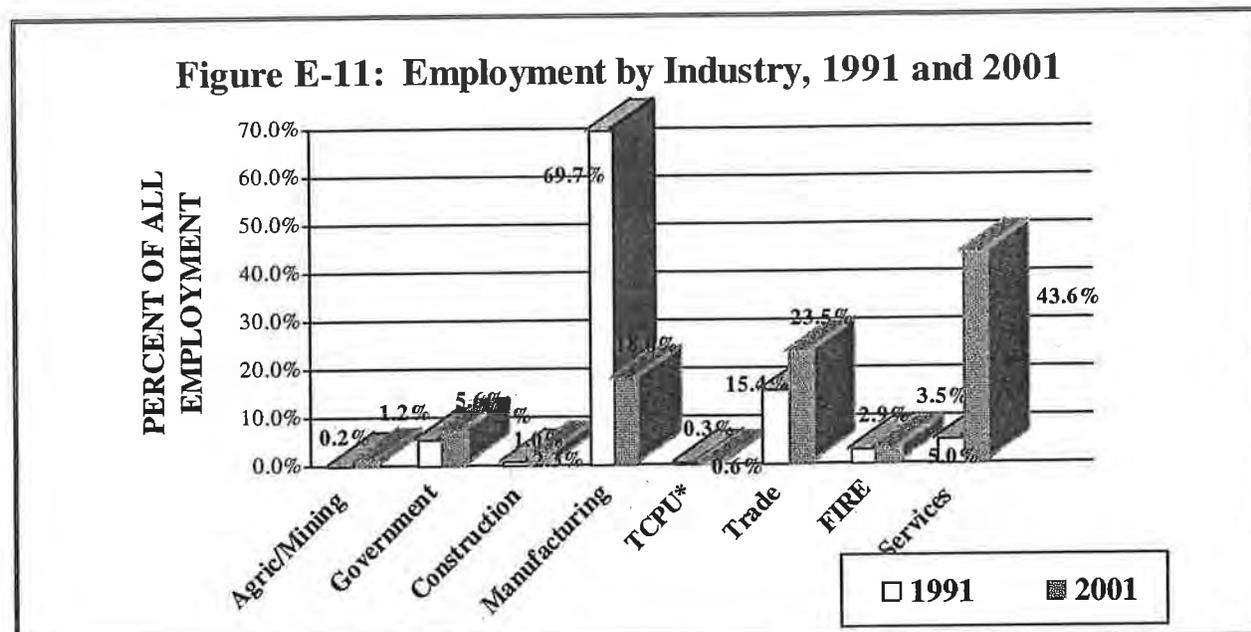
Source: U.S. Census, Zip Code Business Patterns

Establishments in Maynard are engaged in a wide range of industries. As measured by the number of firms engaged in an industry, Figure E-10 indicates that the predominant industries in 2001 were Services, especially Professional Services. In the last few years, the number of firms in Construction, Information, and Professional Services has increased significantly. No particular industry has suffered a substantial decrease in number of Establishment, with the exception of “Other Services.” As can be seen in the categorization of establishments, most of the businesses are likely to be located in small retail or commercial spaces in the downtown or on Powdermill Road. While the lengthy analysis of downtown later in this section focuses on retail businesses, certainly professional and services businesses make a large contribution to the lively downtown and commercial areas.



Source: Zip Code Business Patterns, U.S. Census

As the industries of Maynard’s business Establishments have evolved, the employment levels of these industries have also evolved, as Figure E-11 depicts. Whereas employment in Maynard was concentrated in manufacturing in 1991, the industries of employment in 2001 are more diverse. Nonetheless, Service industries comprise a sizeable proportion of all employment in Maynard.



Source: Massachusetts Department of Employment and Training
 * TCPU refers to Transportation, Construction, and Public Utilities

Reflecting high gross income per employee, retail sales produce the largest share of business revenues in Maynard, as Table E-4 reports.

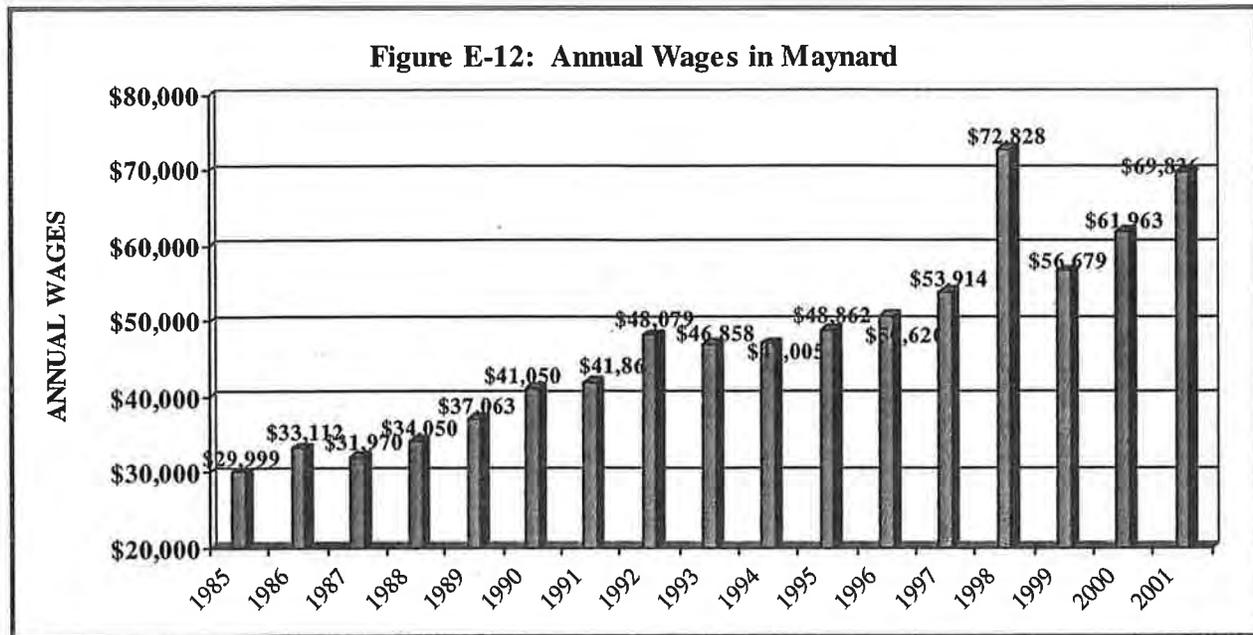
TABLE E-4: Sales Receipts of Business Sectors, 1997

BUSINESS SECTOR	SALES (\$1,000)	PERCENT OF TOTAL
Wholesale trade		Unavailable *
Retail trade	52,832	56.9%
Real estate	3,058	3.3%
Professional/Technical Services	10,715	11.5%
Administrative/Support	1,517	1.6%
Health/Social Assistance	2,348	2.5%
Arts/Entertainment		Unavailable *
Accommodation/Food	14,626	15.7%
Other Services	7,832	8.4%
TOTAL	92,928	

Source: U.S. Census, 1997 Economic Census
 * Withheld by Census to protect confidentiality

3.3.1 WAGES IN MAYNARD

Despite changing industries and size of Establishments in Maynard, employers have continued to increase wages, as Figure E-12 indicates. Starting at \$30,000 in 1985, wages increased steadily to a peak of \$72,800 in 1999, before falling briefly and then increasing to \$69,800 in 2001.



Source: Massachusetts Department of Employment and Training

With the number of establishments, employees, and average annual wages all increasing in Maynard from 1998 to 2001, the annual payroll of Maynard establishments increased almost 15% during this period from \$342 million to \$392.9 million.

In sum, business Establishments in Maynard:

- Increased in number from 204 in 1985 to a peak of 313 in 2001;
- Provided a maximum number of jobs of more than 15,000 in 1985, declining to 5,600 in 2001, making Maynard an exporter of workers;
- Have declined in size, as measured by work force, which averaged 74 in 1985, decreasing to 18 in 2001. More than 74% of all Establishments in Maynard have less than 10 employees.
- As measured by the number of firms, the predominant industries in 2001 were Services, especially Professional Services. In the last few years, the number of firms in Construction, Information, and Professional Services has increased significantly.
- Whereas employment in Maynard was concentrated in manufacturing in 1991, the industries of employment in 2001 are more diverse. Nonetheless, Service industries comprise almost 44% of all employment in Maynard, substantially increasing from 1991.
- Reflecting high gross income per employee, retail sales produced 57% of business revenues in Maynard.
- Starting at \$30,000 in 1985, annual wages in Maynard peaked at \$72,800 in 1999, before falling briefly and then increasing to \$69,800 in 2001.

3.4 The Real Estate Asset Base of Maynard Businesses

Commercial and industrial properties comprise an important component of a community's asset and tax bases. Since businesses do not directly use some town services, especially local schools, business property typically is source of net tax revenue to a locality.

3.4.1 Assessed Value of Real Estate by Class

Assessed value is a critical factor in the local tax base. If a locality lacks commercial/industrial property, or these have low valuation, these contribute less to the tax base. Table E-5 describes the trends in assessed values of properties from 1986 to 2003 in Maynard.

Table E-5: Tax Base by Class by Year

YEAR	Residential	Open Space	Commercial	Industrial	Personal Property	Total	% Resid'l + Open Space/Total	% Comm. + Ind + Pers. Prop./Total
1986	268,732,864	888,000	34,207,704	54,436,900	9,053,033	367,318,501	73.4	26.6
1987	362,178,969	940,822	42,377,704	57,885,505	9,106,142	472,489,142	76.9	23.1
1988	367,622,775	1,044,583	41,116,050	57,911,836	9,432,792	477,128,036	77.3	22.7
1989	521,858,900	598,500	54,308,160	80,970,800	9,941,429	667,677,789	78.2	21.8
1990	537,076,277	129,800	63,875,763	75,258,528	11,019,983	687,360,351	78.2	21.8
1991	517,803,039	123,310	55,017,335	72,737,976	12,180,732	657,862,392	78.7	21.3
1992	439,915,853	4,599,960	39,024,609	62,331,240	13,076,304	558,947,966	79.5	20.5
1993	445,315,465	4,329,046	38,299,174	54,634,163	13,435,040	556,012,888	80.9	19.1
1994	448,270,776	3,642,456	35,952,797	54,844,863	13,917,256	556,628,148	81.2	18.8
1995	454,626,234	3,792,400	37,121,366	38,664,100	14,401,100	548,605,200	83.6	16.4
1996	472,089,522	2,811,300	33,200,581	35,359,500	15,092,193	558,553,096	85.0	15.0
1997	484,106,166	2,632,700	33,414,007	35,371,300	14,541,663	570,065,836	85.4	14.6
1998	502,683,771	3,692,000	37,194,841	55,969,900	15,260,219	614,800,731	82.4	17.6
1999	509,865,271	3,198,400	36,580,741	53,642,376	15,469,518	618,756,306	82.9	17.1
2000	566,428,858	3,076,840	38,481,971	51,143,625	14,832,805	673,964,099	84.5	15.5
2001	675,280,322	5,542,200	41,564,602	50,557,250	15,250,340	788,194,714	86.4	13.6
2002	678,340,871	4,429,100	40,871,453	54,189,400	15,032,240	792,863,064	86.1	13.9
2003	681,950,388	4,311,000	41,155,736	55,192,500	15,228,397	797,038,011	86.0	14.0

Source: Massachusetts Department of Revenue

During this period, the number of parcels changed unevenly by use, summarized in Table E-6.

Table E-6: Trends in Number of Assessed Parcels by Use, 1986 to 2003

Item	Residential	% of Total	Commercial	Industrial	Comm. +Ind.	% of Total	Total
No. of Parcels, 2003	3,341	90.8%	131	19	150	4.1%	3,679
% Change, 1986 - 2003	21.0%	N/A	(1.5%)	18.8%	0.7%	N/A	18.8%

Source: Massachusetts Department of Revenue

The increase in the number of residential parcels far outpaced commercial and industrial parcels. During this period, the percent of all parcels comprised by residential parcels increased slightly from 89.1% in 1986 to 90.8% in 2003, while the percent comprised by commercial/industrial parcels decreased from 4.8% to 4.1%. Residential properties dominate the expansion in the number of parcels.

Two factors contribute to the decline in the value of commercial/industrial real estate in Maynard. First is the Tax Increment Finance (TIF) Agreement the Town negotiated with Stratus Computers DE and with Clock Tower Place for the entire Mill complex. The second factor is that a significant portion of the former DEC real estate portfolio is still vacant.

Through the Economic Development Incentive Program authorized by the state in 1994 and subsequent amendments, Maynard was able to be designated an Economic Target Area based on the amount of vacant industrial/commercial space (over 1,000,000 square feet at that time). Maynard then designated three Economic Opportunity Areas and proceeded to negotiate Tax Increment Finance Agreements within them. These include the two mentioned previously, as well as a small agreement with a property owner downtown to assist in rebuilding an historic downtown building destroyed by fire. This TIF was never utilized.

Properties occupied by single family homes comprise most of the parcels and tax base in Maynard. Changes in the amount or value of commercial/industrial properties directly affect single family taxpayers. As Table E-7 illustrates, during the 2000 to 2003 period, the number of single family parcels increased modestly, but the assessed value increased 20.7% as the average value of a single family parcel increased 19%. Although the tax rate declined slightly, the average single family tax bill increased 15.7% due to escalating assessed values.

Table E-7: Trends in Single Family Taxes

Year	Assessed Value	Parcels	Average Value	Tax Rate	Single Family Tax Bill	Hi/Lo Rank	State Median
2000	434,439,263	2,563	169,504	17.95	3,043	83	2,297
2001	516,784,000	2,577	200,537	16.81	3,371	74	2,418
2002	520,631,200	2,593	200,783	17.69	3,552	74	2,577
2003	524,277,100	2,599	201,723	17.46	3,522	88	2,709

Source: Massachusetts Department of Revenue

The average single family tax bill declined to 88th in ranking statewide, as Maynard's single family tax bill and the state median converged. Maynard's average single family tax bill still exceeded the state median by 30% in 2003 but is relatively less than it was in 2000 when compared to other communities.

In sum, trends in the Maynard tax base during the 1986 to 2003 period include:

- A 154% increase in assessed valuations of residential properties, fueled both by expansion of the inventory of residential parcels and by increasing values;
- A 20.3% increase in assessed valuations of commercial property;
- A 1.4% increase in assessed valuations of industrial property;
- A 8.7% increase in assessed valuations of combined industrial and commercial property combined;
- Relative to total assessed valuation, a declining percentage contribution of the combined valuations of commercial, industrial, and personal property, as residential values have outpaced stagnant industrial assessments and slow growing commercial assessments;
- A 117% increase in assessed valuations of all property;
- A 21% increase in the number of residential parcels and a 0.7% increase in commercial/industrial parcels; and
- During the 2000 to 2003 period, a 15.7% increase in the average single family tax bill, due primarily to a 19% increase in average value. This tax burden fell to 88th in statewide ranking.

3.5 Physical Infrastructure

Important factors in shaping a local is the infrastructure, including roads, utilities, communications, and the land and buildings available for development. Businesses need these to operate and grow.

3.5.1 Land and Land Resources

Zoning regulations, build-out potential, and areas for development define land use and resources in Maynard. The Town of Maynard has established Protective Zoning By-Laws to guide development in the community. The By-Laws provide for the commercial and industrial land uses summarized in Table E-8.

TABLE E-8: Summary of Industrial/Commercial Zoning

Zone	Area (sf)	% of Comm/Ind	% of Total Uses
Business District	3,154,281	15.8%	2.1%
Central Business District	1,549,964	7.8%	1.0%
Health Care/Industrial	1,163,207	5.8%	0.8%
Industrial District	14,127,159	70.7%	9.5%
Total Comm/Ind	19,994,611	100%	13.5%
Total All Uses	148,361,229		

Source: Massachusetts Executive Office of Environmental Affairs

The town 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 localities in their planning efforts, the Massachusetts Executive Office of Environmental Affairs (EOEA) in 1999 conducted land use studies and analyzed the potential to develop additional land for all of the localities in the Commonwealth. EOEA projected this “build-out” potential based a derived Floor Area Ratio and upon zoning and physical constraints, especially wetlands. EOEA’s estimated build-out potential for Maynard for the commercial or industrial zones is summarized in Table E-9.

Table E-9: Commercial/Industrial Build-Out Potential

Zoning District	Total Land Area (sq. ft.)	Effective FAR	Total Additional Floor Area (sq. ft.)
Industrial	2,420,923		733,916
Outside Flood or 100-200 Ft. River Zone	2,213,794	0.31	585,276
Inside Flood or 100-200 Ft. River Zone	207,129	0.23	47,640
Redevelopment Sites	77,300		2,175
Total	2,498,223		736,091

Source: Massachusetts Executive Office of Environmental Affairs

* Excludes land in Wetlands, 100 year flood zone, or 200 ft. Rivers Zone

Based on analysis conducted in 1999, EOEAs project that existing zoning and physical constraints to development permit more than 736,000 square feet of additional commercial and industrial development. As discussed in Section 1.4.1, this estimate may significantly overestimate land available for commercial or industrial development. The potential build-out indicates prospective development. It does not express likelihood or desirability. Much of the undeveloped land zoned industrial or commercial uses appears unable to be developed, such as the former land fill, or is utilized for other uses, such as Maynard Rod and Gun Club. Market forces and public action, such as regulations, affect the likelihood of development; desirability is a product of the sentiments of the towns-people and their elected officials. According to the Maynard Consulting Planner, town sentiment upholds continuation of long term uses despite commercial or industrial zoning designation.

According to EOEAs, the primary impact of an additional 736,000 square feet of commercial and industrial development would be increased water usage of 55,000 gallons per day.

3.5.2 Significant Commercial/Industrial Real Estate

Maynard was the home of Digital Equipment Corporation (DEC), an industry leader in development and manufacture of computers until declining in the late 1980s, later to be acquired by Compaq. DEC paved new paths not only in development of computers, but also in development of real estate. Shunning the upscale buildings of its technology competitors along Route 128, DEC chose instead to acquire and renovate an old mill building in the heart of Maynard. To support its expansion, DEC also developed in Maynard another approximately 1 million square feet of modern space in buildings suitable for technology users. When DEC departed, these facilities, including the original mill, became largely vacant. Today these facilities are mostly occupied by successor technology businesses, comprising a significant economic sector and inventory of productive real estate.

Important parcels include the following:

- Clock Tower Place (CTP) is a renovated former mill complex containing 1.1 million square feet in 13 buildings in the heart of Maynard. CTP is the most recent incarnation of the historic mill property that was the setting of pivotal developments in the industrial and information ages. After the demise of its original woolen processing uses, the Mill and the town became the focus of yet another revolution in technology. Beginning in 1957, Digital Equipment Company (DEC), one of the largest microcomputer manufacturers of the twentieth century, built its empire from within the walls of the Mill. After DEC's demise in the early 1990s, the Mill became inactive until the current owners, Wellesley/Rosewood Maynard Mills, L.P. (WRMMLP), acquired the Mill in 1998, when only 30,000 sf were occupied. To support redevelopment, the Town of Maynard and the Commonwealth of Massachusetts in 1999 granted Tax Increment Financing to the Mill, renamed Clock Tower Place. Today CTP is occupied by 102 firms. Tenants range from Monster, a leading global online network for careers, which occupies 225,000 sf, to small users occupying 500 sf. Some 70 tenants conduct e-commerce related businesses. Wellesley/Rosewood reports that its successful tenanting in this soft commercial real estate market is attributable to CTP's competitive rents, capable technological infrastructure, available skilled labor in the Maynard area, and the charm of Maynard. Buoyed by its success, Wellesley/Rosewood has communicated an interest in developing an additional 350,000 sf on the site.

- MetroWest Technology Park, located on Parker Street, is a facility constructed by Digital Equipment Corporation during the 1980's to provide additional office space. This facility consists of 2 office buildings and a support building totaling approximately 450,000 sf in an attractive campus setting. Next to this facility is the former Digital Credit Union building. Although this complex of buildings is more than 90% vacant, Metrowest is a major asset to Maynard in industrial/commercial property and buildings. Unfortunately, it was acquired when the economy was declining and has been unable to attract tenants. Reportedly, the undesirable appearance of the buildings for contemporary users, as well as the Maynard location distant from major transportation corridors, has obstructed leasing. Plans are underway at the time of the preparation of this Plan to renovate the largest existing building, updating the facility and adding a more open and attractive façade. Other options include the demolition of one or more of the other buildings, and rebuilding with more updated facilities.
- Maynard Industrial Associates owns and manages the building that Sea Change occupies 102,000 sf in on Acton Street. This building was also developed by DEC to support expansion. Comcast is also a tenant in this building. It is located in the small industrial area on the north end of Acton St. and on Rockland Avenue that abuts the Acton border. It is approximately 1 mile from the downtown.
- DEK Portfolio LLC owns a several buildings developed by DEC off Powdermill Road about 1 mile northeast of the downtown on Rt. 62. Stratus Technologies occupies 287,000 sf , most of the upper building. This building was also developed by DEC to support expansion. Stratus is seeking to sub-lease 50,000 sf of unused space at its site.
- Although smaller in size, unoccupied buildings and parcels in downtown Maynard loom large in this compact commercial center. The Maynard Mall, located at a key corner, has about 50% of its 50,000 sf vacant. A vacant 6,000 sf parcel lies fallow in the heart of Main Street, a product of a destructive fire that ruined a historic building.

Other commercial properties in Maynard have substantial unoccupied space. The 28,000 sf Mill Pond building on Route 62 abutting the Ben Smith Dam is vacant. The major and virtually only vacancy in the strip retail areas is at the former Victory Market site on Powdermill Road. Approximately 50% of its 30,000 sf is vacant, entailing 3 units. Prospective tenants are considering one unit for an upscale restaurant, as suggested by employees in Clock Tower Place. Although the rent rolls at CTP remain strong, fewer employee cars frequent the parking lots. Total unoccupied commercial space of larger buildings in Maynard is approximately 550,000 sf. Unoccupied commercial space fails to make a full contribution to the Maynard economy, and can result in reduced tax revenues as owners seek abatements.

The prospect for landing tenants for these facilities appears weak in the short term. The realty firm Spaulding and Slye recently provided data describing the weak market, summarized in Table E-10.

Table E-10: Commercial/Industrial Real Estate Market Conditions

Market	Vacant SF	% Vacant	% Available*	Absorption in 3 rd Qtr.	YTD Absorption
Office					
495/Mass Pike	2,582,368	14.5%	32.1%	(337,002)	(73,648)
495/North	1,449,191	11.1%	16.1%	(28,134)	(3,906)
R&D					
495/Mass Pike	1,397,586	21.8%	38.9%	26,127	(451,166)
495/North	2,603,562	22.3%	39.7%	2,984	(170,704)
Industrial					
495/Mass Pike	985,694	8.7%	14.9%	48,757	139,523
495/North	500,765	21.9%	28.5%	(260,680)	(553,204)

* Space actively marketed, including vacant and sublease space
 Source: Spaulding and Slye Colliers, 3rd Quarter 2003

Vacancy and availability rates are uniformly high in the Maynard marketplace. With the exception of industrial space, which also has the lowest vacancy and availability rates, space absorption in 2003 has been negative, indicating increasing vacancies. The industrial real estate market in the 495/Mass Pike area, centered to the south of Maynard, is showing some life, resonating with some of Maynard’s vacant industrial space.

3.5.3 Utilities

Table 1.1 describes the capacity of important utilities and other public infrastructure. Neither the water supply nor the wastewater treatment plants impose constraints on commercial or industrial growth.

3.5.4 Communications

Downtown Maynard and technology businesses described in 3.6.2 below are served with DSL, cable modem, or even more capable telecommunications infrastructure. Clock Tower Place, for example, enjoys access to multiple services, including DS 3, T-1, Fractional T-1, ADSL, and 56Kflex.

3.5.5 Downtown

Other than roads, the public infrastructure in downtown consists of a parking structure, several public parking lots, lighting, streetscape, and benches. Much of the current infrastructure was installed in 1982-1984 as part of an Urban Systems grant. The town in 2002 installed decorative historical lights on Nason Street and the Nason/Main intersection.

3.5.6 Transportation

Maynard is located 20 miles south of Lowell, 22 miles northwest of Boston, and 28 miles northeast of Worcester. Situated between Interstate 95/Route 128 and Interstate 495 highways, Maynard lacks direct access to a divided highway. Principal highways are State Routes 27, 117

62, which provide north-south, east-west, and north-west access, respectively. Car travel distance and time to I 495 is approximately 8 miles and 15 minutes; distance and travel time to I 495 is approximately 12.5 miles and 20 minutes. Commuter rail service to Boston is available in neighboring Acton from which trains arrive at North Station in about 45 minutes. The Acton station is served by 287 MBTA parking spaces. Maynard maintains 40.8 miles of roads serving its residents and businesses.

The Redevelopment Assessment of Maynard Center undertaken in 1999 considered whether the one-way street pattern in Maynard downtown was effective, or whether it was negatively impacting specific properties or business opportunities. The Assessment concluded that the one-way street pattern, while it may have negatively impact specific businesses in the past, did not currently seriously damage any particular business or location. Further, the costs of changing the street pattern, and lost parking, would be a greater detriment than the one-way pattern may be.

The consulting planner reports that the adequacy of parking for the retail/business uses is a concern of many businesses. The Redevelopment Assessment of Maynard Center undertaken in 1999, details the amount of available parking downtown and its adequacy. Generally, the amount of parking appears adequate, although some businesses are too distant from the facilities to reap maximum benefit.

3.6 Key Business Sectors

As Table E-4 indicated, important business sectors in Maynard are retail and food/accommodations, and Professional/Technical Services. Together, these sectors comprised more than 84% of all business receipts in 1997.

3.6.1 The Retail Sector

Retail and food businesses are primarily aggregated in downtown Maynard, a solid yet changing retail business base. The Central Business District Zone (CBD) consists of two strips zoned business that run from the Town Hall up Rt. 62 from its intersection with Rt. 27, and in a small area on the west end of Rt. 62. Although the number of jobs in Maynard declined precipitously since the late 1980's, the retail sector has managed to maintain high tenancy rates and an active evolution of the types of retail businesses in Maynard.

The built environment that comprises the Maynard retail districts include a base of buildings in the downtown area that were constructed from the late 1800's through the early 1900's. Few new buildings populate this area; most of the properties were developed before the decline in the fortunes of Digital Equipment Corporation in the late 1980's. Buildings in the strip retail areas were generally constructed during the mid-twentieth century. An assessment of the buildings in downtown Maynard undertaken in 1999 ("Redevelopment Assessment of Maynard Center") evaluated the condition of each building and needs for physical improvements. In 2000, a historic property survey was undertaken for all of the buildings within downtown Maynard that are of historical interest.

These surveys showed that many of the buildings need moderate to major improvements to both improve the condition of the buildings and to improve their appearances. According to both

studies, many of the buildings in Maynard that are more than 50 years old have historical and architectural significance. On the other hand, approximately 28% (19) of the buildings were in good condition, 44% (31) were in fair condition, and 29% (21) were in poor condition. (Cecil Group) "Many of the buildings could be considered outdated, with no elevator, no central air conditioning, and few updated building systems." (Cecil Group) This study recommended the Town undertake a façade improvement program that was subsequently undertaken in 2001. While many property owners expressed interest, only two significant facades were improved, along with several awnings.

Maynard's downtown has an assortment of businesses typically found in a small downtown, including several banks and a downtown Post Office that regularly attract clients. Significant competition within the 5 Minute Trade Area (a 5 minute drive time to the center of downtown) challenges the downtown. Competing retail is flows from four sources: the two shopping centers, Powder Mill Plaza shopping center (Acton); the Stow Shopping Center shopping center (Stow); and strip retail development primarily on Powder Mill Road and spilling onto Rt. 117/62 in Stow.

To gain an understanding of its economic potential and competitive position, the town's consulting planner in 2000-2001 conducted analyses of the downtown market, including intercept surveys of downtown shoppers and a market study.

Maynard CBD has two primary users and thereby markets for its goods and services:

- The resident population in Maynard and the surrounding area of older and newer residents in the "Trade Area" who have developed or are developing buying relationships with the stores and services in the Center, and
- The population of workers in Maynard Center and within 5 minutes of the Center, principally those who can walk to the Center (2,500 employees in Clock Tower Place), but also those in commercial facilities within the 5-Minute Trade Area of Maynard Center (another approximately 2,500 employees).

A modest population of 22,076 resides within the 5 Minute Trade Area, and a significantly larger and affluent population of 165,061 resides within the 15 Minute Trade Area. While the outer reaches of the 15 Minute Trade Area have many opportunities for shopping other than Maynard Center, the 5 Minute Trade Area also contains the less-developed towns of Stow, Boxborough, Sudbury, South Acton, and the southern part of Concord that contain few alternatives. Residents of these towns can reasonably view Maynard as the choice for a variety of shopping.

The Intercept Survey of shoppers, covering both residents and employees, revealed that about 50% of the shoppers in Maynard Center are residents of Maynard. This rate is lower during the week (when diluted by employees shopping) and higher on weekends. The surveys and on-line responses submitted by employees of some of the largest employers within Clock Tower Place (CTP) were informative regarding motivations for visiting Maynard downtown, stores or services frequented, and respondents' opinions of the downtown. More than 65% of these employees, who are largely young and well-paid, visit Maynard downtown at least once a week, with 15% going every day. A variety of reasons motivates them; purchasing prepared food is the primarily one. Respondents to the CTP Survey found the unique businesses in Maynard Center attractive and an important part of the charm

Anchor businesses offer products or services that attract shoppers from a broad trade area. Clusters of complementary businesses can comprise anchors that attract more shoppers to a retail area than a single business outside of cluster can. Stores selling shoppers' goods – larger, more expensive items—are also anchors that attract customers. Shoppers attracted to anchors are likely to shop in other stores in town.

The shopper surveys indicate that anchors in Maynard Center are the most frequently visited convenience businesses-- banks, the post office, the CVS Pharmacy, and The Paper Store - and the stores that can be considered shoppers' goods stores, The Maynard Outdoor Store, New England Appliance, Foley's Flooring, and Gruber's Furniture. Other unique retail attractions in Maynard Center include Gramp's Garage, Art in the Heart, the Satin Butterfly, and Terrasina's. They have their own followings and, to some extent, act as anchors.

An analysis of the stores in Maynard Center suggests several clusters:

- **Convenience Cluster** – a large number of service and convenience retailers that attract residents of the area to pick up incidental items and do their “chores”. Maynard's Convenience Cluster includes drug and hardware stores, banks, the post office, and hairdressers.
- **Wedding cluster** – a variety of businesses all used frequently during the course of planning and carrying out a wedding, including three printers, a photographer, a florist, three jewelry stores, gift shops, and caterers.
- **Restaurant Cluster**– a mix of restaurants attractive to local employees for the lunch trade, but attractive for evening trade also to residents of the surrounding area who are looking for a variety of choice in a comfortable setting. Restaurants include American, Thai, Chinese, Korean, seafood, western-style bar, pizza shops, sandwich shops, and a pub.

To succeed, businesses in these clusters have different needs. Convenience goods stores generally require sufficient short term parking, location at the easy-to-get-to edge of retail district, high visibility, good signage, and location on a route to home or employment. Much of Maynard Center meets all these requirements.

Restaurants generally require parking near the entrance that has a three-hour turnover, buildings satisfying fire code requirements, location near employment centers, and cluster in one general area. (Greenberg, et. al.) All of these requirements are met in most of Maynard Center. The restaurant cluster gets particularly heavy use from employees of CTP. In the survey, almost all respondents spoke of visiting restaurants on a regular basis, and the new businesses they would most like to see in Maynard Center are more restaurants. Residents within the 5-Minute and 15-Minute Trade Areas also frequent these restaurants on week-ends.

All of the businesses in the wedding cluster have been in Maynard for some time, and provide a desirable efficiency in wedding planning. The presence of several gift stores, three jewelers, a tuxedo shop, two printers, a florist, two caterers, and a photographer comprise many of the key elements of a wedding cluster. Missing elements primarily include a bridal shop or women's formal wear shop. Specialty and apparel stores need window display visibility, high-traffic

areas, small store size, ability to receive deliveries, grouped in a cluster, and location near the 100% corner in town. Maynard can satisfy many of these requirements.

Overall, most shoppers' comments were positive concerning Maynard Center. Respondents to the Intercept Survey identified real estate improvements as the most significant factor in making Maynard Center a better place. These include providing a better mix of stores, filling vacancies, and making property improvements.

The vitality of retail in Maynard is exhibited in its contribution to the tax base and employment rolls. As described in section 3.4.1, commercial property –dominated by retail/service businesses in Maynard rather than offices-- has increased in valuation despite the decline in the number of commercial parcels. Commercial property contributed 7.7% of the total tax levy in 2003.

As discussed in section 3.3, jobs in Retail/Wholesale Trade, Finance/Insurance/Real Estate, and Services provide 70% of all jobs in Maynard. Retail/Wholesale Trade provides 23% of all jobs and Services 44% of all jobs.

According to the consulting planner's study, Downtown Maynard's market superiority consists of the following:

- Maynard has a significantly greater number of businesses than any of the competing areas although the stand-alone buildings and more prominent signage may make businesses in competing areas more visible.
- Maynard has a clear concentration of restaurants, unlike any of the other retail areas
- Maynard Center exceeds any other area in the concentration of convenience shopping in general.
- It exceeds any other area in concentration of service businesses
- It leads the area in auto services.
- It contains the only furniture and appliance stores in the 5 Minute Trade Area.
- It contains the only stores that sell a diversity of clothing, the Maynard Outdoor Store (children's, women's, and men's clothing).
- The Paper Store is the only store with a variety of books

3.6.2 Technology Businesses

Maynard's technology businesses are products of DEC establishing Maynard as a center for technological businesses and the strong base of technology companies in the I 495/Route 128 belts. Several prominent technology businesses are located in Maynard, including:

- Founded in 1980, Stratus Technologies is located on Powder Mill Road is in the business of providing customers with uncompromising reliability for their most important computer-based operations and processes. Stratus delivers continuously available server platforms with unmatched operational simplicity, providing a compelling financial advantage to customers. The company offers the most complete line of fault-tolerant servers with the highest levels of availability and best price/performance in the industry today. Customers include leading U.S. securities firms, the largest stock exchange in Asia, and the largest options exchange in the world, 15 out of the world's 20 largest banks, major credit card companies, emergency 9-1-1 service providers, the most traveled transit system in the U.S., prominent healthcare providers, major retailers and large gaming specialists.
- Founded in 1993, SeaChange International is located on Acton Street. SeaChange provides digital video systems for television. Its powerful server and software systems enable television operators to provide new on-demand services and to gain greater efficiencies in advertising and content delivery. With its Emmy-winning MediaCluster technology, thousands of SeaChange systems are helping broadband, broadcast and satellite television companies to streamline operations, expand services and increase revenues. Headquartered in Maynard, where it has workforce of 240 employees, SeaChange has product development, support and sales offices throughout the world. It had revenues of \$115.8 million in 2002.
- Although not strictly a technology firm, Monster is a significant support firm for technology companies. Located in CTP, Monster operates an online job match-making service that connects job seekers with employers. Founded in 1994, Monster asserts that it is the leading online global careers network, and the world's leading hiring management resource. Monster has sites in 20 countries around the world.

3.6.3 Emerging Businesses: Outdoor Recreation

Two major public projects in the work since the mid-1990's have the potential to improve economic opportunity for existing and new retail businesses, as well as to contribute significant recreational amenities to the Town. First, the federal government is converting the so-called Devens Annex, an annex of Fort Devens that was used to store munitions during the latter years of World War II and beyond, into the Assabet River National Wildlife Refuge. Located in Maynard, Stow, and Sudbury, the Refuge encompasses some 800 acres in Maynard.

The Refuge has been in the planning stage for the last three years, with the Comprehensive Conservation Plan (CCP) produced in draft in the summer of 2003.

Final uses are not yet established. Likely uses will include hunting, fishing, canoeing, hiking, wildlife observation, and nature education.

A number of studies have identified the economic impact of such resources on local economies. Studies have shown, "Nature-related tourism is the fastest growing segment of the travel industry, with wildlife viewing the number one outdoor activity in the U.S." (Washington Department of Fish and Wildlife) A 1996 study on the economic impact of hunting, fishing, and wildlife-watching nationwide (U.S. Fish and Wildlife Service) showed that wildlife activities in Massachusetts supported sales of \$469 million, provided 11,448 jobs, and \$29 million in state and local tax revenue. The same study showed that the travel expenditures for users was the lead expense, with food and lodging capturing the greater share of these expenditures. Equipment sales were a close second, camera and binocular purchases leading this category.

The staged opening of the Assabet River National Wildlife Refuge over the next several years may provide market opportunities for Maynard businesses and new businesses to take advantage of this new market. Visitors will likely boost sales of the variety of restaurants in Maynard downtown, as well as the Outdoor Store and Creative Camera and Frame. Festival days in Maynard can be scheduled to coincide with major activities at the Refuge. Business locations near a wildlife refuge are an additional amenity when marketing a site.

Second, the Assabet River Rail Trail (ARRT) is another outdoor amenity that is currently in development in Maynard. Five communities surrounding Maynard are collaboratively developing the rail trail. In Maynard, the ARRT flows close to downtown along the northern edge of Clock Tower Place and along Railroad Street. Maynard now owns approximately 70% of the length of the ARRT, and is actively working to acquire the rest through use of grant funds and donations. Experience with other rail trails has shown that they are very actively used by a wide range of users, and do introduce new customers into the abutting commercial areas. The Outdoor Store and Ray and Sons Cyclery, located directly on the proposed ARRT, will be likely beneficiaries, as will the restaurants. As with the Assabet River National Wildlife Refuge, festival days and downtown activities can be coordinated with trail usage to enhance the overall impact of the development. Also, the ARRT will also connect the major employment centers of Marlborough, Hudson, and Maynard, potentially providing alternative commuting options.

3.7 Recommended Tools and Strategies

While Maynard residents have relatively high incomes and levels of employment, the Town's economy continues to struggle with key issues. The success of Clock Tower Place in attracting significant businesses to town has played an important role in enhancing the local economy. The number of businesses, their payroll, and the jobs they provide are increasing. Maynard's location at least 10 minutes from any highway, and between four major market areas for commercial/industrial real estate, makes attracting any tenant to the several commercial/industrial real estate projects tenuous. Indeed, Metrowest Technology Park sits completely vacant at the writing of this Plan.

The downtown provides a compact, attractive downtown with an array of retail clusters. The Town has a rich cultural heritage and handsome historic properties. Many of these buildings, however, could benefit from renovations, and key parcels here too sit vacant. The town and public agencies have preserved generous tracts of open space contributing to Maynard as a pleasant place to live and work.

At the same time, Maynard's rapidly increasing residential valuations has eclipsed the commercial/industrial tax base, resulting in a declining share of combined commercial, industrial, and personal property assessments, and pressure on single-family tax bills. Major commercial properties are experiencing high vacancy rates, thus failing to realize their potential contribution to the economy and the tax base. Given the sentiments of the town regarding development of parcels long used for non-commercial purposes, the town appears to have little additional land available for commercial or industrial development.

The town organized two community meetings during which participants shared their analysis of the strengths and weaknesses of the Maynard economy, and their vision for it. These insights provide the framework for recommended activities. The economic challenges facing Maynard

concern retaining its economic assets and accomplishments, and addressing some weak aspects of its economy.

The Town of Maynard is working toward advancing the Town along the track to being an attractive community with a stable economic base with active and ongoing public and private investment in the built environment and public infrastructure that provides adequate tax revenue to support public services for the community and its residents.

The Maynard Community Development Plan Visioning Statement set forth the following goals for economic development in Maynard. The Actions to address these goals were developed through these Visioning sessions, through analysis of conditions in the community, and through comments of the Committee members and the public at subsequent public meetings.

Map 2, the Economic Suitability Map, contains current business-related land uses, zoning, and locations identified as priorities for future business development, and redevelopment of business properties. This map provides the physical expression of some of the recommendations offered here. It identifies current zoning, current business land use, and identifies areas where additional economic development is possible and desirable. In some cases, the additional development may be quite limited, and in others, a significant increase in economic activity may be possible. For example, a proposal for a large increase in real estate on the Clock Tower Place parcel was not viewed positively in the surrounding neighborhood and elsewhere given traffic conditions, and other on-site activities that are problematic in residential neighborhoods. Expansion at MetroWest Technology Park could be more significant given the open land on the site and the absence of residential neighbors on several sides of the property.

Goal 1: The Town should consider adjusting municipal bylaws to support business opportunity in the downtown, to maintain vitality and diversity of businesses townwide, and to fill vacant commercial and industrial space.

E-1: Amend the Zoning Bylaw to expand the Central Business District and to pass a Downtown Development Overlay District to make zoning provisions at least consistent with the current development patterns, to allow denser development in some cases, and to allow mixed uses. Such improvements in the Zoning Bylaw should allow upper story housing in the CBD, disallow front lot line setbacks that allow parking in front of commercial buildings, identify minimum glass area in facades, and associated improvements. (See Appendix D for a model bylaw for denser development in an overlay district)

E-2: Review the parking requirements included in the Zoning Bylaw in the CBD to require an appropriate amount of parking for each building yet not unreasonably require excess parking in proximity to public parking lots. Work with building owners and Maynard Matters on these issues.

E-3: Allow greater residential density in the residential zones surrounding downtown to enhance pedestrian use and to enlarge the direct customer base for businesses in the downtown.

E-4: Establish a tracking and procedure system for businesses seeking permits and decisions from Town boards and committees to assist in easing the requirements of starting a business.

Goal 2: The Town of Maynard should maintain the existing vitality and diversity of its businesses

E-5: Maynard can collaborate with the Assabet Valley Chamber of Commerce, work with building owners and brokers, to carry out business recruitment and retention activities

As described in 3.5.2, Downtown Maynard is experiencing some longer term vacancies. The Town may wish to encourage businesses that complement the clusters identified in 3.6.1 to stay or locate in Maynard. These may have a greater potential for success and can strengthen the appeal of these existing businesses within the pertinent cluster.

E-6: Maynard is the home of several significant technology businesses, yet has more than 550,000 sf of vacant space suitable for technology or other businesses, of which the MetroWest Technology Park is the most significant. These vacancies fail to make their maximum contribution to the economy or the tax base, and erode Maynard's image as a center of technology. Maynard can work collaboratively with building owners to facilitate tenanting of these properties through maintaining information on inquiries, referring appropriate firms to the owners;

E-7: Develop a list of properties that can be added to that are priorities for development or redevelopment that could enhance and support the local economy and the neighborhood. Town officials, staff, or appropriate committee could work with the owners of these parcels that identify potentially successful outcomes that might be either to develop the parcels or develop them more intensely. Commercial/Industrial parcels that could be added to this list include Metrowest Technology Park, Clock Tower Place, industrial parcels at the corner of Acton and Brown Streets. Retail parcels that could be added to this list include the town building at the corner of Summer and Main Streets (when alternative locations may be found), vacant lots on Main Street where the former Lando building stood and next to the Quarterdeck Restaurant, and properties at 115 Main St., 151 Main St., 2-4 Waltham St., 65-67 Nason St., 48 Acton St., 170 Main St., an auto repair site on Glendale St., and 25 Glendale St.

E-8: CTP and its tenants are major employers, tax payers, and sources of business for other businesses in Maynard. The town, which financially supported the redevelopment of the CTP through Tax Increment Financing, should continue to work collaboratively with CTP, balancing its needs with the town's interests in sound planning and overall quality of life. In responding to proposed expansions of CTP, which are likely to generate economic benefits for the town, the town may wish to seek to maximize community benefits in support of downtown, good corporate citizenship to its residential neighbors, and other pertinent needs.

E-9: Consider providing Tax Increment Financing to facilitate worthy projects that achieve substantial increases in tenancy. TIFs, which also include state tax benefits, should be justified by the financial needs of the property and a reasonable return on investment for owners. The impact of previous TIF's on the overall tax picture should be undertaken in order to consider the advisability of future TIFs.

E-10: Despite the estimate of the Massachusetts Executive Office of Environmental Affairs, Maynard appears to have limited land available for industrial or commercial purposes. To confirm the inventory and facilitate development if appropriate, the town may wish to review

all property zoned industrial but not used for industrial purposes. The zoning and potential use of any identified properties should be clearly established.

E-11: 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-way.

E-12: Formalize a regular responsibility (the “go to” person) and reporting procedure on economic development issues and opportunities among staff and boards to assure that town officials are aware of economic development issues, that someone responds to every opportunity, and can coordinate as necessary.

E-13: Appoint an ad hoc committee to launch many of the economic development recommendations assigned to the Town. Such a committee would undertake business retention meetings with identified key businesses where the actions of town government may affect the retention of businesses in Maynard, hold an open forum for businesses, and assess the ongoing market for Maynard business real estate.

Goal 3: The Town of Maynard should improve the appearance of the downtown area and its public spaces.

E-14: Develop a capital improvement budget and schedule for the downtown area to schedule, finance, and undertake lower and moderate cost improvements within the downtown area. Such improvements include previously designed or identified improvements including those on the Nason/Main island, attractive public directional signage for parking areas, completion of the installation of historical lighting fixtures on Main St., bicycle racks around the downtown, improved storm grates, addition of two handicapped parking spaces. Other low cost improvements for which the town has not previously sought funding include removal of old, dilapidated signs in the downtown and replacement where necessary with new signs.

E-15: Continue to identify areas along the Assabet River where additional public access can be developed, including areas just northeast of the pedestrian footbridge across the Assabet, the parcel between McDonald’s and the Assabet, and the mill pond frontage at Clock Tower Place. Use Site Plan Review process as an opportunity to secure waterfront access, either through private development of access or a public easement for current or future development.

E-16: Identify key private business parcels where public improvements within the Town’s ROW or private improvements triggered by a permitting or review process could significantly enhance the appearance of the Town.

E-17: Review the provisions of District Improvement Financing instituted as part of Chapter 46 of the Acts of 2003, to determine its value in achieving the desirable public and private improvements in downtown Maynard

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; and

E-19: Implement design and construction improvements to Naylor Court for sidewalks and neck-downs

E-20: Continue efforts to support the creation of more parking within the CBD in areas that have been shown to have inadequate parking.

4. Summary of Transportation Issues

The Transportation Element is a required component of Community Development Plans for cities and towns. This requirements was fulfilled by Maynard when the Department of Housing and Community Development granted the town of Maynard "Equivalent Plan Status" for two existing, multi-town transportation plans:

- Assabet River Rail trail Implementation Plan. EarthTech. June 2001. Including the communities of Marlborough, Hudson, Stow, Maynard, and Acton
- MAGIC Subregional Area Study, Phase I Report: Current Conditions and Proposed Additional Studies. Central Transportation Planning (CTPS) Staff of the Boston Metropolitan Planning Organization. Including the communities of MAGIC subregion of MAPC.

The MAGIC Subregional Area Study as undertaken in 2000 in response to requests from the MAGIC Advisory Group to update and summarize information about current development activity in the area and identify perceived needs of local officials and the MAGIC group for transportation improvements and studies. The results from the Phase I study are integrated below. In addition, information provided in a recent memorandum from CTPS to the MAGIC Advisory Committee identifying road segments in the Region that are subject to high levels of congestion have also been integrated below. Using these resources, a reliable summary of current transportation resources and congestion problems have been identified.

Recommendations for roadway improvements and current projects now underway have been obtained from the Maynard Department of Public Works. Only those projects that relieve congestion, improve dangerous road segments, or contribute to increased capacity have been included. The relevance of these proposed improvements to the other sections of this Community Development Plan - housing, economic development, or resource protection – are highlighted.

This section summarizes the key conclusions of the MAGIC study and recommendations of these two studies as they pertain to economic development, housing, and open space/natural resources in Maynard.

The following constitutes a summary list of key conclusions from the MAGIC study:

1. Housing costs and restrictions on growth constrain residential growth in the region
2. Industrial growth is occurring at a rapid pace on greenfields, particularly in the immediate I-495 corridor. New employees in these facilities tend to seek housing in communities west of I-495 rather than in MAGIC communities.
3. If not restrained, industrial growth will contribute substantial additional traffic volumes to local roadways that do not have the capacity to serve this higher volume and will be congested. The best option for reducing congestion in these locations is car and van-pooling.
4. The portion of the MAGIC region bordering I-95 is served by a variety of shuttles and local buses, many of which are funded by municipalities and employers. The potential for expansion of such services west in the MAGIC region to higher income and higher home-

ownership communities is limited. This is especially the case in the low density communities in the western part of the MAGIC region.

5. The only reasonable long-term support for shuttle or paratransit services are large scale employers (more than 500 employees). The greatest needs of these employers are to relieve parking shortages and recruit clerical or maintenance staff. CTPS could provide assistance in developing and evaluating routes and schedules.
6. There are some opportunities for park and ride options
7. Improvements to bike paths, particularly the Assabet River Rail Trail and the Wayside Trail, can enhance commuting by bicycle.
8. The MBTA commuter rail service suffers from parking constraints and too few outbound trains delivering reverse commuters to MAGIC region employers.
9. Few roadways were identified where the addition or enhancement of capacity was a desired measure to reduce congestion. The Route 2A corridor was identified for some improvements.

This study identified the fact that local communities have primary control of development within their borders, they can allow increasing congestion without any planning controls. Communities can and do require mitigation of traffic impact through site plan review, but too often these negotiations are forgotten once the facility is built. The MAGIC study suggests that actual limitations on the size, location, and allowed access and numbers of parking spaces be clearly specified.

4.1 Existing Transit Services

There are few transit services in Maynard. Those that do currently operate or did operate in the very recent past are:

- **Senior citizen van** – This shuttle operates between 7:30am and 2:30pm generally on a call basis to transport seniors and residents on transitional assistance to shopping, employment, or appointments.
- **Lowell Regional Transit Authority (LRTA)** – Maynard does not buy into the LRTA service and therefore residents of Maynard are not eligible to call or use the service. Residents of member communities using services in Maynard do use the LRTA to transport them to and from Maynard. This is particularly used by residents attending English language classes in Town Hall.
- **Clock Tower Place shuttle** – Wellesley Rosewood, the owners of Clock Tower Place, the 1.1 million square foot multi-tenanted mill complex in Maynard center, provides shuttle service from in front of building 2 in their complex to the South Acton commuter rail station. Owners have committed to provide this service in their leases with tenant businesses. This service is considered to be employer-provided transportation. Demand declined after the completion of the parking structure. Recently Clock Tower has agreed to carry Maynard residents that are taking trains already served by Clock Tower's scheduled runs.
- **South Acton Commuter Rail shuttle** – The Town of Maynard operated a shuttle using a TDM grant from Maynard Center to the South Acton commuter rail station. This shuttle met a need not addressed by Clock Tower Place. This shuttle served any resident of the area seeking to use it. There were some users from Stow and Stow participated in publicizing the service to its residents and to all riders at the South Acton Commuter Rail

Station. Grants funds were withdrawn in the summer of 2003 based on low ridership, high per-rider subsidies, and inability to meet the air quality mitigation requirements.

Other transportation resources, while just outside the Maynard boundaries, are also key to serving the residents of the Town. Most notably is the MBTA Commuter Rail station in South Acton. There are only 293 parking places at this location. The extensive overflow parking, and the lack of assurance of being able to secure parking at this location at all, limits the even heavier use that could be made of this service. This condition led the Town of Maynard to initiate a TDM funded shuttle service described above.

4.2 Current Commuting Patterns

The 2000 U.S. Census provides us with a snapshot of where residents of Maynard travel to work and where employees in Maynard facilities travel from to work in Maynard. This information is important in anticipating possible new congestion and in identifying where alternative transportation and shuttle service might be of value.

Table T-1: Location of Employment of Maynard Residents

1990			2000		
Workplace	No. of Residents	% of Residents	Workplace	No. of Residents	% of Residents
Maynard	1,350	23.8%	Maynard	1,002	17.1%
Boston	189	3.3%	Boston	387	6.6%
Waltham	235	4.1%	Waltham	375	6.4%
Acton	460	8.1%	Acton	371	6.4%
Concord	692	12.2%	Concord	352	6.0%
Marlborough	175	3.1%	Marlborough	237	4.1%
			Framingham	203	3.5%
Cambridge	208	3.7%	Cambridge	189	3.2%
			Sudbury	188	3.2%
			Stow	180	3.1%
Lexington	176	3.1%			
Hudson	164	2.9%			
Newton	163	2.9%			
Total in MAPC Region	5,207	91.7%		5,116	87.7%

Source: 2000 U.S. Census, MAPC produced these tables

Table T-1 summarizes several key changes in the location of work of Maynard residents between 1990 and 2000. With the closure of Digital facilities in Maynard, Hudson (elsewhere?), the number of Maynard residents working in Maynard has dropped by about 350 workers. The number of Maynard residents commuting to Boston has gone up by about 200 workers, and by 2000 represented the work location of about 6.7% of the total Maynard workforce. This shift suggests the importance of making sure that these workers have access to the commuter rail station in order to reduce car trips to Boston.

Table T-2: Location of Residence of Employees Working in Maynard

1990			2000		
Location of Residence	No. of Residents	% of Employees	Location of Residence	No. of Residents	% of Employees
Maynard	1,350	22.0%	Maynard	1,002	19.8%
Marlborough	250	4.1%	Marlborough	159	3.2%
			Boston	154	3.1%
Framingham	164	2.7%	Framingham	120	2.4%
Concord	119	1.9%	Concord	117	2.3%
Acton	308	5.0%	Acton	107	2.0%
Sudbury	161	2.6%	Sudbury	102	2.0%
			Watertown	95	1.9%
Leominster	247	4.0%	Leominster	94	1.9%
Hudson	188	3.1%	Littleton	90	1.8%
Worcester	173	2.8%			
Stow	166	2.7%			
Total in MAPC Region	4,024	65.6%		3,347	66.2%

Source: 2000 U.S. Census, MAPC produced these tables

Table T-2 describes the location of residence of people working in Maynard businesses. The number of Maynard residents working in Town, as shown also in Table T-1, has declined. Marlborough is still the community outside of Maynard that contributes the highest proportion of workers to Maynard businesses. Framingham is also a big contributor. The number of employees from Leominster has dropped considerably, from 247 to 94 by 2000.

It appears that Digital built up an employee base in the area. With its demise, employees of the variety of new companies that have relocated to the area in greater degree have been working for these companies elsewhere and may not have moved.

These tables and accompanying map Figure T-1 suggest that commuting patterns have shifted to some extent to workers traveling to and from Boston/Cambridge/Waltham – all of which are located on the Fitchburg line of the commuter rail. Further, a large number of workers are still traveling to and from Marlborough, Framingham, and other points north. Congestion is likely to continue on Rt. 62 in Maynard and Hudson, and on Rt. 27 north without successful efforts to develop the ARRT and to maintain shuttle service to the South Acton commuter rail station.

4.3 Alternative Transportation

Maynard, having a compact downtown, is heavily served with sidewalks on almost every street in the community. Residents and users of the downtown area have expressed their affection for the walkable downtown in their responses to intercept surveys undertaken as part of “The Maynard Center Market: Retail Opportunity in a Town Center Setting”. In the recent town-wide survey undertaken for the Maynard Open Space and Recreation Plan, 2003, many respondents indicated their choice of Maynard downtown as a recreation site for walking and relaxation.

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 Assabet River Rail trail Implementation Plan was the other multi-town plan that provided Maynard with equivalent plan status for the

purposes of this Community Development Plan. 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.

This 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.

4.4 Recent Analyses of Transportation Issues

Maynard has two areas within Town or affecting the Town that are described in a Memorandum from the Central Transportation Planning Staff to MAPC Subregional Group Members regarding Transportation System Performance and dated November 13, 2003. This memorandum identifies road segments that were studied and identified as being the most congested. These locations include Rt. 27 north in Maynard and into Acton, and Rt. 62 in Maynard, principally at the intersection of Waltham St. and Powdermill Road (Rt. 62 and Rt. 27 intersection).

The congestion on Rt. 27 occurs primarily at commuting times when employees at Maynard facilities are using Rt. 27 to access Rt. 2. There are two traffic signals on this section of Rt. 27 but the primary congestion occurs in Acton at the intersection with Rt. 111 where the delay in the morning is 57 seconds and in the evening commute is 70 seconds, both times rating this an E intersection. The same time of day problems exist when commuters get backed up behind the light on Waltham St. and can back up into downtown Maynard. This intersection was determined to have a serious delay time only during the morning commute of 64 seconds, also making this an E-rated intersection.

Given the location of these congestion problems, currently planned alternative transportation including shuttle service and the ARRT will only address problems on Rt. 27. They can increase the number of riders using commuter rail and thereby reduce automobile use of the Waltham St. intersection.

In 1999, Maynard had prepared a Redevelopment Assessment of Maynard Center. That analysis addressed parking, roadway, and sidewalk conditions in the area of the downtown. This study described the following problems in the downtown area:

- Rutting and cracking on some of the roadways in the area. Currently, the failures are localized so full depth patching can still be effective. It is expected that patching will only work for several more years, at which time cold planning and overlaying all of the paved roadway surfaces may be necessary
- Many signs in the downtown area show wear on their faces, signposts are loose at their bases or are no longer plumb. In other cases they are set too low. Improvements in these signs were noted as “the single most important item of public infrastructure improvement that could contribute to revitalization of the Maynard Center area.”(The Cecil Group and Edwards and Kelcey)
- Public trees in the downtown have been radically pruned to avoid interference with business signs. Replacing some of these trees with a variety with a more upright growth pattern was recommended to avoid the need for unsightly, radical pruning.
- The original design for amenities and landscaping in the downtown, included in the Urban Systems design, was not completed do to budget constraints. This report recommended that these improvements be completed.
- While the report noted that curbing and sidewalks in the downtown are generally in excellent condition, the sidewalk in Naylor Court is too narrow and there is no handicapped curb cut. Construction of these items is recommended. This should be accomplished through construction of a sidewalk and neck-downs on Main Street to make a safer crossing at that location.
- This study also inventoried parking in the downtown. While the report indicated that there appear to be an adequate total number of parking spaces in the area, the retail area on Main St. between Nason St. and Walnut St. is clearly lacking parking. This is particularly demonstrated by the inability of the building owners of the Maynard Mall building to lease it based on inadequate parking. Continued efforts should be made to develop additional parking in the downtown. Negotiations have occurred regarding one parcel abutting the public parking behind Nason St., but these discussions did not have a positive outcome. It was also noted that better signage for parking, and the use of the Summer St. lot by employees of downtown businesses would assist in increasing the availability of parking.

Many of the recommendations of the Cecil/Edwards and Kelcey study are less costly than the actions needed to address the congestion identified in Maynard. A variety of grant programs as well as maintenance and Chapter 90 dedication are options for improving some of these conditions. Appropriate recommendations are noted below. Community Development Block Grant funds were sought for some of the improvements noted above, including the signage, and sidewalk and neck-down improvements. This application was not successful. Given the current situation with vacancies in Maynard Center, a Public Works Economic Development application may be appropriate in order to address some of these conditions that diminish the attractiveness of the property that burned several years ago, and the Maynard Mall building.

4.5 Ongoing Transportation Studies

A major study is taking place in the MAGIC Subregion by the CTPS to identify opportunities to improve transportation problems. The MAGIC Subregional Area Study, Phase 1 (completed) and Phase 2 (underway), is designed to identify current conditions, identify issues for further study, and undertake some further study. Transportation improvements identified by the CTPS study for Maynard and its immediate environs include:

1. Expand and improve shuttle run by Clock Tower Place
2. Consider development of shuttle service between locations in Stow and the South Acton Commuter Rail station
3. Expansion of parking within the vicinity of the South Acton Commuter Rail station. Acton is hesitant based on fear of increased traffic. Shuttle might be required for lots that are up to 1 mile away.

4.6 Goals and Action Items

The Town of Maynard should link its transportation network to provide improved access for residents to support local businesses, especially in the downtown area, and to allow for better options for residents to commute to jobs outside of Maynard.

T-1: Growth should be controlled to not trigger expansion of users beyond the capacity of the road system that exists unless there are clear opportunities and political will to expand roadways

T-2: Improve public transit connections between Maynard and S. Acton, and elsewhere through use of public and private shuttles funded through a variety of sources serving as broad a customer base as possible.

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 through identifying and working with existing and new partners to fund and support the development of ARRT.

T-4: Evaluate the traffic flows at the intersection of Waltham St. and Powder Mill Rd. to identify problems and evaluate the need to physical improvement to the intersection

T-5: Implement transportation related improvements that have previously been identified in existing plans, including repairing the pedestrian crossing signal at Main St/Summer St./Haynes St and the Nason St./Summer St. intersections, the island improvements identified in the Urban Systems design of the early 1980's, and the sidewalk and neckdown improvements in Naylor Court.

T-6: Develop a capital improvement plan for Chapter 90 funds and town funds to identify which of the projects noted in these recommendations, and particularly those in T-5, can be addressed and in which budget year.

T-7: Continue to monitor state grant programs to take advantage of bond funds that may be available through PWED to undertake some of this work.

T-8: Develop a maintenance plan and schedule for signage, roadway patching, clean-ups and others in order to maximize the appearance and functioning of Maynard downtown.

T-9: Use the options within Site Plan Review to **require a transportation analysis when appropriate to identify problematic traffic and transportation conditions** that might arise from specific economic development projects.

T-10: **Encourage the legislature to authorize the use of impact fees** to address transportation and traffic impacts from development projects.

5. Summary of Findings of Open Space and Recreation Plan

Based on work already undertaken in Maynard that could qualify for the natural resource requirement, Maynard was able to place some of its EO418 funding into preparing the Maynard Open Space and Recreation Plan. A report was prepared by EarthTech for the communities of Maynard, Hudson, Marlborough, Northborough, Shrewsbury, and Westborough for their combined Comprehensive Wastewater Management Plan. The report that met some of the requirements for the work required under the natural resources area and be declared an equivalent plan is entitled:

“Comprehensive Wasterwater Management Plan and Environmental Impact Report:
Phase II – Development and Screening of Alternatives. Assabet Consortium.

This report addressed the issues of water budget analysis and water quality analysis.

The Maynard Open Space and Recreation Plan (OSRP) has been supported in part by funds made available through the Executive Order 418 process. These funds have provided some consulting assistance with the content of the OSRP, in reviewing recommendations, and in preparing some of the required maps. Most of the updating of the previous plan, the fielding of the survey of town residents, and some of the required maps have been provided or produced by volunteers. This has work was undertaken and coordinated by the Maynard Open Space Committee. The Maynard Open Space and Recreation Plan is completed as of June 2004. This Plan has been reviewed by the Community Development Planning Committee and the Maynard Open Space and Recreation Plan is incorporated into this Maynard Community Development Plan by reference.

5.1 Summary of Recommendations

The following information summarizes the content of the Maynard Open Space and Recreation Plan. It represents the majority of Chapter 1:Summary as included in the Maynard Open Space and Recreation Plan.

The Plan identifies four goals and their associated objectives:

1. **To maintain, protect and improve the quality of Maynard's natural resources for the benefit of all current and future resident.**
 - Preserve and improve surface water quality, including aggressive sewage treatment and storm water management and treatment.
 - Protect wetlands on behalf of the ecosystems they support.
 - Protect, preserve and promote biodiverse, healthy ecosystems within Maynard.
 - Improve air quality, promote dark night skies and maintain and promote a healthy noise-level throughout the town.
2. **To protect and enhance community identity and character including a pedestrian-friendly downtown and a verdant perimeter for the benefit of all current and future residents.**
 - Promote, enhance, and gain public access to riverfront and water features throughout the town, effectively turning the town to face the river.

- Preserve open space parcels, especially those forming a green belt around the town in order to maintain Maynard's character and provide open space within easy walking distance of every part of town.
 - Develop or redevelop land that is already developed to maintain Maynard's characteristically walkable downtown and residential neighborhoods.
 - Re-green downtown to enhance the pedestrian and residential experience as density increases.
- 3. To maintain, improve and expand public and private recreational facilities to meet current and future needs of all residents.**
- Complete the Assabet River Rail Trail (ARRT) linking the new Assabet River National Wildlife Refuge (ARNWR) in the south with downtown Maynard and the Commuter Rail in the north.
 - Promote, maintain and improve recreational opportunities for all current and future residents.
- 4. To increase cooperation within/between the community and town government in order to reach conservation and recreation goals and in order to secure the budgets necessary to do so.**
- Organize town government to effectively reach OSRP's and other long-term goals, ensuring that proactive planning, research and creative thinking happens to make wise, cost-effective and timely decisions and actions.
 - Form volunteer town committees or commissions to carry intensive planning efforts required to achieve Goals 1, 2 and 3 above.
 - Engage the public in the decision-making of their Town government and encourage volunteering in the community in order to achieve conservation and recreation goals.

The Five-Year Action Plan (Section 9 of the OSRP) details specific suggestions for accomplishing these community goals and objectives. A summary of some of the key recommendations identified in the Action Plan appears below.

OS – 1 Increase efforts in land protection through acquisition and management options – for water supply, recreational facilities, and critical habitat

- Organize town-owned land under management of appropriate department
- Protect/acquire well-head and aquifer recharge land
- Protect/acquire key wetland and woodland parcels
- Acquire Assabet River Rail Trail (ARRT) parcels.
- Protect/acquire other key recreation parcels
- Develop plans for Chapter 61 lands
- Develop plan for Landfill site
- Certify vernal pools
- Register historic sites

OS-2 Improve management of land and facilities

- Create coordinated management plans for all municipal facilities
- Develop plan for the management of invasive species

OS-3 Develop new recreation facilities

- Insure new and redevelopment projects are ADA accessible
- Continue development of ARRT.
- Install bike racks, water fountains, public toilets
- Create pocket parks

- Create fenced dog park
- Install picnic benches and park benches on select properties
- OS-4 Undertake new initiatives to improve town character**
 - Promote public and shared transit, bicycling, and pedestrian travel
 - Develop aesthetic guidelines for downtown high density district
 - Encourage developers to increase public access to the River, greenspace, and shade
 -
 -
 - OS-5 Enhance town government's ability to undertake initiatives
 - Create new volunteer working groups needed to continue the study of and planning for Maynard's future, including standing:
 - Open Space Planning Committee
 - Water Board
 - Parks and Recreation Commission
 - Shade Tree Committee
 - Department of Planning and Resource Management
 - Create new and improved municipal bylaws and regulations to address, among other things, stormwater, infiltration, land use, and downtown character
 - Improve enforcement of laws, bylaws, and regulations regarding dumping, land stewardship, night skies, noise
 - Redefine and fund Town Planner position
 - Redefine and fund Building Inspector position
 - Rezone downtown
 - Rezone publicly-owned open space
 - Analyze Town government to identify other changes that can enhance protection of Open Space and development of recreation options
- OS-6 Improve coordination and communication in Town Hall and with residents**
 - Solicit citizen input regularly
 - Develop a public education initiative

5.2 Consistency of Recommendations with Community Development Plan

There are several important overlaps between the recommendations of the Maynard Open Space and Recreation Plan and the Maynard Community Development Plan that suggest important directions and initiatives for the Town going forward, with an eye toward accomplishing them in the near term. These initiatives include:

- The significant enhancement of public access to riverfront areas, in downtown and in outlying areas. Recent accomplishments in this area have been achieved in the development of Ice House Landing and in the acquisition of a portion of the Assabet River Rail Trail running along the Assabet River. The development of this area into the ARRT is a priority of both plans. Gaining more access to the River in the downtown area, through easements and site plan review, would also address the goals

of both plans. Improvement of existing publicly-owned riverfront property in the downtown will also be integrated into any recommended rezoning of the area and any development projects.

- Both plans include goals to preserve currently open lands at the periphery of the Town. These are included in the Community Development Plan as recommended rezoning of several areas in the periphery for Open Space or Active Recreation.
- The OSRP recreation survey identified downtown as an area that many residents consider an attractive recreation site to walk. The recommended greening of the downtown and the use of aesthetic or design guidelines to improve the pedestrian experience is consistent with both plans.
- Recommendations in both plans seek to upgrade the planning process, communication, planning, and oversight in Town Hall to improve the ability to meet goals of both plans, to manage resources that the town already has, to plan for the improvement of these resources, and to continue to coordinate project review and problem-solving to maximize effectiveness of solutions.

6. Recommendations and Implementation

The preparation of this Community Development Plan has provided the residents of Maynard with the opportunity to sit back and reflect on what type of community they have – and what type of community Maynard can be. The Community Development Planning Committee has spent many hours in analysis as well as reflection to come up with a Community Development Plan that is based on the Town’s vision of what it can be and the detailed data describing what is. The confluence of the state funding with the availability of extensive information from the 2000 U.S. Census has made this Plan uniquely useful to the Town in planning its future.

Section 1 established the broad directions of the Plan, summarizing the results of the Visioning activities and setting out a series of Smart Growth Principles to provide general guidance to future growth and development activities. The results of the 2000 Build-Out Analysis attempted to define the outer limits to growth under current zoning, and Table S-1 addresses the limits to growth based on current infrastructure. The analyses of conditions and recommendations in Housing, Economic Development, and Transportation establish what the Town has to work with and set direction in the Recommendations for Maynard to address its vision and goals through future development and preservation.

The Maynard Open Space and Recreation Plan has been partially funded by resources from the Commonwealth under Executive Order 418. The Open Space and Recreation Plan is designed to meet the specific criteria of the Office of Conservation Services, and is quite lengthy. It is not integrated into this Community Development Plan in its entirety. The analysis and recommendations from the Open Space and Recreation Plan, however, are important to read and understand by any residents interested in understanding and supporting community development planning in Maynard. To emphasize the integration of these two plans that were developed at the same time, with review by each of the other respective volunteer committees, and seeking the same goals, the recommendations of the Maynard Open Space and Recreation Plan are included in this section in Table C-1.

With over 40 different recommendations, implementing them can appear to be a huge challenge. Table C-1 consolidates all the recommendations into one comprehensive list. This list identifies the lead organization that is necessary to initiate and oversee the implementation of each recommendation. The last column identifies the approximate timeframe that would be likely for implementation of each of these recommendations. In reviewing Table R-1, several overarching recommendations emerge that are either necessary for implementation, or will be important for expediting implementation.

6.1 Summary of Issues Addressing Implementation

6.1.1 Town Staffing and Volunteers

Maynard has few staff positions in Town Hall that have the potential to participate in the implementation of this Community Development Plan. Unlike some other communities of its size, Maynard does not have a full-time planner, full-time conservation agent, or full-time

building inspector. Staff in the Department of Public Works is stretched thin. With limited staff, some of these initiatives will be very difficult to undertake. Maynard, with its relatively low assessed valuation per capita (\$67,125 in 2000), has always had difficulty in affording staff positions that other communities utilized. In the current retreat of state and federal funds, and increasing demand for local communities to fund programs previously funded by these levels of government, allocating ever-scarcer resources has become even more difficult.

Only a strong commitment to the value and priority of some of these recommendations can put them forward and move them along. An important initiative to assist in implementation of many of these recommendations could arise from the work of a capital budgeting committee of staff and volunteers to go over these recommendations, identify priorities, and develop a schedule for Town, Chapter 90, or potential grant funding. For example, modest infrastructure improvements will need to be incorporated in a Chapter 90 spending plan and implemented a small amount each year, or part-time planning assistance will have to be utilized to seek grant funding for some projects.

Additional staffing in any one of these areas can have an important impact in addressing recommendations in Housing, Economic Development, Natural Resources and Open Space, and in Transportation. Of course, the additional, or even existing, job descriptions would have to include direct responsibility for implementation of these planning recommendations.

Several of the recommendations of this CD Plan directly or indirectly suggest additional staff or consultants, and/or staff responsibilities. Recommendations call for:

- a “go-to” person in Town Hall on economic development issues to coordinate responses to business inquiries about town resources, to assist a possible citizens’ committee to work on economic development, to develop a permit tracking system, and to generally work at funding and supporting recommended economic development projects
- someone with skills in the area of housing development and assistance programs for development of affordable housing and mixed use projects

Additional volunteer resources could be assembled to address some of these issues. A committee addressing economic development issues has been recommended. Certainly an affordable housing committee could also assist in focusing on and expediting progress on housing development within the recommended development area suggested for more dense residential development.

Adoption by Town Meeting and the electorate of the Community Preservation Act (CPA) could address a number of the issues identified above. The availability of an ongoing stream of development funds could make an enormous difference in Maynard’s ability to implement many of the recommendations in Table C-1. Further, 5% of CPA funds can be used for administrative expenses. This resource could be key in supporting the staff or consulting expertise required to implement many of these recommendations.

6.1.2 Bylaw and Regulatory Changes

Many of the recommendations included in this CD Plan require minor or major changes in local bylaws, primarily in the Zoning Bylaw. Most of these recommended changes would actually allow the downtown area to continue to develop in the pattern it has – denser development in the

downtown, with mixed uses in the Central Business District (CBD). Under current zoning, new development in the CBD and the abutting residential areas would not be able to build or rebuild by right consistent with current patterns. Key recommendations affecting the CBD include a review of parking issues in the case of denser development, and allowing mixed-uses (residential above retail) by right. This change would provide an incentive to new building construction to include multiple stories

The proposed Downtown Development Overlay District is also designed to identify eligible uses that also will support additional development within the downtown area, both business and residential, that can fit comfortably in the designated area without crowding the current residents and uses. The proposed District is shown on Map 3 and model bylaw language is included in Appendix D.

Key changes in zoning would also enhance appropriate residential development in Maynard. Proposed changes include possible transfer of development rights, inclusionary zoning, and conservation subdivisions. These bylaws are designed to concentrate residential development on certain parcels or portions of parcels, while protecting as much valuable natural resources from development pressure. They are also designed to assure that all developments include some affordable units.

The zoning changes recommended to zone some parcels as open space, and others that are currently being used for active recreation to be able to retain that use are a key element in making all of these recommendations work together. These changes are essential in balancing the greater development in the Downtown Development Overlay District. These proposals should be linked and passed at the same time. Map 3 contains the location of areas that are being recommended for open space and active recreation zones. Appendix E contains a model bylaw for Active Recreation. Maynard already has an Open Space zone but the proposal seeks to add additional parcels to the zone.

Recommendations to change other local regulatory mechanisms include coordinated permitting for business activities and some changes to bylaws to assist in improving the appearance of Maynard.

6.1.3 Enforcement

Improved bylaws and processes are key to improving development projects and opportunities in Maynard. Enforcement of local bylaws and regulations is also key. Some of this enforcement is provided by the Police Department, but in many more cases it is provided through the careful application of bylaws and regulations during project review, and monitoring the development process to assure compliance with approved subdivision and site plans. This enforcement can be undertaken by the Building Inspector or by consultants hired through the use of 53G accounts. For example, the Planning Board can prioritize the landscaping, setbacks, and land protection in their use of Site Plan Review. Ongoing monitoring of construction and installation is required to assure that construction occurs that is consistent with approved plans. Finally, over the years observations should be made to assure that approved and installed site plans and subdivisions are not altered.

6.1.4 Funding Strategies

Many of the recommendations included in this CD Plan require funding in order to implement them. Funding capital improvements is always a problem in this post Proposition 2 ½ world. At the time of the writing of this Community Development Plan, the shortfalls in local budgets and the substantial retreat of the state in funding many of the programs and activities they have assisted over the years, has left localities with few opportunities to take on new projects.

Maynard will require careful prioritizing of capital improvement projects, planned for and scheduled over a period of time, in order to make the best use of available funds. Chapter 90 funds, and potential funds from the Community Preservation Act, can be used directly to fund projects, or can be used as local match funds for state grant programs. In any case a broad-based effort to develop a priority list of projects with possible sources of funds identified along with a timeline for development will be critical in moving forward these important projects and projecting to residents, businesses, and potential new businesses, that Maynard is moving forward and improving its services, resources, and appearance.

6.1.5 Improving Quality of Life

All the recommendations included in this Community Development Plan, and in the Open Space and Recreation Plan, are focused on improving the quality of life in Maynard, improving community character, protecting the environment, and in encouraging growing in “smart” ways. These recommendations seek to support housing that is available to low and moderate-income residents, while at the same time improving the economic base, the downtown, the environment, and recreational activities. These recommendations seek to protect the qualities that Maynard residents value as stated in the visioning activity and Vision Statement, and to improve those areas of community life for which improvement is appropriate.

6.2 Putting it All Together

Table R-1 summarizes the consolidated recommendations from all sections of this Community Development Plan. Map 3 locates areas of Maynard where new uses or more intensive uses are being recommended to be placed. It is through this map that the goals and principles outlined in Section 1 are brought to fruition. Maynard’s approach to development is summarized in this map and in the following list of approaches to placement of projects that is derived from the Principles for Smarter Growth in Section 1:

- Reduce sprawl through greater density in and near the Downtown Development Overlay District and Central Business District
- Preserve open space at the periphery of the community to reduce municipal costs, protect water supplies, provide for recreation areas, and all for the movement of wildlife through rezoning to protect current uses
- Provide housing that is subsidized affordable by encouraging development of denser, small scale, affordable housing developments in a few locations within a designated area within or proximate to the downtown
- Direct development to existing infill sites or sites that can be subject to redevelopment for greater intensity of use
- Direct development activities away from sensitive environmental sites

Table R-1: Consolidated Recommendations and Implementation Issues

(The full text of each of these recommendations is included at the end of each section of the Maynard Community Development Plan)

	Element and Recommendation Summary	Lead Entities in Implementation	Timeframe for Implementation (Fiscal Year)
<i>HOUSING ELEMENT</i>			
H-1	To reduce the impact of residential development on open space, develop overlay zone allowing greater density in residential development in town center and adopt conservation subdivision option	Planning Board	2005
H-2	Transfer of Development Rights Program to protect key open space parcels	Planning Board, ConsCom, DPW	2005
H-3	Allow development of accessory apartments	Planning Board	2006
H-4	Allow mixed-use zoning in Maynard CBD, and an area around the CBD that allows denser development	Planning Board	2005
H-5	Undertake program to secure deed restrictions to provide affordable housing in existing units	ConsCom, Planning Board	2005
H-6	Work to develop specific sites for needed housing and adopt inclusionary zoning so affordable housing can be developed throughout Maynard	Planning Board, ConsCom	Ongoing
H-7	Support affordable housing in existing and infill parcels to allow new development to meet needs for more costly housing	Admin	Ongoing
H-8	Development housing options for over-55 and seniors	Planning Board	2006
H-9	Continue and expand the housing rehabilitation program	BOS	Ongoing
H-10	Develop a capacity to facilitate and support affordable housing development	BOS	Ongoing
H-11	Annual data to monitor housing development	Assessors	Ongoing
H-12	Consider passage of the Community Preservation Act to address housing needs (See OS-1)	Admin, Assessors, ConsCom, Historic Commission	2005

<i>ECONOMIC DEVELOPMENT ELEMENT</i>			
E-1	Improve CBD Zone and allow mixed uses (see H-4)	Planning Board	2005
E-2	Review and improve parking standards	Planning Board	2005
E-3	Develop overlay zone allowing greater density in residential development in town center (see H-1)	Planning Board	2005
E-4	Develop tracking for business permitting	Town Clerk, BOS	2006
E-5	Coordinate business retention activities	BOS	Ongoing
E-6	Support property owners in attracting business tenants	BOS	Ongoing
E-7	Support development on identified business parcels	Admin	Ongoing
E-8	Continue collaborative relationships with business and property owners	BOS	Ongoing
E-9	Evaluate use of TIF agreements to support building improvements and business attraction	BOS, FinCom, Assessors	Ongoing
E-10	Evaluate properties zoned industrial for either future development potential or down-zoning	Planning Board	2005
E-11	Develop a program to improve maintenance and repair of infrastructure	BOS, Admin, DPW	2006
E-12	Identify a staff position and reporting procedure to track and support economic development activities (see E-4 and E-5)	BOS	2005
E-13	Appoint an ad-hoc committee to launch and support economic development recommendations	BOS	2005
E-14	Develop capital improvement budget for the Town, including Maynard center, to maintain progress in improving Maynard center	BOS, Admin, CapBudCom	2005
E-15	Identify and protect areas along the Assabet River for public access	BOS, ConsCom, DPW, Planning Board	2006
E-16	Work with business property owners to improve the Town's appearance through public and private investment	BOS, Admin	Ongoing
E-17	Consider the application of District Improvement Financing in Maynard center	BOS, Admin	2006
E-18	Complete the acquisition and development of the Assabet River Rail Trail (See T-2)	BOS, ConsCom, Admin, Planning Board	2005-2010
E-19	Implement design and construction improvements to Naylor Court	BOS, DPW, Planning Board	2006

E-20	Support the creation of additional parking in selected areas of Maynard center	BOS, DPW, Planning Board	Ongoing
TRANSPORTATION			
T-1	Improve public transit connections between Maynard and South Acton	BOS, Admin	Ongoing
T-2	Complete the Assabet River Rail Trail (see E-18)	BOS, DPW, ConsCom, Planning Board	Ongoing
T-3	Evaluate the needs for design improvements At Waltham St. and Powder Mill Rd.	DPW, Planning Board, ZEO	2005
T-4	Implement transportation-related improvements identified in previous plans	BOS, DPW	Ongoing
T-5	Develop a capital improvement plan for Chapter 90 funds, town funds, and state grants See E-14)	BOS, DPW, Admin	2005
T-6	Continuously monitor availability of state funds for transportation improvements	BOS, DPW, Admin	Ongoing
T-8	Develop a signage maintenance and installation plan	BOS, DPW	2005
T-9	Use the Site Plan Review process to require transportation analyses	Planning Board	Ongoing
T-10	Support state authorization of impact fees	BOS	Ongoing
OPEN SPACE AND RECREATION			
OS-1	Increase efforts in land protection through acquisition and management options (See H-12)	Please see the Maynard Open Space and Recreation Plan, 2004, for a complete listing of goals, objectives, and action items, responsible entities, and projected time for completion of these activities	
OS-2	Improve management of land and facilities		
OS-3	Develop new recreation facilities		
OS-4	Undertake new initiatives to improve town character		
OS-5	Enhance town government's ability to undertake initiatives		
OS-6	Improve coordination and communication in town hall and with residents		

1. ConsCom - Conservation Commission
2. DPW - Department of Public Works
3. BOS - Board of Selectmen
4. Admin – Administration
5. Schools – School system or Board of Education
6. CapBudCom – Capital Budget Committee
7. FinCom – Finance Committee
8. ZEO – Zoning Enforcement Officer

Maynard Visioning Project

November 2002

Introduction

In September 2002, the Town of Maynard embarked on a visioning project as the initial step in preparing a Community Development Plan pursuant to Executive Order 418. The Town has received a \$30,000 grant from the Commonwealth to undertake this planning program. A contract was awarded to McGregor & Associates to conduct "pre-planning" services to guide the production of the Plan.

This "pre-planning" process is designed to obtain citizen input into the creation of a Vision Statement and Goals for the Town of Maynard that provide overall guidance for the production of the Community Development Plan.

A Community Development Plan follows a specific framework outlined by the State, setting locally defined priorities for:

- Meeting the **housing** needs of current and future residents;
- The protection of **open space and critical environmental resources** such as water supplies;
- Ensuring long-term **economic** viability; and
- Creating regional **transportation** opportunities.

Since the Town has already completed other transportation-related planning projects, it was granted "equivalency" for the transportation element and no further work needs to be done at this time to satisfy the requirements for EO 418².

Two visioning sessions were conducted, on September 18, 2002 and October 2, 2002. Both were held at the Fowler Middle School. They were designed to discuss what residents of Maynard liked and disliked about the Town. The purpose of these visioning sessions was to identify the points on which residents agree and disagree, and to build a common framework through listening and dialogue. This was done through a "S.W.O.T." analysis, where participants discuss the Strengths, Weaknesses, Opportunities, and Threats related to living in Maynard.

In essence, this analysis is a way to create an inventory of Maynard's Assets and Liabilities. This inventory helps to describe the Town's current condition. It provides an opportunity to answer questions regarding the Town's primary resources, potential difficulties or

² Although a transportation element does not need to be prepared for the Maynard Community Development Plan, it will be addressed as it relates to the other three elements.

challenges, areas that need greater attention, and land use directions and policies that should be maintained.

There were previous planning efforts in Maynard that are worth noting. First, a Master Plan covering the years 1991 – 2006 was completed in 1991. In summary, it looked at strategies for growth and development, served as a guide plan for future land use, and included general recommendations for implementation. Additionally, the Pilot Planning Program (1996) focused on Downtown revitalization and included design and regulatory strategies for Town “Gateways” (entrances to the Town and downtown) and “Catalyst Properties” (sites that will generate market interest in the downtown).

September 18, 2002 Visioning Session

Approximately 30 people attended the first visioning session. A variety of maps and plans were displayed for the participants to review that described open space resources, zoning, future build-out, and important environmental resources. A PowerPoint presentation introduced the Community Development Plan and the planning process with a description of the plan and some demographic data regarding the Town. Copies of the slides and handouts from that first session are appended to this report as Attachment A.

After the initial presentation by McGregor & Associates, the audience was asked to identify the strengths, weaknesses, opportunities and threats for the Town. Each person was given five red (weaknesses and threats) and five green (strengths and opportunities) “Post-it” notes to use. They were then posted on blank sheets for housing, open space, economic development, and transportation.

The participants then went to break-out areas for each of the four plan elements to discuss these issues in greater detail. Specifically, the groups looked for common ground between the strengths and weaknesses and made an effort to prioritize them. The meeting concluded with each group making a presentation of their most important priorities to be considered as the planning process proceeds.

The following table summarizes the points raised at the first public forum and visioning session. At the first forum, we identified Maynard’s strengths, weaknesses, opportunities, and threats (SWOT). Please note that the “aspects to preserve” column most closely compares with strengths and opportunities, while the “aspects to enhance or improve” compares with the weaknesses and threats.

	ASPECTS TO PRESERVE	ASPECTS TO ENHANCE OR IMPROVE
HOUSING	<ul style="list-style-type: none"> ▪ The Town has a healthy diversity of housing stocks, in terms of size, architectural styles, and affordability ▪ The Town generally benefits from a comprehensive and well-maintained infrastructure (sidewalks, streets, sewer system, and new water supply improvements) ▪ The overall quality of life of life is rated high by most residents 	<ul style="list-style-type: none"> ▪ Improve upkeep and appearance of residential properties ▪ Provide more housing affordable to young families ▪ Improve visual effects of subsidized housing and prevent clustering of affordable units ▪ Prevent “overbuilding” of land ▪ Use zoning to proactively protect quality of life
ECONOMIC DEVELOPMENT	<ul style="list-style-type: none"> ▪ Downtown is functional, attractive and pedestrian friendly ▪ Downtown area provides many important goods and services ▪ The Town is well situated as a regional draw for commercial, dining, and cultural activities ▪ New bike path 	<ul style="list-style-type: none"> ▪ Work to fill commercial and industrial vacancies ▪ Increase commercial tax base ▪ Protect neighborhoods from encroachment and impacts of commercial development ▪ Improve maintenance of infrastructure; be cautious not to outgrow capacity (in one location or Town-wide) ▪ Increase local employment
OPEN SPACE	<ul style="list-style-type: none"> ▪ The Town has already preserved a great deal of open space ▪ The Assabet River Wildlife Refuge provide excellent areas for both recreation and resource protection ▪ The Town benefits from active environmental and open space groups (Conservation Commission, Community Gardeners, etc.) ▪ The local Wetlands Bylaw offers strong local protections ▪ Momentum is building for the planned Bike Trail 	<ul style="list-style-type: none"> ▪ Address current water supply concerns; ensure future supply ▪ Prevent pollution of Assabet River ▪ Improve access to Assabet River Wildlife Refuge ▪ Secure funding for additional open space preservation ▪ Improve signage and information concerning open space and recreational activities, properties, and programs ▪ Zoning regulations need improvement to protect resources ▪ Need to meet additional recreation needs (downtown playground, bike trail, plan for Town Dump, dog space, skateboard park, etc.)
TRANSPORTATION	<ul style="list-style-type: none"> ▪ Pedestrian-friendly nature of the downtown area ▪ New bike path will be a great local asset ▪ Good access to major highways 	<ul style="list-style-type: none"> ▪ Lack of local bus service ▪ Need to add more service to South Acton Commuter Rail Station ▪ Need for more parking downtown ▪ Increase in traffic congestion ▪ Maintain roadways and sidewalks ▪ Improve bicycle routes and parking

Draft Vision Statement

McGregor & Associates took this information and prepared a draft Vision Statement to be considered by the participants of the second visioning session. It expresses the priority goals and objectives for each of the elements of the Community Development Plan.

The Draft Vision Statement is as follows:

Maynard is relatively built-out and developed already, unlike many communities engaged in Community Development Planning. Residents enjoy a diverse range of housing options, commercial areas, and employment opportunities. The Town's municipal infrastructure is already well-developed, having been extended over the years to serve most parts of the Town. Maynard has an economically vibrant and pedestrian-friendly downtown area that provides a lot of local employment. At the same time, generous tracts of open space have already been preserved for the benefit of the residents and environmental systems of Town as well as the surrounding region. All of these successes should be celebrated.

For these reasons, the visioning process has focused as much on what aspects of the Town to preserve as it has on what areas need "enhancement." For example, residents have expressed a strong desire to maintain the quality of life and affordable housing opportunities for new families and older residents, against the trend of rising housing costs in the State. Similarly, residents expressed their support for local businesses and in-town shopping areas, which must now compete against more regional malls and superstores. Preservation of the walkable, pedestrian-friendly urban fabric was called for, as was ongoing maintenance and upkeep of existing roadways and infrastructure systems. Continued preservation of existing open spaces and natural areas was stressed as an open space priority.

That said, some consensus has arisen concerning ways in which the Town can improve and directions for the Town to achieve those improvements. The need to control the visual impact of subsidized housing developments was expressed, as well as concerns regarding upkeep and maintenance of residential properties. A desire to expand the commercial tax base and fill existing commercial or industrial vacancies was apparent. Improved access to recreational areas was called for, particularly at the Assabet River National Wildlife Refuge, as was additional attention to water supply quality and quantity.

October 2, 2002 Visioning Session

This follow-up session was attended by twenty people, including some who attended the prior session, as well as a few new people. It was designed to review the work of the earlier public forum and to specifically provide input on the Draft Vision and Goals Statement for the Community Development Plan. Again, the participants met in subject area break-out groups to identify the key points to be included in the final Vision and Goals Statement.

The key findings from this session are listed below for each of the Plan's elements:

- **Housing**
 - Promote denser residential development within walking distance to the Town Center
 - Discourage additional residential development on the periphery of the Town by preserving open space
 - 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.)

- **Open Space and Natural Resource Protection**
 - Undertake serious efforts to assure a high quality water supply by protecting current and future water sources
 - Land acquisition may be necessary to assure protection
 - Use zoning to enhance protection of well head areas
 - Preserve and improve the quality of open space in Maynard, including restoration and improvement of access, especially for the Assabet River, the wildlife refuge, trails and park system, and the new rail trail
 - Improved signage and maps for the Town's open spaces
 - Better communication between the Conservation Commission and the Recreation Department

- **Economic Development**
 - Maynard should become a destination and its spirit and vitality should be preserved and enhanced
 - Assist small business to start-up and stay in Maynard
 - Maintain business diversity of size and type
 - Enhance downtown appearance of buildings and public spaces
 - Improve arts and rail trail as part of economic development strategy
 - Maynard's cultural diversity should be celebrated

- **Transportation**
 - Improved transportation access benefits economic development
 - Zoning changes should be considered to enhance transportation choices
 - Carefully examine the transportation impacts of commercial expansion

Final Vision and Goals Statement

Upon completion of the public forums, McGregor & Associates assembled all of the input received and prepared the Final Vision and Goals Statement, which is presented below.

Maynard is a diverse community that is relatively built-out and developed. It is a welcoming community, not just to people, but to flora and fauna as well. Residents enjoy a wide range of housing options, commercial areas, and employment opportunities. The Town's municipal infrastructure is reasonably well-developed, having been extended over the years to serve most parts of the Town. Maynard has an economically vibrant and pedestrian-friendly downtown area that provides a lot of local employment. As a result, residents view Maynard as a destination for people living in the region. The Town has a rich cultural heritage that should be preserved through appropriate use of the Town's resources. At the same time, generous tracts of open space have already been preserved for the benefit of the residents and environmental systems of Town as well as the surrounding region.

For these reasons, the Vision Statement for the Town focuses on how to preserve and enhance those amenities. For example, a particularly significant issue that requires additional attention is the need to preserve and enhance water supply quality and quantity. It also is important to maintain the quality of life and affordable housing opportunities for new families and older residents, as a way to counteract the trend of rising housing costs in the State. Similarly, local businesses and in-town shopping areas must be supported, which must now compete against more regional malls and superstores. Preservation of the walkable, pedestrian-friendly urban fabric is important, as is ongoing maintenance and upkeep of existing roadways and infrastructure systems. Continued preservation of existing open spaces and natural areas is important, but providing meaningful access to such areas, particularly the Assabet River National Wildlife Refuge and the rail trail, is an open space priority.

At the same time, there are ways in which the Town can improve and directions for the Town to achieve those improvements. There is a need to control the visual impact of subsidized housing developments, as well as concerns regarding upkeep and maintenance of residential properties. Residents expressed a desire to expand the commercial tax base and fill existing commercial or industrial vacancies.

When viewed comprehensively, the overall vision of this community development plan is a vision of a strong, diverse, and vibrant *community*: a healthy mix of people, businesses, and organizations supported by and in turn helping to support high quality neighborhoods, transportation, municipal services, civic institutions, and open spaces.

Housing Goals

The Town of Maynard should promote high-density residential development within walking distance to the downtown area while discouraging additional residential development on the periphery of Town as a way to conserve open space.

The Town of Maynard should encourage a mix of housing types meeting a variety of needs.

Economic Development Goals

The Town of Maynard should maintain its existing vitality and diversity of businesses.

The Town of Maynard should seek opportunities to improve the appearance of the downtown area and its public spaces.

Open Space and Natural Resources Goals

The Town of Maynard should undertake a serious effort to ensure a high quality for its drinking water supply through resource protection and open space acquisition to protect existing and future well sites.

The Town of Maynard should preserve the quality of its open space resources and should restore and improve access to them.

Transportation Goal

The Town of Maynard should link its transportation network to provide improved access for residents to support local businesses, especially in the downtown area, and to allow for better options for residents to commute to jobs outside of Maynard.

Final Report of the Land Use Subcommittee

To the

Maynard Community Development Planning Committee

December 4, 2003

1.0 Context

In the spring of 2002 the Board of Selectmen approved undertaking of a Community Development Plan (CDP) with \$30,000 in funds from state government. The production of the Plan for the Town of Maynard has been underway since that time. Visioning sessions were held during the fall of 2002. From the time the full contract was executed in April of 2003, work has been ongoing on housing, economic development, transportation elements, and the Open Space and Recreation Plan. A Committee was appointed to oversee the planning effort in 2002.

The Committee quickly realized that a critical component of the CDP is the identification of parcels within the town that either should be protected or could be developed for economic purposes or residential use. To address this need, a Land Use Subcommittee was appointed by the full Committee to analyze existing land use and identify parcels that should be addressed in the above context. This report summarizes the work of the Subcommittee.

This important groundwork will be included as an appendix to the Community Development Plan, and the analysis of appropriate land uses and recommendations for development or land protection will be incorporated into the summary section entitled "Integrated Analysis and Land Use Recommendations".

The Community Development Planning Committee offers this interim analysis at this time to bring to the attention of town boards and citizens the need to address certain issues the committee believes are important to the successful future development of the town, and to promote discussion thereof. Specifically, the committee encourages pro-active discussion and decision making in order to enhance the ability of the town to shape its future.

2.0 Executive Summary

In 12 meetings between March 31 and November 17 of 2003, the Land Use Subcommittee, using appropriate source documents, including assessors maps, buildout projections and demographic information:

- Educated itself on Maynard's ability to shape its future growth, including a review of present zoning by-laws and demographic data. The demographic data suggests strongly that it is unlikely the requirements of Chapter 40B will be met at maximum buildout, and therefore the town is subject to overrides of local controls; that there has been a significant drop in the desirable young adult population (20-34 age group) in the decade 1990-2000; and that the housing stock may not reflect the future needs of the population. These elements suggest significant pressure on underdeveloped properties going forward.
- Given the above, affirmed the concepts identified in the CDPC Vision discussions of shaping future town growth by concentrating higher density development in the core or

center of town and complementing this by encouraging recreation and open space in the presently underdeveloped lands elsewhere, particularly on the periphery of the town.

Using the above as guidance, The Land Use Subcommittee gives specificity to the Vision by recommending:

- Creation of a High Density district in the center of town to encourage higher density development therein. This district is intended as an overlay that incorporates the current central business district. It consists of a contiguous area (suggested boundaries per map, page 5) that includes commercial, municipal, religious, multi-family and single family properties, as well as parking lots and other presently underdeveloped parcels. The focus within the boundaries as proposed would be to encourage higher density residential or mixed-use development of both currently underdeveloped properties and existing properties that might be redeveloped. As an overlay, the high-density district would overlap the existing base zoning of an area. It would expand the allowed uses of the base zone, provided the expanded use met the requirements as defined in the overlay district.
- Establishment of a concept of low-density use outside the town center by emphasizing Recreation and Open Space usage of 90 of 121 parcels of land examined by the subcommittee, most near the periphery of the town. Of the 90 parcels, 59 would be protected as Open Space or a combination of Open Space and other categories. The remaining 31 are recommended for Recreation usage, a category that does not presently exist in the Maynard zoning by-laws. Approximately 50 of the 121 parcels are town owned.
- Creation and approval by the town of a Recreation District zoning by-law to encourage active recreation. Current Open Space zoning is focused on passive recreation. A new Recreation district would encourage active uses as well as the ancillary structures they might require. The intent is preservation and maintenance of recreation areas to increase the amenities of the Town for the education, recreation and general welfare of the public. While Recreation could be a stand-alone use, a multi-purpose district, such as Recreation-Conservation or Recreation-Open Space would be suitable if appropriately drafted.
- Determination and implementation of suitable protections for both town waterways (Assabet River, Mill Ponds) and the Assabet River National Wildlife Refuge as a means of influencing development of these areas if they should ever become available to the town.
- Investigation of other concepts not presently allowed under current Maynard practices in order to determine their use in achievement of the Vision. Examples are Cluster housing, Co-Housing and Assisted Living.

These recommendations are consistent with the vision process that articulated a goal of being able to shape our growth by balancing higher density in the downtown area and promoting open space and/or recreational uses in the underdeveloped areas nearer the town borders. For the low-density area, many, if not most of the recommendations reflect existing use of the parcels examined and serve to better align the protection with such use.

3.0 Charter

EXECUTIVE ORDER NO 418 establishes The "Community Development Plan" Program and states:

A "community development plan" is a comprehensive, strategic plan, for the future development of a city or town, and shall include, among other things, plans for:

1. where the community will create new housing opportunities;
2. where it will target commercial or industrial economic development (if any);
3. how it will improve its transportation infrastructure (or how its existing infrastructure will handle any growth); and
4. where and how it will preserve open space.

The Maynard Community Development Plan Committee appoints a Land Use Subcommittee to assist it in understanding current and projected land use.

The Land Use Subcommittee will hold meetings to review current and projected buildout conditions and will prepare a report with recommendations, including potential zoning changes, with respect to the above items. This report will be presented to the Community Development Plan Committee for its review and approval. Upon approval, the report may be forwarded to the Board of Selectmen, the Maynard Planning Board, the Conservation Commission and the Zoning Appeals board and made available to the public for their consideration.

Given that the members of the Maynard Community Development Plan Committee have limited expertise in zoning law, it is not the intent of the committee to create zoning law text. The Community Development Plan Committee will seek to have the report reviewed by Community Development Plan consultants with zoning expertise. Should zoning law text be created or be made available, it may be included in the Land Use Subcommittee report.

4.0 Members

Jack MacKeen, Chair	Citizen
Bill Hedberg	Citizen
David Brown	Open Space Com.
Bill Primiano	Housing Auth.
Brendon Chetwynd	Planning Bd.
Bruce Lucier	Citizen
Laurie Proulx	Citizen

5.0 Shaping documents

- Vision statement as approved by the Community Development Planning Committee on March 24, 2003 (as highlighted to emphasize land use-see Appendix item 10.1)
- Land Use Subcommittee charter, particularly referenced planning steps 1-4
- Goals for each element of the overall plan as required by EO 418 as written by McKenzie Consultants
- Buildout maps (Mass GIS) and assessor's Maps (Town of Maynard, January 1, 2003)

6.0 Process

- Review buildout conditions via buildout maps
- Assess in context of existing zoning

- Discuss in context of Vision
- Determine issues and opportunities, discuss options
- Make recommendations to full CDPC

7.0 Execution

To execute its responsibilities, the Land Use Subcommittee met approximately 12 times during the period March 31 through November 17, 2003. It reviewed the CDP approved Vision, current Maynard zoning by-laws and state provided GIS buildout maps in preparation for its tasks. The time frame used as guideline during committee deliberations was considered to be 50 years, i.e., shaping development that may occur up to 50 years into the future.

The following questions, issues and concerns were noted as items to be considered during the work of the committee:

- Setbacks in the business district
- Parking, for reasons of both downtown residential density and the vision of Maynard as a destination
- “Value”, i.e., highest and best use vs. expected uses
- Zoning as a control element vs. things we cannot control, e.g., state, federal, schools, etc.
- Undeveloped vs. converted from present use, and impact of grandfathering
- Town input on requirements for public use (public buildings, etc.)
- Protection for Mill Pond
- New types of protections which may be required, e.g., recreation zoning
- How to define “quality of life” so as to balance preserving open space/recreation with development and housing
- Demographic issues, such as schools, aging population, etc.
- Need to address the “deficit” area in current demographics, i.e., 20-30 year olds
- Do we need protection for residences above retail?

Some items from other town committees were also noted:

- Should we consider rezoning schools to recreation to protect for future use (example of zoning as control element)?
- What are issues if a “riverwalk” is proposed along Assabet behind River Road?

The detail work of the committee was accomplished by referring to the Maynard Assessor’s Maps, updated as of January 1, 2003. It is important to note that even these maps do not accurately reflect the condition and ownership of all parcels within the town boundaries. An example is that the new Fowler School is not yet shown on these maps, yet was in place as of January of this year.

Early in the Vision discussions by the Community Development Planning Committee, the concept of shaping future town growth by concentrating higher density development in the core or center of town and complementing this by encouraging recreation and open space in the presently undeveloped lands elsewhere, particularly on the periphery of the town, was proposed. This concept was quickly agreed and has become the theme for discussions by the Land Use Subcommittee. This concept is referred to as “inner” and “outer rings”, and is graphically displayed in the accompanying maps below.

8.0 Inner Ring/High Density District

The High-density district as shown below is intended as an overlay district that includes the current central business district. It consists of a contiguous area that includes commercial, municipal, religious, multi-family and single family properties, as well as parking lots and other presently underdeveloped parcels. The general focus or purpose within the boundaries as proposed would be to encourage higher density residential or mixed use development of both currently underdeveloped properties and existing properties which might be redeveloped. Mixed use refers to commercial and residential in the same building, including allowing housing above retail. Issues that must be addressed to bring this concept to reality include parking, setbacks, height restrictions and limitations to current zoning by-laws, if any.

If executed carefully, properties within this district can be identified as qualifying for development, including those which fit the criteria for development under Chapter 40B. So doing would move the town toward having greater control of its future as 40B requirements are satisfied. This includes applying for credit for rental units meeting 40B criteria. An initial review identified a number of parcels which merit further investigation as being potentially suitable for higher density or mixed use development, particularly given the 50 year time frame envisioned in the subcommittee's discussions.

Additionally, redevelopment could occur in the future along Nason, Main, Summer or any other streets in the high density district when the economic case supports such investments.

As an overlay, the high-density district would overlap the existing base zoning of an area. It would expand the allowed uses of the base zone, provided the expanded use met the requirements as defined in the overlay zone or district.

Proposed High Density District map

Gray area: Maynard Central Business zone

Black outline: High Density District as proposed by Maynard Land Use Subcommittee

9.0 Outer Ring/Low Density Area

A four-step process was used to develop recommendations on how best to use Maynard's available land for this purpose:

1. Inventory. - By use of orthophoto, assessor's and buildout maps, identify all the potentially developable parcels of land on or near the periphery of Maynard, regardless of their present use or zoning. Create a visual aid (map) to help committee members and others understand the importance and impact of these parcels on development in the town.
2. Identify. - For each parcel identified in step one, build a simple list of its attributes in order to have a documented basis for subsequent steps. The attributes are (for each numbered section shown on the included low density map):
 - (a) Parcel #'s included, as defined on the assessor's maps; (include assessor map page number for reference)

(b) Current zoning for the parcel (note that the identified section may include multiple zoning categories). This information is also from the assessor’s maps.

(c) Section attributes, i.e., a description of the property in order to allow an intelligent discussion of its possible future use. Does it include wetlands, is it in the well protection area, is it ledge, currently a school, etc.

(d) Ownership, if not privately owned. This may require contact with the assessor’s office.

(e) Note any case where property lines were crossed, and why.

3. Quantify. - Using data from step two, the subcommittee attempted to quantify the best use of the identified sections.
4. Recommend. - Summarize the best use discussion in the form of recommendations and the value thereof to Maynard’s future development.

Step 1 of this process identified twenty-two (22) areas in Maynard that were identified as mostly open, lightly developed or underdeveloped. As noted, most, but not all of these are on the periphery of the town. These areas were assigned section numbers as shown on the map on the next page titled “Low Density Areas”.

Steps 2, 3 and 4 of the process generated detailed information that was captured in a set of spreadsheets (one per section) and is summarized below. Section numbers refer to the numbered sections on the Low Density map above. This table includes only the zoning information and proposed changes.

<u>Section</u>	<u># Parcels</u>	<u>Current zoning</u>	<u>Proposed change</u>	Comment
1	5	4 are S-2 1 is I & S-1	5 to R	R=Recreation
2	9	8 are S-2 1 is GR	9 to OS	
3	4	2 are I & S-1 1 is S-1 1 is I	1 to OS & S-1 1 to OS 1 to OS 1 to OS	
4	7	5 are I 1 is S-1 1 is I & S-1	3 to R 2 no change 1 to S-1 & R 1 to R	To be confirmed
5	1	GR	1 to GR & R	
6	10	4 are GR 6 are S-1	1 no change 1 to OS 2 to GR & OS 4 no change 2 to S-1 & OS	
7	12	12 S-2	9 to OS 3 to S-2 & OS	
8	None	OS	None	ARNWR-need discussion re Puffer Pond

9	4	4 are OS	2 no change 2 to R	
10	7	3 are S-1 4 are I	3 to R 3 to R 1 to I & R	
11	3	3 are S-1	2 to R 1 to OS	
12	3	2 are S-1 1 is B	2 to R 1 to R & OS	
13	1	OS	None	
14	2+	1 is HCI 1 is GR +various	All to R	Assabet River sections plus Mill Pond
15	20	20 are S-2	8 to OS 12 no change	
16	4	4 are S-2	None	Cluster housing?
17	1	S-2	None	
18	2	S-2	None	
19	1	S-2	1 to OS	
20	19	9 are S-1 6 are I 2 are I & S-1 1 is S-2 1 is I & S-2	8 to OS 1 to R 4 to OS 1 to R 1 no change 2 to OS 1 to OS 1 to OS	
21	1	S-2	1 to OS	
22	5	5 are S-1	4 to R 1 to OS	

In summary, for the low-density area, the committee examined 121 parcels of land, plus the Wildlife Refuge, the Mill Pond and sections of the Assabet River. Of these 121 parcels, approximately 50 are town owned. It recommends changing the zoning designation for 74% of the 121, or 90 parcels. Of these changes, 59 are to Open Space or a combination of Open Space and other categories. The remaining 31 are recommended as Recreation zoned, a category that does not presently exist in the Maynard zoning by-laws. Other towns have such categories, often in combination with like characteristics such as conservation or open space. As an example, the town of Stow has a Recreation-Conservation zoning by-law. A template of a possible Recreation zoning by-law is included in Appendix item 3 for discussion purposes. (Note in the charter that it is not the intent of the committee to create zoning law text. This template is to help the committee understand such uses.) If these proposals are accepted, the town must approve a professionally drafted zoning by-law.

These recommendations are consistent with the vision process that articulated a goal of higher density in the downtown area while promoting open space and/or recreational uses in the undeveloped areas nearer the town borders. For the low-density area, many, if not most of the

recommendations reflect existing use of the parcels listed and serve to better align the zoning with such use.

10.0 Appendix

10.1 Vision Statement

Note: The Land Use Subcommittee felt the highlighted sections below represent vision attributes that specifically tied to its work.

Maynard Community Development Planning Committee

Vision Statement (Approved as Working Document March 24, 2003)

Our vision for Maynard in its Sesquicentennial year of 2021 is that of a community of neighborhoods which has preserved and enhanced its essential character as a diverse, economically vibrant, welcoming community with a wide range of housing opportunities, a rich cultural heritage, natural attractions and open spaces. This, coupled with an attractive, accessible, pedestrian friendly downtown has firmly established Maynard as a desirable destination for people in the region. We have maintained that which characterizes Maynard today while fully exploiting available opportunities with a discipline that balanced protection of natural resources and economic growth.

In order to achieve our vision, we must work diligently to:

Preserve our

- Diversity and cultural heritage
- Open space
- Quality of life
- Neighborhoods and sense of community
- Infrastructure assets, including bridges, sidewalks, waste treatment and water systems
- Housing opportunities for new families and older residents
- Strong support of local and civic institutions, including veterans' and youth organizations, garden club, farmers' market, library, historical society and others
- Historical buildings, particularly in the downtown area

Enhance

- Water quality and aquifer protection
- Access to and appearance of natural attractions, including the Assabet River corridor, Natural Wildlife Refuge, the Rail Trail and open space
- Regional transportation
- Support of local businesses
- Commercial tax base, particularly by filling existing commercial and industrial vacancies
- Affordable housing
- Pride of ownership in both commercial and residential areas

Promote

- Maynard as a destination; for arts, entertainment, dining, outdoor recreation and commerce
- Maynard as a good place to live and raise a family
- Broad range of housing opportunities close to town center

10.2 Current Maynard Protective Zoning By-Laws Dimensional Requirements

<u>Code</u>	<u>Description</u>	<u>Min Lot</u>	<u>Max Height</u>
S-1	Single Residence	10,000 sq. ft.	35 ft.
S-2	Single Residence	20,000	35
GR	General Residence	7,000	35
B	Business District	7,000	35
CB	Central Business District	0	40
I	Industrial District	40,000	40
GA	Garden Apartment	43,560	30
HRA	High Rise Apartment	217,800	100
O	Open Space	40,000	35
HCI	Health Care Industrial	40,000	70

From Page 34, Maynard Protective Zoning By-Laws, as amended through Special Town Meeting October 28, 2002.

10.3 Template for Recreation Zoning By-law discussion

Current Open Space zoning is focused on passive recreation. A new Recreation district would encourage active uses as well as the ancillary structures they might require. The intent is preservation and maintenance of recreation areas to increase the amenities of the Town for the education, recreation and general welfare of the public. If implemented, this would be a companion to the existing Open Space district. (See Appendix E)

Interstate 495 Corridor Region: Town of Maynard



Community Data Profile

This data profile includes summary statistics that are a component of a buildout map and analysis series. The analysis starts with available land in each zoning district and makes projections of additional housing units and commercial/industrial space according to each district's minimum lot size and other regulations. The projections only account for as of right development and do not include development by special or comprehensive permit that may increase the amount of development. These buildout projections were combined with 2000 Census and other data to create a profile of each community at buildout according to its current zoning.

Buildout Analysis Summary

Buildout completion date: 2001

Demographic Projections

Population	
1990	10,325.00
Current	10,433.00
Buildout	11,747.00
Students	
1990	1,380.00
Current	1,532.00
Buildout	1,718.00
Households	
1990	4,051.00
Current	4,406.00
Buildout	4,953.00
Water Use(gallons/day)	
Current	971,158.90
Buildout	1,124,878.90

Buildout Impacts

Additional Residents	1,314.00
Additional School Children	186.00
Additional Residential Units	547.00
Additional Developable Land Area(sq ft)	12,602,286.00
Additional Developable Land Area(acres)	289.00
Additional Commercial/Industrial Buildable Floor Area(sq ft)	736,091.00

Maynard Community Development Plan

APPENDIX C

Additional Water Demand at Buildout(gallons/day)	153,720.00
Residential	98,513.00
Commercial and Industrial	55,207.00
Additional Solid Waste(tons/yr)	674.00
Non-Recyclable	479.00
Recyclable	195.00
Additional Roadway at Buildout(miles)	7.00

MODEL BYLAW FOR HIGH DENSITY OVERLAY DISTRICT

This High Density Overlay By-law encourages higher density development in the center of Maynard. The goal of the by-law would be to create higher density residential or mixed-use development of both currently underdeveloped properties and existing properties that might be redeveloped. As an overlay, the high-density district would overlap the existing base zoning of the area. It would expand the number and type of allowed uses of the underlying zoning district, provided the use met the purposes and requirements as defined in the overlay district.

It works as an overlay since it covers more than one zoning district. It allows a somewhat different variety of uses over a geographic area in part to create a more cohesive development pattern. Additionally, certain development standards apply that normally would not pursuant to the underlying zoning. In this case, it allows for more intense development by allowing more uses and higher density in order to achieve the purposes listed.

I. Purpose

1. The purposes for this by-law are the following:

- (a) to establish reasonable standards that permit and control higher density mixed residential, commercial, and office uses in the Town of Maynard in accordance with the Maynard Community Development Plan;
- (b) to encourage commercial and office uses that do not attract large volumes of traffic;
- (c) to encourage pedestrian-oriented commercial enterprises and consumer services that do not rely on automobile traffic to bring consumers into the area;
- (d) to permit uses that promote conversion of existing buildings in a manner that maintains the visual character and architectural scale of existing development within the district;
- (e) to minimize visual and functional conflicts between residential and nonresidential uses within and abutting the district;
- (f) to reduce the impacts of sprawl and to allow for more compact development than may be permitted in other zoning districts;
- (g) to encourage mixed uses within the same structure and provide for a mix of housing types;
- (h) to encourage consolidation of curb cuts for vehicular access and promote more efficient and economical parking facilities;

- (i) to promote pedestrian and bicycle circulation and safety; and
- (j) to encourage uses that minimize noise and congestion.

II. Applicability

1. Allowed Uses. Any use permitted in the High Density Overlay District is listed in Section 2 (the Table of Uses, §2.3) of these zoning by-laws. Said uses are subject to the design standards set forth in this by-law as outlined in the Sections below.

The Table of Uses would be amended as follows to add the new overlay district:

PRINCIPAL USES	High Density Overlay
<u>General Uses</u>	
Agriculture	N
Farm stand	N
<u>Residential Uses</u>	
Single family dwelling	N
Two family dwelling	Y
Multi-family dwelling	Y
Garden apartment	Y
High-rise apartment	SP-P
Health care/elderly housing, medically- assisted housing	SP-P
<u>Accessory Uses</u>	
Customary home occupations	Y
Builder, craftsman, tradesman as home occupation	N
Hairdresser, novelty shop, antique shop in-home	N
In-home real estate office	Y
Temporary enclosures	N

Governmental, Institutional & Public Service Uses

Municipal	Y
Religious	Y
Family day care	Y
Nursing and convalescent home	SP-P
Cemeteries	N
Private clubs	N
Educational facility	Y
Public Service Corporation use	Y
Wireless Telecommunications Towers and Facilities ⁴	SP-P
Service, public transportation, or utility-type business	Y
Public or Semi-public buildings	Y
Clinic and health care facilities	Y
Mixed-use	SP-P

Business Uses

Retail business	Y
Business or professional office, bank	Y
Funeral home ³	Y
Theaters, halls, clubs or other places of entertainment	Y
Hotels, motels	SP-P
Restaurants or other food service uses not including fast food restaurants	Y
Fast food restaurants	SP-P
Drive-through services	SP-P
Gasoline service stations, garages for storage and repair	N
Lumber, feed, ice establishment	N
Fuel establishment	N
Printing shops	Y
Adult entertainment	N

Industrial Uses

Research laboratories, w/ incidental assembly or manufacturing	N
Office buildings	N
Manufacturing, development, or engineering	N
Parking areas or garages for use by employees, customers, visitors	N
Warehousing	N
Garaging incidental to any Industrial Use	N
Screened storage, accessory buildings and use	N

2. **Site Plan Approval.** Site Plan Approval shall be required in accordance with Sections 5A.4 and 14 of these zoning by-laws. In addition to the standards found in Section 14, the following Site Planning Standards shall apply to the High Density Overlay District:

(a) **Access.** New curb cuts on existing public ways shall require a special permit from the Planning Board. To the extent feasible, access to businesses shall be provided through one of the following methods: (i) through a common driveway serving adjacent lots or premises; or (ii) through an existing side or rear street thus avoiding the principal thoroughfare.

(b) **Parking lot design.** The following guidelines are included to ensure that new and renovated off-street parking areas are constructed in accordance with the downtown character and the provisions of this by-law.

- (i) **Parking areas shall be located to the side and rear of the structure. Parking areas shall be designed such that parking is discouraged within the required front yard setback.**
- (ii) **To the extent possible, parking areas shall be shared with adjacent businesses based upon having peak user demands at different times.**
- (iii) **Parking areas shall include provisions for the "parking" of bicycles in locations that are safely segregated from automobile traffic and parking.**
- (iv) **Where possible, parking areas shall be interconnected in a manner that allows the unobstructed flow of pedestrians between businesses and the parking areas.**
- (v) **In the event that off-street parking spaces cannot be reasonably provided on the same lot, the Planning Board may grant exceptions to allow provision for counting on-street parking spaces within a radius of 150 feet.**

- (c) **Pedestrian and Bicycle Access.** Provision for safe and convenient pedestrian access shall be incorporated into plans for new construction of buildings and parking areas and should be designed in concert with landscaping plans noted below. New construction should improve pedestrian access to building, sidewalks and parking areas and should be completed with considerations of pedestrian safety, handicapped access and visual quality. Where appropriate, applicants are encouraged to provide pedestrian and/or bicycle paths connecting their site with abutting areas in order to promote pedestrian and bicycle circulation and safety in the downtown area.
- (d) **Landscaping and appearance.** Appropriate landscaping and design shall be incorporated into new and expanded development within the district. Landscape design plans shall be prepared by a landscape architect, although the Planning Board may accept a plan prepared by someone other than a landscape architect if it believes the plan meets the design guidelines noted below and is in concert with the intent of this by-law. Landscape plans shall show the type, size and location of all proposed pathways.
- (i) A landscaped buffer strip may be required adjacent to adjoining uses. This buffer strip shall be planted with a combination of grass, appropriate height shrubs, annual and perennial flower beds, and shade trees. If there is not an adequate amount of buffer strip area to landscape, a fence may be allowed as an alternative, although chain link fencing shall not be permitted.
- (ii) Large parking areas (e.g. greater than twenty (20) parking spaces) shall be separated by landscaped islands of eight (8) to ten (10) feet in width. In addition, a minimum of one (1) shade tree shall be planted for every five (5) parking spaces required or built, within appropriate locations on the lot(s). The plan shall show the location of plantings, including use of plantings to buffer neighboring properties, and along the street frontage and pedestrian ways. Trees planted within parking areas shall be planted in protected pervious plots of at least sixty (60) square feet of area.
- (iii) Exposed storage areas, machinery, garbage dumpsters, service areas, truck loading areas, utility buildings and structures shall be screened from the view of abutting properties and streets using plantings, fences and other methods compatible with the goals of this regulation.
- (iv) To ensure that landscaped areas are maintained, the Planning Board shall include as a provision of any special permit granted that a condition of said special permit is the maintenance of the landscaping as approved by the Board. The beneficiary of any special permit under this regulation shall replace, within one (1) growing season, any tree or shrub that dies. Replacement trees or shrubs shall be of similar type and size to the one(s) approved as part of the original approval. If fencing is used, the Board shall include a condition to the special permit that the fence be maintained in good working order or replaced as necessary.

IV. Dimensional Requirements Within the High Density Overlay District:

1. **Height.** To accomplish the purposes of this Section, the Planning Board is authorized to grant a Special Permit to allow an increase in height of structures either in existence, as reconstructed, or as new construction, so that the total height does not exceed fifty (50) feet or four (4) stories within this zoning district. The Planning Board shall allow this increase only upon a finding that the additional height is consistent with the scale of adjacent structures and is necessary to maintain the area's character. The Planning Board shall further find that the relaxation of height limitations will not interfere or negatively impact abutting properties.

V. Parking Requirements Within the High Density Overlay District

1. Recognizing that parking requirements in Section 16 of these zoning by-laws may hamper development of high density land use and development, the Planning Board is authorized to reduce the parking requirements specified for the use/structure proposed up to 25%. In determining the appropriate reduction, if any, the Board may give consideration to the hours of usage of the proposed use/structure, hours of usage of other uses/structures within the High Density Overlay District, amount of "shared" parking with other uses, proximity to transit stations, the opinions of merchants, residents and municipal officials as to the adequacy or inadequacy of parking spaces within the specific area of the proposed use/structure, as well as other relevant information to assist the Board in determining the need for additional parking for motor vehicles.

VI. Density Bonus

1. The Planning Board may offer a density bonus of up to 25% for new residential units if 10% of the units developed are affordable dwelling units that can be purchased at a cost that is no more than 30% of the homeowner(s) income, which is at or below 80% of the Town of Maynard's median income as reported by the U.S. Department of Housing and Urban Development.

VII. Special Permit Standards and Criteria

1. In addition to the specific criteria regarding the grant of a special permit contained in Section 12.4 of these zoning by-laws, the Planning Board shall issue a special permit only after consideration of all of the following:
 - (a) impact on the neighborhood visual character, including architectural design, views and vistas;
 - (b) degree to which the proposed use will share an access driveway and/or parking with an adjacent use and avoids new curb cuts; and

- (c) degree to which the proposed project complies with the goals of the Maynard Community Development Plan and the provisions of this by-law.

Notes:

1. This is an overlay district that will supersede the underlying uses unless they are consistent with the new provisions of the overlay zone. In other words, the overlay district zoning prevails if there is any inconsistency between the two.
2. As with any new zoning proposal, one pitfall is the possibility of plans being filed to freeze the existing zoning. However, since the goal here is to be more flexible and the zoning generally allows new options, it is anticipated that developers will try to take advantage of the new provisions. Since the overlay district increases the density and allows mixed-use, developers have the opportunity to create projects with both residential and commercial/office uses that will be more financially appealing than single use structures in a downtown setting.
3. The changes in the downtown environment will not happen overnight, but will evolve over time. Generally, communities that have changed the zoning in downtown areas will experience changes that result in more pedestrian friendly downtowns that look more appealing and offer a variety of goods, services, and amenities.
4. The most common problem is parking, which can be addressed to some extent by including some structured parking in the new building or through the use of shared parking.
5. It is recommended that a density bonus be given if the developer is willing to provide some affordable housing units in the project. In the absence of inclusionary zoning in the by-law, it is unlikely that affordable units can be mandated, especially at the 25% level required under 40B. The only way all rental units would count towards the Town's 40B 10% goal is through a 40B project. It is unlikely that a developer will build rental units and set aside 25% of them as affordable without a comprehensive permit that overrides certain provisions of the zoning code.
6. High-rise apartments should be allowed, but has been changed to be by special permit and would not be any taller than allowed under the dimensional regulations (50 feet or 4 stories). Similarly, mixed-uses would also require a special permit.
7. Fast food restaurants are always tricky to deal with in zoning by-laws. Maynard does not define fast food restaurant (or restaurant). One can have "fast" food that is not served by certain chains that may be at issue in the zoning by-law. Sample definitions can be provided that relate to whether the restaurant serves customers only take-out food or sit down service. Drive-throughs are the problem, so the real issue in a downtown area is the number of curb cuts that interfere with pedestrian activities. One option is to prohibit them (restaurants, drug stores, banks, etc.) or require special permits, as is now proposed here.
8. Gas stations and any other automobile related use should be prohibited in the future. Existing uses can remain, but no new ones should be allowed in an area where pedestrian activity is being promoted.
9. The references to other sections are from the Maynard Zoning By-law.

MODEL RECREATION DISTRICT

6E.1 PURPOSE

The Recreation District is intended for the preservation and maintenance of recreation areas to increase the amenities of the Town for the education, recreation and general welfare of the public.

6E.2 PERMITTED USES WITH THE RECREATION DISTRICT

The following are permitted with the recreation zone.

- A. Public or private active or passive recreation including ball fields; ball courts; golf courses; archery and fire arms ranges; multi-purpose trails and paths for walking, jogging, running and use of non-motorized vehicles; nature study; surface water areas and pools for swimming, fishing and boating; snow sledding and skiing areas; rope courses; and skateboard parks where otherwise legally permitted.
- B. Conservation of soil, water, plants and wildlife.
- C. Any Religious use or any educational use, which is religious, sectarian, denominational, or public as provided for by Section 3 of Chapter 40A, M.G.L.
- D. Proper operation and maintenance of dams and other water control devices including temporary alteration of the water level for emergency or maintenance purposes. Any proposed permanent or long-term change in the water level requires a special permit by the Planning Board.
- E. Buildings or structures ancillary to the permitted use, but not to include restaurants or other food service uses.

6E.3 USE PERMITTED BY SPECIAL PERMIT WITHIN THE RECREATION DISTRICT

Upon the issuance of a special permit for an exception by the Planning Board and subject to such other special conditions and safeguards the Planning Board deems necessary to fulfill the purposes set forth in paragraph 1, the following actions are permitted:

- 1. Dams, excavations or grading, consistent with the purposes of this section, to create ponds, pools or other changes in the watercourses, for swimming, fishing or recreational uses, agricultural uses, scenic features, drainage improvements or to change the water level of existing pond or pools.
- 2. Municipal uses such as water works or pumping stations.

6E.4 RESTRICTIONS

Except as provided above and in M.G.L., Ch. 131, Sec. 40, there shall be in the recreation district;

- A. No land filling or dumping in any part of the district;
- B. No building or structure except as provided in Section 6E.2(E);
- C. No permanent storage of materials or equipment except ancillary to the permitted use.

6E.5 REQUIREMENT FOR SITE PLAN APPROVAL BY THE PLANNING BOARD

1. All non-residential buildings, structures, parking lots, or other man-made construction projects, must be erected in conformity with this Site Plan Approval By-Law; all building and occupancy permits must be issued in conformity with an approved Site Plan, as described in Section 13 of these Zoning By-Laws.
2. Any expansion of an existing use, or change in use which requires, in the opinion of the Planning Board, changes to the exterior of an existing building and/or which in the opinion of the Planning Board, substantially affects site layout, installation of utilities to the building, parking layout, traffic patterns or intensity of traffic, lighting, pedestrian access, or any other substantive change to the site of the subject building, must be undertaken in conformity with an approved Site Plan, as described in Section 14 of these Zoning By-Laws. All building and occupancy permits shall be issued in conformity with an approved Site Plan as described in Section 14 of these Zoning By-Laws.
3. For any site requiring Site Plan Approval, all building permits, occupancy permits and any other related permit or approval shall be issued subject to compliance with the terms and conditions of the Site Plan Approval to such building or site.

6E.6 DIMTENSIONAL REQUIREMENTS

1. The dimensional requirements for the Recreation Districts shall be as follows:

Item	R
<u>Minimum Lot Requirements</u>	
Area (SF)	20,000
Frontage (ft)	50
Width (ft) ⁶	50

<u>Minimum Yard Requirements</u>	
Front (ft)	60
Side (ft)	50
Rear (ft)	50
<u>Maximum Building</u>	
Coverage (%)	25
Height (ft)	35
<u>Minimum % of Lot Area</u>	
Landscaped Open	70
Located in Front Yard	25

Resources

1. Summary Approach to Planning

Commonwealth of Massachusetts

Office of Commonwealth Development (<http://www.mass.gov/ocd>)

Metropolitan Area Planning Council

Smart Growth Principles for the Metropolitan Area Planning Council
(http://www.mapc.org/whats_new.html)

2. Housing

Boston Globe. ARTICLE. September 21, 2003.

Citizen Planning and Housing Association – Data on accessible housing
(<http://www.chapa.org>)

Commonwealth of Massachusetts

Department of Revenue (<http://state.ma.us/dlsaag/aag174.htm>) Municipal Data Bank

Equity Realty Management – managers of Summer Hill Glenn

**Massachusetts Municipal Association (<http://www.mma.org>)
Community Information, Town of Maynard**

Maynard Assessors – Data on single family homes with 2 kitchens; current assessed values of single family homes built in defined period of time

Maynard Housing Authority (Bob Larkin, Director) – Data on subsidized housing units

Metropolitan Area Planning Council (MAPC – <http://www.mapc.org>)

Profiles of General Demographic Characteristics, Census 2000 – Maynard, MAPC Region,
and Massachusetts

National Low Income Housing Coalition. (<http://www.nlihc.org>)

Northeastern University. A New Paradigm for Housing in Greater Boston. 2000.

The Warren Group (<http://rers.thewarrengroup.com/townstats/results.asp>)

Town Stats for Maynard, Number of Sales and Median Sale Price

U.S. Census 2000 (<http://factfinder.census.gov> - select data sets)

Community Investment Associates-McGregor&Associates-Metropolitant Area Planning Council

APPENDIX F

Tables

P10. Household Size by Household Type by Presence of Own Children Under 18 Years

P13. Household Type of Age of Householder

P14. Household Type by Household Size

P15. Family Type by Presence of Own Children under 18 Years by Age of Own Children

H17. Tenure by Household Size

H23. Rooms

H24. Median Number of Rooms

H27. Median Number of Rooms by Tenure

H42. Tenure by Bedrooms

PCT51. Poverty Status in 1999 by Place of Birth by Citizenship Status

HCT1. Tenure by Household Type and Presence and Age of Own Children

3. Economic Development

Eastern Massachusetts National Wildlife Refuge Complex. Draft Comprehensive Conservation Plan and Environmental Assessment. Executive Summary. April 2003.

Massachusetts Department of Employment and Training (<http://www.mass.gov/det>)

Massachusetts Department of Revenue (<http://www.mass.gov/dor>)

Municipal Data Bank

Massachusetts Executive Office of Environmental Affairs (<http://www.mass.gov/eoea>)

Build-Out Data

Maynard Community Development Steering Committee. The Maynard Center Market: Retail Opportunity in a Town Center Setting. Summer 2001.

Spaulding and Slye Colliers (<http://www.spauldingand slye.com>)

U.S. Census 1990 and 2000 (<http://factfinder.census.gov-select data sets>)

1990 Census

2000 Census

Zip Code Business Patterns

Wellesley/Rosewood Maynard Mills LP – Interview with Joseph Mullin, Public Affairs Director

4. Transportation

Boston MPO. Boston MPO Transportation Plan 2000-2025: Existing Conditions.

Boston MPO. Unified Planning Work Program, Fiscal Year 2003. Endorsed by the Boston Region MPO on September 19, 2002.

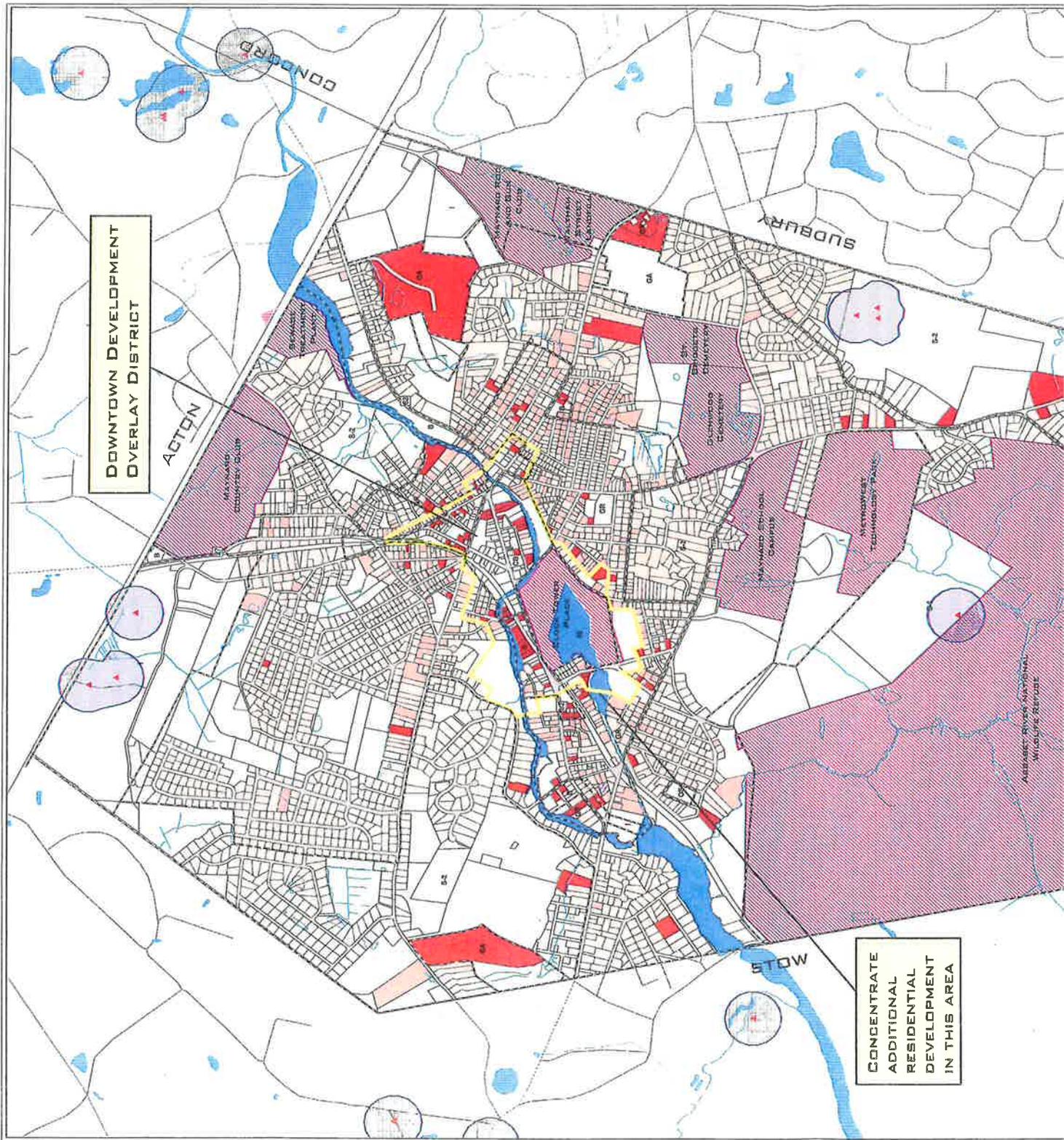
APPENDIX F

Central Transportation Planning Staff for Boston MPO. MAGIC Subregional Area Study, Phase I Report; Current Conditions and Proposed Additional Studies.

Central Transportation Planning Staff for Boston MPO. Memorandum. Transportation System Performance: Congestion Management System Findings and Recommendations. November 13, 2003.

Earth Tech. Assabet River Rail Trail Implementation Plan. June 2001.

The Cecil Group, Inc. with Edwards and Kelcey, Inc. Redevelopment Assessment of Maynard Center. October 1999.



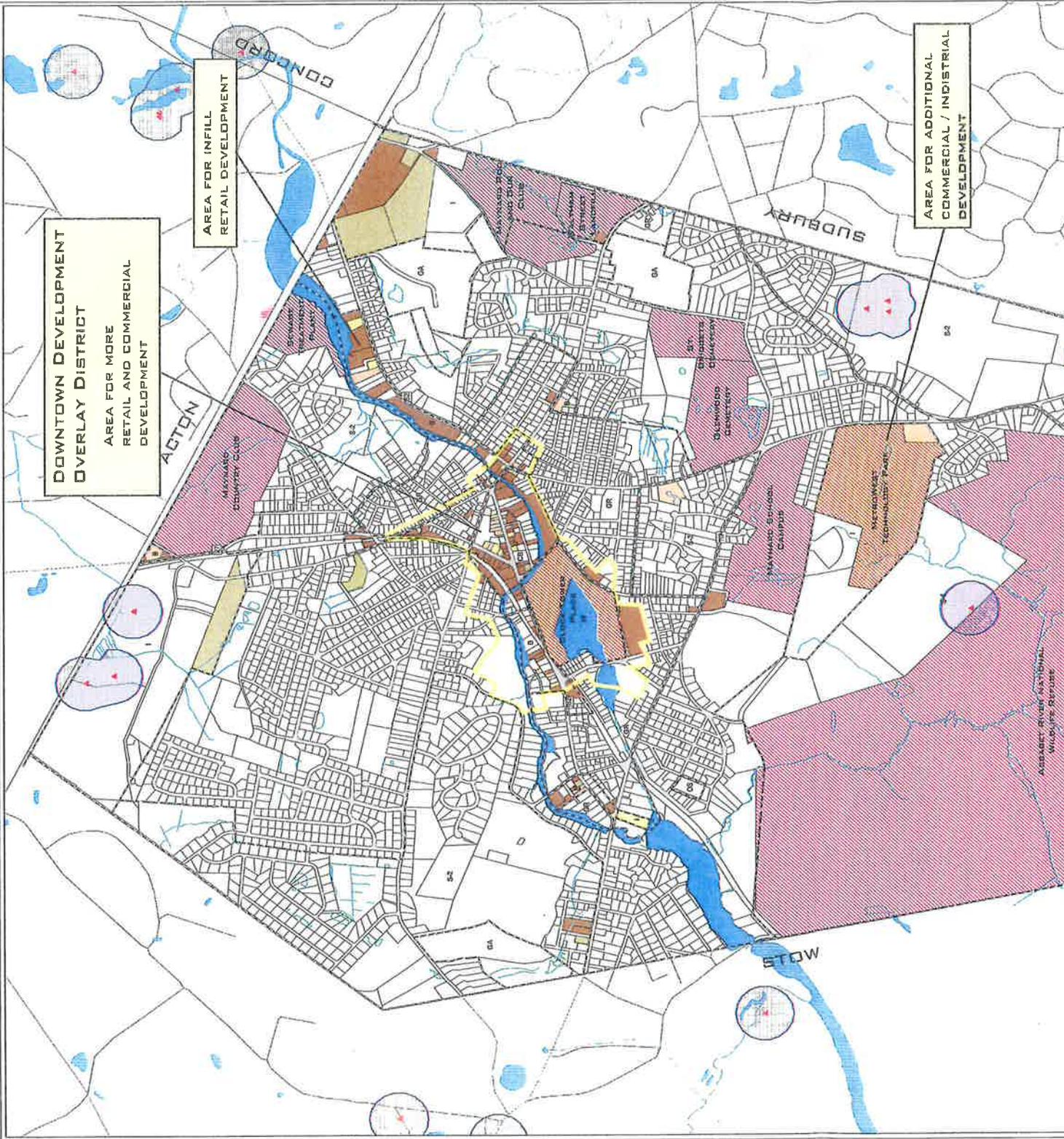
**DOWNTOWN DEVELOPMENT
OVERLAY DISTRICT**

**CONCENTRATE
ADDITIONAL
RESIDENTIAL
DEVELOPMENT
IN THIS AREA**

**DOWNTOWN DEVELOPMENT
OVERLAY DISTRICT**
AREA FOR MORE
RETAIL AND COMMERCIAL
DEVELOPMENT

AREA FOR INFILL
RETAIL DEVELOPMENT

AREA FOR ADDITIONAL
COMMERCIAL / INDUSTRIAL
DEVELOPMENT



ACTON

CONCORD

SUDBURY

STOW

WINDMILL
COMPLEX

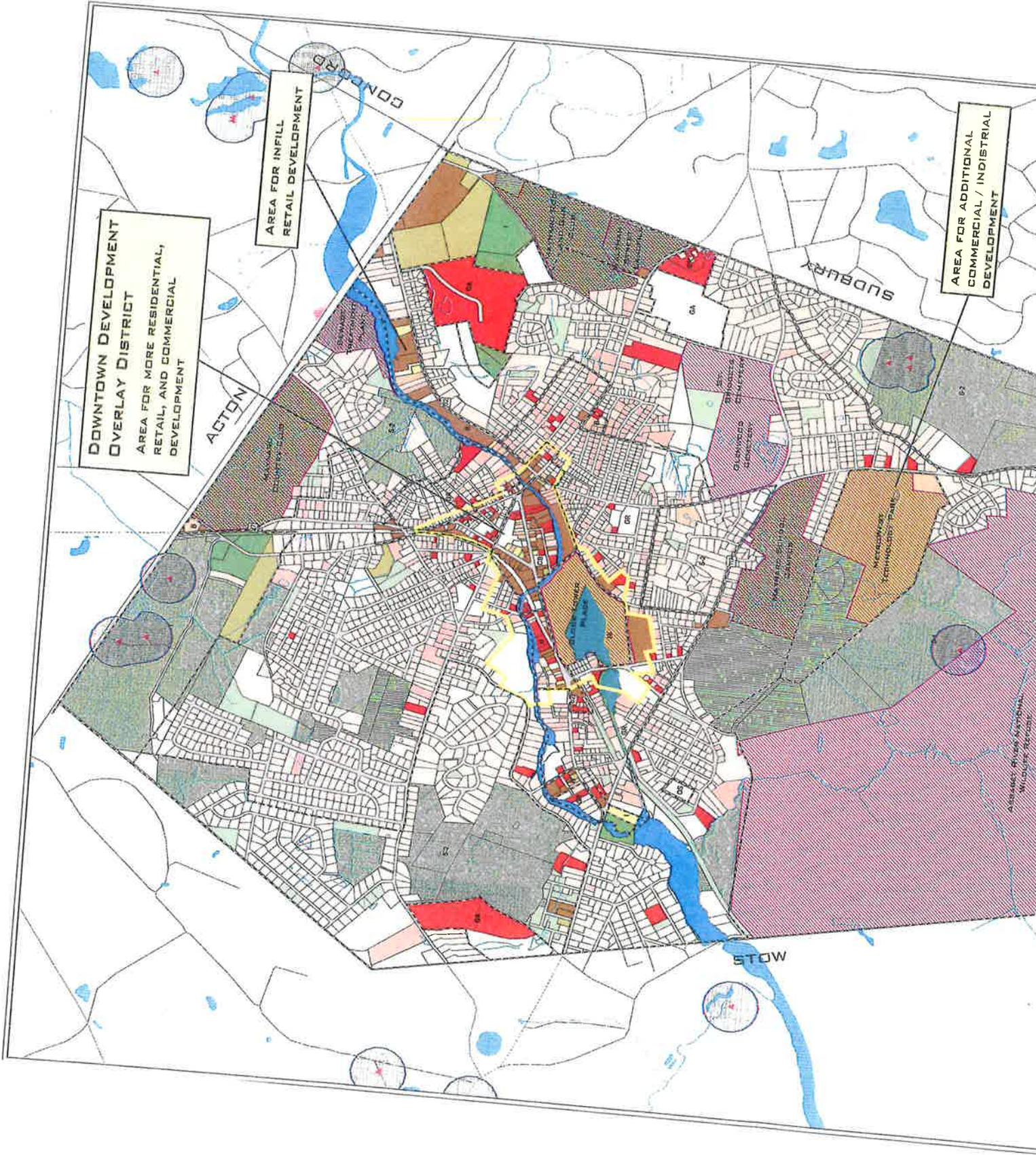
STOW
TECHNOLOGY
PARK

WINDMILL
COMPLEX

**DOWNTOWN DEVELOPMENT
OVERLAY DISTRICT**
AREA FOR MORE RESIDENTIAL,
RETAIL, AND COMMERCIAL
DEVELOPMENT

AREA FOR INFILL
RETAIL DEVELOPMENT

AREA FOR ADDITIONAL
COMMERCIAL / INDUSTRIAL
DEVELOPMENT



ACTON

CONCORD

SUBURBY

STOW

Attorney: Ryan J. Sullivan
Municipal Engineer

