

SOUTHEAST FRAMINGHAM NEIGHBORHOOD ACTION PLAN (SEFNAP) 2017-2024

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*Technical assistance provided by the
Metropolitan Area Planning Council (MAPC)*

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I. ACKNOWLEDGEMENTS

The Southeast Framingham Neighborhood Action Plan (SEFNAP) report reflects the completion of almost a year's worth of community outreach, workshops and staff analysis to the Town of Framingham to create an action plan for the neighborhood to synchronize Town initiatives and prioritize improvements. The end goal is to attract investment, foster job creation, and improve housing, open spaces and streetscapes. Thank you to all who participated throughout the process.

This project was undertaken with funds from the District Local Technical Assistance (DLTA) program. Such funding enables the Metropolitan Area Planning Council (MAPC) to achieve its mission in providing towns and cities with assistance in achieving equitable local smart growth that also benefits the greater Boston region. MAPC is grateful the Governor and the members of the Legislature for their continued support and funding of this program.

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Special thanks to the workshop participants, neighborhood residents, business owners, and various community stakeholders who provided feedback.



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IV. EXECUTIVE SUMMARY

The following is a summary of some the key recommendations from the 2017-2024 Southeast Framingham Neighborhood Action Plan (SEFNAP) as they are illustrated on the two following maps in Figures 1 and 2. They provide **DIFFERENT TYPES OF ACTIONS** the Town can take to make much-needed quality-of-life improvements in the near-term (2017-2019) and set the right conditions to attract investment and growth. Mid-to-long term actions (2020-2024) will follow that will further enhance the neighborhood by creating conditions for equitable access to job, service and housing opportunities. Greater detail on the recommended actions is found in the Action Plan Recommendations chapter on page 24 and the Action Plan To-Do List on page 49.

KEY RECOMMENDATIONS



Create an MGL Chapter 40R Smart Growth Overlay District (see Figure 14) to capitalize on nearby transit, proximity to downtown, and attainable enhanced walkability in order to attract mixed-use developments with affordable housing choices. The proposed B/MU zoning district is the most important area to apply a coterminous smart growth overlay district. The MFR areas in light orange and blue may be included in the smart growth overlay district but have different dwelling-unit density implications given the higher required ratio of market-rate units to affordable ones.



Create a Business/Mixed-Use (B/MU) zoning district along the neighborhood's front door at Waverly Street that will allow the types of development that will provide needed jobs, services and housing, and create a compact, walkable extension of the neighborhood.



Enforce existing Town regulations to upgrade the appearance and operation of existing businesses to minimize impacts¹ on residents and create a pleasant commercial streetscape.



Protect and enhance Mary Dennison Park through open space zoning, clean-up, reprogramming for local children including a water feature, and better connections with adjacent uses for the long-term enjoyment of residents and to attract investment.



Carve out a primary Multifamily Residential (MFR) zoning district (for the areas in light orange) that will allow, preserve, rehabilitate and incentivize affordable and market-rate housing choices and the ability to age-in-place for all community members. Consider rezoning the existing multifamily areas highlighted in light blue in order to differentiate them from lower-scale, lower-density residential areas, and facilitate their potential redevelopment.



Provide development incentives in order to attract much needed community-oriented uses such as pocket parks, adequately-sized community centers, and retail shops.

¹ The mitigate/minimize impacts icon on the map and in the executive summary represents the impacts of the auto-related/light-industrial businesses. These impacts can include visual blight of properties and buildings, noise generated by trucks and other activities, and dust and odors emitted onto neighboring retail shops, homes and open spaces.



Improve the safety of pedestrians by improving poor sidewalks, and installing crosswalks, signs and pedestrian lights to calm traffic and discourage industrial cut-through truck traffic.



Create two landmark, arrival gateways at Blandin Avenue and Waverly Street, and Waverly Street at Taralli Terrace to signal to passers-by and potential business investors that the Town wants to improve the commercial landscape.



Consolidate light-industrial uses away from homes and parks, and upgrade their development frontages by requiring organized servicing, loading and circulation along new, better-defined vehicular connections and alleys.



Make a public investment in a new open space at 240 Beaver Street that will better connect residents between Carlson Road, Beaver Street, and potentially Beaver Circle Terrace.



Enhance the mobility of neighborhood residents to get to work, school and shopping centers by augmenting bus service frequency beyond existing service which runs weekdays from 6:45am to 8pm, and Saturdays until 5:45pm.

Figure 1 Summary of Key Zoning and Community Development Recommendations

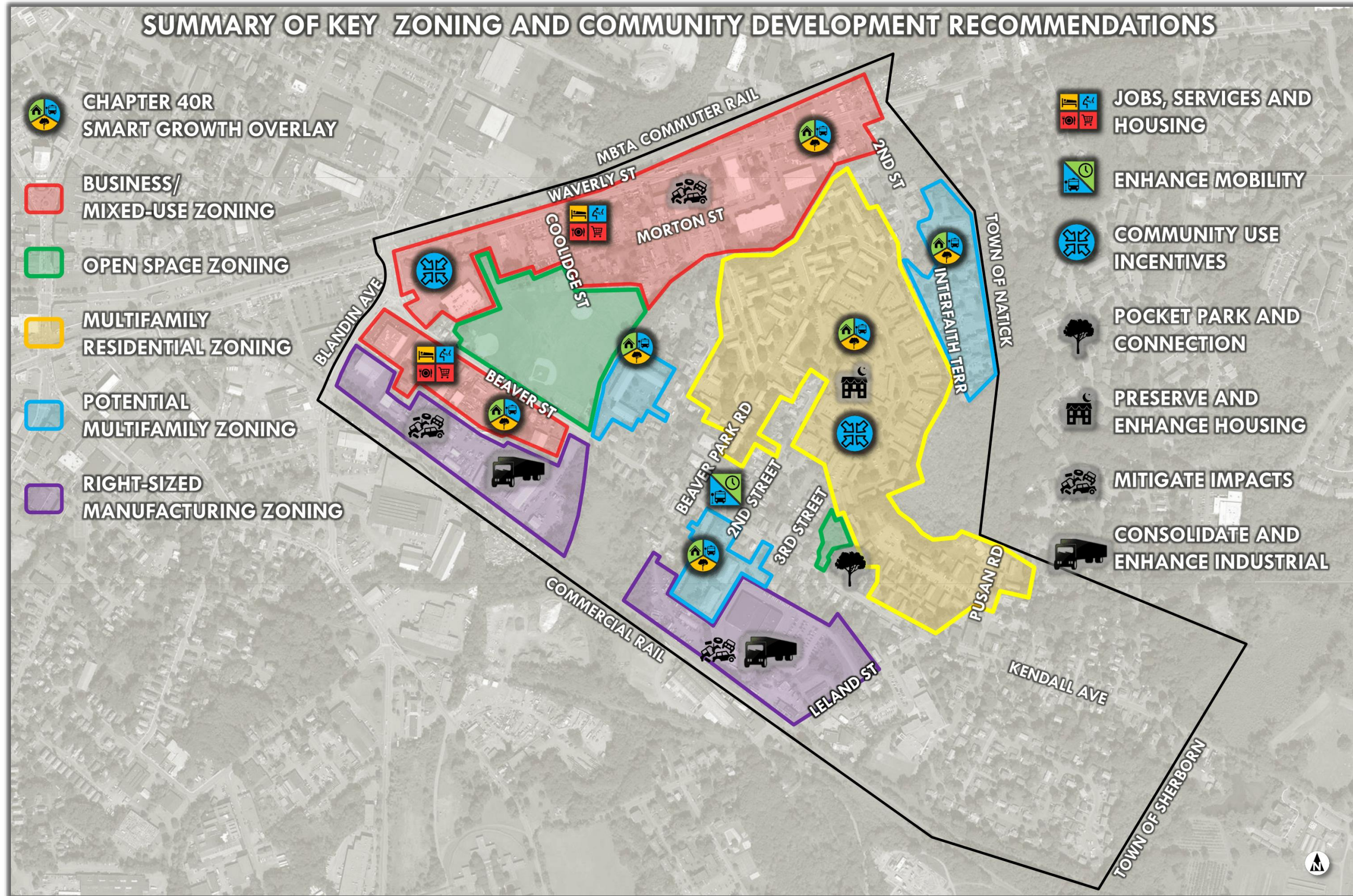
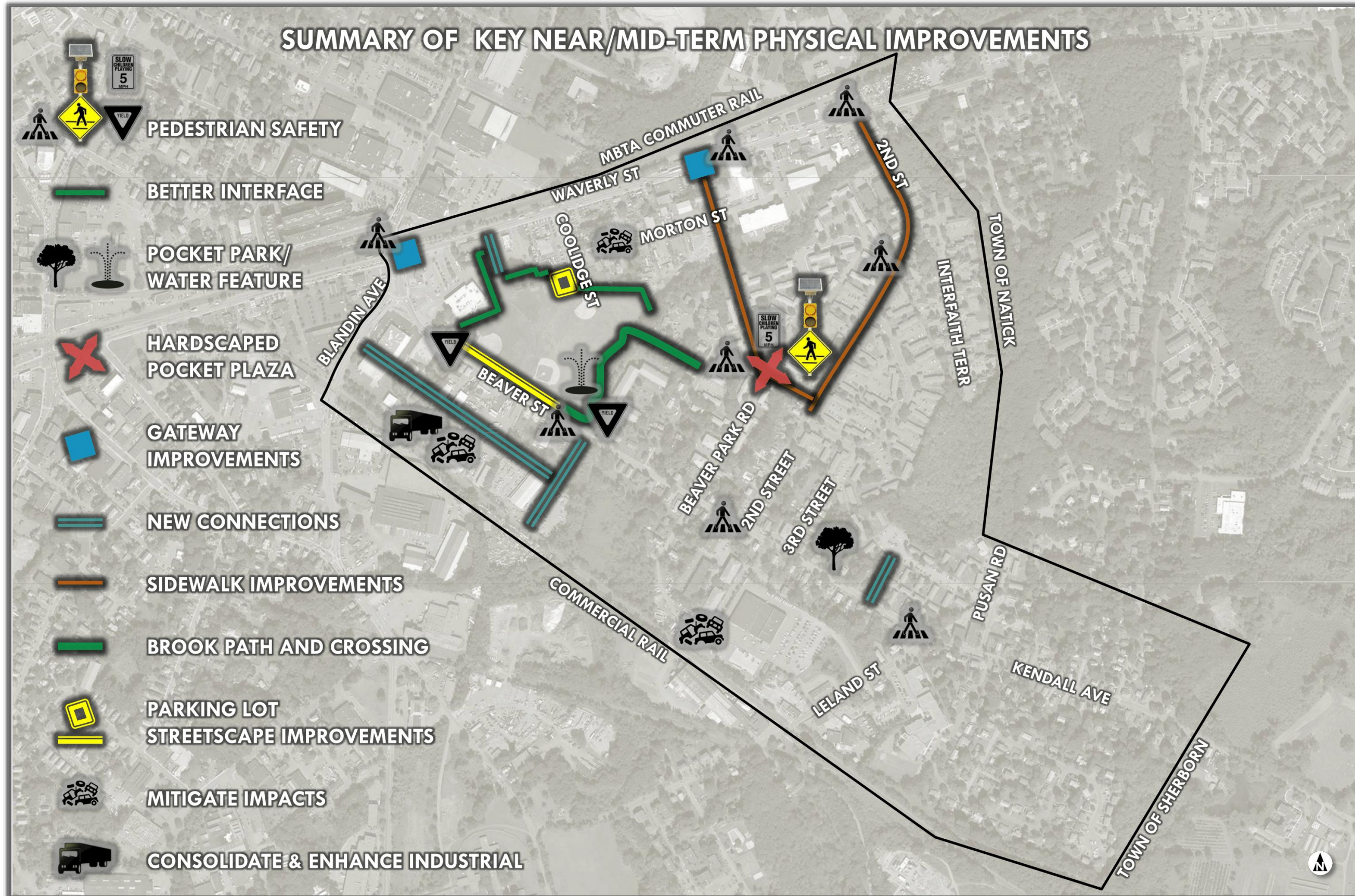


Figure 2 Summary of Key Near/Mid-Term Physical Improvements



V. OVERVIEW OF PURPOSE & PROCESS

A. PURPOSE

The Metropolitan Area Planning Council (MAPC) is providing District Local Technical Assistance (DLTA²) to the Town of Framingham to create an action plan for the Southeast Framingham neighborhood located approximately a mile from downtown Framingham (see Figure 3). The 275-acre area is characterized by intermixed residential, industrial, retail and open space uses that could benefit from the enhancement of the appearance of and distinction between the uses. The action plan is based on community feedback from outreach meetings and public workshops, input from the Town, and MAPC smart growth staff expertise.

The purpose of the study process and action plan report is to prioritize the ideas that will have the most impact now and will also set the right conditions for future growth. The plan report provides a package of short-term (2017-2019) and mid-to-long term (2020-2024) actions various Town departments and bodies can take in a coordinated manner in order to make physical improvements and regulatory changes. Immediate goals include improving pedestrian safety, connections, the neighborhood's front door, and other existing conditions for residents. The vision is to attract investment, foster job creation, and improve housing, open spaces and additional streetscapes, and ultimately make the area a "neighborhood of choice".

Integral to the action plan's recommendations are several of MAPC's regional smart growth goals and objectives pertaining to equity, housing choices, and environmental justice. As the regional planning agency for 101 cities and towns in metropolitan Boston, the MAPC frames its local analyses within a regional and long-range context as outlined its 2008 MetroFuture plan³. The underlying assumption is that "regional trends shape local conditions, and every local decision has a broader impact on our regional well-being."

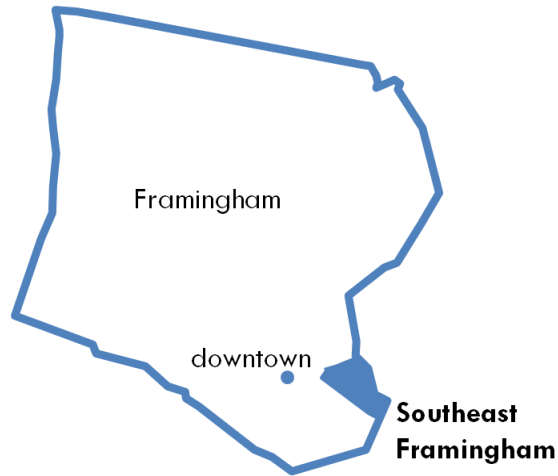
Framingham is a substantially built-out, regional urban center⁴ located outside of the inner core of metropolitan Boston characterized by: an urban downtown core with multi-story, mixed use buildings; large immigrant communities; moderately dense neighborhoods near downtown with a significant component of rental and multifamily housing; and lower density single-family neighborhoods beyond. MAPC's 2008 MetroFuture plan designates Framingham as a higher priority growth area on the regional level, and as a regional urban center and hub.

² DLTA funding helps promote regional collaboration, economic development, better land use and zoning, and environmental protection across the Commonwealth. The funds are administered each year through a competitive process managed by MAPC.

³ This plan was developed with the extensive participation of thousands of "plan builders," including residents, municipal officials, state agencies, businesses, community-based organizations, and institutional partners. The plan was adopted by MAPC in 2008.

⁴ For more information on the MAPC community types visit the following link: <http://www.mapc.org/publications>. For an MAPC community snapshot for the Town of Framingham, please visit: <http://metroboston.datacommon.org/snapshots/framingham>.

Figure 3 Study Area Relative to Downtown and Town Boundary



B. STUDY AREA

BOUNDARIES

The 275-acre Southeast Framingham neighborhood is bounded to the north by the MBTA railroad tracks (see Figures 4 and 5) running parallel to Waverly Street (Route 135), to the east by the Natick town line, to the southeast by the Sherborn town line, and the west/southwest by the intersection of Blandin Avenue/Bishop Street/Waverly Street (Route 135) and the NH/Hartford/NY railroad tracks. Its main thoroughfares are Waverly and Beaver streets.

Figure 4 Study Area Boundary with Main Features

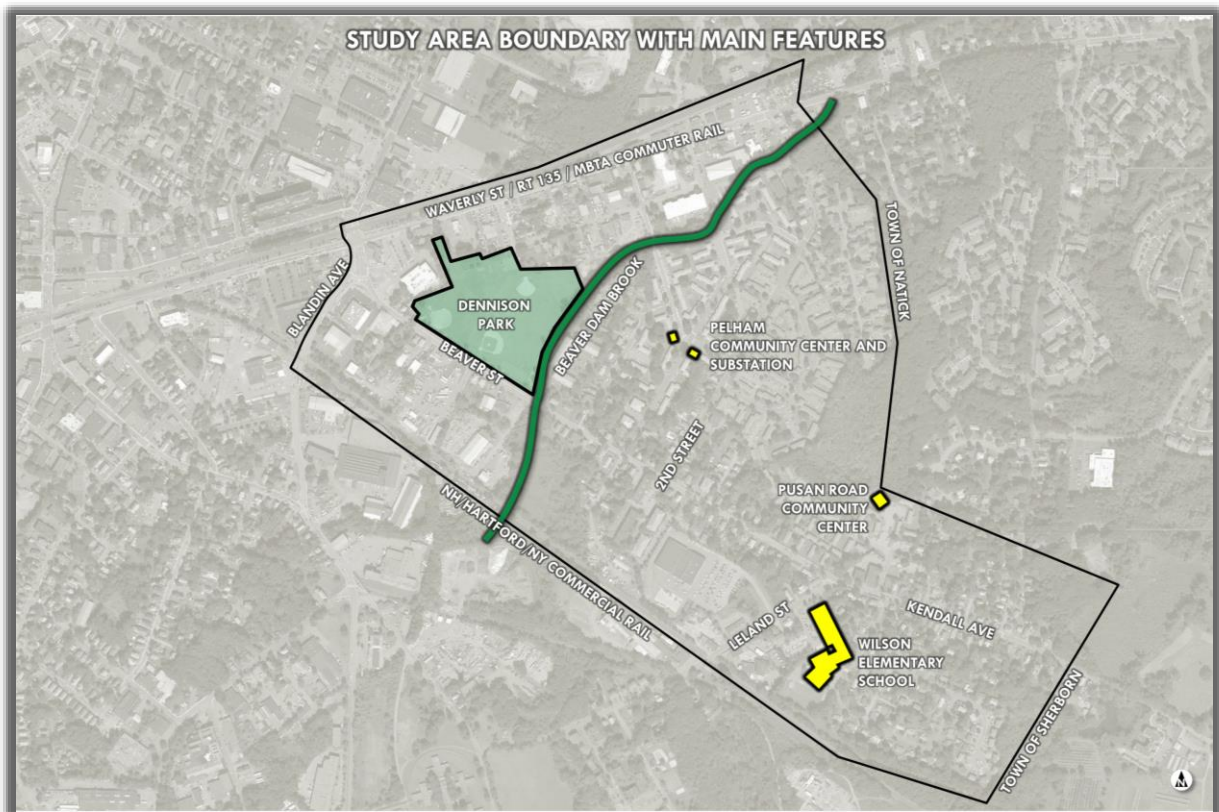


Figure 5 Study Area Aerial View



LAND USES AND ZONING

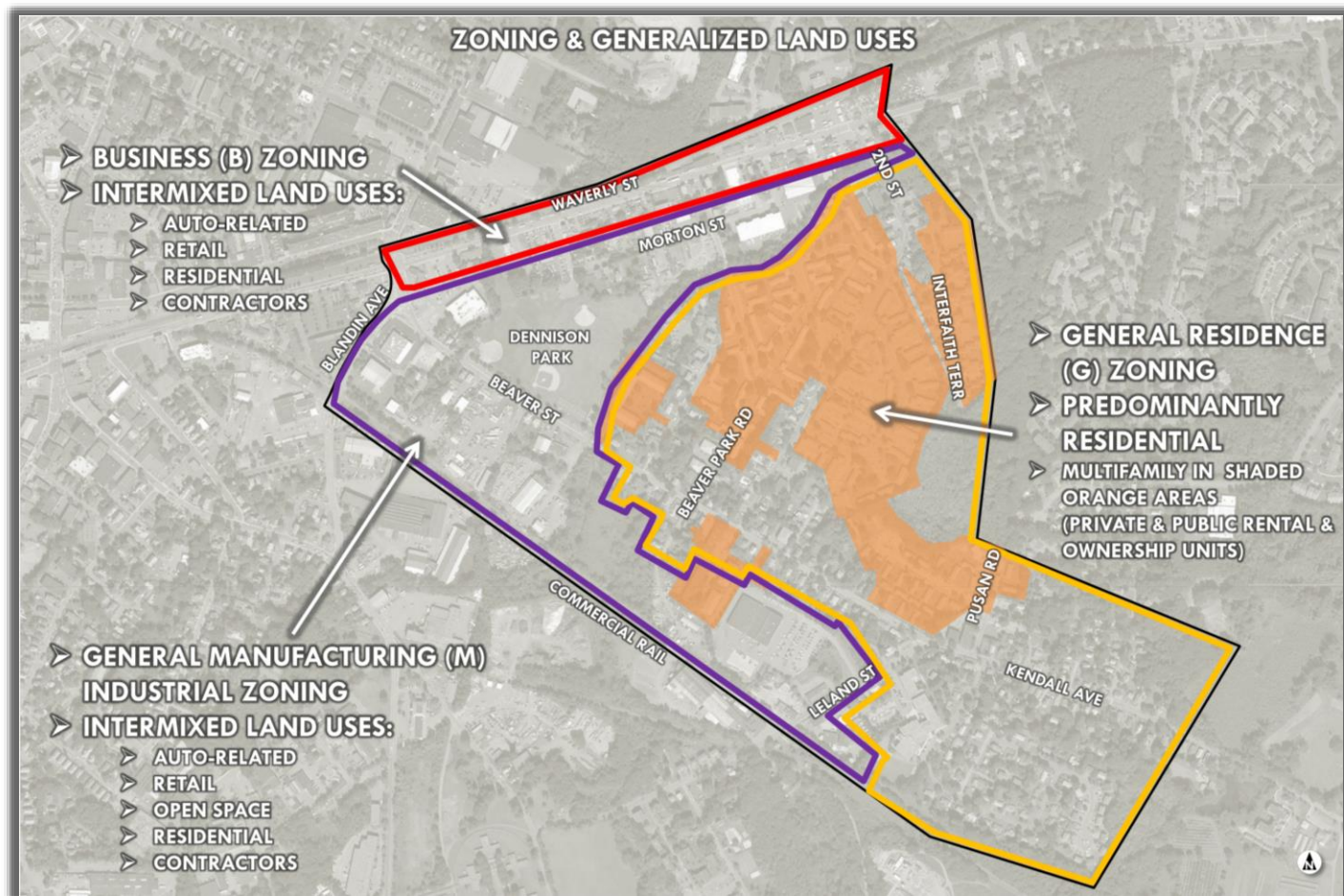
The neighborhood is predominantly residential in its land use pattern (71%) and is largely regulated by the Town's G (General Residence) residential zoning district (see Figure 6). Its housing stock is characterized by a mix of private and public apartments and condominiums, privately-owned lower-density homes to the south, and pockets of residential in industrial areas⁵. A large part of the privately-owned subsidized housing was built in the 1970s.

The remaining uses include mainly auto-related establishments, as well manufacturing, contractor distributorships, offices, and retail consumer services. Most of these uses generally fall within the Town's B (Business) and M (Manufacturing) zoning districts. In addition, there are existing and potential brownfield sites from past and current industrial uses⁶. In summary, the study area is characterized by industrial-commercial uses that impact the overall quality of life and character of the neighborhood's public realm.

⁵ Overall, the study area is predominantly residential (accounting for 71% of the properties), and can be generally characterized in the following manner: (a) pockets of non-conforming residential dwellings in the Waverly/Morton streets industrial area; (b) mostly higher-density privately-owned subsidized rental housing complexes south of Beaver Dam Brook and north of Carlson Road as well as subsidized ownership condominiums at Brookside Court and Cochituate Cooperative Homes; (c) smaller-scale homes and apartments along a segment of Beaver Street; (d) higher-density public housing at Pusan Road; and (e) lower-scale privately-owned homes on both side of the Kendall Avenue area near Wilson Elementary School.

⁶ In parallel and partially concurrent to the Southeast Framingham Neighborhood Action Plan, the Town of Framingham was awarded federal funding to assist owners of underutilized or potentially undervalued and/or contaminated properties to

Figure 6 Zoning and Generalized Land Uses



COMMUNITY FACILITIES AND TRANSPORTATION

Among the neighborhood’s civic and public facilities, the two most prominent are its 17-acre Mary Dennison Park to the northwest and the Woodrow Wilson Elementary School, which is an international baccalaureate institution, to the south. While not highly visible, Beaver Dam Brook traverses and divides⁷ the neighborhood, and defines the southern edge of Dennison Park. Lastly, in terms of facilities, the neighborhood has a small police substation, located at Taralli Terrace and Beaver Park Road, which is staffed part-time. The neighborhood has two small community centers. The Pelham Apartment’s community center is a smaller facility which appears to have been retrofitted from a townhouse-style residential dwelling unit and offers limited assembly space. The other community center is located at the Framingham Housing Authority’s Pusan Road housing development and is a larger facility that permits the assembly of several dozen attendees.

In terms of transportation, its main vehicular thoroughfares are Waverly, Beaver and Kendall streets. Waverly Street (State Route 135) is its most visible thoroughfare, is primarily commercial, and has a substantial amount of frontage noticeable to passersby traveling to and from Downtown Framingham and the adjacent Town of Natick. Beaver and Second streets form the roadway spine of the neighborhood and

maximize the productivity of their properties within a partially overlapping study area. Please visit the Town’s website for more information at: www.framinghamma.gov/brownfields .

⁷ It can only be crossed at three points: along Beaver Street, Taralli Terrace and Second Street.

connect it to the Town of Sherborn and the rest of South Framingham via Kendall Avenue and Leland Street, respectively.

There are two MBTA commuter rail stations outside of the study area that provide service to points west toward Worcester and to points east toward Boston. These two stations are: Downtown Framingham, and West Natick. The downtown Framingham commuter rail station is generally within a 10 to 20 minute walk (0.55 to 1 miles), and the West Natick station is located within a 0.75 to 1.1 mile walk of some parts of the neighborhood. The MetroWest Regional Transit Authority (MWRTA) provides limited bus service along two routes with four bus stops in or near the study area. These two routes connect residents to the primary destinations of the Town Common, MetroWest Medical Center, Natick Mall, and the Market Basket, Stop & Shop, and Shaw's supermarkets. The condition and presence of sidewalks varies throughout the neighborhood (documented in a 2014 pedestrian study, see Appendix A for reference), and there are no direct pedestrian connections between two of the largest multifamily areas as well as between the residential neighborhood and abutting Dennison Park. Lastly, there are no bicycle paths within the neighborhood.

C. COMMUNITY OUTREACH AND PLANNING PROCESS

In order to understand the existing conditions and in preparation for two community workshops, MAPC reviewed and summarized numerous planning-related studies, examined local demographic data, held stakeholder interviews and conducted site visits. MAPC contacted various stakeholders, secured interviews, and spent two days (June 19 and July 29, 2015) meeting with area businesses, non-profits, officials and residents (please see Appendix B for more information).

MAPC also attended two interdepartmental coordination meetings with several Town division directors: on June 23, 2015 in order to provide an overview of the purpose of the study, and on March 22, 2016 in order to present the plan recommendations and discuss the action implementation table.

Throughout the outreach efforts, and design and execution of the two community workshops, the MAPC team translated materials into Spanish and Portuguese. The translated materials included: (a) flyers that were distributed via email and door-to-door⁸, and posted on multilingual versions of the MAPC project webpage, (b) meeting agendas, and (c) the explanatory headers on the visual boards and maps used during the two community workshops. Additionally, MAPC hired professional interpreters for both languages to interpret the presentations and group discussions during the two community workshops. MAPC held both public community workshops at the Woodrow Wilson Elementary School to gather input.

The first meeting was a visioning workshop held on September 28, 2015. For that workshop, MAPC designed and executed two different mapping and discussion exercises with the residents. The first activity was an opportunities and challenges exercise. Participants then shared and mapped the ideas with the group. The second exercise was a visual preference poll. Participants then were asked to place another dot (with a numbered code) on the map where they wanted to see the use or improvement. The goal was to gather preferences for types of uses, number of stories, character, and neighborhood locations in order to make zoning, code enforcement, and public investment recommendations to the Town.

⁸ MAPC teamed with local community organizations and an area resident to distribute flyers in addition to the ones MAPC delivered to businesses and residents during the outreach study area visits.

The second meeting was held on December 3, 2015 (see Figure 7) and was a potential physical growth workshop and a prioritization exercise for various types of improvements at specific locations. The goal was to present workshop participants with a summary of the community input from the first community workshop in order to get additional feedback on the types of improvements they desire and where within the neighborhood they want to see these improvements implemented. MAPC also presented a summary of MAPC's physical buildout analysis in order to provide insight into how the existing zoning may be limiting some of the desired businesses and housing in certain parts of the neighborhood. The other purpose of the buildout analysis was to gauge participants' interest in certain uses and building heights in neighborhood sub-areas.

MAPC met with Town of Framingham staff and division heads to discuss the recommendations and gather final input on a coordinated implementation strategy with a timeline for the Town. MAPC delivered the final action plan document in December 2016 for the Town to proceed with its implementation.

Figure 7 Community Workshop Participants



VI. NEIGHBORHOOD BACKGROUND & CHALLENGES

A. NEIGHBORHOOD BACKGROUND

POPULATION, HOUSEHOLDS, AND INCOME

The Southeast Framingham neighborhood represents 1.5% (275 acres) of the Town's territorial extent, and has 7% of its population (4,923 residents⁹ out of 68,318) and number of housing units (1,834 out of 27,443). Despite having only 7% of the Town's housing units, the neighborhood disproportionately has 29% (831 units) of the Town's subsidized housing units (2,870). These 831 subsidized housing units in the neighborhood represent close to half (45%) of the neighborhood's total housing units. There is wide range of subsidized housing types, with 665 public and private rental units as well as 166 subsidized ownership units.

The neighborhood is comprised primarily of family households (76% of its 1,716 households), with an average household size of 2.8 (ACS 2009-2013). Well over half (60%) of the neighborhood households are cost burdened. This is a US Census Bureau definition for households paying more than 30% of the gross income toward housing costs. The neighborhood's median family household income (\$26,729) is one-third that of the Town of Framingham. Many neighborhood households need greater outreach, awareness and access to opportunities (such as workforce training programs) in tandem with a reduction of barriers (such as limited transit service) in order to start to overcome housing cost issues to improve their quality of life.

RACE, ETHNICITY, EDUCATIONAL ATTAINMENT, LANGUAGE, AND ENVIRONMENTAL JUSTICE

The Southeast Framingham neighborhood is very diverse and multilingual. Hispanic/Latino residents represent 48% of the neighborhood, followed by White non-Hispanics at 23%, and African-Americans at 10%. Nineteen percent of the remaining residents are classified by the US Census Bureau as other¹⁰. Fifteen percent of its residents have an associates or bachelors degree, compared to 32% of the Town as a whole (ACS 2009-2013). Thirty-nine percent of its residents are immigrants including 17% which are naturalized citizens.

Within the Southeast Framingham neighborhood, many households speak a language other than English at home. Forty-eight percent of the households speak Spanish, 27% are English-speaking households, and 22% speak "other European" languages (more than likely Portuguese given the Town's high percentage of Brazilian residents and business owners). Many of these households are bilingual with household members demonstrating varying levels of proficiency in English. There is however a smaller but significant subset of

⁹ US Census 2010 data for two Census block groups that comprise the study area: 250173831021 and 250173831022.

¹⁰ The U.S. Census Bureau, 2010 Census Summary File 1 defines "Some Other Race" on page B-9 as follows:
Some Other Race — Includes all other responses not included in the "White," "Black or African American," "American Indian or Alaska Native," "Asian," and "Native Hawaiian or Other Pacific Islander" race categories described above. Respondents reporting entries such as multiracial, mixed, interracial, or a Hispanic, Latino, or Spanish group (for example, Mexican, Puerto Rican, Cuban, or Spanish) in response to the race question are included in this category.

these bilingual households that are not proficient in English (46-49% according to ACS 2009-2013) and are linguistically isolated. Overall, 34% of the neighborhoods 1,716 households are linguistically isolated.

Lastly, in terms of the neighborhood’s demographic background, its US Census Tract is classified as an Environmental Justice (EJ) community. An EJ community is characterized by residents who have challenges to participating in local decision-making, and do not enjoy the same level of protection for living in a healthy environment. The neighborhood meets at all four of the following US Census Bureau criteria in the Table 1 below.

Table 1 US Census Bureau Environmental Justice Criteria, and Southeast Framingham Qualifying Demographics

Criteria	Southeast Framingham Census Block Groups 250173831021 and 250173831022
• median annual household income is at or below 65% of the statewide median income	• 44% of Massachusetts median household income
• 25% or more of the residents are a minority	• 77% minority
• 25% or more of the residents are foreign born	• 39% immigrants
• 25% or more of the residents are lacking English language proficiency	• 34% linguistically isolated

B. NEIGHBORHOOD CHALLENGES

The following neighborhood challenges were identified from a review of past planning studies done by the Town (see Appendix A), initial community stakeholder interviews, and from feedback from both community workshops. The challenges related to five main planning themes: (a) land use, development regulations, and business climate, (b) streetscape and mobility, (c) open space, quality of life, and environmental justice, (d) housing stock and affordability, and (e) workforce development and retail/services.

LAND USE, DEVELOPMENT REGULATIONS, AND BUSINESS CLIMATE

- Zoning regulations¹¹ are an obstacle to investment.
 - The neighborhood’s largest and most prominent open space and public facility, Dennison Park, is not protected with a public open space zoning designation. Zoning this property as open space, as has been done for parks in other parts of town, would emphasize the importance and permanency of this public resource, and could lead to additional investment and redevelopment of adjacent properties.
 - Zoning district boundaries and regulations do not align with expressed neighborhood and business development goals.
 - There is a mismatch between uses allowed and not allowed under the table of use regulations.
- Zoning restrictions are a barrier to housing production (affordable and market-rate) and to providing options for residents and families.

¹¹ The SEFNAP study lasted from summer 2015 to summer 2016, and the zoning that was initially examined was from the year 2014 and the Town had addressed some zoning regulations during fall 2015 rezoning while the SEFNAP study was underway.

- Multifamily residential is not allowed, and two-family housing is not allowed by-right¹².
 - Minimum parking regulations restrict residential development.
 - Accessory apartments are not allowed.
 - Special permit review is required for cluster and other special zoning, and impacts housing production for proposals with 10 or more units.
- Zoning regulations are an obstacle to good urban form. Generally speaking, good urban form entails dedicating more land for people, usable open space, and buildings, and less land for parking lots so that they are not the predominant feature of the streetscape.
- Multifamily development is not allowed, and mixed-use is only allowed in a small area of land zoned as the Business zoning district.
 - Existing parking space minimum requirements are outdated. They are negatively impacting the environment, and limiting the potential development of a compact, walkable environment with good urban form.
 - Zoning district boundaries do not match property boundaries and split the parcels.

STREETSCAPE AND MOBILITY

- High-speed, cut-through truck traffic through residential streets (Taralli Terrace and Second Street) pose a pedestrian safety threat to residents and especially neighborhood children.
- Very limited transit service, together with unsafe streetscapes, challenge the mobility of residents to get to work, school, medical appointments, supermarkets and recreational opportunities. Those with ADA accessibility needs face even greater challenges.
- Beaver Dam Brook is fenced off and acts as a physical barrier between the residential areas, Dennison Park, and the businesses along Morton and Waverly streets.
- Poor nighttime lighting forces some residents to shelter in place, and makes it dangerous for pedestrians to share the road with traffic because of poor or non-existing sidewalks¹³.
- Very poor definition between business properties and their parking areas, and public sidewalks and streets, detracts from neighborhood character and discourages desired business investment. Front-yard parking in general also detracts from neighborhood character.
- Waverly Street is the most prominent business streetscape for passers-by and lacks trees compared to the rest of the study area. The residential streetscape of the study area varies with the lower scale residential properties enjoying a greater degree of edge definition and tree canopy coverage.
- There are significant gaps in the sidewalk network, and no off-road paths connecting the major residential developments of Pelham Apartments, Interfaith Terrace, Pusan Road, and Cochichuate Cooperatives.

¹² Two family housing is allowed in the General Residence zoning with a Zoning Board of Appeals special permit, and in the General Manufacturing zoning district with a variance.

¹³ As documented by three pedestrian safety and streetscape improvement studies listed in Appendix A.

OPEN SPACE, QUALITY OF LIFE, AND ENVIRONMENTAL JUSTICE

- Inadequate enforcement of existing codes and rules to make sure property owners do not adversely impact residents and discourage desired business investment.
 - Some of the non-residential uses are impacting nearby residential properties in terms of their business operations and visual blight (noise, odors, cut-through truck traffic, over-parking, poor signage/maintenance and inadequate screening/buffering).
 - Need to buffer residents and the open spaces from the impacts of industrial uses. These impacts are barriers to health, neighborhood development and recreation at Dennison Park.
- Limited open space in terms of location, access and active/passive recreational usability.
 - At the beginning of the SEFNAP process, Dennison Park had not been serving the needs of children due to the closing of its major eastern playground. At the conclusion of the planning study, the playground had reopened. Remaining issues with Dennison Park include its poor pedestrian connections to the immediate residential neighborhood, and its distance and disconnection from the Pusan Road / Wilson Elementary neighborhood to the south.
 - Need to clean up Beaver Dam Brook for public health/blight, connectivity and passive recreational purposes.
 - There are no other major open space assets near the southernmost residential neighborhood other than wetlands that could serve as a visual and/or passive recreational amenity.
 - Other than the courts and fields at Dennison Park, all other recreational facilities are located outside of the study area with the most convenient being the Danforth Gym, Loring Skating Arena, Cushing Park, and the seasonal Keefe Pool.
- Expedited environmental remediation efforts.
 - During the SEFNAP process, the Town completed the clean up the brownfield site at the Dennison Park playground and restored usability to neighborhood children.
 - Need for expedited, higher-level clean-up and reuse of former General Chemical site at 133 Leland Street.
- Stormwater conveyance infrastructure capacity and floodplain issues along Beaver Dam Brook, Second Street, Taralli Terrace and Morton Street need to be addressed to allow better use of properties and attract investment.
- Need for multilingual Town outreach and inclusion to overcome linguistic isolation, and ultimately empower and protect residents and businesses in the federally-classified EJ community.
- Need to eliminate food deserts due to lack of convenient options for grocery stores.

HOUSING STOCK AND AFFORDABILITY

- Ensuring improvement without displacement.
- Preservation of homes including affordable units
 - Annual extension process of continually-about-to-expire affordable-unit use restrictions for the 161 subsidized ownership units at Cochichuate Cooperative Homes is not an ideal strategy for preserving housing affordability.
- Need for additional affordable rental and ownership units.
- Need to improve quality of and invest in housing complexes' stock and respective streetscapes.

ECONOMIC/WORKFORCE DEVELOPMENT AND RETAIL/SERVICES

- Need for basic services and shopping needs.
 - Including pharmacies and medical offices, and grocery store options with fresh food.
- Overcome educational attainment and skills gaps, and increase awareness of and access to existing non-profit services programs such as adult ESL programs, job training programs, and apprenticeships.

VII. NEIGHBORHOOD VISION & OPPORTUNITIES

A. COMMUNITY FEEDBACK

The following section is a summary of the results from various discussion and mapping exercises (shown in Appendix C) held during the two community workshops on September 28, 2015 and December 3, 2015. The community feedback covers: (a) top quality of life concerns for immediate action, (b) visual preference poll feedback on types of improvements and locations, and (c) redevelopment use-mix and heights for targeted non-residential, underutilized subareas of the neighborhood. The goal of all of these exercises was to gather information in order to make recommendations to the Town for zoning, code enforcement and public investment decisions.

The following were the top quality-of-life issues (see Figure 8 below) that residents expressed the Town should take immediate action on in order to enhance their livability in the neighborhood. The feedback was consistent with many of the findings from the past planning studies done for or by the Town as already outlined in the Neighborhood Challenges section of the plan.

Figure 8 Community Feedback from 12.3.2015 Workshop

Top Quality of Life Needs and Ideas for Town Action to Improve Conditions Now
<ul style="list-style-type: none">• Basic retail shops and services such as groceries, pharmacies, ATMs and medical services.• Pedestrian safety and traffic calming measures such as stop signs, street lights, and crosswalks to stop cars from speeding, and make walking around pleasant and safe day and night.• Job training programs and apprenticeships for youths and adults to overcome educational attainment and skills gaps.• Town should enforce existing codes and rules to make sure property owners keep their properties neat and clean.• Clean up Beaver Dam Brook for public health/blight, connectivity and passive recreational purposes.• Affordable places to live.

Residents also provided MAPC with more specific input as to the types of improvements they desire and where within the neighborhood they want to see these improvements implemented. Generally, participants during the first community workshop primarily wanted to see the following improvements shown in Figure 9. Residents also specified based on the visual preference poll where they wanted to see desired housing, business and open space improvements. Figure 10 provides a summary of this visual preference poll.

Figure 9 Main Areas for Generalized Desired Improvements & Services

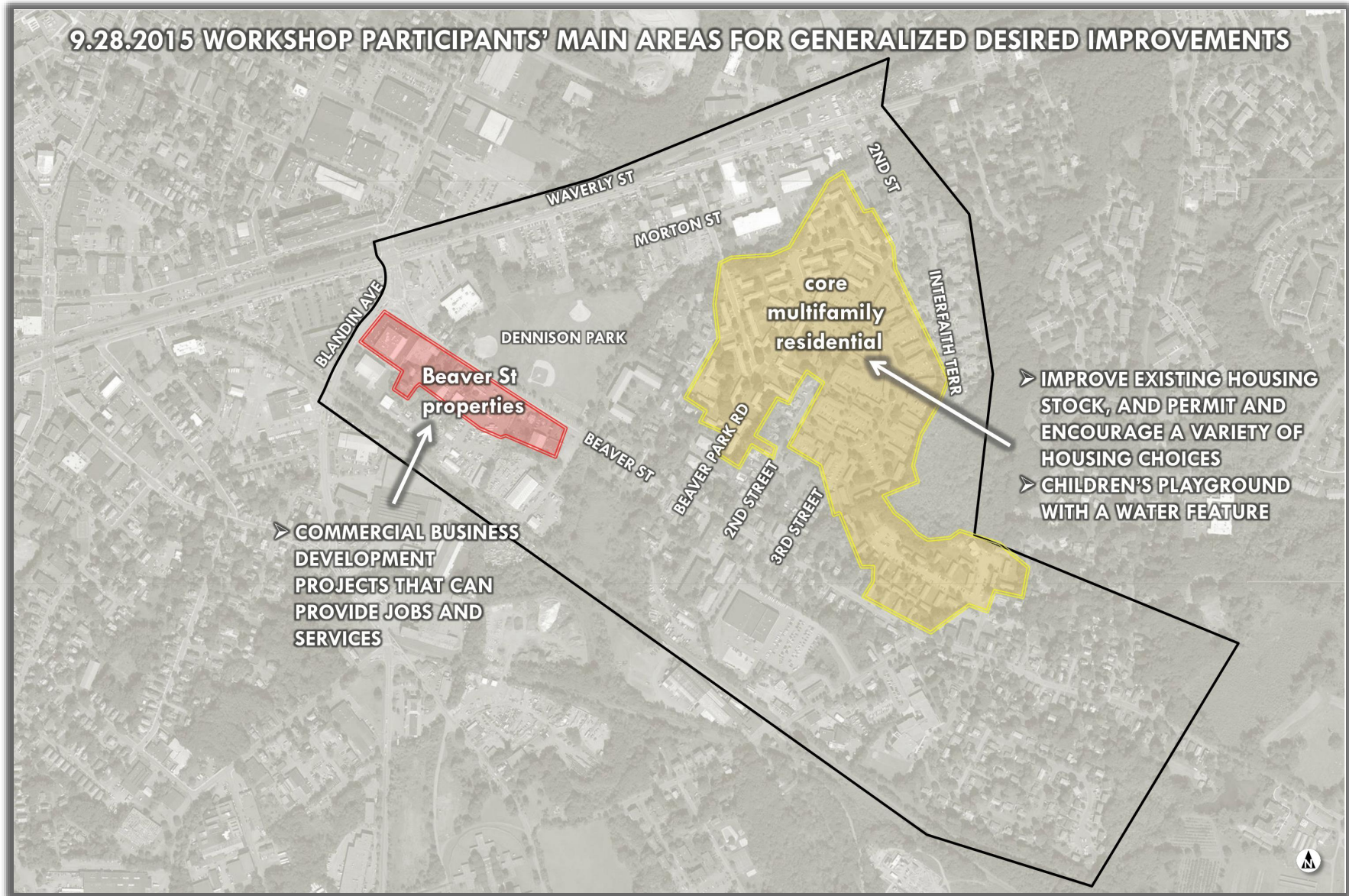
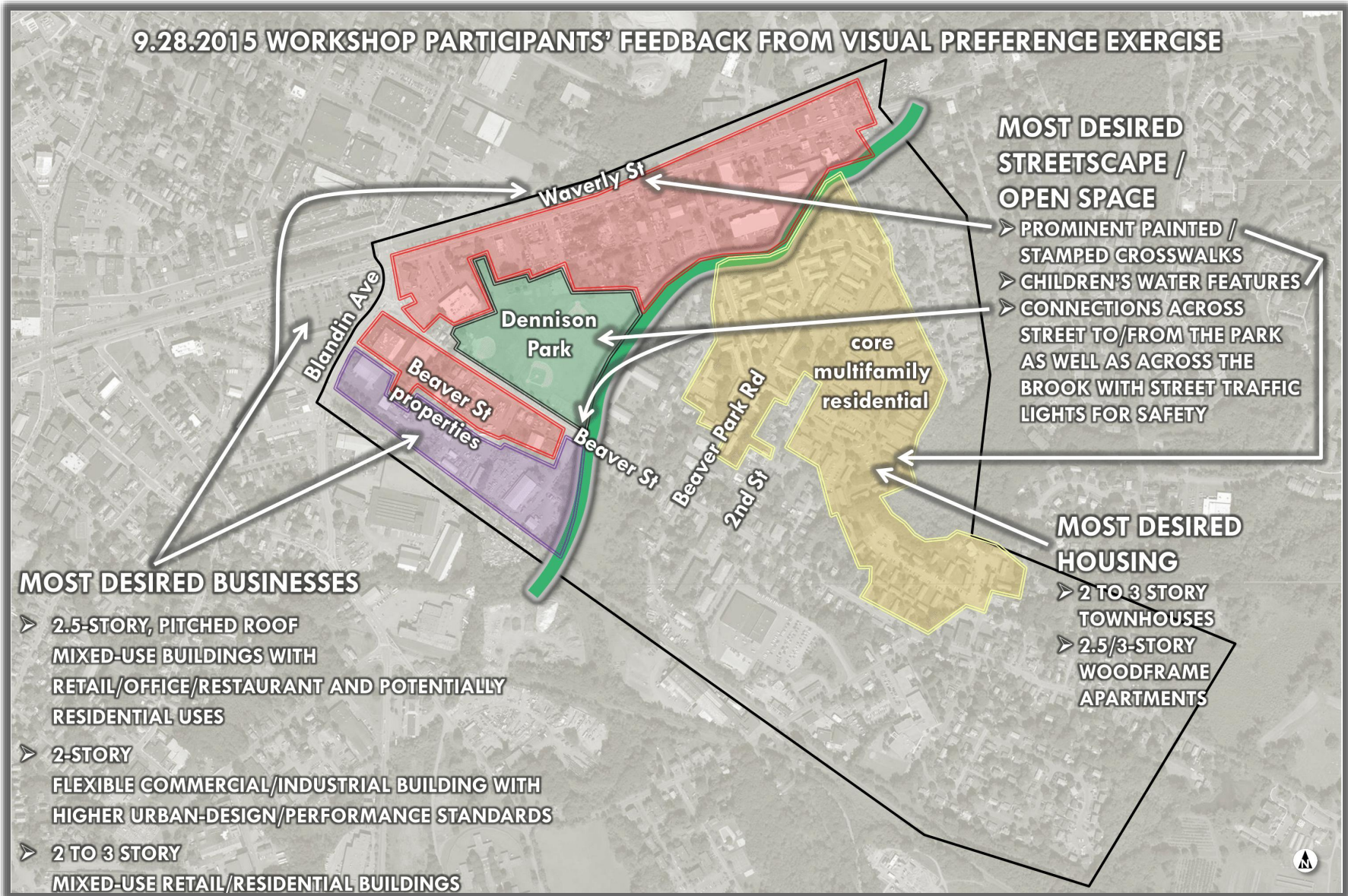
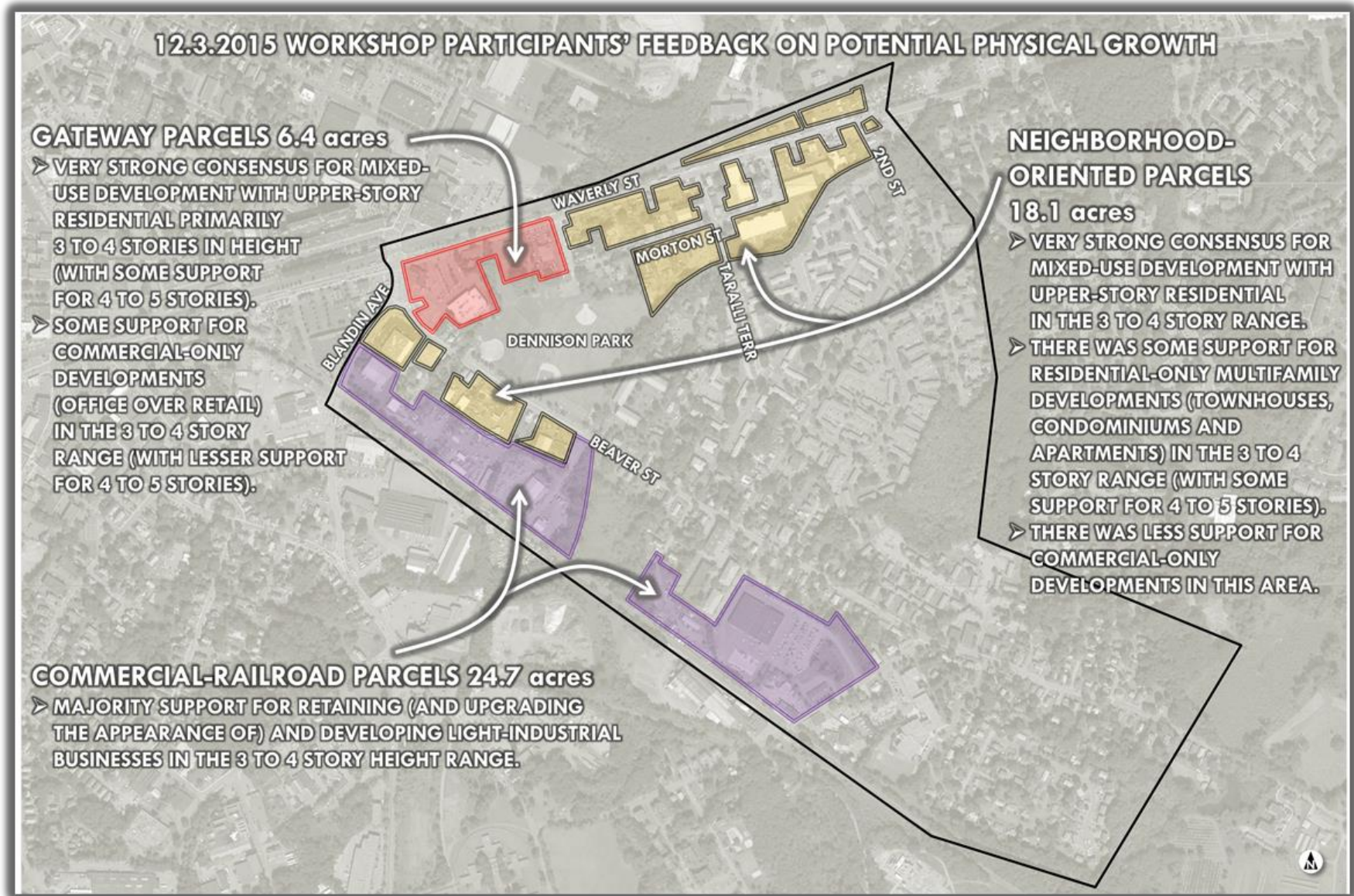


Figure 10 Workshop Participants' Preferences for Types of Uses, Building Character, Number of Stories and Locations from Visual Preference Poll and Additional Concerns Map/Worksheet



During the second community workshop, MAPC also presented a summary of its physical buildout analysis (more information on the approach and methodology in Appendix D) in order to provide insight into how the existing zoning may be limiting some of the desired businesses and housing in certain parts of the neighborhood. The buildout analysis summary was also used to gauge participants' interest in certain uses and building heights in neighborhood sub-areas (non-residential). Overall, workshop participants expressed the following preferences listed in Figure 11 below for development in non-residential areas. The sum of the community feedback as shown in Figures 8-11 (on quality of life issues, desired physical improvements, and the potential redevelopment and growth of those targeted areas) will be factored into a variety of recommendations intended to work together to improve the neighborhood.

Figure 11 Potential Physical Growth in Non-Residential Areas – Preference for Development Uses by Use, Heights, & Sub-Areas for Town Action



B. OPPORTUNITIES

The Town has an opportunity to improve the quality of life for residents of a neighborhood that has not benefitted from adequate base-level public investment for many years. It also has an opportunity to improve the neighborhood's business streetscape and one of the gateways into downtown Framingham coming from the adjacent Town of Natick. Among the opportunities the Town and the Southeast Framingham neighborhood have to improve the area, are the following:

- Promote good urban form by transforming underutilized, non-residential areas into a more conventional, walkable neighborhood.
- Remove obstacles to desired business and housing investment and production.
- Create a pedestrian-friendly, well-lit streetscape where commercial/industrial properties that abut residents and open spaces do not have adverse impacts on them.
- Leverage existing public assets such as prominent Dennison Park and its two public parking lots, and Beaver Dam Brook, in order to improve programming, usability by immediate residents, and the appearance of the public realm; as well as to remove physical barriers, and to attract development of adjacent properties.
- Address environmental issues such as stormwater conveyance and brownfield sites for the overall health and enjoyment of the neighborhood as well pique development interest.
- Protect and expand housing affordability, create more housing choices (market-rate and affordable), and adopt Town measures to avoid potential displacement so they are already in place once development projects are submitted for consideration.
- Bolster Town community outreach efforts to better include and engage neighborhood residents and businesses, and spearhead an umbrella organization to coordinate a number of government departments and non-profit organizations that all provide overlapping social services such as job training programs; in the spirit of promoting existing resources that residents can use to enhance their livelihoods.
- Create an implementation committee to proactively pursue the action items in the plan.

ZONING INSIGHT

As part of the planning process, MAPC conducted a buildout analysis of how much physical development 50 acres of non-residential properties could accommodate within certain parts of the study area (see Figure 11). The buildout analysis does not imply that there is market demand for the uses and building square footages that were tested. Instead, it was conducted in order to test whether existing zoning regulations such as floor-to-area (FAR) ratios, building heights, lot coverage and parking ratios would allow the creation of a compact, walkable, pedestrian-friendly environment; or whether there were unintentional limits in the zoning that prevented the desired development. Please see Appendix D for more information on the buildout analysis.

The following issues and insights became apparent upon reviewing the area zoning and conducting the buildout analysis, and will be incorporated into the plan recommendations:

- Property owners cannot build enough usable building space due to a low 0.32 floor-to-area ratio (FAR) and onerous maximum building coverage of 15%-35% in the current zoning. The smart growth assumptions used in the buildout analysis to dedicate more land to people and less to cars resulted in effective FARs in the range of 0.45 to 1.15 FAR that allow for more realistic development and a better neighborhood environment.

- The existing maximum building heights in the business and manufacturing zoning districts of 6 stories and 80 feet are adequate/high-enough but cannot reasonably be achieved given the current FARs and lot coverage restrictions.
- The underlying zoning regulations do not reflect many of the existing or desired uses well. There were zoning amendments made in October 2015, such as forbidding stone/monument works and considering automobile repair/dealers through special permit review in the Business (B) zoning district, that advance some the goals of the action plan. However, further zoning changes are proposed in the SEFNAP recommendations chapter including the changing of zoning district boundaries to clearly reflect separate areas to: allow mixed-use retail with residential, and multifamily areas; protect open space; and preserve lower-scale 1-to-3-dwelling residential areas. For example, the October 2015 zoning amendments still forbid multifamily dwellings and artist-live/work/galleries in the entire study area; and only consider mixed-use and mixed-use complex through a special permit review through the Planning Board which sends a message of uncertain business climate to potential investors.
- Mary Dennison Park is not protected by an open space zoning district, and instead is included within the M industrial district. Parks in other areas of Town are in an open space zoning district.
- Mixed-use and multifamily use restrictions are at odds with Town goals for economic investment in the area, and neighborhoods goals for jobs, services and housing options.
- The parking regulations initially examined from 2014 were confusing, and many were simplified with the October 2015 amendments to avoid having two standards. However, while the standards for retail, and non-medical offices are expressed in the number of spaces required per certain amount of building square feet, the parking standard for restaurants remains a calculation of spaces per occupants plus spaces per employees.
- The review process for development in the area could be simplified by requiring all mid-scale and large-scale proposals to go before the Planning Board which is familiar with the goals of the neighborhood action plan, and limiting Zoning Board of Appeals review to small-scale residential proposals.
- Parcel boundaries and zoning district lines do not correspond well. There is an opportunity to redraw zoning district boundaries to better align with desired action plan goals of protecting some areas and growing others.
- Large building setbacks do not promote traditional human-scale neighborhood form.

STREETSCAPE INVESTMENT

In addition to the Town addressing the zoning issues in order to send a clear message to property owners and potential investors, the Town has an opportunity to invest in the neighborhood's streets and open spaces, as well as to formally engage its residents and connect them to existing resources. Building upon the prior planning studies commissioned by the Town as well as area-specific community input, streetscape improvements at specific intersections will improve pedestrian safety and quality of life for residents, and potentially attract private investment. Similarly, the Town's ongoing efforts to remediate brownfields will not only assist in expediting redevelopment of those sites but also enhance neighborhood character by potentially catalyzing the development of adjacent properties.

In the spirit of: (a) jumpstarting the action plan by delivering tangible quality-of-life improvements to residents, attracting investment, and working within budget limitations, and (b) distributing results throughout different parts of the study area; the action plan will incorporate the more modest and budget friendly

streetscape improvements. For the most part, the action plan recommendations advocate for the more modest improvements with the exception of recommending concrete curbed sidewalks for safety purposes versus striped sidewalks that lack edge definition and grade separation.

FORMALIZED COMMUNITY ENGAGEMENT BY TOWN, AND TOWN/NEIGHBORHOOD IMPLEMENTATION TEAM

In addition to opportunities to send a message to potential investors and improve the lives of residents through zoning amendments and physical improvements, the Town has an opportunity to engage neighborhood residents, connect them to existing resources, and provide a formalized neighborhood role on a recommended Town/neighborhood implementation team. As mentioned in the Environmental Justice section of the action plan, the Town has an opportunity to overcome linguistic barriers and increase awareness of and access to information that can help residents improve their own livelihoods. Beyond the translation of basic website information and Town application forms, the Town could spearhead an umbrella group to coordinate various government departments and area non-profits that all provide social services and ensure they are reaching out to constituents who may be unaware of existing resources.

Lastly, there is an opportunity to include community stakeholders with a formal role on a Town/neighborhood implementation team that will carry forward the recommendations in the action plan. The composition of the implementation team would include pertinent Town departments as well as neighborhood leaders, members from other government bodies, and non-profits who provide social services. The action plan to-do-list in the next two chapters of this action plan will suggest potential implementation team members, identify lead Town departments for applicable recommended actions, and provide a timetable for actions.

VIII. ACTION PLAN RECOMMENDATIONS

A. IMPLEMENTATION COMMITTEE

Upon approval and adoption of the SEFNAP by the Town of Framingham, the key lead Town departments identified in the implementation matrix should meet by spring 2017 to take action on the first shorter-term recommended actions (and if need be, plan for how to bring forth any necessary items to the Board of Selectmen, Planning Board or the fall 2017 Town Meeting). Concurrently in the spring of 2017, the Town Manager and Department of Community and Economic Development director should begin to meet regularly with key neighborhood representatives to discuss implementation, as well as to determine the best opportunities to get the neighborhood more involved with the implementation activities. MAPC's initial recommendation is that the Town work to establish a broad and inclusive implementation team that could include representatives from:

- Lead Town departments and bodies such as the Department of Community and Economic Development, Department of Public Works, Planning Board, Parks Department, and the Board of Selectmen;
- Neighborhood residents such as the precinct chairperson, or neighborhood property owners;
- Community activists with a demonstrated commitment to advocating for and helping the Southeast Framingham neighborhood such as the Framingham Community Connections, Coalition for the Prevention of Alcohol and Drug Abuse, Foodie Café public nutrition advocate David Blaise, and/or Pelham Apartments residents services manager;
- Area non-profit organizations such as the Framingham Downtown Renaissance, Southern Middlesex Opportunity Council, and/or the Edward M. Kennedy Community Health Center; and
- Pertinent government bodies involved in community socioeconomic development such as the Framingham Board of Health, Framingham Housing Authority, MassBay Community College, or Keefe at Night Adult Continuing Education at Keefe Regional Technical School.

As is reflected in the implementation table's suggested sequencing of action items and general timetable, MAPC suggested that the implementation committee should meet with enough frequency to follow up on the action plan's to-do list, and check in on the lead Town departments' progress on action items. It is recommended that the implementation committee meet every 2-4 months to allow the lead parties to make progress and coordinate with any pertinent Town committee or Town Meeting meetings throughout the year. In addition to the action plan recommendations outlined in this chapter of the plan report, the implementation committee could also take on an "outreach and education" role to follow up on the work the Town commissioned for the redevelopment potential of numerous potential brownfield sites. As part of this role, the IC could inform property owners of the availability of assistance to clean up their sites, as well as advocate for the recommended zoning changes in the SEFNAP, and spur interest in the redevelopment potential of the properties under the new zoning.

The following action plan recommendations are grouped into two categories, and are listed sequentially to reflect priority actions that will set the stage for subsequent actions. The first category are actions that seek to improve the neighborhood now for the livability of residents and that can also set the stage for mid-to-

longer term, more transformative improvements. The second category are action items intended to attract growth in targeted subareas of the neighborhood that will provide needed services and create new places to live, work and play. The recommendations are followed by an action plan implementation table or “to-do” list, and many of the items are also represented in the at-a-glance executive summary maps at the beginning of the action plan document for any place-based clarification.

B. IMPROVING THE NEIGHBORHOOD NOW & SETTING THE RIGHT CONDITIONS – SHORT-TERM 2017-2019 PHASE

The following set of recommendations are intended to be undertaken in the short term in order to improve the neighborhood now and create the right type of conditions to allow and attract the desired type of compact, walkable and active neighborhood development. The recommendations are numbered and loosely sequenced in the order that they should be undertaken in order to build upon one another and lay the groundwork for future actions. They are listed under thematic subheaders that convey some of the SEFNAP goals.

RECOMMENDATIONS FOR IMPROVING QUALITY OF LIFE FOR EXISTING RESIDENTS

TRAFFIC CALMING FOR SAFETY OF CHILDREN AND PEDESTRIANS

1.1 The following locations (that are also represented on the previous map in Figure 10) were deemed as priority areas for traffic calming improvements in the near term (2017-2019). Based on 2015 cost estimates in Appendix E, the nine recommended crosswalks (which represent a large portion of the priority streetscape improvements) would cost approximately \$133,148 to \$173,430 (median-cost to high-cost range). This does not include the two yield-to-pedestrian signs near Dennison Park nor the slow-traffic-children-at-play sign. The median-cost to high-cost estimate for a pedestrian/traffic light recommended for the intersection at Beaver Park Road and Taralli Terrace ranges from \$5,170 to \$59,100. It is important to note that as the improvements are done, the Town should incorporate the Americans with Disabilities Act (ADA) design features that the studies conducted by the GPI and Cecil Group consultants incorporated into the recommended improvements.

Table 2 Recommended Priority Short Term 2017-2019 Streetscape Improvements for Pedestrian Safety

<ul style="list-style-type: none"> • Intersection of Beaver Park Road and Taralli Terrace 	<p><i>To mitigate the impact of commercial/industrial truck traffic from repeatedly cutting through the Town-owned residential road near children’s play area.</i></p> <ul style="list-style-type: none"> • Signage indicating to slow traffic speed due to children in area • Prominent painted or stamped crosswalk (recommended raised intersection with enhanced paving including additional 23% costing approximately \$61,500; see Appendix E) • Pedestrian/traffic light
<ul style="list-style-type: none"> • Beaver Street near Beaver Dam Brook, and near Eastern Playground 	<p><i>To alert speeding traffic about pedestrians crossing to and from Dennison Park.</i></p> <ul style="list-style-type: none"> • Yield signs • Prominent painted or stamped crosswalk (recommended speed table with pedestrian crossing including additional 23% costing approximately \$4,920 to \$8,610; see Appendix E)

- Waverly Street at Second Street
- Second Street at Beaver Park Drive and Interfaith Terrace
- Waverly Street at Taralli Terrace
- Intersection of Beaver Street, Leland Street, and Kendall Avenue
- Beaver Street at Second Street
- Intersections of Waverly Street Blandin Avenue, & Beaver Street & Blandin Avenue

- Prominent painted or stamped crosswalks (recommended 7 enhanced pedestrian crossings at \$7,750 to \$12,000 each for minimum total range of including additional 23% of \$66,728 to \$103,320; see Appendix E.)

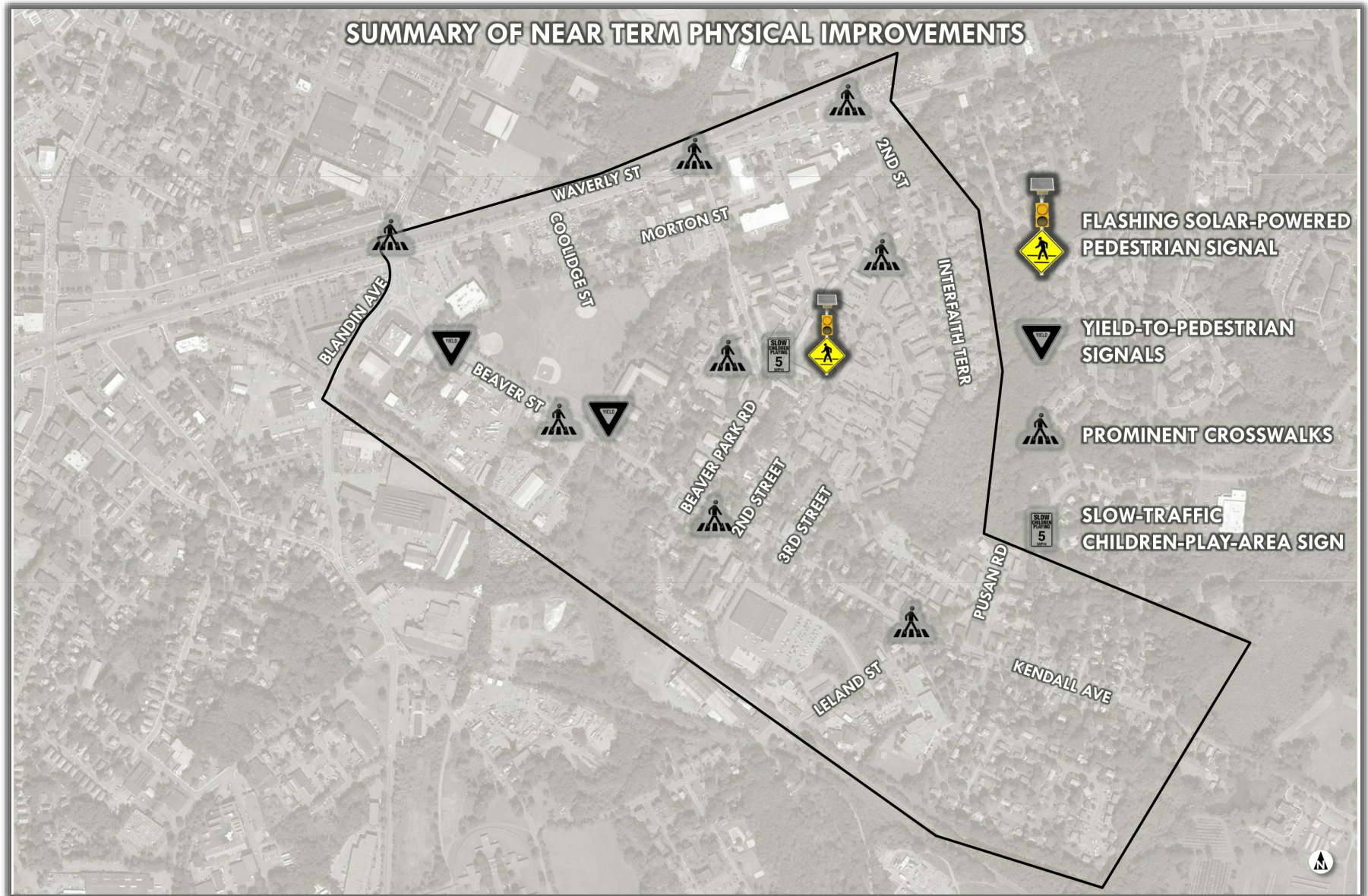
FURTHER TRANSIT SERVICE ENHANCEMENT

1.2 The Town and implementation committee should formally engage the MetroWest Regional Transit Authority (MWRTA) to seriously reconsider existing service routes and frequency of service to overcome limited transit mobility and overcome one of the barriers to a better livelihood. Presently, residents can get to a destination on a weekday morning but not necessarily be able to return home during the late evening due to lack of service. At the beginning of the SEFNAP process, there was no weekend service at all for residents of the Southeast Framingham neighborhood. During the process, the MWRTA has expanded transit service along the Route 4 South route on Saturdays from 8:45am to 5:25pm. This will benefit residents who expressed the desire to use transit for activities such as grocery shopping at fully stocked supermarkets located outside of the study area.

MWRTA Bus Route # and Stop	Destinations	Service Frequency	
Route 4 North at 15 Blandin	Town Common, MetroWest Medical Center, Natick Mall, Stop & Shop, Walmart	Monday through Friday 7:05am to 8pm ~hourly	Saturday 8:57am to 5:08pm ~hourly
Route 4 South at Waverly at Second at Second at Beaver at Beaver at Leland at 15 Blandin	Market Basket and Shaw's supermarkets	Monday through Friday 6:10am to 6:45pm ~every 40 minutes	Saturday 8:45am to 5:45pm ~every 40 minutes

There is no weekday service after 8pm. There is no Saturday service after 5:45pm. There is no Sunday service.

Table 3 Summary of Near Term Physical Improvements



ENFORCEMENT OF QUALITY OF LIFE REGULATIONS

1.3 The Town of Framingham’s Code Enforcement TaskForce, which is composed of representatives from the Police, Fire, Public Works, Inspectional Services and Building departments and the Board of Health, has been addressing many of the issues mentioned by workshop participants and stakeholders. These include issues pertaining to overparking of businesses onto sidewalks, polluting of Dennison Park and Beaver Dam Brook, and outdoor storage of vehicles and equipment. It is recommended that the TaskForce reach out to the property owners in the underutilized commercial/auto-related/light-industrial areas (Beaver, Waverly, Morton streets) to inform them of and educate them on the existing Town regulations for signage, parking, property maintenance, hours of operation, noise levels, etc. in order to improve and enhance the appearance and operations of the properties, and minimize impacts on others. See Figure 12 on the following page for target areas in yellow, especially those impacting Beaver Dam Brook and wetlands.

The Building Commissioner reports progress being made by the Code Enforcement Task Force, which conducts site walks in the neighborhood, supported with CDBG funding. The Task Force has made material progress in reducing conditions of blight and dilapidation in Southeast Framingham. Inspectional Services also developed a “Code Violation Reference Guide”, highlighting common violations, how violations relate to town Bylaws, Policies and Procedures, and responsible Town departments. Inspectional Services also assesses and investigates resident inquiries submitted through SeeClickFix.

The Town confronts the problem “grandfathered” properties. These may be well maintained – and are therefore outside Task Force jurisdiction - but may host undesirable uses. The uses are often “pre-existing non-conforming” – essentially only allowed in its current form. Some of these properties suffer from lack of re-investment.

Given the above, the Town proposes that the SEFNAP framework could include tasks such as the following:

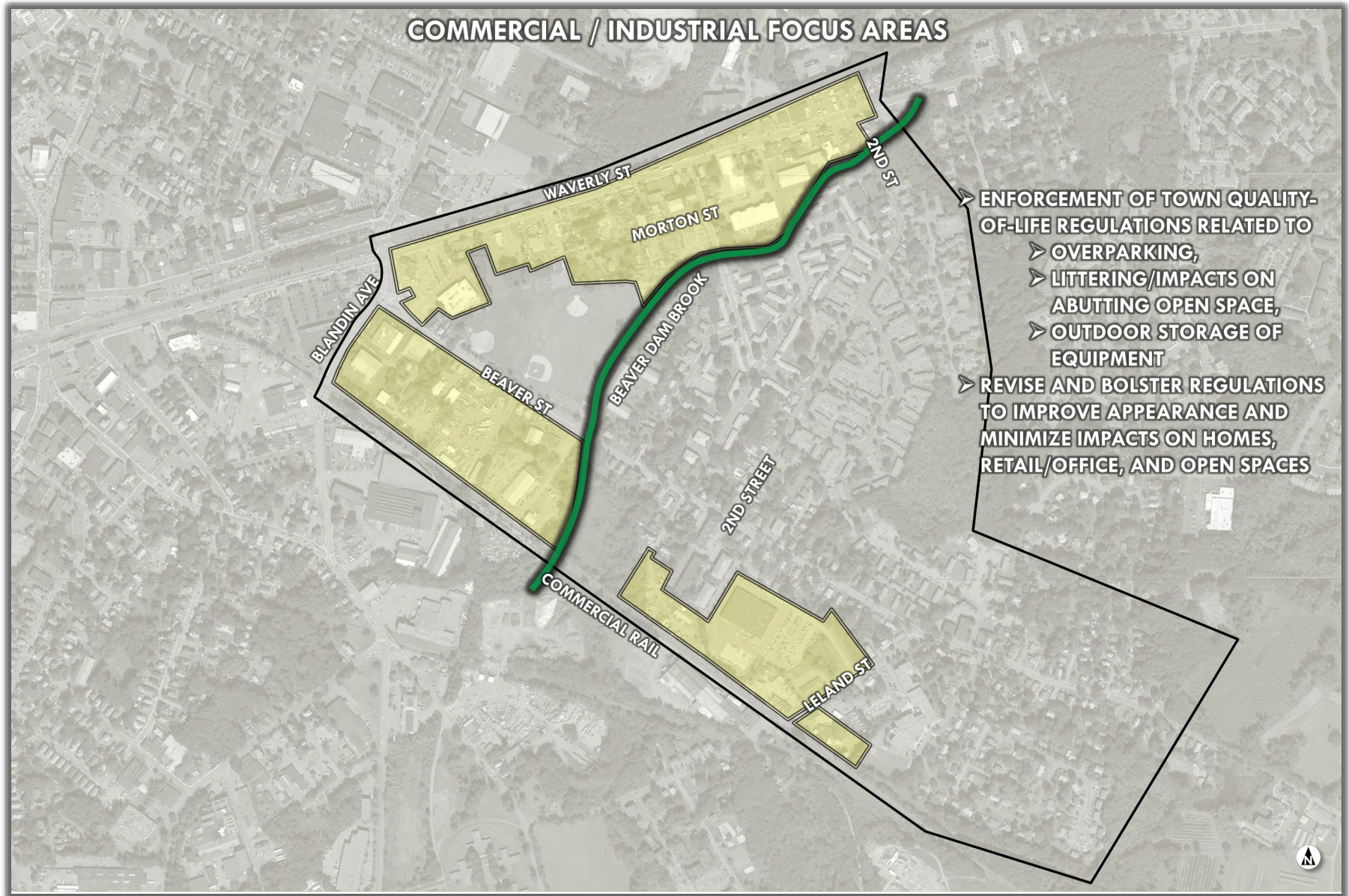
- Shorter term
 - Continue to enforce existing codes through the Task Force.
 - Develop an inventory of Southeast Framingham properties hosting pre-existing non-conforming uses.
 - Educate neighborhood stakeholders on the code enforcement process & provide task force updates.
 - Implement zoning changes that will change uses at grandfathered properties to those supported by this plan.
 - Consider zoning changes (such as those approved by Town Meeting in fall 2016) that provide ZBA flexibility to allow limited changes to pre-existing, non-conforming properties, especially in residential areas. Such flexibility can encourage property re-investment.
 - Establish collaborative relationships with owners of grandfathered properties, to encourage new uses.
 - To enhance resident reporting in the neighborhood, explore and – if feasible - implement a multilingual capability in SeeClickFix.

- Mid-term
 - Continue to enforce existing codes through the Task Force.
 - Attract new investment to the area that will improve neighborhood form and function, consistent with zoning changes.
- Long-term
 - Continue to enforce existing codes through the Task Force.
 - Continue to attract new investment to the area that will improve neighborhood form and function, consistent with zoning changes.

Note that this effort could be modelled on some of the work the Town has already done with targeted enhanced enforcement in the Highland and Frederick Street neighborhoods, and these can provide lessons moving forward. (Please refer to the following URL: <http://www.framinghamma.gov/documentcenter/view/12124>.) MAPC's Municipal Collaboration Department would be interested in providing assistance to the Town in follow-up on these issues, and we have already researched a variety of documents and examples that might help the Town to move these challenging issues forward.

- 1.4** Work with residential property owners, particularly those abutting Beaver Dam Brook to address screening and buffering of dumpsters and parking, Town recycling issues, littering, and illicit dumping. See Figure 12 for target areas in yellow, especially those impacting Beaver Dam Brook and wetlands. Consider the installation of motion-sensor photographic cameras or lighting.

Figure 12 Commercial / Industrial Focus Areas of Minimizing Impacts on Homes, Shops, and Open Spaces



ENHANCED NIGHTTIME STREET LIGHTING FOR SAFETY

- 1.5** Workshop participants repeatedly mentioned that there was inadequate nighttime street lighting along many of the residential streets, and that they deemed it unsafe to walk alone. It is recommended that adequate street lighting for nighttime safety can be provided through the potential light-emitting diode (LED retrofitting of existing streetlights. LED streetlight conversions represent an opportunity to reduce municipal energy consumption and expenditures, and joint procurement of the design, product and installations services can secure more competitive pricing for these projects. MAPC and Ameresco Regional Energy Services administer an LED Street and Outdoor Lighting Purchasing Program that facilitates the bulk purchasing of light-emitting diode (LED) roadway and outdoor area lighting for cities, towns, and other public entities in the Commonwealth.

CREATE A POCKET PARK FOR LOCAL RESIDENTS' ENJOYMENT AND AS A MULTIMODAL CONNECTION

- 1.6** Town should evaluate any recently acquired properties by the Town (including 0.8 acres at 240 Beaver Street) in order to create a pocket park and/or multimodal connection. There was great consensus among residents for a children's playground with a water feature within or near the core multifamily areas (in addition to a potential water feature as part of the remediated children's playground in Dennison Park, subject to an ongoing 2016 Parks and Recreation Department master planning process). The 240 Beaver Street property consists of wetlands and may serve more as a robust boardwalk connection, possibly with some benches for seating. ADA-accessible design should be incorporated into its design.

JOB TRAINING PROGRAMS AND WORKFORCE DEVELOPMENT

- 1.7** Develop and implement a capability to engage with neighborhood residents. This capability can be Town-led while building on the networks and capabilities of existing non-profit organizations, while also coordinating service delivery. This approach could develop a subcommittee under the Implementation Committee to coordinate a number of government departments and non-profit organizations that all provide overlapping social services such as job training programs such as SMOG MetroWest Career Center, and Keefe at Night Continuing Education program.

YOUTH ENGAGEMENT

- 1.8** Community stakeholders during the outreach phase of the action plan expressed that the neighborhood had had youth unrest issues¹⁴ between different neighboring groups. The implementation committee and/or non-profit umbrella organization recommended by the Southeast Framingham Action plan could leverage existing resources in order to engage the youth. The Shannon Community Safety Initiative Grant’s “opportunity provision programs” provide education, training, and employment programs for young people at high risk for youth violence. More information about the program, funding and next application cycle can be found at: mass.gov/eopss/funding-and-training/justice-and-prev/grants/shannon-csi/.

Another partnership idea that the Implementation Committee could explore to bring opportunities to SEFNAP study area youth is building upon the work of the Wayside Youth and Family Support Network. The organization provides an array of services including part-time paid work and internships. The Town of Framingham’s Conservation Commission has partnered with the organization in the past to provide opportunities for youth.

RECOMMENDATIONS FOR IMPROVING THE APPEARANCE OF THE NEIGHBORHOOD’S FRONT DOOR TO THE REST OF THE TOWN

ENFORCEMENT OF REGULATIONS

- 1.9** Town should immediately and consistently enforce parking regulations at the Town’s Coolidge Street parking lot adjacent to Dennison Park in order to stop businesses along Waverly and Morton Street from parking and storing commercial vehicles.
- 1.10** As part of the enforcement of Town regulations by the Department of Public Works, the Town should investigate reported on-going improper flushing/disposal of liquids/materials from abutting businesses onto Dennison Park, Coolidge Street parking lot and Beaver Dam Brook.

RECOMMENDATIONS FOR IMPROVING THE NEIGHBORHOOD’S USE AND ENJOYMENT OF DENNISON PARK

BROWNFIELDS REMEDIATION GROUNDWORK

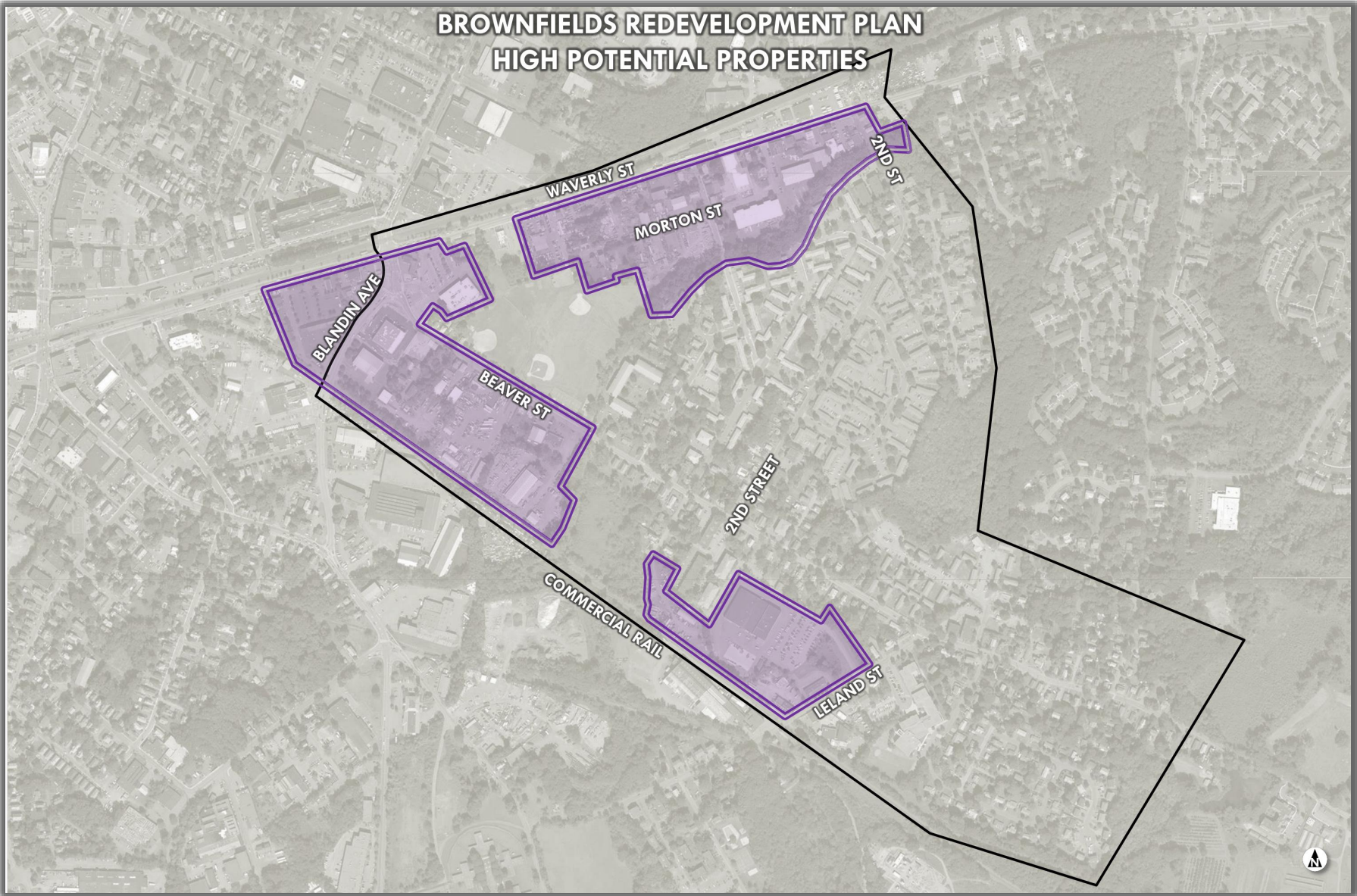
- 1.11** Continue investing in an expanded cleanup of Dennison Park for residents to enjoy their park and particularly so neighborhood children can have access to their playground. The Town of Framingham has been working with MassDEP on a targeted remediation of two areas of the park. More information can be found at www.framinghamma.gov/1674/Mary-Dennison-Park. Dennison Park and the Coolidge Street parking lot adjacent to Dennison Park could be improved through a Massachusetts Parkland Acquisitions and Renovations for Communities (PARC) grant. More information is available at the following URL: <http://www.mass.gov/eea/grants-and-tech-assistance/grants-and-loans/dcs/grant-programs/massachusetts-parkland-acquisitions-and.html>. Residents expressed great consensus in having a water feature be installed as part of the remediated children’s playground, and this and other neighborhood-responsive improvements could be considered as part of an on-going 2016 Parks and Recreation Department master planning process.
- 1.12** Continue to build upon the analysis and recommendations from the concurrent Fuss and O’Neill brownfields remediation work by working with property owners on understanding the enhanced

¹⁴ During the outreach stakeholder meetings held with residents, many mentioned a not so distant period of time where there appeared to be incidents between what some described as rival neighborhood youth gangs from the Pusan Road and Pelham Apartments areas. It seems to have subsided but this recommendation is being made as a preventive measure.

redevelopment potential of area properties subject to Town action on various action plan recommendations. See Figure 13 for a map with the high potential properties identified by the Brownfields Redevelopment Plan. For more information on whether a property might be eligible for the brownfields assessment program, please contact the Town of Framingham at the following URL: www.framinghamma.gov/brownfields.

- 1.13** Pursuant to Massachusetts Environmental Justice Executive Order No. 552, the Town of Framingham's Board of Health and Conservation Commission should incorporate State Environmental Justice objectives into their mission statements, prominently promote them on their webpages, and incorporate guiding language into documents and applications used in their daily administrative tasks. For more information see URL: mass.gov/eea/agencies/massdep/service/justice/#1.
- 1.14** Proactively pursue and advocate for the remediation and reprogramming of Dennison Park. Neighborhood residents expressed an interest in providing more youth programming open space in the neighborhood. Residents repeatedly expressed desire for the reprogramming of Dennison Park to allow area residents within walking distance the opportunity to use the park for unorganized informal passive recreational uses instead of it being dedicated to pre-permitted organized events that exclude local residents. It is worth noting that the Parks and Recreation Department has a master planning process underway in 2016 for reprogramming of the park and playground. Potential improvements could include a water feature, a skate park, playground expansion, or other improvements. During the SEFNAP workshops, residents stated that they wanted Dennison Park to be reprogrammed to have more areas dedicated to passive recreation for children and adolescents, and wanted to see a child-safe water feature.

Figure 13 Brownfields Redevelopment Plan High Potential Properties



RECOMMENDATIONS FOR ATTRACTING INVESTMENT

HOUSING AFFORDABILITY AND REHABILITATION – ZONING AMENDMENTS AND TOWN BY-LAWS –

See Appendix F for details.

1.15 CREATE A SMART GROWTH MGL CHAPTER 40R OVERLAY DISTRICT – A decision needs to be made early on as to whether pursue conventional rezoning of the study area (recommendations 1.15 through 1.20), whether to pursue a Chapter 40R/S smart growth overlay district (recommendation 1.21), or a combination of the two as the plan explains in greater detail with accompanying target subareas. It is strongly recommended that a smart Growth MGL Chapter 40R overlay district (in tandem with Chapter 40S) be created on the Town zoning map. Chapter 40R overlay districts bring more affordable homes together with more market-rate homes to an area. Creating this overlay district in the non-residential areas could incentivize the creation of homes and, with it, additional residents to further support mixed-use development with retail/service. The existing core multifamily areas also stand to benefit since an overlay district can incentivize the rehabilitation of the existing housing stock, the retention of existing residents, and the potential addition of new market-rate and/or affordable units. Furthermore, the overlay district affords the Town with State funds for the creation of new dwelling units above and beyond that allowed under the existing underlying zoning. Additionally, the companion Chapter 40S law may provide the Town funds to offset any potential impacts on the local school district. Many parts of the study are suitable for such an overlay district under the criterion of: “near transit or commercial centers, in areas with existing infrastructure, or otherwise highly suitable”.¹⁵

The areas highlighted in Figure 14 suggest different parcel groupings that could be included in the overlay district.

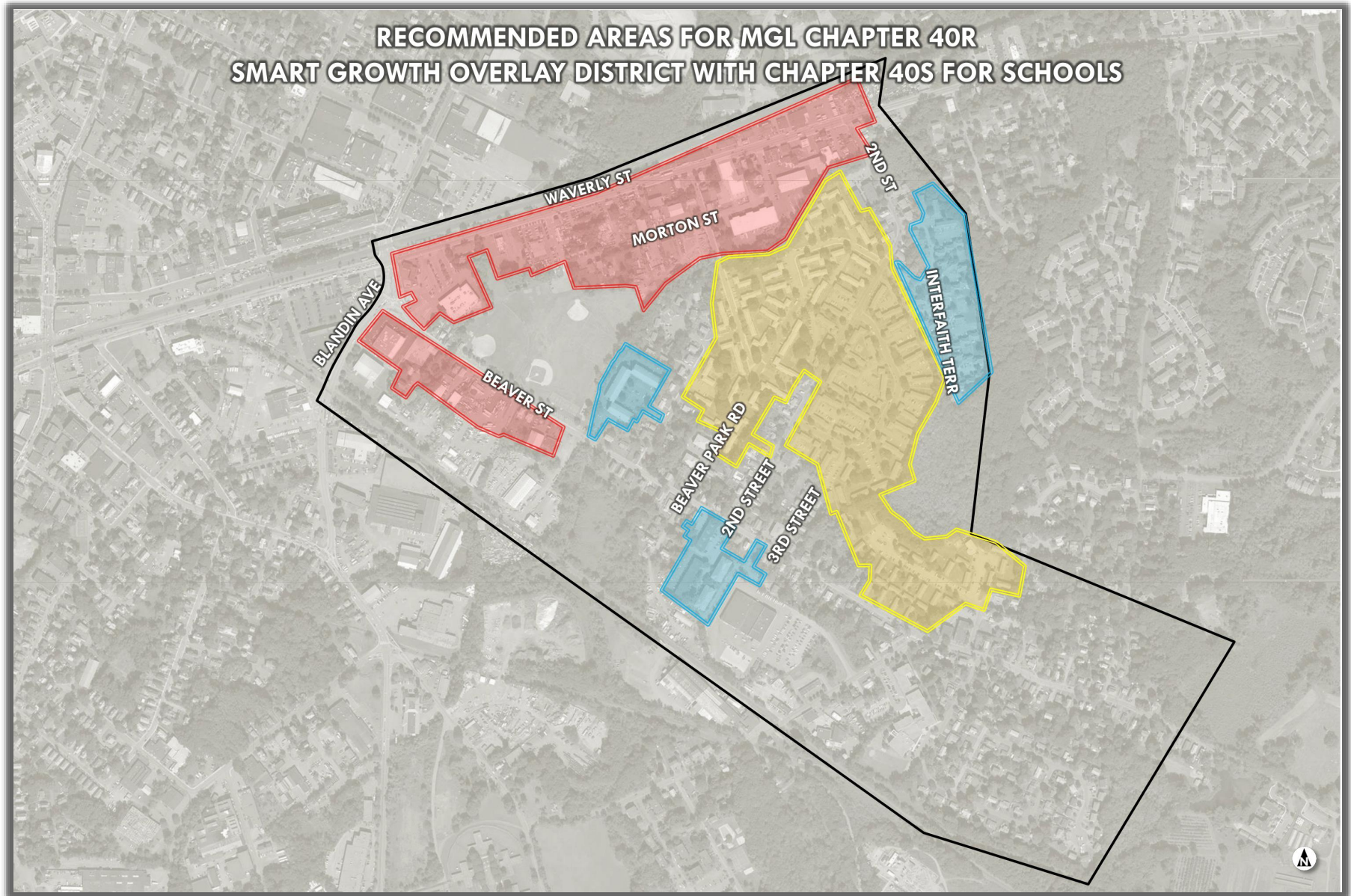
- a) The areas in red are the most suitable for a Ch.40R overlay district due to their proximity to transit and potential to transform underutilized properties into a walkable, compact mixed-use neighborhood.
- b) The area in light orange/ dark yellow is most suitable for encouraging the rehabilitation and preservation of existing core affordable multifamily housing stock.
- c) The areas in blue could also be included to improve better area connectivity and urban form should there be an interest in redeveloping them in the future.

For all of the these areas that abut Beaver Dam Brook and Dennison Park, a Site Plan Review goal and requirement could be to make multimodal connections through the brook and to the park and/or other connections, and careful design of site layout, building placement and avoidance of blank facades to better relate to open space assets and add value to the character of the developments and the neighborhood. Coordinate with the 2015 MassDEP/Town restoration project for Beaver Dam Brook to identify potential crossing points. More information on the benefits of improving Beaver Dam Brook and leveraging it as a connection can be found in a March 2015 economic impact report, titled, “Economic and Community Benefits from Stream Barrier Removal Projects in Massachusetts” that was prepared for the Massachusetts Department of Fish and Game's Division of Ecological Restoration (DER). The report can be viewed at the following URL:

<http://www.mass.gov/eea/docs/dfg/der/pdf/phase-iii-benefits-from-stream-barrier-removal-projects.pdf>.

¹⁵ In tandem with the adoption of a smart growth overlay district to attract investment and preserve affordable housing, there are funding sources that can provide further incentive to developers to develop equitable Transit-Oriented Developments that can continue to house and serve existing residents, and avoid displacement. More information can be found in a 2012-2013 study titled, “Gap Analysis in TOD Project Financing” at the following URL: mapc.org/gap-analysis-tod-project-financing.

Figure 14 Recommended Areas for Chapter 40R Overlay District



1.16 Adopt anti-displacement by-laws and other measures to ensure that neighborhood improvements and growth will occur without displacing existing residents. Any potential rehabilitation of existing housing stock should include a strategy, phased plan and commitment for temporarily relocating residents until housing rehabilitation/ redevelopment construction is complete. Among these measures are: (a) community benefits agreements; (b) local condominium conversion ordinances; (c) development without displacement policies. Please see more detailed information at mapc.org/long-term-affordability-strategies. These measures should be in place before or with the recommended rezoning. It is highly advisable to have these policies and by-laws in place before potential development proposals are filed so that they can be applied to the future residential dwelling units, and afford necessary protections to ensure that the forthcoming growth will also benefit existing residents and not solely newcomers.

ALLOW/ENCOURAGE COMPACT, MIXED-USE, WALKABLE REDEVELOPMENT – ZONING TEXT, POLICY AND MAP AMENDMENTS – See Appendix F for more details.

As an alternative to the proposed Chapter 40R Smart Growth Overlay District in recommendation 1.15, the Town could proceed with the creation of the following proposed zoning districts in Figure 15 in order to promote and allow the types of uses and developments that will create a compact, walkable, mixed-use environment that is typical of traditional New England pedestrian-friendly neighborhood business districts. The main difference between the overlay district and the proposed zoning districts is that the overlay affords the Town with State funds for the creation of new dwelling units above and beyond that allowed under the existing underlying zoning. Additionally, the companion Chapter 40S law may provide the Town funds to offset any potential impacts on the local school district. Should the Town proceed with the overlay district, the following land use, dimensional, site layout and parking recommendations should be incorporated into the overlay district.

1.17 Change three distinct zoning district boundaries (Business [B], General Manufacturing [M] and General Residence [G]) that overlap the study area into new zoning districts in Figure 14 that match property boundaries and aligns with the use, parking and dimensional goals of the SEFNAP. The remaining areas within the study area that are not identified with new zoning district boundaries are to remain as the G (General Residence) zoning district in order to protect the existing lower-scale residential properties.

- 1.17.1 CREATE NEW BUSINESS/MIXED-USE (B/MU) DISTRICT –** Change existing Business (B) zoning district into a new Business/Mixed-Use (B/MU) district to promote a compact, human-scale, pedestrian-friendly environment where more of the land is dedicated to people for jobs, housing, shopping, and pocket parks and plazas. The zoning regulation changes include:
- a) allowing multifamily and mixed-use,
 - b) changing the minimum number of parking spaces for residential dwelling units from 2 spaces to 1.5,
 - c) changing the minimum number of parking spaces for retail uses from 1 per 200 square feet of gross floor area to 3 parking spaces per 1,000 square feet of gross floor area,
 - d) changing the minimum number of parking spaces for restaurants from the equivalent of 8 parking spaces per 1,000 square feet (1 per three occupants plus 1 per two employees as stated in the zoning) to 3 parking spaces per 1,000 square feet of gross floor area,
 - e) changing the minimum front yard of 25 feet to a maximum instead,
 - f) changing existing maximum floor-to-area ratio (FAR) from 0.32 to a maximum by-right FAR of 0.50,
 - g) creating a minimum building height of 2 stories,

- h) reapportioning existing maximum building heights and FARs into lower by-right maximums of 4 stories and 0.50,
- i) requiring certain public benefits¹⁶ in exchange for density bonuses of an additional story or two in tandem with additional, non-by-right bonus FARs of 0.30 or 0.65 (for a total potential combined maximum of 0.80 to 1.15 FAR for projects that provide the specified required public benefits), and
- j) creating new “right-sized” open space and lot coverage requirements.

Please see Appendix F for more details on these recommendations as well as parking ratios and location, site layout and connectivity, performance standards for industrial uses, and elevating the grade of the first floors of buildings to lower flood risks.

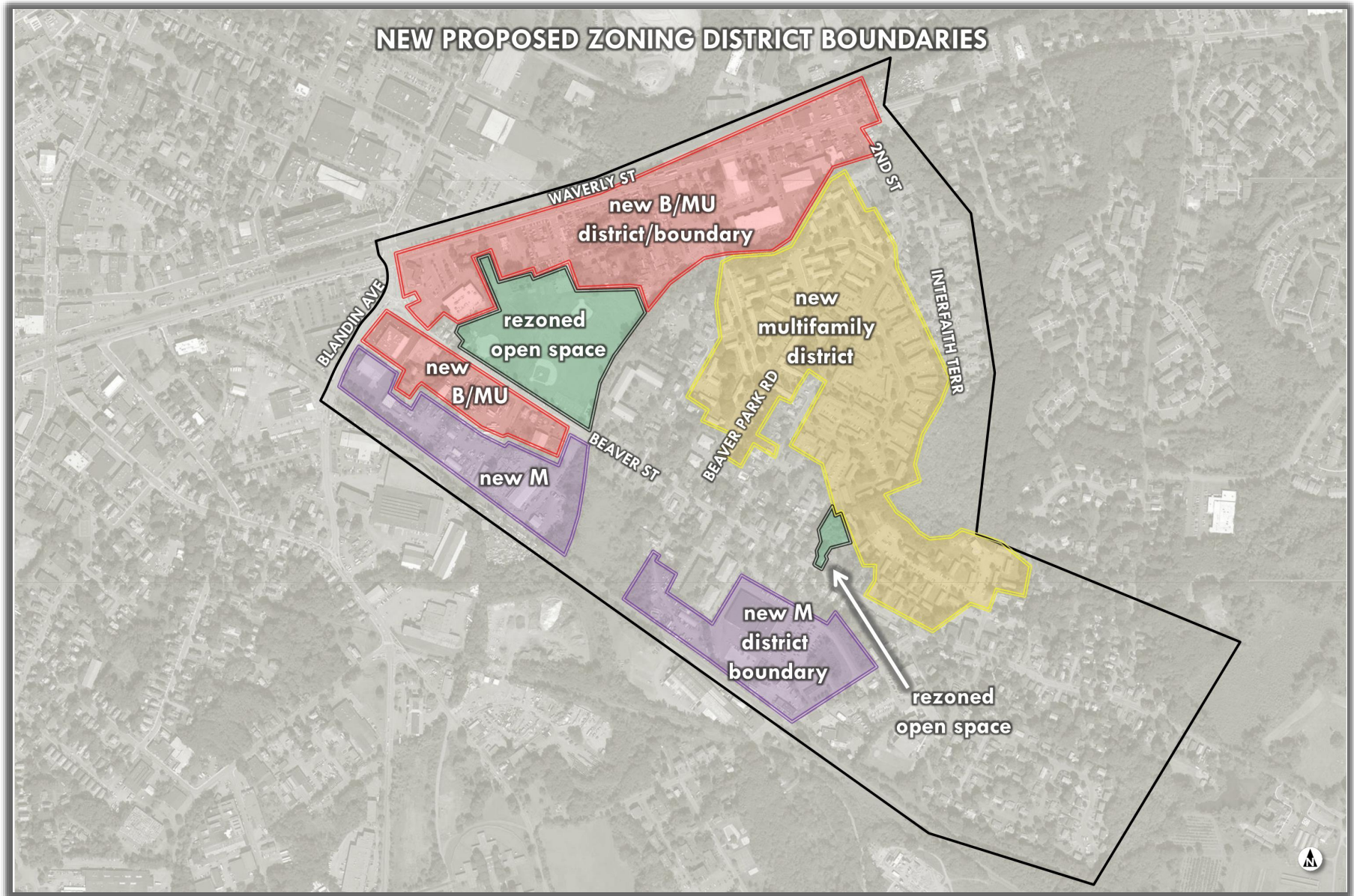
1.17.2 CREATE NEW MULTIFAMILY RESIDENTIAL (MFR) DISTRICT – Change existing General

Residence (G) zoning district into a new Multifamily Residential (MFR) district. The purpose and intent is to allow and encourage housing options for residents at different stages in their lives, and facilitate the retention of existing residents as well as the preservation and continued enhancement of this housing stock. The zoning regulation changes include:

- a) allowing multifamily by-right and retaining Site Plan Review to ensure compact, walkable SEFNAP objectives,
- b) changing the minimum number of parking spaces for residential dwelling units from 2 spaces to 1.5,
- c) maintaining existing maximum building height of 3 stories and 40 feet by-right,
- d) providing incentive density bonus height and FAR in exchange for public benefits (including projects that maintain existing affordable housing units as specified in Appendix F),
- e) requiring that the grade of the first floors of buildings be elevated to lower flood risks,
- f) changing the minimum lot size requirement to 5,000-SF across the board for multifamily, townhouses and detached single family dwellings,
- g) changing existing maximum lot coverage requirement across the board for multifamily, townhouses and detached single family dwellings from the existing dual standard of 15% and 35% to a maximum of 0.45 FAR by-right,
- h) changing the minimum frontage requirement from 150-feet for anything other than single-family to 30 feet to encourage compact, walkable environment characteristic of historic, traditional neighborhoods and towns, and
- i) potentially incorporating into Site Plan Review a requirement or guideline of allowing parking to occupy the ground floors of buildings (subject to design review to minimize prominence) in flood prone areas. This goal is intended to encourage the redevelopment, retention and increase of affordable units and raise residents from flood-prone ground floors.
- j) Please see Appendix F for more details on these recommendations as well as site layout and connectivity.

¹⁶ These include some of the following community benefits identified through the community planning process: full-service supermarket with large selection of fresh food, health clinic, pharmacy, bank with ATM, community center, apartments or condominiums that include affordable units, pocket parks, and consolidation of two or more parcels for joint development with multimodal site connectivity and circulation benefits.

Figure 15 New Proposed Zoning Boundaries



1.17.3 CREATE SMALLER NEW MANUFACTURING (M) DISTRICT – Changing the portion of the existing General Manufacturing (M) zoning district within the SEFNAP study area to create smaller new Manufacturing (M) district clustered along the commercial-railroad properties in order to consolidate industrial uses away from other uses¹⁷. The zoning regulation changes include:

- a) Adopting performance standards for industrial uses to require that these uses not emanate any impacts from their operations onto adjacent or nearby homes, businesses and open spaces. These standards could also be restated within the intent and purpose of the zoning district so that it is readily accessible to the general public. Lastly, these performance standards should bolster the ability of various Town bodies to enforce a multiplicity of overlapping Town regulations all aimed at protecting the natural environment, and ensuring a pleasant and safe built environment.

Please see Appendix F for more details.

1.18 REZONE DENNISON PARK from industrial M zoning to protected open space zoning to send a clear positive message to potential investors/developers of adjacent and nearby properties.

REVISE ZONING REGULATIONS TO IMPROVE APPEARANCE & MINIMIZE IMPACTS OF COMMERCIAL/ INDUSTRIAL PROPERTIES - ZONING TEXT, POLICY AND MAP AMENDMENTS – See Appendix F for details.

1.19 Review and strengthen signage, parking lot design, loading, performance standards (noise abatement, hours of operation, designated delivery truck routes), and overall urban design standards in order to enhance area character, minimize adverse impacts on neighbors, and attract investment. It is highly recommended that the use performance standards be incorporated into the review criteria for any potential special permits or variances under consideration.

BROWNFIELDS REMEDIATION GROUNDWORK

1.20 The Implementation Committee (IC) could take on a proactive “outreach and education” role to follow up on the work the Town commissioned for the redevelopment potential of numerous potential brownfield sites. The IC could inform property owners of the availability of assistance to clean up their sites, as well as advocate for the recommended zoning changes in the SEFNAP, and spur interest in the redevelopment potential of the properties under the new zoning. Among the many sites, the Implementation Committee can proactively advocate for the enhanced clean-up and reuse of the General Chemical Corporation (GCC) site, and the committee could engage longstanding community advocates to follow up collectively with MassDEP. This follow-up could be done on a semi-annual basis to request an informational meeting on the annual monitoring of the site that was recently cleaned up to ensure safety for the nearby elementary school and apartment complex. Since 2012, GCC ceased deliveries to and operations at 133 Leland Street, and has taken measures to decontaminate. More information can be found at <http://www.mass.gov/eea/agencies/massdep/recycle/hazardous/gcc-framingham.html#FacilityClosure>.

¹⁷ Alternatively, the same portion of the study area could be rezoned to the existing Light Manufacturing (M-1) zoning district found elsewhere in the Town.

C. ATTRACTING GROWTH IN TARGET AREAS FOR NEEDED SERVICES & NEW PLACES – 2020-2024

The following set of recommendations are for actions that need to be taken in the longer term once the short term actions have been completed. These recommendations cannot be realized until the short term recommendations have laid the groundwork for these more ambitious set of longer term recommendations. These recommendations strive to attract private investment to the area in order to provide needed services and development for the neighborhood as well as transform the underutilized landscape into a safe, pleasant and walkable environment with compact smart growth development including increased multimodal connections between properties and areas.

RECOMMENDATIONS FOR CREATING A GATEWAY DEVELOPMENT AT BLANDIN AVENUE AND DENNISON PARK THAT WILL SERVE AS A CATALYST TO TRANSFORM THE REST OF THE NEIGHBORHOOD

DENNISON PARK CAN CATALYZE REDEVELOPMENT OF ADJACENT GATEWAY PARCELS

- 2.1.** Transformative development on the highly visible front-door gateway parcels (see Figure 16) for the neighborhood is intertwined with the cleanup and rezoning of adjacent Dennison Park and redefining how redevelopment interacts with the edge of the Park. If done correctly, value can be added to both the potential development projects and to the Park itself. The following are a few of the considerations that should be given to site layout during Site Plan Review:
- a) careful building placement close enough to street corners to create a downtown feeling,
 - b) modest front yard setbacks between proposed buildings and streets to allow for pedestrian ways with outdoor seating, landscaping, and a single row of single or double-loaded parking to create a pleasant streetscape,
 - c) avoidance of blank façades facing Dennison Park to leverage it as an open space asset,
 - d) separate truck servicing and loading through shared alleys between properties or buildings when feasible, and
 - e) complete pedestrian connections on a development site from the proposed buildings entrances toward existing streets, sidewalks and if feasible, adjacent properties.

Additionally, the cleanup of the visual blight of nearby properties along Waverly and Morton streets with change the perception of the neighborhood's front door to the rest of the Town and neighboring Natick.

COMMUNITY CENTER, NON-PROFIT HUB, AND RETAIL SERVICES AS PART OF TRANSFORMATIVE DEVELOPMENT

- 2.2.** Create adequately-sized community center gathering space for residents and children for social service programming needs such as after-school programs and as a swing-space/annex for existing area non-profits to hold rotating office-hours to serve their constituents locally. See Appendix F for details on the incentives provided in the new proposed zoning.

ADDITIONAL OR ALTERNATIVE LOCATION FOR A COMMUNITY CENTER AND NON-PROFIT HUB

- 2.3.** As an alternative (or in addition) to a much needed community center within the development program of a transformative project on one of the Gateway Parcels, the Town could pursue as part of a the rehabilitation of the core multifamily complexes highlighted in yellow in Figures 14 & 15, the creation of an adequately-sized community center gathering space for residents and children for social service programming needs such as after-school programs and as a swing-space/annex for

existing area non-profits to hold rotating office-hours to serve their constituents locally. This could be carved out as space within the development program of a proposal, and an incentive for providing the space could be written into the zoning in the form of modified parking requirements, additional height/FAR or tax incentive.

SIMPLIFIED PERMITTING REVIEW PROCESS

- 2.4.** Simplify review and permitting for property owners by considering administrative site plan review for desired uses in the underutilized non-residential target development areas of the study area, and limit special permitting to large-scale developments.

RECOMMENDATIONS FOR FACILITATING NEEDED SERVICES AND CREATING WALKABLE PLACES WITHIN NEIGHBORHOOD DEVELOPMENT AREAS ZONING

- 2.5.** Simplify review and permitting for property owners by considering administrative site plan review for desired uses in the underutilized non-residential target development areas of the study area, and limit special permitting to large-scale developments. See Figure 17 and Appendix F.
- 2.6.** Consider providing incentives in the zoning for potential mixed-use redevelopment projects that include two of the following: supermarkets, health clinics, pharmacies, ATMs or banks, and community centers. See Appendix F.
- 2.7.** Change various existing dimensional changes to promote better urban form. Better urban form allows for better use of the land by allowing some uses to be housed in upper floors, providing only the right amount of parking mainly to the rear and side of buildings, and allowing for modest open spaces for seating. It also encourages that the front facades of buildings be somewhat closer to the street to create front yard areas that make it safe and pleasant for people to sit and walk from one building to another. See Appendix F.

Figure 16 Gateway Parcels with High Potential for Transformative Development

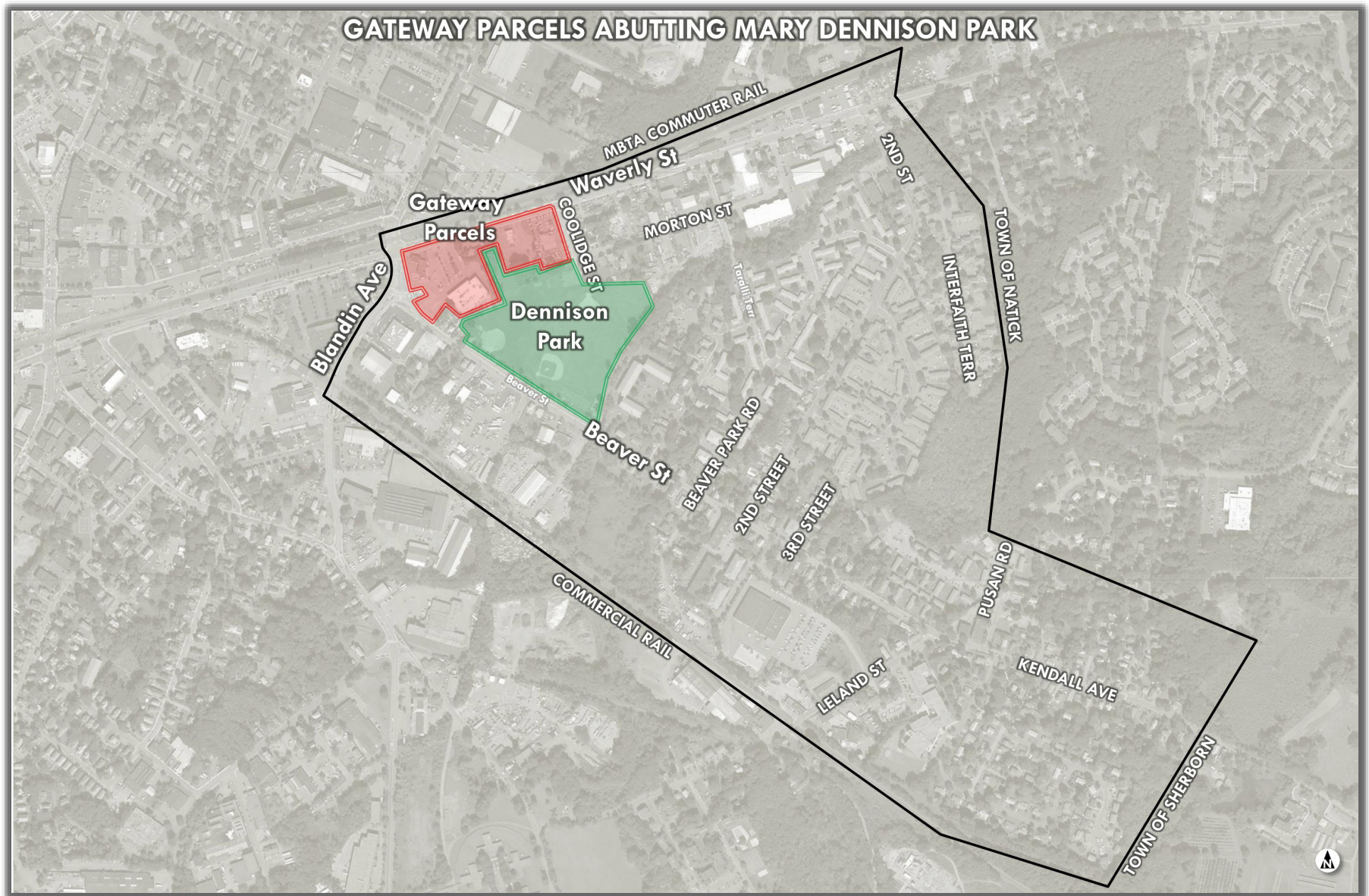
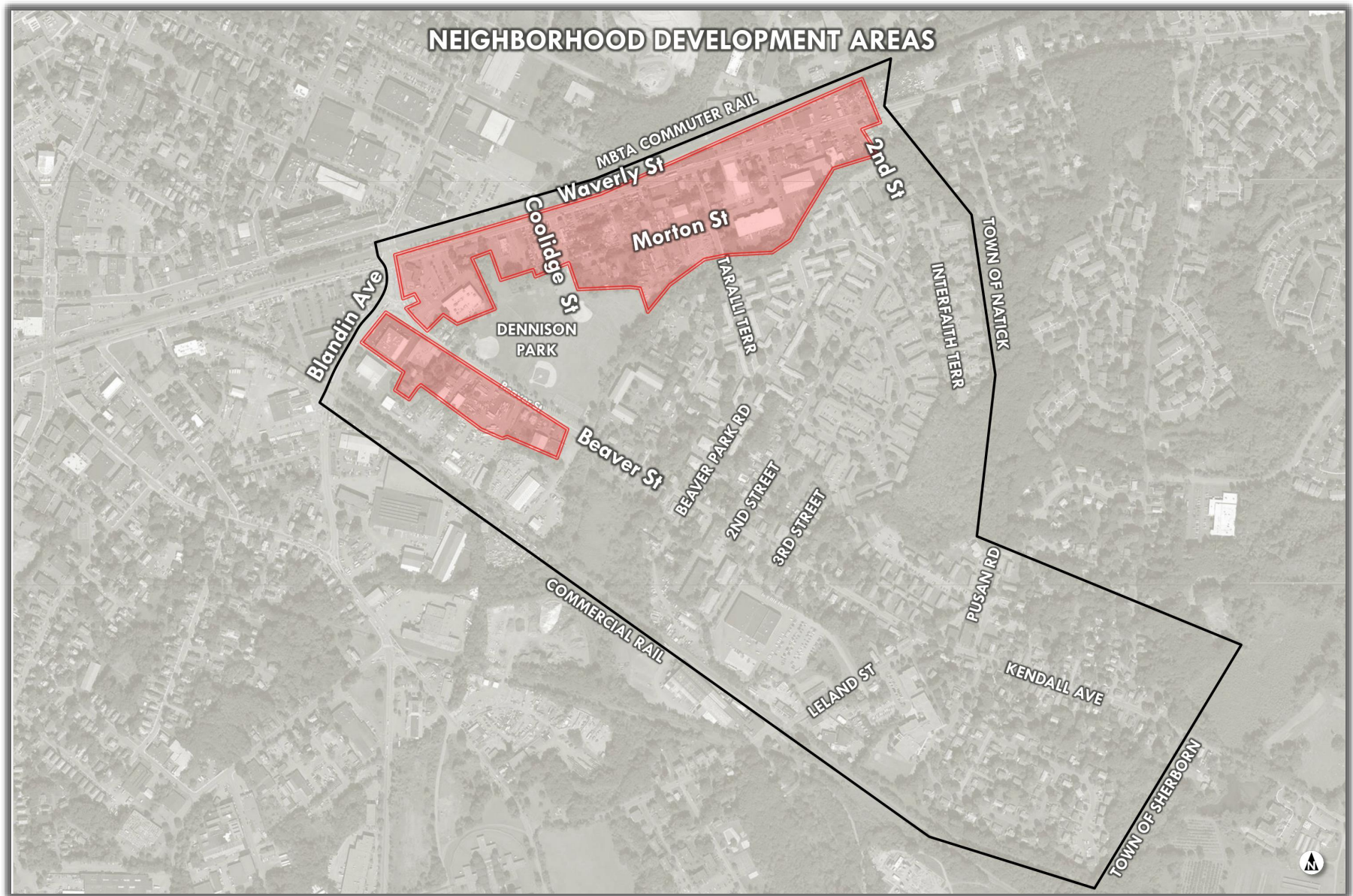


Figure 17 Neighborhood Development Areas to Attract Retail, Services & Jobs for Residents



RECOMMENDATIONS FOR ADDITIONAL PUBLIC REALM IMPROVEMENTS: NEW MULTIMODAL CONNECTIONS, AND POCKET PARKS

Many of the following recommendations are made with eye toward **ATTRACTING INVESTMENT** and stating clear zoning objectives and requirements in order to **INFLUENCE THE FORM OF PROJECT PROPOSALS**. It is recommended that zoning requirements outlined in Appendix A are in the mid-term phase of the action plan in order to enforce Recommendations 2.8 through 2.11 during Site Plan Review. The objectives are to create better development site layouts that **BRING VALUE TO THE DEVELOPMENTS** and the surrounding neighborhood by creating new multimodal connections to service the projects and connect them better to the neighborhood. Additionally, it is hoped that open space requirements can be clustered where appropriate to create small but impactful passive recreation pocket parks that also enhance the public realm and neighborhood character. Please see Figure 18 for a map summary of many of the following recommendations.

- 2.8.** The Town should pursue any new multimodal connections to connect areas (please see Figure 18 and Appendix F for recommended zoning incentives and requirements). Town should consider the creation of new open space in the form of pocket parks, children’s playground with water features and new multimodal connections through redevelopment projects, as well as the use of recently town-acquired properties.
- Potentially through the redevelopment of properties as incentives or requirements. This includes incentivizing or requiring vehicular and multimodal **CONNECTIONS BETWEEN ADJACENT PARKING LOTS AND PROPERTIES** to minimize vehicular trips within the roadways of the study area, and allow pedestrian mobility.
 - Town should evaluate any existing publicly-owned property and/or recently acquired property by the Town in order to **CREATE A POCKET PARK AND/OR MULTIMODAL CONNECTION**.
 - **BIKE/PEDESTRIAN BRIDGE CROSSING BEAVER DAM BROOK** to connect neighborhood. Presently, all of the parcels that abut the southern edge of Beaver Dam Brook are privately owned and there is no direct connection between public streets and the Brook. The Town should actively pursue a public/private agreement to secure an easement along/through private properties or through a redevelopment scheme. This connectivity could be achieved in tandem with a Ch. 40R Smart Growth Overlay District for the potential redevelopment of multifamily properties that abut Beaver Dam Brook. The map in Figure 18 suggests a potential connection that could be brokered between two existing properties should the property owners be amenable to an easement. One of the recommended public benefit requirements listed in Appendix F incentivizes such a connection in exchange for the property owner receiving density bonuses.
- 2.9.** The Town should require or incentivize the creation of pocket parks between otherwise underutilized “dead spaces” on a proposed development site plan. This could also be accomplished in the form of a more robust multimodal connection between properties or buildings in order to create a linear park.
- 2.10.** Ensure the creation of truck loading and servicing alleys for the redevelopment of larger parcels.
- 2.11.** The Town could consider a Chapter 40R smart growth overlay district to encourage compact affordable development with newly created pocket parks and multimodal connections, as part of the housing rehabilitation goals for the inner core multifamily properties, and the zoning recommendations for the G General Residence zoning district.

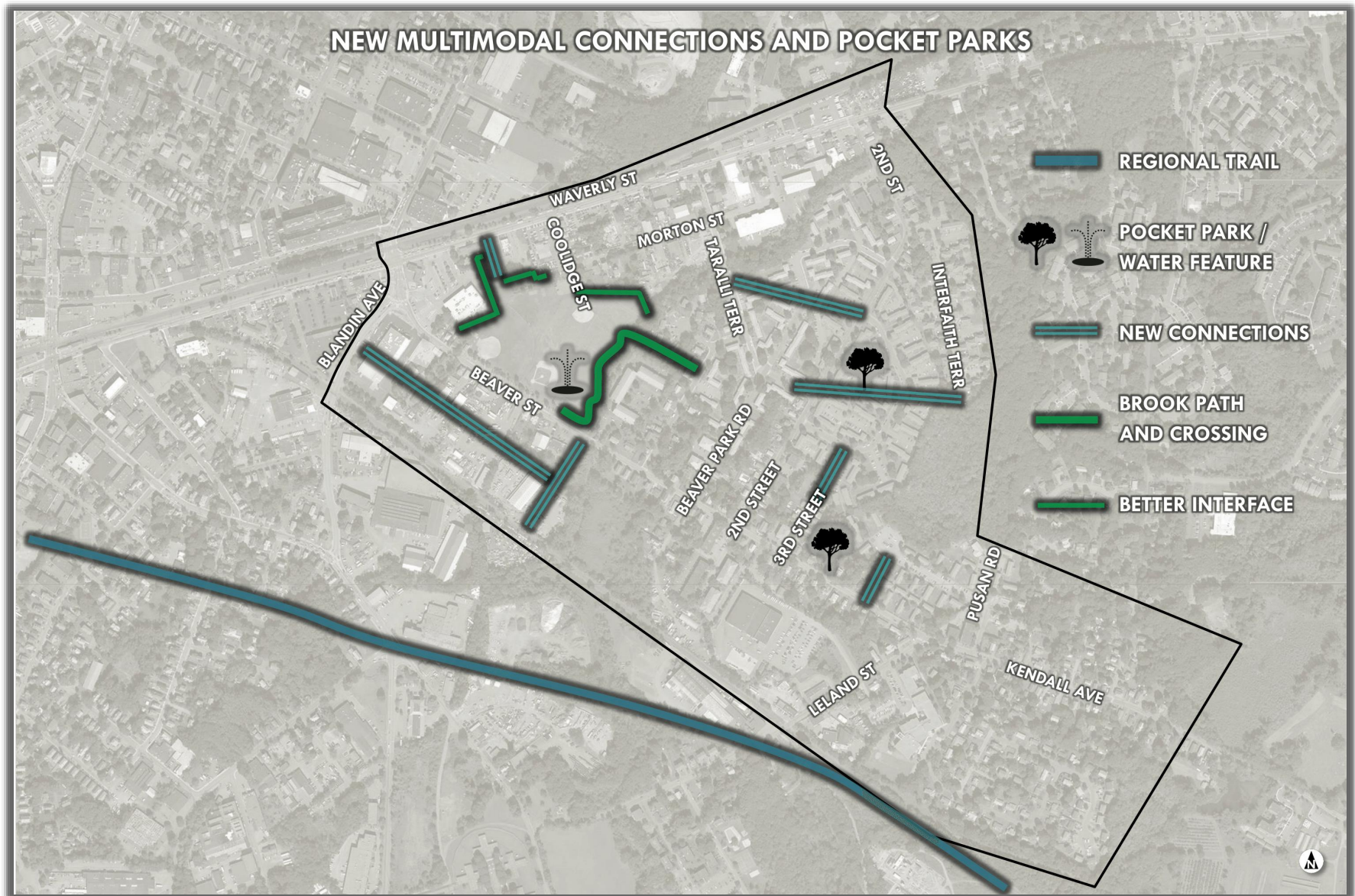
2.12. The Town should pursue the regional Sudbury Aqueduct trail and connections including MWRTA bus stops at trailheads to it along the commercial/railroad properties that form the southern boundary of the study area¹⁸. This is another action item that a robust Implementation Committee with outside stakeholders could take on for in-the-field advocacy work. The IC could assist with necessary groundwork such as securing necessary access permits through the MWRA and advocating for the confirmation of the proposed segment of the routes just southwest of the study area. Alternatively, this could be assigned to a trails committee (if such a committee exists) in Town, to which neighborhood representatives could be assigned.

RECOMMENDATION FOR FURTHER ENHANCED TRANSIT SERVICE FREQUENCY

2.13. The Town and implementation committee should continue to work with MWRTA to review the results of the initial ridership study intended to provide more adequate frequency to allow existing residents to get to the places that will permit them a better livelihood. Additionally, predicated on anticipated development and growth in the targeted growth areas, the MWRTA should formalize any prior pilot service programs and augment frequency to service new development.

¹⁸ The MAPC LandLine Program strives for a connected regional greenway network. The plan has been developed in coordination with the LandLine Coalition, a group of 40 volunteers representing a number of local agencies, the MWRA, and advocacy groups. Please visit the following URLs for more information: <http://www.mapc.org/landline>
<http://www.mwra.state.ma.us/projects/access/aqueducts/aqueducts-maps.html>

Figure 18 New Multimodal Connections & Pocket Parks (see text for additional)



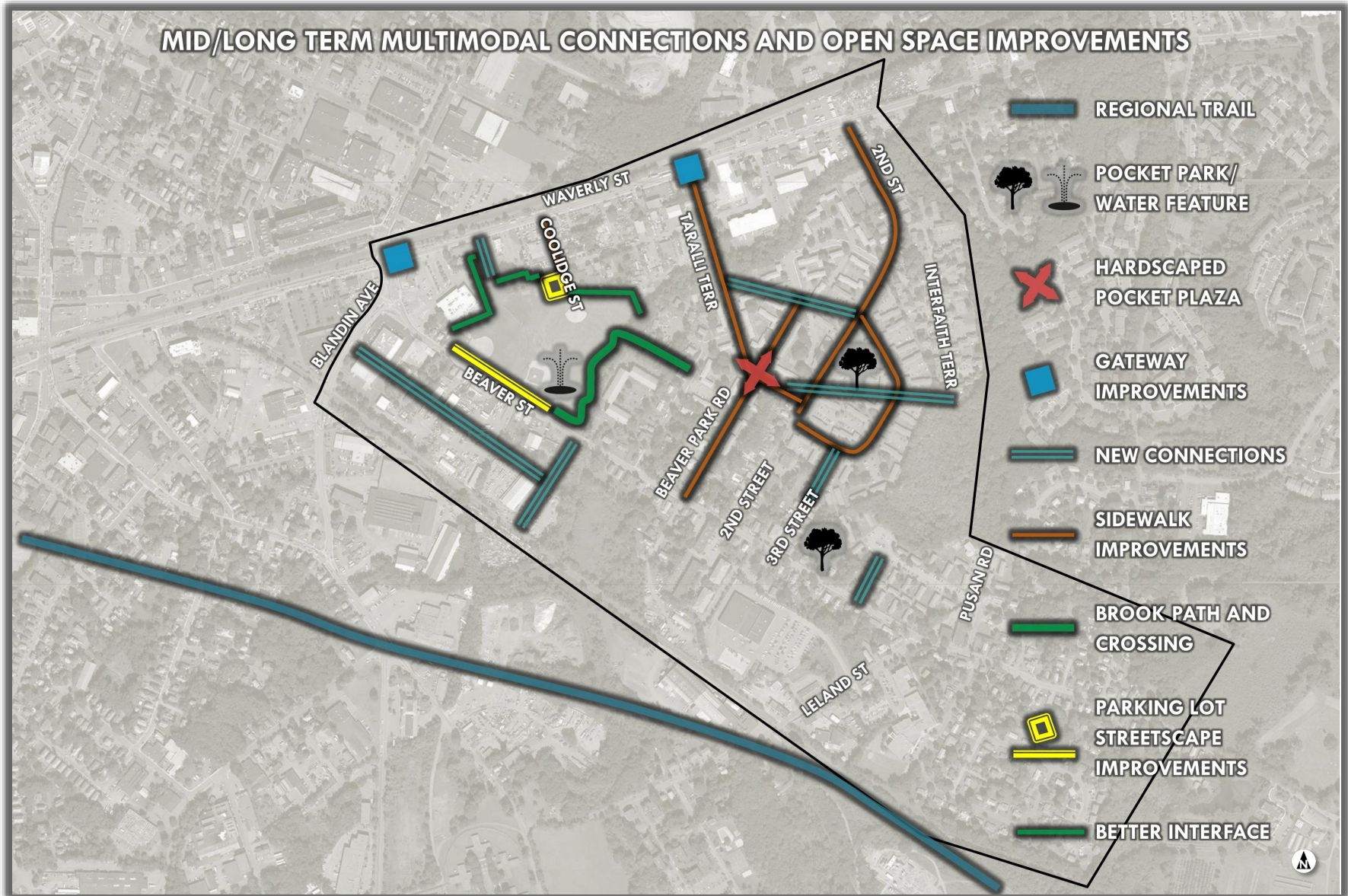
RECOMMENDATIONS FOR ADDITIONAL PUBLIC REALM / STREETScape IMPROVEMENTS

2.14. The priority streetscape improvements from recommendation 1.1 on page 25 were those deemed an immediate priority in calendar years 2017-2019 in order to address base level pedestrian safety issues, improve livability, and send a tangible message to potential investors. The following additional streetscape improvements are intended to go beyond those and afford residents a higher quality streetscape, attract investment, and proactively influence and shape development proposals. They are a composite of community feedback, MAPC recommendations, and recommendations and ideas from some the previous planning studies and efforts that were reviewed in Appendix A. Please see the summary map Figure 19 for the location of many these recommendations.

<ul style="list-style-type: none"> • New vehicular/multimodal connections for redevelopment projects that will result in enhanced on-site circulation and provide better connectivity for the area. See Appendix F for details. 	<ul style="list-style-type: none"> • New connections in Pelham Apartments area between <ul style="list-style-type: none"> ○ Beaver Terrace Circle North at Second Street and Taralli Terrace ○ Interfaith Terrace across Beaver Circle Terrace toward Taralli Terrace ○ Beaver Terrace Circle South and Third Street connecting to Beaver Street • New connection between Carlson Road and Beaver Street • New multimodal connection (not necessarily vehicular) between Waverly Street and the northernmost point of Mary Dennison Park. This connection could afford better connectivity, a visual connection, and an attractive frontage for developments to flank it. • Beaver Street commercial/industrial properties between Dennison Park and the commercial railroad line <ul style="list-style-type: none"> ○ An attractive connection that is visible from Dennison Park leading from Beaver Street toward the back of the parcel fronting the commercial railroad. ○ A service alley/road to organize servicing, loading and circulation for the backlot parcels as well as the parcels with frontage on Beaver Street.
<ul style="list-style-type: none"> • New pocket parks and/or child-safe water features for children’s playground 	<ul style="list-style-type: none"> • New 0.8-acre pocket/linear park on newly acquired parcel by Town at 240 Beaver Street • Residents were emphatic about having one or two modest water features in the children’s playgrounds within Dennison Park as well as one closer to the Pusan Road community and another within the Pelham Apartments.
<ul style="list-style-type: none"> • Gateway improvements 	<ul style="list-style-type: none"> • Make prominent gateway improvements at the following two intersections to not only make pedestrian crossings safer but also make the intersections more attractive and pique investment interest in the area. These could include bulbout extensions of the sidewalk and modest narrowing of the asphalt area to slow down cars, and signage promoting Dennison Park. <ul style="list-style-type: none"> ○ Waverly Street at Taralli Terrace ○ Waverly Street at Blandin Avenue
<ul style="list-style-type: none"> • Beaver Dam Brook crossing and path 	<ul style="list-style-type: none"> • Work to remove fencing and barrier of Beaver Dam Brook, and proactively seek out a public/private partnership for a pedestrian/bike easement to cross Beaver Dam Brook via a modest foot bridge. A potential access point could be at Taralli Terrace at Beaver Dam Brook with potential access along narrow rear parcel of 30-A-B Marian Road. Another potential access point could be via the Cochichuate Cooperative Homes should the private property owners be amenable to consider an easement.
<ul style="list-style-type: none"> • Parking lot streetscape improvements for 	<ul style="list-style-type: none"> • Enhancements to access points, fencing, signage and reconfiguration and marking of parking spots were mentioned in great detail in the GPI pedestrian studies done for the Town and mentioned in Appendix A.

<p>both lots serving Dennison Park</p>	
<ul style="list-style-type: none"> • Sidewalk and multimodal improvements in core multifamily residential streets 	<ul style="list-style-type: none"> • Second Street (segment from Waverly Street to Taralli Terrace) • Taralli Terrace from Waverly Street to Second Street. • Beaver Terrace Circle • Beaver Park Road (straight segment from Beaver Street before veering north) • Coolidge Street between Waverly Street and the Coolidge Street Parking Lot leading to Dennison Park.
<ul style="list-style-type: none"> • Hardscaped pocket plaza carved out of enlarged sidewalk bumpouts and reconfigured intersection geometry to complement the existing community center and area where children congregate to play 	<ul style="list-style-type: none"> • Intersection of Beaver Park Road and Tarralli Terrace
<ul style="list-style-type: none"> • Actively collaborate on realizing the longstanding regional plans for the Sudbury Aqueduct as a bike and pedestrian path that could also benefit neighborhood residents 	<ul style="list-style-type: none"> • Sudbury Aqueduct regional trail

**Figure 19 Summary Map of Additional Mid- and Long-Term Improvements:
New Multimodal Connections, Sidewalk Improvements, and Open Space Improvements**



IX. ACTION PLAN TO-DO LIST

The following recommended sequence of actions are listed in order of priority, and grouped into two main categories. The first category are actions to be started in calendar years 2017 through 2019. They are intended to improve the livability of the neighborhood in the short term and also create conditions to catch the interest of the private sector and attract growth through private investment and development. The short-term actions will set the stage for the second category of actions which are to be started in calendar years 2020 through 2024. The purpose of these actions is to continue setting the right conditions to attract growth and enhance livability through more additional actions and Town resources. These mid to long term actions can send a stronger message to the private sector that the Town has made public investments in the area.

The first column references where to find a fuller description of the recommendation in the SEFNAP report. A check mark indicates the calendar year the action should begin with any subsequent check marks indicating potential follow-up work. The last column identifies the lead party in bold typeface. Any additional partners are identified afterwards, and it is implied that the recommended SEFNAP Implementation Committee is convening on a regular basis, reaching out to the lead party, and coordinating meetings. It is recommended that the lead parties start examining the recommendations in the spring of each calendar year in order to be prepared to bring any necessary items for inclusion in the Town budget at the annual Town Meeting in the autumn of that same year. For example, any necessary studies and cost estimates for recommended physical improvements could be brought before the Board of Selectmen in the spring for consideration. Similarly, the drafting of language for the recommended zoning or policy regulations could be brought forth to the Planning Board in the spring so that they can be fully vetted for the fall Town Meeting that same year. The following Town bodies and other partners are identified throughout the action plan to-do list, and the following acronyms (or shorthand terms) are used for the sake of brevity.

TM	Town Manager	DCED	Department of Community and Economic Development	BoS	Board of Selectmen
DPW	Department of Public Works	MWRTA	MetroWest Regional Transit Authority	BD	Building Department & Inspectional Services
CC	Conservation Commission	BoH	Board of Health	PD	Police Department
PRD	Parks and Recreation Department	ZEO	Zoning Enforcement Officer	PB	Planning Board
IC	Implementation Committee	MassDEP	Massachusetts Department of Environmental Protection	SMOC	Southern Middlesex Opportunity Council
EDIC	Economic Development and Industrial Corporation	HRC	Human Relations Commission	CDC	potentially interested community development corporations
CDAC	Community Development Advisory Committee	MAPC LandLine	Metropolitan Area Planning Council's Regional Trails Program	ZBA	Zoning Board of Appeals

RECOMM. NUMBER	RECOMMENDATION	SEQUENCE OF ACTIONS			LEAD PARTY IN BOLD, PARTNERS, & IMPLEMENTATION COMMITTEE
		year indicates when work would begin			
		improve livability now & create conditions for growth	continue creating conditions to attract growth & enhance livability		
		NEAR TERM 1-3 YEARS 2017-2020	MID-TERM 4-7 YEARS 2021-2023	LONG TERM 8+ YEARS 2024 +	
page 24	Establish implementation committee (potentially with a paid intern and/or designated administrative staff person for scheduling meetings; and place electronic staff calendar holds/reminders for the spring of each suggested calendar year)	✓			TM DCED
page 22	Review and adoption of action plan	✓			DCED BoS, TM
1.3, 1.9, 1.10	Prioritize on-going enforcement of regulations along Beaver, Waverly, Morton streets, and Town's Coolidge Street parking lot. Initial 4-week grace period before inspections and potential fines. Police Department to focus on overparking, and Department of Public Works to focus on adverse operational impacts of businesses on each other and residents, as well as property maintenance, outdoor storage of equipment, and elevating the appearance of facades and signage.	✓			BD, DPW CC, BoH, PD, PRD
1.1	Review, design, procure and install traffic calming improvements: <ul style="list-style-type: none"> • nine recommended crosswalks • two yield-to-pedestrian signs • slow-traffic-children-at-play sign • pedestrian/traffic light 	✓			DPW, IC TM, BoS, DCED
1.2	Discuss growth potential of area, and start pilot program to expand weekday evening bus service and establish Sunday service.	✓			DCED MWRTA
1.4	Board of Health regulations enforcement for residential properties abutting Beaver Dam Brook to improve screening/buffering of dumpsters/parking, illicit dumping, etc.	✓	✓		BoH ZEO/BD
1.5	Improve nighttime lighting in the neighborhood. Fix responsibility and locate funding as needed. Inquire into the program and application process for nighttime LED retrofitted street lighting for safety	✓			DPW TM

RECOMM. NUMBER	RECOMMENDATION	SEQUENCE OF ACTIONS			LEAD PARTY IN BOLD, PARTNERS, & IMPLEMENTATION COMMITTEE
		year indicates when work would begin			
		improve livability now & create conditions for growth	continue creating conditions to attract growth & enhance livability		
NEAR TERM 1-3 YEARS 2017-2020	MID-TERM 4-7 YEARS 2021-2023	LONG TERM 8+ YEARS 2024 +			
1.6	Create 0.8-acre pocket park at 240 Beaver Street	✓			PRD TM, BoS, PB
1.11	Continue investing in the cleanup and reprogramming of Dennison Park children's playground in ways that are responsive to neighborhood needs. Determined in accordance with the P&R master planning process, these improvements could include a water feature, a skate park, a playground expansion, or other improvements.	✓ ¹⁹			PRD MassDEP, BoH
1.7	Develop and implement a capability to engage with neighborhood residents. This capability can be Town-led while building on the networks and capabilities of existing non-profit organizations, while also coordinating service delivery. This approach could develop a subcommittee under the Implementation Committee to coordinate a number of government departments and non-profit organizations that all provide overlapping social services such as job training programs. ²⁰	✓			IC, DECD TM
1.8	Engage neighborhood youth to provide education, training, and employment opportunities. Pursue grant funding through the Shannon Community Safety Initiative's "opportunity provision programs", which offers a funding means to support programs for young people at high risk for youth violence.	✓			IC DCED, HRC, EDIC, SMOC
1.12	Work with property owners on understanding the enhanced redevelopment potential of area brownfield properties and connecting them with US EPA and MassDEP resources for property clean-up and a re-use plan.		✓		DCED IC, BoH

¹⁹ As of winter 2016, the Parks & Recreation Department had outlined the following tentative schedule moving forward: (a) 2017 risk assessment, remediation, conceptual final design, funding requirements; (b) 2018 anticipated construction; and (c) 2019 anticipated completion.

²⁰ Recent examples of working group implementation committees that have formed in the MAPC region after having adopted master plans include those for the following plans: (a) Stoneham Center Vision & Action Plan; (b) Salem Point Neighborhood Vision Plan, and Salem Point Neighborhood Commercial Corridors Plan; (c) Arlington Master Plan; and (d) North Reading Short-Term Economic Development Strategy and Retail, Housing, Office Market Analysis.

RECOMM. NUMBER	RECOMMENDATION	SEQUENCE OF ACTIONS			LEAD PARTY IN BOLD, PARTNERS, & IMPLEMENTATION COMMITTEE
		year indicates when work would begin			
		improve livability now & create conditions for growth	continue creating conditions to attract growth & enhance livability		
NEAR TERM 1-3 YEARS 2017-2020	MID-TERM 4-7 YEARS 2021-2023	LONG TERM 8+ YEARS 2024 +			
1.13	Board of Health and Conservation Commission should incorporate Environmental Justice objectives into their mission statements and incorporate them into daily tasks and administrative documents.	✓			BoH, CC
1.14	Continue remediation work and reprogramming of Dennison Park children's playground in ways that are responsive to neighborhood needs. Determined in accordance with the P&R master planning process, these improvements could include a water feature, a skate park, a playground expansion, or other improvements.		✓		PRD BoH, MassDEP
1.15	Create a Smart Growth MGL Chapter 40R overlay district to allow for the rehabilitation of their housing stock, the retention of existing residents, and potential addition of new market-rate and/or affordable units.	✓ <i>make zoning approach decision vis-à-vis recommendations 1.15, 1.17 and/or 1.18</i>	✓ <i>follow-up on pertinent matters for applicability during development review</i>		DCED, PB IS, TM, EDIC
1.16	Adopt anti-displacement by-laws and other measures to ensure that neighborhood improvements and growth will occur without displacing existing residents. Examples include: (a) community benefits agreements; (b) local condominium conversion ordinances; (c) development without displacement policies.	✓			HRC, IC TM, PB, DCED, CDAC, CDC

RECOMM. NUMBER	RECOMMENDATION	SEQUENCE OF ACTIONS			LEAD PARTY IN BOLD, PARTNERS, & IMPLEMENTATION COMMITTEE
		year indicates when work would begin			
		improve livability now & create conditions for growth	continue creating conditions to attract growth & enhance livability		
		NEAR TERM 1-3 YEARS 2017-2020	MID-TERM 4-7 YEARS 2021-2023	LONG TERM 8+ YEARS 2024 +	
1.17, 1.18	<ul style="list-style-type: none"> As an alternative to recommendation 1.15, change three distinct zoning district boundaries (B, M and R) to reflect Action Plan goals for uses, parking and human-scaled, urban form (dimensional requirements). Allow multifamily residential, mixed-use and other desired uses by-right Rezone Dennison Park to protected open space zoning to send a clear positive message to potential investors/developers of nearby and adjacent properties Require smaller front setbacks and parking to the rear and side yards Require truck loading and servicing alleys to provide better on-site and area circulation and minimize conflict points with pedestrians Change parking regulations as specified 	<p>✓</p> <p><i>make zoning approach decision vis-à-vis recommendations 1.15, 1.17 and/or 1.18</i></p>	<p>✓</p> <p><i>follow-up on pertinent matters for applicability during development review</i></p>		DCED, PB IC, TM, PRD, EDIC
1.19	Review and strengthen signage, parking lot design, loading, performance standards and overall urban design standards in order to enhance area character, minimize adverse impacts on neighbors, and attract investment	<p>✓</p>			PB, ZBA BD
1.20	Proactively advocate for enhanced clean-up and reuse of the General Chemical Corporation (GCC) site and Implementation Committee should engage longstanding community advocates to collectively follow up with MassDEP on a regular basis (quarterly).	<p>✓</p>		<p>✓</p>	IC, BoH MassDEP, CDAC, CDC, PB

RECOMM. NUMBER	RECOMMENDATION	SEQUENCE OF ACTIONS			LEAD PARTY IN BOLD, PARTNERS, & IMPLEMENTATION COMMITTEE
		year indicates when work would begin			
		improve livability now & create conditions for growth	continue creating conditions to attract growth & enhance livability		
NEAR TERM	MID-TERM	LONG TERM			
1-3 YEARS	4-7 YEARS	8+ YEARS			
2017-2020	2021-2023	2024 +			
2.1	Leverage Mary Dennison Park to encourage neighborhood redevelopment. Ensure that Dennison Park is regulated and remediated to attract adjacent development. Follow-up on the recommended zoning and overlay district recommendations (1.15, 1.16, 1.17, 1.18, 1.19) and streetscape improvements (1.1) in the near-term of the plan in order to ensure the Town has removed barriers to attracting investment and creating a human-scaled, pedestrian-friendly environment. Actively promote the new business friendly regulations through various Town bodies and ensure that the review of proposed redevelopment by the Planning Board or other bodies is consistent with the new zoning and Action Plan goals.		✓		IC PRD, PB, CDEC, ZBA
2.2, 2.3	Incentivize and pursue opportunities to incorporate a community center and other uses as part of new neighborhood development by incorporating development incentives in the new zoning as recommended in Appendix F, and applying them during the review of potential projects.	✓ <i>incent</i>	✓ <i>pursue</i>		PB, DCED IC, EDIC, CDAC, CDC
2.3, 2.4, 2.5, 2.6	<ul style="list-style-type: none"> Consider and pursue streamlining the review and permitting of different types of uses and size of development proposals for the new proposed B/MU and MFR districts to go predominantly to the Planning Board to ensure consistency with Action Plan goals and new zoning requirements. See Appendix F with brief zoning summary as a starting point for the discussion. Follow-up on and enforce recommended land use and dimensional regulations for the neighborhood-oriented development areas. 	✓			IC, PB DCED, ZBA

RECOMM. NUMBER	RECOMMENDATION	SEQUENCE OF ACTIONS			LEAD PARTY IN BOLD, PARTNERS, & IMPLEMENTATION COMMITTEE
		year indicates when work would begin			
		improve livability now & create conditions for growth	continue creating conditions to attract growth & enhance livability		
		NEAR TERM 1-3 YEARS 2017-2020	MID-TERM 4-7 YEARS 2021-2023	LONG TERM 8+ YEARS 2024 +	
2.3	Encourage, as part of the rehabilitation of the core multifamily complexes, the creation of an adequately-sized community center serving as a gathering space for residents and as a hub for area non-profits. This could be pursued in addition to, or as an alternative to a community center within the development program of a transformative project on one of the Gateway Parcels.	✓	✓		IC, DCED EDIC, CDAC, CDC
2.1, 2.8, 2.9, 2.10, 2.11	Require new multimodal connections (pedestrian/bike, service alleys for trucks, etc.) and facilitate the clustering of open space requirements when feasible into pocket parks. Develop the recommended zoning requirements and enforce during the review and approval of projects. Appendix F outlines supportive zoning changes. Please see Figure 19 for a map for the suggested locations for connections and pocket parks.	✓			PB, ZBA DCED, IC
2.12	Pursue the regional Sudbury Aqueduct trail and any connections to it through the commercial and/or railroad properties. Doing so will afford area residents additional recreational and mobility opportunities. Collaboration with the MAPC LandLine Program can facilitate connections to a regional greenway network. MWRTA bus connections could also be made at the trailheads.		✓		IC, PRD DCED, PB, MAPC LandLine, MWRTA
2.13	The Town should continue to work with MWRTA to review the results of the initial ridership study intended to provide more adequate frequency, and formalize any prior pilot service programs and augment frequency to service new development.		✓		IC MWRTA, EDIC, CDAC
2.14	Complement the initial near-term recommended base-level streetscape improvements with additional improvements to attract investment, shape development proposals, and deliver a higher degree of livability for residents. Please see the table in recommendation 2.14 as well as the summary map in Figure 19.		✓	✓	IC, DPW PB, TM, BoS, DCED

X. APPENDIX A - PLANNING RELATED DOCUMENTS FOR BACKGROUND INFORMATION

YEAR	DOCUMENT NAME	PREPARED FOR / BY
2015	Zoning By-Law – as amended 10.20.2015	Town of Framingham
2015	Mary Dennison Park Environmental Report	MA DEP
2015	MA DEP Beaver Dam Brook Initial Site Investigation Report	MA DEP AECOM
2015	Downtown Framingham TOD Action Plan	MAPC Cecil Group RKG LDS GPI
2014	DHCD At-Large State Subsidized Housing Inventory Municipal Tallies	DHCD
2014	Open Space Environmental Assessment Mary Dennison Park	Fuss & O'Neill Town of Framingham
2014	Southeast Framingham Land Use Analysis <ul style="list-style-type: none"> • Open Space & Recreation Plan 2013 	Town of Framingham
2014	Beaver Street / Dennison Park Area Streetscape Planning Report	Cecil Group Consultants
2014	Traffic Calming and Pedestrian Studies <ul style="list-style-type: none"> • Mary Dennison Park – Beaver Street • Second Street and Taralli Terrace 	Town DPW GPI Consultants
2014	Zoning By-Law – as amended 10.21.2014	Town of Framingham
2012	EPA Brownfields Fact Sheet – Framingham	US EPA
2012	Town Master Plan, Part 2: Land Use Master Plan (revised in 2014)	Framingham Planning Board Cecil Group FXM Associates BETA Engineering
2009	Downtown Study	Town of Framingham BETA Group, Inc. The Cecil Group, Inc. FXM Associates
2008	Town Master Plan, Part 1: Baseline Report – Existing Conditions <ul style="list-style-type: none"> • Vol. 1 – Transportation • Vol. 2 – Market Analysis • Vol. 3 – Urban Design and Land Use 	Planning Board Taintor & Associates, Inc. Community Circle Planners Collaborative
2007	Town Housing Plan	Town Housing Policy Liaison Committee Community Opportunities Group, Inc. MA Priority Development Fund

XI. APPENDIX B - MAPC COMMUNITY OUTREACH CONTACTS

OUTREACH SUMMARY – JUNE 19, 2015

MAPC Southeast Framingham team members Carlos Montanez and Renato Castelo spent the day in the study area meeting with a variety of stakeholders to bring awareness to the project, drum up interest in attending the September workshop, and drop off flyers with more information.

- Met with Maria Rosado at Pelham Apartments.
- Took photos of industrial businesses and residential areas of the study area.
- Went door-to-door to various businesses along Waverly Street and Morton Street.
- Briefly checked in with the MAPC subregional coordinator, Paul Dall'Aquila.
- Met with Holli Andrews of Framingham Downtown Renaissance.
- Met with residents of the Pusan Road (sub)neighborhood at their monthly residents' meeting hosted by Bob Davis and his Framingham Community Connections organization.

Additional Contacts

- Met and interacted with:
 - Police officer and housing liaison Sean Riley (will provide contacts for Interfaith Terrace and Brookside Coops).
 - Kay Debrosse, Jessica, and Laura Keith (Precinct 17 Chairperson) at Pelham Apartments
 - Judy Grove and Ronda Andrews, residents and town members outside the study area
 - Chris – a young owner at Quick Wrench mechanic shop on Morton Street, former Interfaith resident, and former fundraiser for skatepark.
 - Beau Wing at WingPress printers business.
 - Matt, the owner at Framingham Salvage
 - Eric at Aztec Mexican restaurant on Waverly Street
 - Resident next to Framingham Salvage yard
 - Francisco Cornelio at Cisco Cycles
 - Andre Rezende at DirectAutoMall.com on Waverly adjacent to Dennison Park

OUTREACH SUMMARY - JULY 29, 2015

MAPC Southeast Framingham team members Carlos Montañez and Renato Castelo spent the day in the study area meeting with a variety of stakeholders to bring awareness to the project, drum up interest in attending the September workshop, and drop off flyers with more information.

- Met with area businesses, non-profits, officials, and residents.
- Met with Framingham Board of Health staff stakeholders for public health insight and perspective into the neighborhood and longstanding issues as well as ideas.
 - Carol Bois – Environmental Site Assessment Office; Kelly Bush – Community Intervention Specialist; Junia Faust – Community Health Worker; Marissa Garofano – Chief of Community Health
 - Met with Framingham Action Coalition for Environmental Safety (FACES) to get understanding of neighborhood environmental justice concerns, Town-level awareness, and ideas. Anne Sullivan, and Kristen Nason.
 - Met with Media Boss TV business owner to get perspective on the creative economy and operating as a small business owner in terms of business climate and ideas for improvements. Erin Hayes.
- Dropped off flyers and business card again at Jack's Abby creative economy/brewery business who has been supportive of downtown and neighborhood revitalization efforts.
- Met with residents of the Pelham Apartments hosted by resident services manager (Maria Rosado) to get neighborhood and resident insight and longstanding concerns with receiving the same level of responsiveness and resources as other neighborhoods from the Town for basic services that impact their quality of life and ability to live, work and study.

XII. APPENDIX C - EXAMPLES OF VISUAL AIDS DEvised TO ELICIT COMMUNITY INPUT, MULTILINGUAL OUTREACH, & WORKSHOP PHOTOS

Figure 20 Variety of Visual Aids Devised to Elicit Community Input

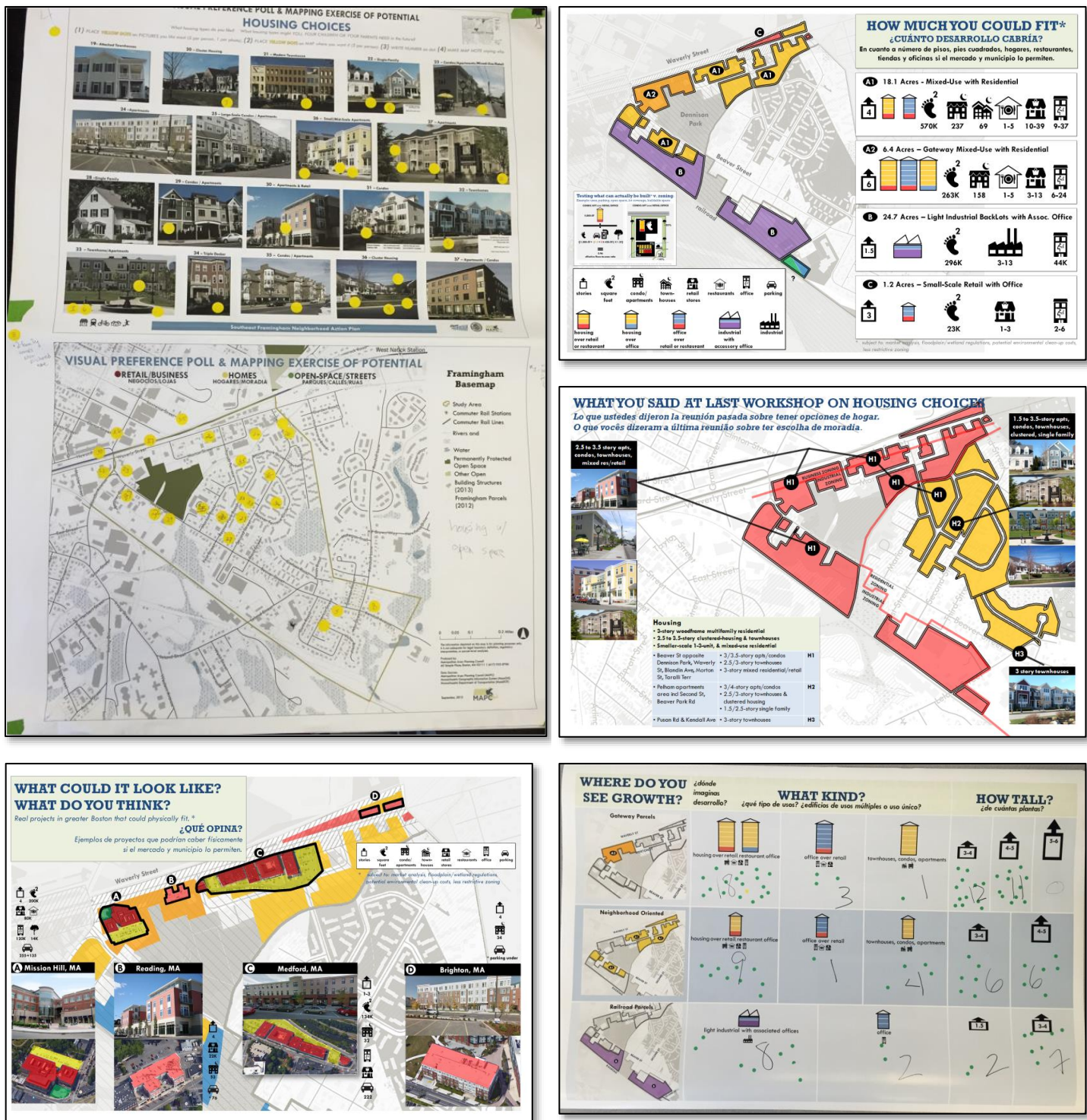


Figure 21 Multilingual Community Outreach, Website, & Workshop Interpretation

REUNIÓN PÚBLICA 2	<p>¿Usted vive, trabaja o tiene propiedad en el Sudeste de Framingham?</p>  <p>Jueves, 3 de diciembre, 7 - 9pm Woodrow Wilson Elementary School 169 Leland St. Framingham, MA</p> <p>Acompañe al Municipio de Framingham y a MAPC en un taller interactivo que nos ayudará a identificar:</p> <ul style="list-style-type: none"> • Cómo se pueden mejorar las calles, parques y caminos en su vecindario? • Que tipo de tiendas y viviendas se podrían construir? • Dónde se las podría construir y que tan altas? • Cuáles son sus prioridades, y que se debería construir primero? <p><i>*Habrá comida e interpretación al español*</i> <i>*Participe en una rifa con premios instantáneos*</i></p> <p>Para más información, contacte a Carlos Montanez al 617-933-0707 o cmontanez@mapc.org</p> <p>Speak English? Help us improve the neighborhood. mapc.org/seframingham-spanish</p> <p>Fala português? Venha conosco a melhorar a bairro. mapc.org/seframingham-portuguese</p>	PUBLIC MEETING 2	<p>Do you live, work, play, or own property in Southeast Framingham?</p>  <p>Thursday, December 3rd, 7 - 9pm Woodrow Wilson Elementary School 169 Leland St. Framingham, MA</p> <p>Join the Town of Framingham and MAPC in an interactive workshop that will help shape:</p> <ul style="list-style-type: none"> • How streets, parks & paths can be improved in your neighborhood • What types of stores & homes might be built • Where to build them and how tall they should be? • What should get done first? <p><i>*Light dinner will be provided*</i> <i>*Participate to win a Raffle Prize*</i></p> <p>For more information, contact Carlos Montanez at 617-933-0707 or cmontanez@mapc.org</p> <p>¿Habla español? Ayúdenos a mejorar el vecindario. mapc.org/seframingham-spanish</p> <p>Fala português? Venha conosco a melhorar a bairro. mapc.org/seframingham-portuguese</p>	<p><i>Oi, o Sudeste do Framingham:</i> O QUE VOCÊ ACHA?</p> <p>O Município do Framingham está começando um projeto para virar o bairro Sudeste em um melhor lugar para VOCÊ morar, brincar, trabalhar e fazer compras! A gente quer saber o que você quer, e começando em setembro do 2015, a gente vai perguntar você! Para saber mais vái no mapc.org/seframinghamportuguese</p>  <p>Speak English? Visit mapc.org/southeastframinghamplan Habla español? Ayúdenos a mejorar el vecindario. mapc.org/seframinghamspanish</p> 
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<h2>WHAT DO YOU THINK?</h2> <p>put 6 green dots in green column for "most important" issues</p> 	<h2>¿QUÉ OPINA?</h2> <p>ponga 6 puntos verdes en la columna verde para asuntos "más importantes"</p> 	<h2>O QUE VOCÊ ACHA?</h2> <p>bote 6 pontos verdes na coluna verde para questões "mais importantes"</p> 
<p>put 6 yellow dots in yellow columns for "less important" issues</p> 	<p>ponga 6 puntos amarillos en la columna amarilla para asuntos "menos importantes"</p> 	<p>bote 6 pontos verdes na coluna verde para questões "menos importantes"</p> 

Figure 22 Photos from 9.28.2015 Workshop



Visioning Workshop – 28 September 2015
Visual Preference Poll – Types of Uses & Locations



SOUTHEAST FRAMINGHAM NEIGHBORHOOD ACTION PLAN



Figure 23 Photos from 12.3.2015 Workshop



Summary of Neighborhood Input
Workshop #2 – Potential Growth & Priority Actions
3 December 2015
Southeast Framingham Neighborhood Action Plan

Choose
FRAMINGHAM



MAPC



XIII. APPENDIX D – BUILDOUT ANALYSIS

WHAT IS A BUILDOUT ANALYSIS?

A buildout analysis estimates the amount of built square footage that can be constructed on a parcel of land. The buildout analysis begins with a hypothetical building that meets existing zoning regulations and determines how much land is required to accommodate that building. This is the Effective Floor Area Ratio, or FAR. FAR is one calculation used in zoning to regulate development density; the higher the FAR, the denser the allowed development. The FAR was then applied to aggregated parcels within the area to determine the amount of square footage that could be constructed on the parcel groupings that were studied. The buildout analysis (using the effective FAR) for each parcel grouping's existing zoning results in the estimated total buildable square footage under the existing zoning.

BUILDOUT AND ZONING ANALYSIS, AND INSIGHT INTO ZONING ISSUES

As part of the planning process, MAPC conducted a buildout analysis of how much physical development 50 acres of non-residential properties could accommodate within certain parts of the study area (see Figure 9). This was done in order to gauge community feedback into the amount, type/mix, and location of potential future development in certain areas of the neighborhood. Additionally, the analysis assisted MAPC staff with assessing the Town's existing zoning for the study areas in order to make informed use, dimensional, parking and district boundary recommendations. MAPC conducted a buildout analysis with the assumption that existing improvements to the neighborhood and potential new (re)development should be done with the overarching goal of promoting a compact, traditional, walkable, mixed-use physical form.

The buildout analysis does not imply that there is a market for the amount and types of uses. In 2014, the Town of Framingham hired a team of consultants, including MAPC, to study the transit-oriented (re)development of the neighboring downtown area, and a market analysis was conducted for it. That market analysis can serve as a starting point for exploring redevelopment opportunities for properties immediately outside the northwestern corner of the Southeast Framingham Neighborhood study area, and potentially for the gateway parcels within the study area as identified in Figure 15. Beyond the specific demand for market-supportable units that the market analysis indicated the adjacent downtown area could support, the market analysis also provided insight into what factors attract potential business developments that can be successful. One of these factors is the greater potential for attracting mixed-use developments versus single-use projects (assuming this allowed by zoning) because their success depends on different uses within the same development program (vertical or adjacent) reinforcing and supporting each other. The other main factor mentioned in attracting investment was the walkability of an area to transit service and/or a downtown. While the Southeast Framingham neighborhood presently does have challenges with improving the condition and completeness of sidewalks and streetscape, it is relatively close to two MBTA commuter rail stations and to the downtown, and with improvements could potentially capitalize on its location.

The main purpose of the buildout analysis was to test whether certain Town of Framingham zoning regulations could affect the ability of the Town to attract desired development that creates a more traditional, compact, walkable neighborhood environment. Specifically, MAPC sought to examine how much of the parcel land was dedicated to the building footprint versus surface parking lots and open space formed by the front, side and rear setbacks. In the spirit of walkability and livability for residents, visitors and businesses, MAPC promotes

smart growth measures such as lessening the distance of pedestrians from the sidewalk to the front façade/door, reducing or eliminating front yard parking areas, and encouraging building footprints that are closer to each other with parking predominantly to the rear yards. The analysis also assessed whether certain uses were permitted at all, and considered how this could impact business proposals as well as Town and neighborhood goals for jobs, homes and services.

TESTING WHAT CAN ACTUALLY BE BUILT VERSUS EXISTING TOWN ZONING

The buildout analysis quantified how many homes, stores and offices could hypothetically, physically fit within the 50 acres of predominantly non-residential properties along Waverly and parts of Beaver streets. However, the purpose and value of it lay in comparing reasonable assumptions for building heights, suitability of parcel groupings for certain uses, and how much of the land would go toward buildings versus parking versus open space (see the MAPC effective FAR calculation on the following page).

Figure 24 Visual Board at Community Meeting

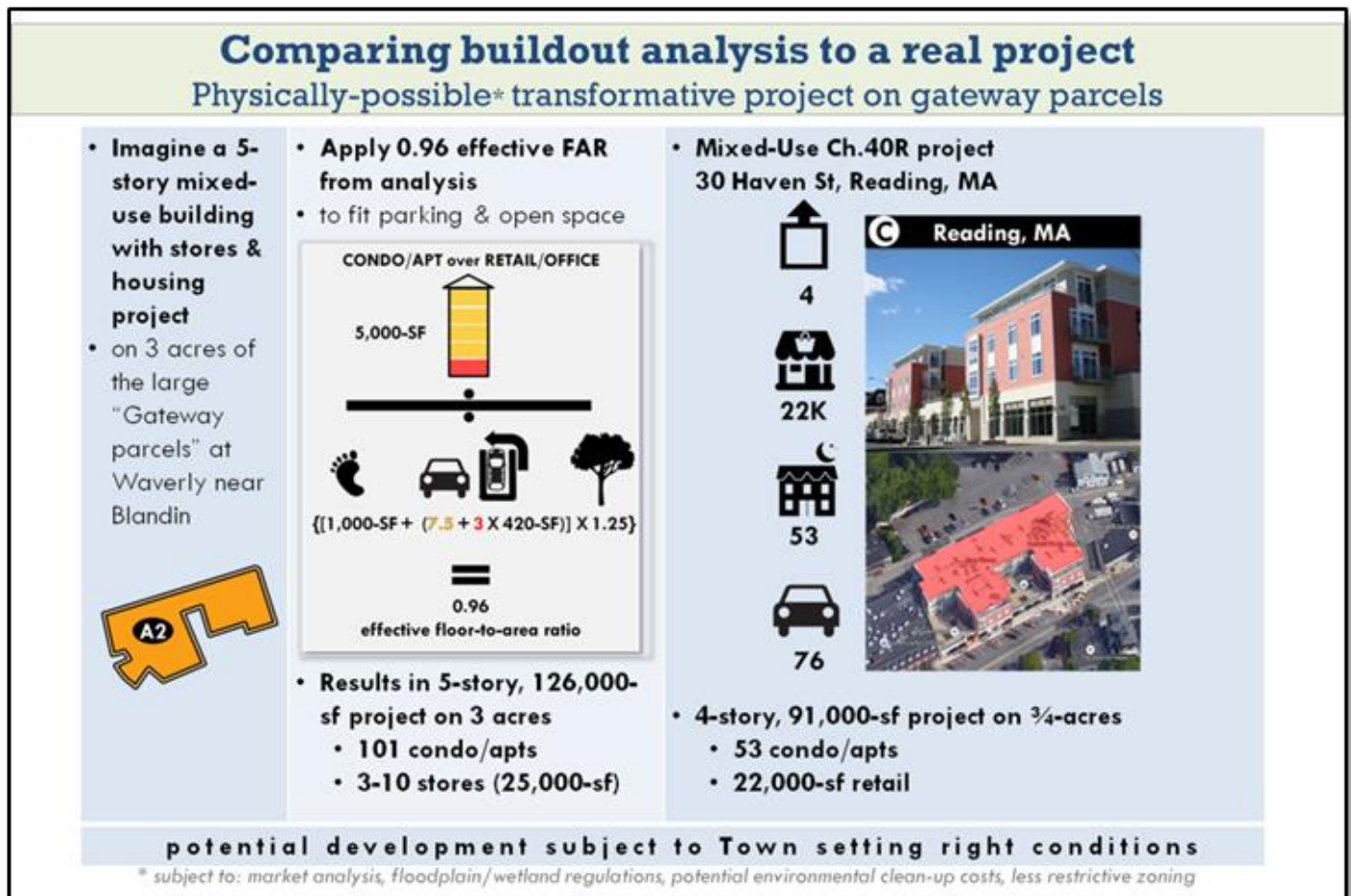


Figure 25 Scale Comparison of Existing Developments in Greater Boston

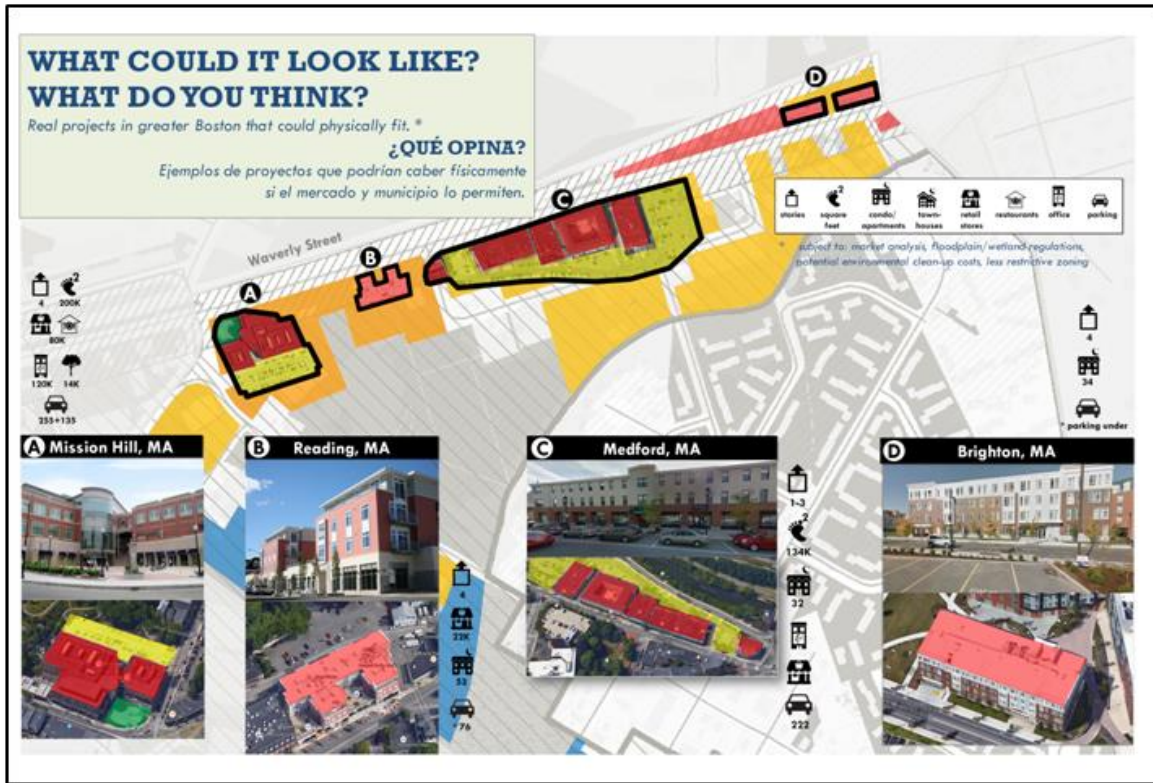


Figure 26 MAPC Effective FAR Calculation Example

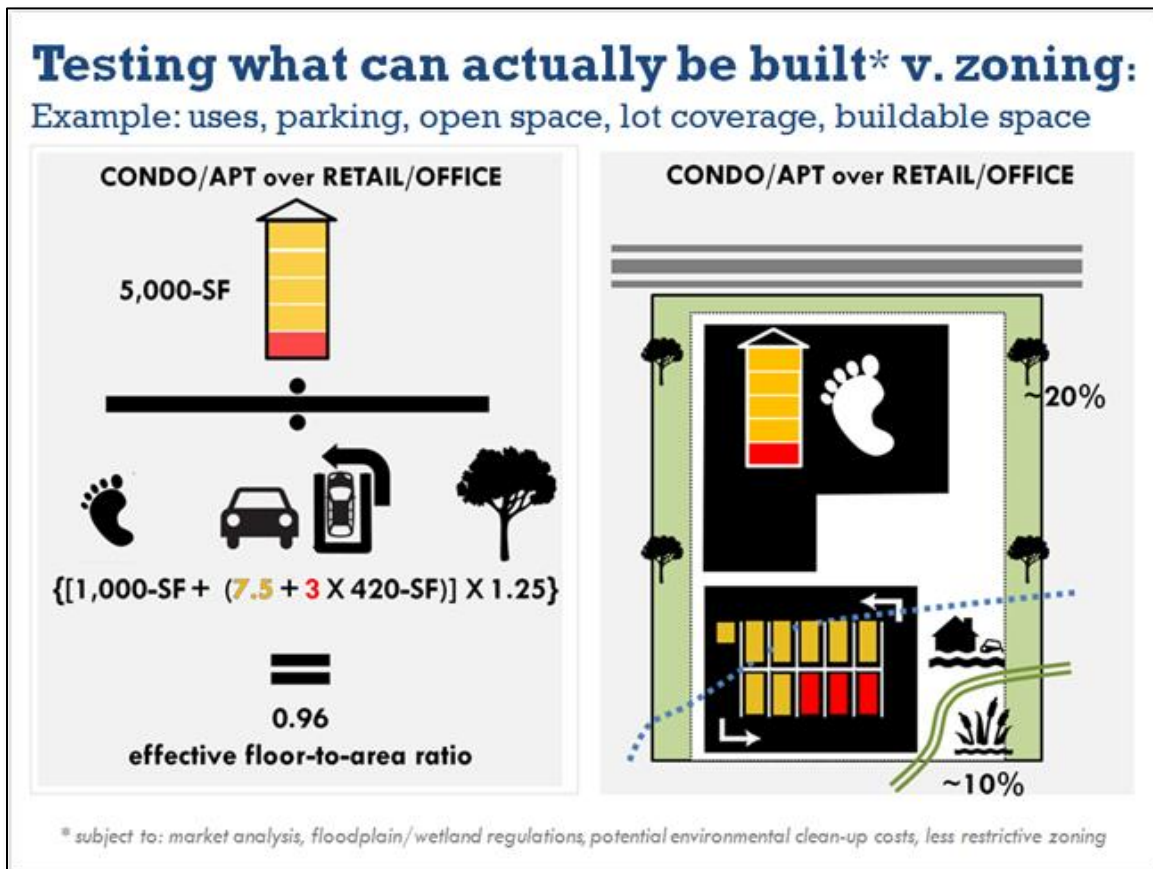


Figure 27 Example of Real Project That Could Fit but Not Allowed



ASSUMPTIONS FOR HYPOTHETICAL, PHYSICALLY POSSIBLE BUILDOUT ANALYSIS

- **OVERALL APPROACH:** gross estimate of what can be physically accommodated from a gross building square footage and parking standpoint with amended zoning for a more compact mixed use scenario. The analysis assumed reasonable amounts of green space, modified parking, current height limits but did expand upon the range of uses by incorporating mixed-use/residential projects.
- **MIX OF USES:** parcels were grouped for different for different upper/lower-story use assumptions by area
- **OPEN SPACE:** 10% open space for non-residential, 20% for mixed-use/multifamily residential, and 30% for townhouses was used.
- **NET DEVELOPABLE AREAS OF PARCELS:** assumed can build and park in floodplain with special permit but cannot in wetlands. Wetlands were estimated.
- **UNSUITABLE/UNLIKELY PARCELS FOR DEVELOPMENT:** existing residential and other parcels were not included
- **PARCEL GROUPINGS:** parcels grouped by attributes such as frontage/visibility for certain uses, as well as likelihood of assembly/consolidation
- **PARKING:** (a) Dimensions/areas: 420 square feet/ space (including aisles); and (2) Recent CBD-based parking ratios were used; 1.5 spaces per 1,000-SF 2-BR; 4 spaces per 1,000 for offices; 3 spaces per

1,000 for restaurants; groundfloor retail exempted in Gateway area only. Ground floor where retail and office were assumed the half of the ground floor was exempted from parking for retail.

- **BUILDOUT ANALYSIS CALCULATIONS:** The formula includes the total parking and open space that must, by regulation, accompany a hypothetical building of a specific use and size.

IS THERE A MARKET FOR HOMES AND BUSINESSES?

A market analysis completed in 2014 for the nearby Downtown TOD study area (www.mapc.ma/FramDwtnMarket) indicated that overall, the best development potential was for restaurants, small specialty retail stores and housing for urban dwellers priced out of the Boston market. Part of the SEFNAP study area is located within walking distance of downtown Framingham (namely the Gateway parcels), and parts of the study area are within walking distance of the two MBTA commuter rail stations: Downtown Framingham, and West Natick.

Specifically, there are opportunities for

- nine 1,750-SF potential stores and restaurants,
- residential rental projects in the 20 to 40-unit per development range, and
- residential ownership townhouses or flats projects in the 8 to 12 unit per development range.

The market study emphasized that the greatest potential for attracting successful developments and supporting desired uses was for mixed-use projects instead of single-use projects. The rationale given was that many uses reinforce and support each other, and are more viable when in close proximity (vertical or adjacent) to each other. In other words, to cite an old real estate development adage, “retail follows rooftops” or “roofs come before retail”. Similarly, office workers support restaurants (in addition to area residents). Other findings from the market analysis included that the walkability of an area to transit service and/or the downtown can help attract investment and new development.

Figure 28 Cover Page of 2014 Downtown TOD Market Analysis

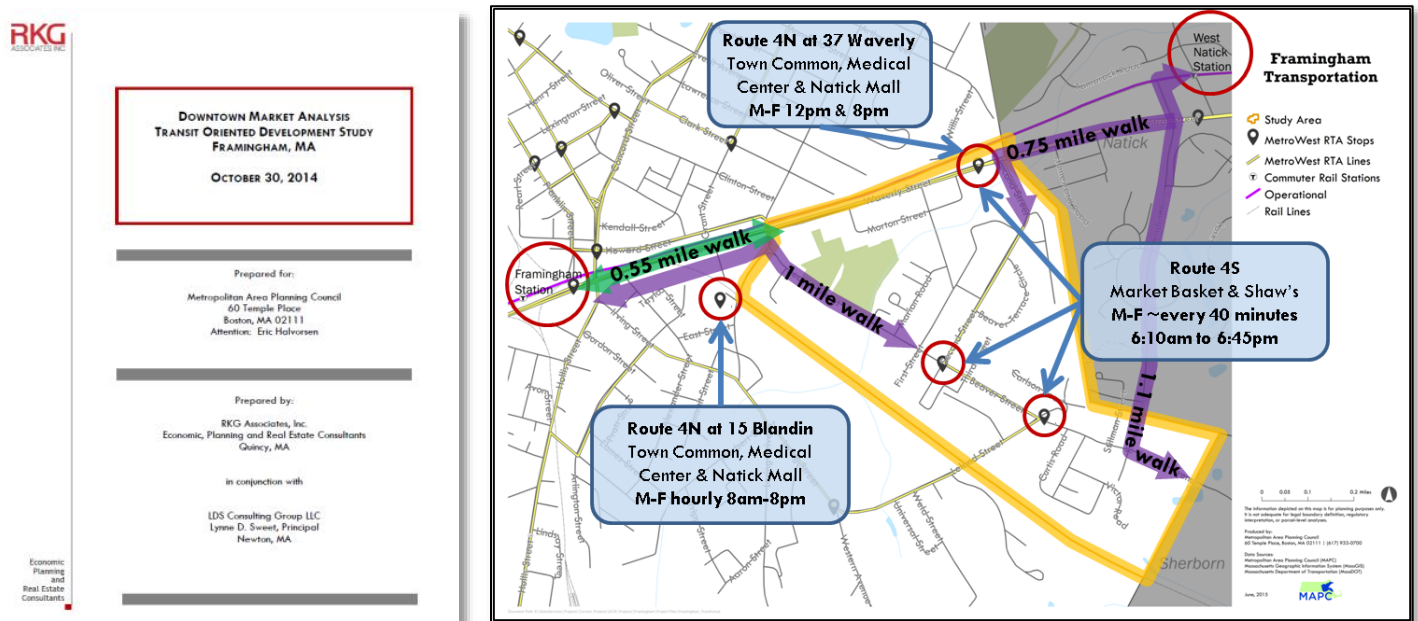


Figure 29 Walking Distances to Commuter Rail

SUMMARY TABLE OF ZONING ISSUES AND INSIGHTS FROM MAPC BUILDOUT ANALYSIS

The purpose of this brief summary table is to:

- relate the subareas included in the buildout analysis to the existing zoning boundaries to highlight the discrepancy between the zoning boundaries and intent of those zoning districts to the planning and rezoning goals of preserving existing low-scale residential areas, redeveloping multifamily areas, allowing mixed-use development with multifamily in certain areas, and consolidating light-industrial businesses into other areas; and
- focus on how the primary generalized land uses essential for a mixed-use environment are regulated with regards to FAR, building heights, lot coverage, setbacks, and parking spaces with the goal of allocating more land for buildings and people, right-sizing the open space requirements, reducing the amount of land for parking, and reducing the distance between buildings to encourage walking.

Buildout Area	Zoning	Residential	Office / Commercial / Light-Industrial	Retail	Restaurants
<p>SMALL BUILDOUT AREA</p> <p>The buildout analysis examined and recommends that the existing small narrow B district along Waverly Street be enlarged²¹ to correspond to action plan goals for the neighborhood-oriented and gateway parcels.</p>	<p>B – Business District</p> <p>The study area includes a small narrow B district along Waverly Street.</p>	<p>✓ 0.32 existing Town zoning FAR</p> <p>✓ 0.80 to 1.15 recommended MAPC buildout effective FAR</p> <p>✓ 35% existing Town maximum residential lot coverage is prohibitive and not walkable</p> <p>✓ 2 parking spaces per 1,000 square feet of residential (approximately a 2-bedroom dwelling unit for the purposes of calculations)</p> <p>✓ 1.5 parking spaces per dwelling unit is recommended by MAPC buildout analysis</p>	<p>✓ 0.32 existing Town zoning FAR</p> <p>✓ 0.60 recommended MAPC buildout effective FAR</p> <p>✓ 80 feet and 6 stories existing Town maximum building height</p> <p>✓ 25-foot front existing Town zoning setback not human scale, pedestrian-friendly</p> <p>✓ 4 parking spaces per 1,000 square feet of non-medical office use.</p>	<p>✓ 0.32 existing Town zoning FAR</p> <p>✓ 0.60 recommended MAPC buildout effective FAR</p> <p>✓ 80 feet and 6 stories existing Town maximum building height</p> <p>✓ 25-foot front existing Town zoning setback not human scale, pedestrian-friendly</p> <p>✓ 5 parking spaces per 1,000 square feet of retail use per existing Town zoning</p> <p>✓ 3 parking spaces per 1,000 square feet of retail is recommended by MAPC buildout analysis</p>	<p>✓ 0.32 zoning FAR</p> <p>✓ 0.45 to 1.05 effective FAR</p> <p>✓ 80 feet / 6 stories</p> <p>✓ front 25' setback not human scale, ped-friendly</p> <p>✓ approximately 8 parking spaces per 1,000 square feet of restaurant (this buildout conversion was based on existing Town parking standard of 1 parking space per 3 occupants plus 1 parking space per 2 employees).</p> <p>✓ 3 parking spaces per 1,000 square feet of restaurant is recommended by MAPC buildout analysis</p>

LEGEND

- ✓ A red check mark indicates that the zoning regulation poses a challenge to achieving a compact, mixed-use, walkable environment.
- ✓ A green check mark indicates that a zoning regulation does not pose a challenge to achieving a compact, mixed-use, walkable environment.

²¹ See the SEFNAP recommendations chapter

Buildout Area	Zoning	Residential	Office / Commercial / Light-Industrial	Retail	Restaurants
	B – Business District (continued)	<ul style="list-style-type: none"> ✓ mixed/multifamily prohibited ✓ only 1-fam allowed by-right ✓ 2-fam special permit 			
<p>MAJORITY OF BUILDOUT AREA</p> <p>(zoning district area to decrease to consolidate industrial uses along commercial-railroad properties)</p>	M – General Manufacturing	<ul style="list-style-type: none"> ✓ multifamily prohibited 	<ul style="list-style-type: none"> ✓ 0.32 zoning FAR ✓ 80 feet / 6 stories²² ✓ 0.29 MAPC buildout analysis used this effective FAR, and determined the existing zoning FAR of 0.32 was adequate ✓ front 50' setback not urban scale, encourages front parking ✓ 1 parking space per 800 square feet in existing Town zoning; maintain this 		
<p>RESIDENTIAL NEIGHBORHOOD</p> <p>This subarea was excluded from redevelopment buildout analysis and examined for housing rehabilitation purposes only. The SEFNAP recommendations include either making a zoning district boundary or overlay distinction between multifamily areas and lower density areas.</p>	G – General Residence	<ul style="list-style-type: none"> ✓ 0.15 existing Town maximum zoning lot coverage ✓ 1 acre minimum lot size in existing Town zoning for uses other than single-family <ul style="list-style-type: none"> ○ the existing 8,000-SF lot minimum for 1-family is less onerous ✓ 150-foot minimum frontage for a parcel for uses other than 1-family <ul style="list-style-type: none"> ○ the existing 65 foot minimum frontage for a single family is less onerous • 1-fam only residential use by-right (5DUs/Ac) ✓ multifamily prohibited ✓ 3-family implicitly forbidden or implicitly regulated as multifamily which is explicitly forbidden 	<ul style="list-style-type: none"> ✓ nonresidential/mixed-use forbidden <ul style="list-style-type: none"> ○ (certain accessory office/service uses could be permissible) 		

LEGEND

- ✓ A red check mark indicates that the zoning regulation poses a challenge to achieving a compact, mixed-use, walkable environment.
- ✓ A green check mark indicates that a zoning regulation does not pose a challenge to achieving a compact, mixed-use, walkable environment.

²² Unlikely for light-industrial uses that usually do not require vertical building square footage for their operations.



XIV. APPENDIX E – STREETScape IMPROVEMENTS COST ESTIMATES

SUMMARY OF COST ESTIMATES FOR REFERENCE PURPOSES

STREETScape INVESTMENT

The more modest and budget friendly streetscape improvements and associated cost estimates recommended in two prior studies²³ will be incorporated into the action plan recommendations. Generally, more modest improvements such as striped or stamped epoxy asphalt medians and intersections were estimated to cost between \$160 to \$385 per linear foot versus \$275 to \$550 per linear foot for longer-term costlier improvements such as raised landscaped center islands and raised intersections. For the most part, the action plan recommendations will advocate for the more modest improvements with the exception of recommending concrete curbed sidewalks for safety purposes (versus striped sidewalks that lack edge definition and grade separation). Additionally, a 2013 study titled, “Costs for Pedestrian and Bicyclist Infrastructure Improvements: A Resource for Researchers, Engineers, Planners, and the General Public” was prepared for the Federal Highway Administration and affords a detailed list of cost estimates for the Town’s consideration of the action plan recommendations. The study report can be found at pedbikeinfo.org/cms/downloads/Countermeasure%20Costs_Report_Nov2013.pdf. The aforementioned studies also provided useful estimated cost ranges for certain itemized streetscape improvements that can be used by the Town for budgeting purposes in order to implement recommended streetscape improvements in the action plan. Among the itemized estimates from the studies that the Town can refer to for recommended improvements are on the following page.

STREETScape FUNDING

Funding assistance for multimodal, pedestrian-friendly streetscape improvements may be available through the State. In 2014, the Massachusetts Department of Transportation (MassDOT) established a Complete Streets funding program for eligible municipalities that meet certain requirements. The program offers up to \$50,000 in technical assistance, up to \$400,000 in construction funding, and the newly established program may be extended past FY2017. More information can be found at www.mass.gov/massdot/completestreets.

²³ Components of the cost estimates from two relatively recent studies the Town of Framingham commissioned were used as general, order of magnitude estimates to accompany where workshop participants of the Southeast Framingham Neighborhood Action Plan process indicated they wanted to see specific types of improvements. The two studies were conducted by the Cecil Group Consultants, and GPI Consultants are mentioned in Appendix A.

Summary Table of Cost Estimates for Reference Purposes
Excerpts from Cecil Group Consultants 2015 Streetscape Study, and 2013 Federal Highway Administration Study

Streetscape Improvement Component	Quantity	Range of project costs		
		Low cost range	Median cost	High cost range
Stop/yield signs ²⁴	1	\$210	\$220	\$560
Flashing pedestrian beacon/light	1	\$360	\$5,170	\$59,100
Sidewalks ²⁵				
• Concrete sidewalk with curb	1 linear foot, 5'-wide	\$23	\$170	\$410
• Concrete sidewalk without curb	1 linear foot, 5'-wide	\$2	\$27	\$230
• Asphalt sidewalk	1 linear foot, 5'-wide	\$6	\$16	\$150
Pedestrian crossings and intersections				
• High visibility crosswalks ²⁶ (ladder, transverse lines, zebra, etc.)	1	\$600	\$3,070	\$5,710
• Speed table with pedestrian crossing	1	\$1,000	\$4,000	\$7,000
• Enhanced pedestrian crossing	1	\$3,500	\$7,750	\$12,000
• Raised intersection with enhanced paving	1	\$25,000	\$50,000	\$75,000
• Raised crossing ²⁷	1	\$1,290	\$7,110	\$30,880
Hardscaped plaza area with shade structure	1	\$70,000	\$82,500	\$95,000
Intersection configuration and traffic calming ²⁸	300 linear feet	\$280 per linear foot \$84,000	\$339 per linear foot \$101,700	\$399 per linear foot \$119,700
Gateway signage ²⁹	1	\$130	\$350	\$520
• Monument sign	1	---	\$19,000	---

For the purposes of Town budgeting, unless otherwise indicated, the estimates were in 2015 dollars. The 2015 Cecil study also states that an additional 8% for mobilization and general conditions should be accounted for as well as an additional 15% for design and construction contingency.

²⁴ In 2013 dollars.

²⁵ In 2013 dollars.

²⁶ In 2013 dollars.

²⁷ In 2013 dollars.

²⁸ For the Beaver Park Road and Taralli Terrace intersection.

²⁹ Sign costs reflect a variety of materials, including plastic (\$500), metal (approximately \$200), and wood (approximately \$530).

XV. APPENDIX F - SUMMARY TABLES OF RECOMMENDED ZONING AMENDMENTS

1. NEW BUSINESS/MIXED-USE (B/MU) DISTRICT

PURPOSE AND INTENT: Promote compact, human-scale, pedestrian-friendly environment where more of the land is dedicated to people for jobs, housing, shopping, and pocket parks and plazas.

The following changes to existing Business (B) Zoning District regulations for new proposed, enlarged B/MU Zoning District boundary (see Figure 14). The preferred alternative is to establish a Chapter 40R Smart Growth Overlay District as explained in recommendation 1.15.

Land Use	Parking
<p>Allow following land uses (that are currently restricted) by-right but subject to Site Plan Review:</p> <ul style="list-style-type: none"> • multifamily residential • mixed-use • mixed-use complex • artists live/work/gallery • cultural center 	<p>Change parking requirements for the following uses:</p> <ul style="list-style-type: none"> • 1.5 parking spaces per 1,000-SF for residential • 3 parking spaces per 1,000-SF for retail
Dimensional	<p>Parking location/design:</p> <ul style="list-style-type: none"> • Text amendment to clearly state that the location of parking shall be discouraged in the front yard setback and limited to a single-row of buffered/landscaped parking in close proximity to building facades and entrances. For the purposes of Site Plan Review, the guideline of 60% to 80% of the parking spaces shall be located primarily in the rear yard and/or side yards; whichever scenario is less visible from public rights of way. <p>Shared parking for mixed-use developments</p> <ul style="list-style-type: none"> • Many shared parking regulations use the method below to determine the minimum number of spaces required for a shared parking facility (view an example): <ol style="list-style-type: none"> 1. Determine the minimum amount of parking required for each land use or destination by time period as if it were a separate use 2. Sum the number of required parking spaces in each time period across all uses 3. Set the minimum requirement at the maximum total across time periods.
<p>Change existing maximum building height from 6 stories and 80 feet in height to:</p> <ul style="list-style-type: none"> • Minimum height two stories and 25 feet. • Maximum by-right building height of four stories and 50 feet. <p>Change existing minimum front yard setback</p> <ul style="list-style-type: none"> • From 25 feet to a maximum of 25 feet (to accommodate at most a single-row of buffered/landscaped parking in close proximity to building facades and entrances. <p>Change minimum lot size requirement</p> <ul style="list-style-type: none"> • to 5,000-SF from 8,000-SF <p>New open space requirements</p> <ul style="list-style-type: none"> • 30% for townhouses, 20% for multifamily residential and mixed-use/residential, and 10% for commercial/office developments. <p>New maximum lot coverage (building and pervious parking) requirement</p> <ul style="list-style-type: none"> • 70% for townhouses, 80% for multifamily residential and mixed-use/residential, and 90% for commercial/office developments • Require through Site Plan Review that redeveloped property be built pursuant to FEMA and National Flood Insurance Program standards³⁰. This entails 	

³⁰ More information at http://www.fema.gov/media-library-data/20130726-1910-25045-7987/fema_datasheet_rebuild_aezone05.pdf



building at least 2 feet above grade in an AE floodplain zone to lower flood risks and insurance premiums.

- Change existing maximum by-right FAR from 0.32 to 0.50.

Site Layout and Connectivity

- For areas that abut Beaver Dam Brook and Dennison Park, a Site Plan Review goal and requirement could be to make multimodal connections through the brook and to the park and/or other connections, and careful design of site layout, building placement and avoidance of blank facades to better relate to open space assets and add value to the character of the developments and the neighborhood.

Review Process and Thresholds

- Eliminate Special Permit for restaurants up to 5,000-SF.
- Consider changing all special review of projects in newly created zoning districts to the Planning Board for matter of consistency with the objectives of the Action Plan.

Performance Standards for Industrial Uses

The following effects shall not be allowed:

- Any noise, air pollutant, vibration, dust, odor, change of temperature, or direct glare of lighting that emanates beyond the boundaries of the lot on which the use is located, is detectable at such distance by human senses without aid of instruments, and is of sufficient quantity or duration to cause significant annoyance or interference with normal activities.

BONUS DEVELOPMENT SCENARIOS IN EXCHANGE FOR REQUIREMENTS

(continued from table for new recommended B/MU zoning district)

Bonus Development Scenario #1 in Exchange for Required Public Benefits

Bonus Development Scenario #2 in Exchange for Higher-Standard of Required Public Benefits

Requirement	Bonus Development	Requirement	Bonus Development
<p>For mixed-use developments (with or without residential), that provide two of the following pursuant to Site Plan Review and Planning Board approval:</p> <ul style="list-style-type: none"> • Apartments or condominiums (preferably upper-story) that include a minimum 15% of the total proposed units as affordable units. • Community center and/or reservable, meeting space rooms for neighborhood organizations and area-non-profits. Deed-restricted and as part of condominium, common area within the development program and approvals. • Full-service supermarket with large selection of fresh food • Health clinic • Pharmacy • Bank with ATM 	<p>Building height, additional non-by-right</p> <ul style="list-style-type: none"> • 15 feet and one story <p>Floor-to-Area Ratio (FAR), additional non-by-right</p> <ul style="list-style-type: none"> • 0.30 FAR <p>Bonus development, total combined non-by-right maximum</p> <ul style="list-style-type: none"> • 5 stories • 0.80 FAR 	<p>For mixed-use developments (with or without residential), that provide two of the following pursuant to Site Plan Review and Planning Board approval:</p> <ul style="list-style-type: none"> • Apartments or condominiums (upper-story) that include a minimum 15% of the total proposed units as affordable units. • Community center with reservable, meeting space rooms for neighborhood organizations and area-non-profits. Deed-restricted and as part of condominium, common area within the development program and approvals. • Supermarket • Pocket park that can reasonably accommodate a minimum of a dozen people with seating, lighting and landscaping, or hardscaped plaza with seating and landscaping • Consolidation of two or more parcels for joint development that creates: <ul style="list-style-type: none"> ○ grade-separated on-site circulation for pedestrians and completes the connections from buildings and entrances toward streets, sidewalks and if feasible, adjacent properties, and ○ separates truck servicing and loading in the form of a shared alley 	<p>Building height, additional non-by-right</p> <ul style="list-style-type: none"> • 30 feet and two stories <p>Floor-to-Area Ratio (FAR), additional non-by-right</p> <ul style="list-style-type: none"> • 0.65 FAR <p>Bonus development, total combined non-by-right maximum</p> <ul style="list-style-type: none"> • 6 stories • 1.15 FAR

2. NEW MANUFACTURING (M) DISTRICT

PURPOSE AND INTENT: Retain and consolidate necessary light-industrial and commercial/office uses and jobs in the study area, provide better internal and area circulation, and improve the appearance of the properties and minimize potential adverse impacts on abutting residents and open spaces.

The following changes to existing Manufacturing (M) Zoning District regulations for new proposed, decreased M Zoning SubDistrict boundary (see Figure 14).

Land Use

- Maintain the multifamily land use restriction in order to avoid potential conflicts
- Explore whether only allowing creative economy artist studios and artists live/work units is limiting affordable areas to the artist community.

Parking

- Front yard 50 foot setback encourages front yard parking, allow for an exception during Special Permit Review whenever the front yard is highly visible from a public right of way and adjacent to or facing non-industrial uses.
- New mid-block circulation to be promoted as part of Site Plan Review. Refer to multimodal connections in Figure 2.

Dimensional

- Maintain existing 0.32 FAR. The MAPC buildout analysis confirmed that an effective FAR of 0.29 was possible.

Performance Standards for Industrial Uses

The following effects shall not be allowed:

- Any noise, air pollutant, vibration, dust, odor, change of temperature, or direct glare of lighting that emanates beyond the boundaries of the lot on which the use is located, is detectable at such distance by human senses without aid of instruments, and is of sufficient quantity or duration to cause significant annoyance or interference with normal activities.

3. NEW MULTIFAMILY RESIDENTIAL (MFR) DISTRICT

PURPOSE AND INTENT: Allow and encourage housing options for residents at different stages in their lives, and facilitate the retention of existing residents as well as the preservation and continued enhancement of this housing stock.

The following changes to existing General Residence (G) Zoning District regulations for the new proposed, MFR Zoning SubDistrict boundary to be carved out of the existing and much larger G Zoning District (see Figure 14). The preferred alternative is to establish a Chapter 40R Smart Growth Overlay District as explained in recommendation 1.15.

Land Use

- Allow multifamily residential by-right and retain Site Plan Review to ensure compact, walkable Action Plan objectives.
- Consider permitting certain small-scale (5,000-GSF of building or less) non-residential uses that provide local, convenience such as offices and retail. Allow mixed-use only with regard to these small-scale (5,000-GSF or less) non-residential local convenience uses such as offices and retail.
- Considering permitting on-site accessory home occupation business low-traffic-demand uses to promote small business entrepreneurship.

Dimensional

- Require through Site Plan Review that redeveloped property be built pursuant to FEMA and National Flood Insurance Program standards³¹. This entails building at least 2-3 feet above grade in an AE floodplain zone to lower flood risks and insurance premiums.
- Change the minimum lot size requirement to 5,000-SF across the board for multifamily, townhouses and detached single family dwellings.
- Maintain existing maximum building height of 3 stories and 40 feet by-right. Provide incentive height and FAR in exchange for public benefits in following section.
- Change existing maximum lot coverage requirement across the board for multifamily, townhouses and detached single family dwellings from the existing dual standard of 15% and 35% to a maximum of 0.45 FAR by-right. Provide incentive height and FAR in exchange for public benefits in following section.
- Change the minimum frontage requirement from 150-feet for anything other than single-family to 30 feet to encourage compact, walkable environment characteristic of historic, traditional neighborhoods and towns.

Parking

- Change the minimum required parking to 1.5 parking spaces per dwelling unit.
- For the purposes of maintaining existing and increasing affordable units; and raising residents from flood-prone ground floors, parking could be allowed to occupy the ground floors of buildings as long as the groundfloor parking does not become a prominent feature of the building façade, character and design, particularly from public rights of way.

Site Layout and Connectivity

- For areas that abut Beaver Dam Brook and Dennison Park, a Site Plan Review goal and requirement could be to make multimodal connections across the brook and to the park and/or other connections, and careful design of site layout, building placement and avoidance of blank facades to better relate to open space assets and add value to the character of the developments and the neighborhood. The

³¹ More information at http://www.fema.gov/media-library-data/20130726-1910-25045-7987/fema_datasheet_rebuild_aezone05.pdf

goal is to complete the connections from buildings and entrances toward streets, sidewalks and if feasible, adjacent properties.

BONUS DEVELOPMENT SCENARIOS IN EXCHANGE FOR REQUIRED PUBLIC BENEFITS

(continued from new recommended MFR zoning district)

Requirement	Bonus Development
<p>For the rehabilitation of the existing private and publicly owned affordable house developments that provide <u>two</u> of the following pursuant to Site Plan Review and Planning Board approval:</p> <ul style="list-style-type: none"> • Maintain existing affordable units, and relocate existing residents on-site in a proactive phased rehousing plan documented in a Memorandum of Agreement. • Community center with reservable meeting space rooms for neighborhood organizations and area-non-profits. Deed-restricted and as part of condominium, common area within the development program and approvals. • Pocket park that can reasonably accommodate a minimum of a dozen people with seating, lighting, landscaping, and a water feature for children; or a hardscaped plaza with seating, landscaping, and a water feature. 	<p>Building height, additional non-by-right</p> <ul style="list-style-type: none"> • 15 feet and one story <p>Floor-to-Area Ratio (FAR), additional non-by-right</p> <ul style="list-style-type: none"> • 0.35 FAR <p>Bonus development, total combined non-by-right maximum</p> <ul style="list-style-type: none"> • 4 stories and 55 feet • 0.80 FAR