

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.

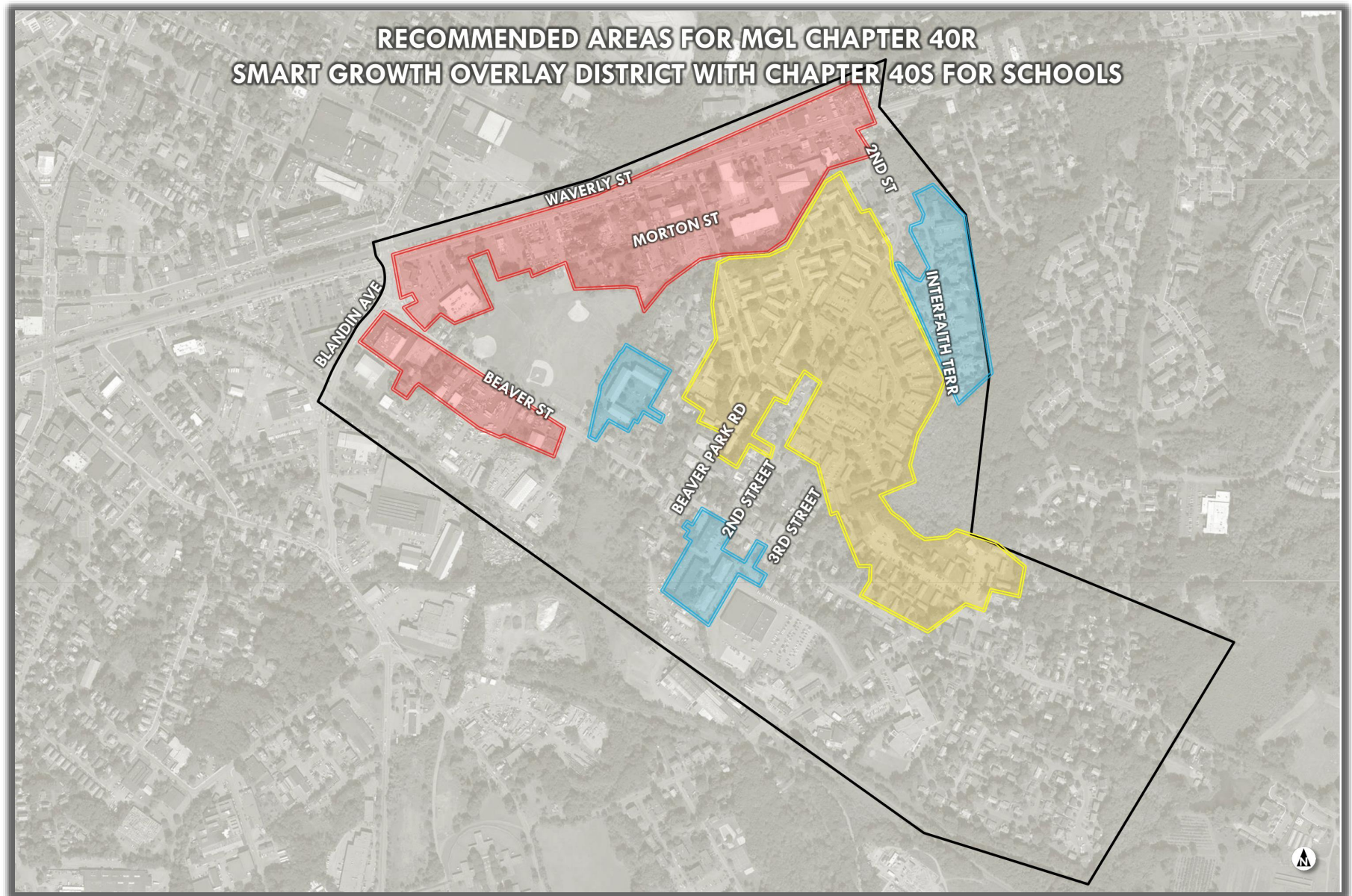
- a) The areas in red are the most suitable for a Ch.40R overlay district due to their proximity to transit and potential to transform underutilized properties into a walkable, compact mixed-use neighborhood.
- b) The area in light orange/ dark yellow is most suitable for encouraging the rehabilitation 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,

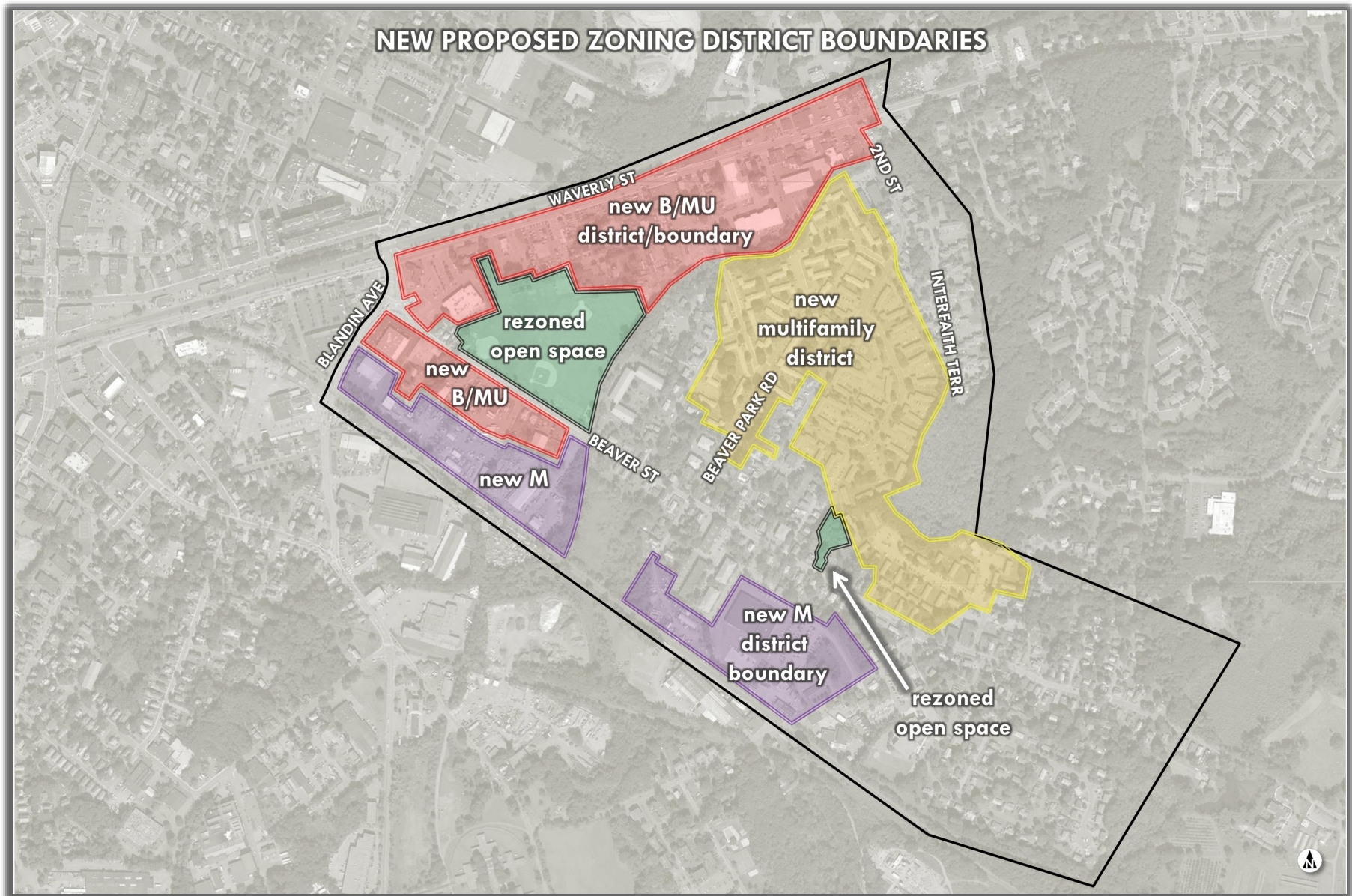
- h) reapportioning existing maximum building heights and FARs into lower by-right maximums of 4 stories and 0.50,
- i) requiring certain public benefits¹⁶ in exchange for density bonuses of an additional story or two in tandem with additional, non-by-right bonus FARs of 0.30 or 0.65 (for a total potential 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.

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>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 	<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.

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 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 two 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