



**2018**

# **Norwell Economic Growth Plan**

**Prepared for the Town of Norwell by  
the Metropolitan Area Planning Council**

# ACKNOWLEDGMENTS

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## **Workshop Participants and Community Stakeholders**

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# INTRODUCTION

With funding through the District Local Technical Assistance (DLTA) program, the Metropolitan Area Planning Council (MAPC) has over the past year developed an Economic Growth Plan for the Town of Norwell. MAPC's work was guided by the Town's articulated interest in exploring opportunities to expand its commercial / industrial tax base, accommodate new housing and mixed use development, and address infrastructure related development constraints. This strategy builds upon prior planning efforts, including the 2005 Master Plan which identified the Assinippi and Accord industrial parks as strategic locations for encouraging growth. At the direction of town staff and officials, MAPC focused on these geographies as targeted growth areas.

Norwell is located in the South Shore Coalition subregion of the Metropolitan Area Planning Council region. According to the 2016 American Community Survey (ACS) 5-year Estimates, Norwell has a population of approximately 11,000 people, an increase of roughly 600 residents since 2006. Norwell is a prosperous community with 95% of town residents having attained a high school degree or higher and nearly 60% of town households making more than \$100,000 per year. Additionally, 92% of town residents are home owners.

The Town has considered a number of strategies to grow its tax base, but restrictive zoning regulations and lack of sewer infrastructure have challenged economic growth. In 2013 the Town attempted to pass a zoning reform that would have eased some zoning regulations around parking, lot coverage, and open space requirements in the town's existing industrial parks. However, Town Meeting did not achieve the two-thirds vote required to change the Town's zoning by-laws. Opponents of the zoning changes cited concerns about traffic, environmental impacts, and out of context development.

Despite the present challenges, both Accord and Assinippi parks have succeeded in attracting a variety of different business types. Assinippi is host to a number of corporate offices for large scale businesses including Clean Harbors, Aramark, and Zildjian Cymbals. Accord Park contains a range of smaller businesses including light manufacturing, auto service, distribution, and professional services. After the failed 2013 zoning reform, Accord Park was identified by the board of selectmen as the area most appropriate for new growth due to its lack of residential abutters. Accord Park currently has several vacant or underperforming spaces, which bolster the case for targeted development over Assinippi. Both parks are located adjacent to RT 228 with connections to RT 3.

Norwell is centrally located within the South Shore region and the industrial parks benefit from direct access to Route 3. While Norwell does not have a stop on the commuter rail, it is well connected to commuter rail stops in Scituate and Weymouth as well as an express bus shuttle at the Norwell / Rockland border.

In addition to promoting expanded commercial growth in the Accord industrial park, MAPC has also identified Queen Anne's Plaza as a potential area to encourage mixed use development. The size of the plaza parcel, its adjacency to transit corridors, and the character of the area makes it a practical and attractive site for a mixed use commercial and residential development.

# SUMMARY OF EXISTING PLANS

Prior planning efforts – most notably the 2005 Master Plan and 2012 Housing Production Plan – informed the direction of MAPC’s investigation and recommendations. A high level summary of these plans, tailored to reflect their relevance to current economic development planning, is provided below.

## 2005 Master Plan

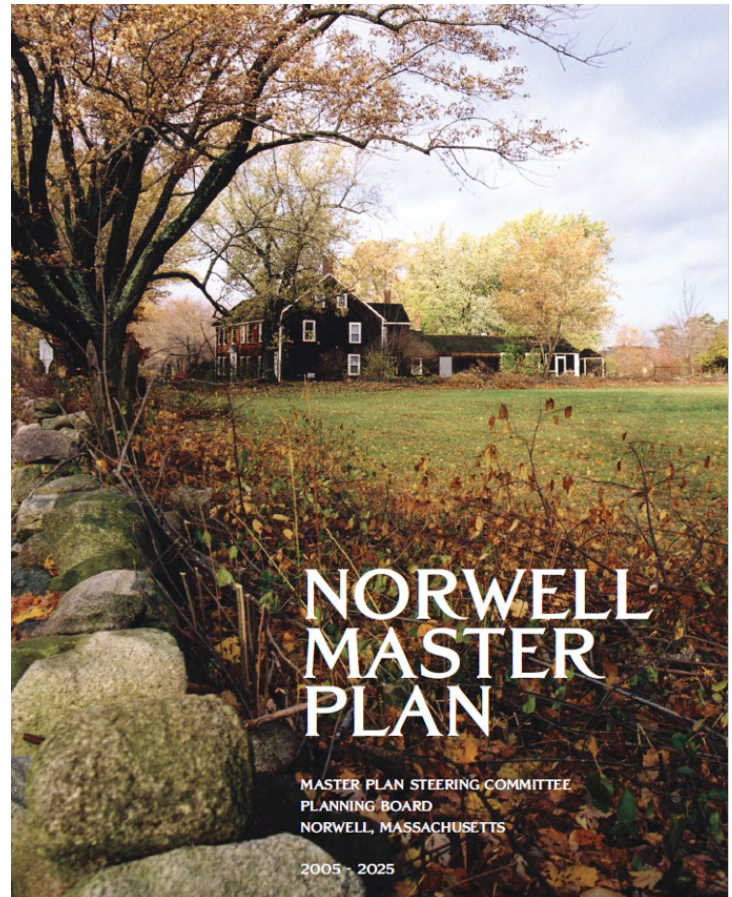
Master plans, alternatively termed comprehensive plans, serve as policy guides which provide a framework for the physical development of a community. Developed through a robust public process, the Norwell *Master Plan 2005 – 2025* articulates a series of goals and supporting strategies designed to align the future development of Norwell with the town’s values. Through the planning process, the Norwell community identified four “critical arenas for action,” including promoting economic development as a means to enhance the tax base and improve quality of life.

**GOAL: Promote Higher Value Economic Development in Existing Business Areas**

**Maximize non-residential tax revenue** from existing industrial and commercial areas while protecting town character and quality of life.

**Improve the Town Center** with more pedestrian-friendly design and retail variety.

**Improve Route 53** with more pedestrian-friendly design and higher value development.



In response to a community survey and through discussions at public meetings, residents identified high property tax bills as a major concern. Although stakeholders expressed a desire to generate more tax revenue from commercial and industrial property to alleviate pressure on residential property owners, they also voiced a strong preference for preserving Norwell’s fundamentally residential character. Rather than identifying additional space for nonresidential growth,

the overarching economic development goal of the Master Plan calls for promoting higher value economic development in existing business areas, including Town Center, Route 53, and the two industrial parks – Accord and Assinippi – which are the subject of this economic development study.

The Master Plan further recommends a series of strategies designed to support the achievement of the goals detailed above. The development of the recommendations contained in this report relied on the direction encouraged by the Master Plan; the Master Plan strategies most relevant to the present study are highlighted below:



## STRATEGIES

**Pursue a strategy to increase non-residential tax revenues** by allowing higher density development in the office and industrial parks contingent on sewer connections or other wastewater capacity improvements.

**Improve the appearance and function of Route 53** by concentrating development in village-like centers, reviewing parking ratios and allowing shared parking, and developing a streetscape plan with pedestrian amenities.

**Develop design guidelines and an overlay district with special permit incentives for small-scale multi-family and mixed-use development.** People living in apartments above shops or in small multifamily buildings would create more activity in Norwell Center and help attract new retail options. Some of the apartments could also be designated as permanently affordable. If necessary, communal septic systems should be explored to make it possible for more people to live in the Town Center.

## HOUSING PRODUCTION PLAN

A Housing Production Plan (HPP), defined in regulation 760 CMR 56.03(4), is a proactive strategy for planning and developing affordable housing. Communities can choose to develop an HPP, subject to review and approval by the Department of Housing and Community Development, in order to create a strategy for meeting its affordable housing needs consistent with the Chapter 40B statute and regulations. Successful plans include a comprehensive needs assessment, affordable housing goals, and implementation strategies.

The Town of Norwell completed their current HPP in 2012. Relying on data from the 2010 US Census and town records, the report found that Norwell's population was growing at a slow, steady pace, although the percentage of older residents was found to be rising and the share of young adults to be shrinking. Available housing units – greater than 90% of which were single-family, detached structures – were shown to command very high prices (median sales price \$525,500 in 2010) which results in a population with a median income significantly higher than Plymouth County and the state. The interrelationship of these trends means that households across a range of economic and social strata may have difficulty establishing a home in Norwell.

The HPP indicates that only 139 of Norwell's 3,652 year-round housing units were counted as affordable, amounting to 3.8% of the total. Municipalities with less than 10% of its housing set-aside for low and moderate income residents are susceptible to developments initiated under the Chapter 40B comprehensive permit process, which can override local zoning. The HPP provides a guide to aid Norwell's efforts to meet the state 10% affordable housing goals, and also outlines local goals and priorities.

### HPP HOUSING GOALS

1. Provide affordable housing alternatives to meet the range of housing needs
2. Promote diversity and the stability of individuals and families living in Norwell
3. Strive to meet state 10% affordability goal
4. Preserve the existing affordable housing stock
5. Leverage other public and private resources in the preservation and production of affordable housing to the greatest extent possible
6. Insure that new housing creation is harmonious with the character of the existing community
7. Plan within the context of Norwell's long-term development objectives
8. Encourage the integration of smart growth principles in the development of housing

In order to meet the goals detailed above, the HPP includes a number of housing strategies. The promotion of affordable housing in mixed-use development and partnership with private developers to produce affordable housing stand out as key housing strategies which can be mutually supported through the sort of economic development planning recommended in this plan.

## EXISTING CONDITIONS

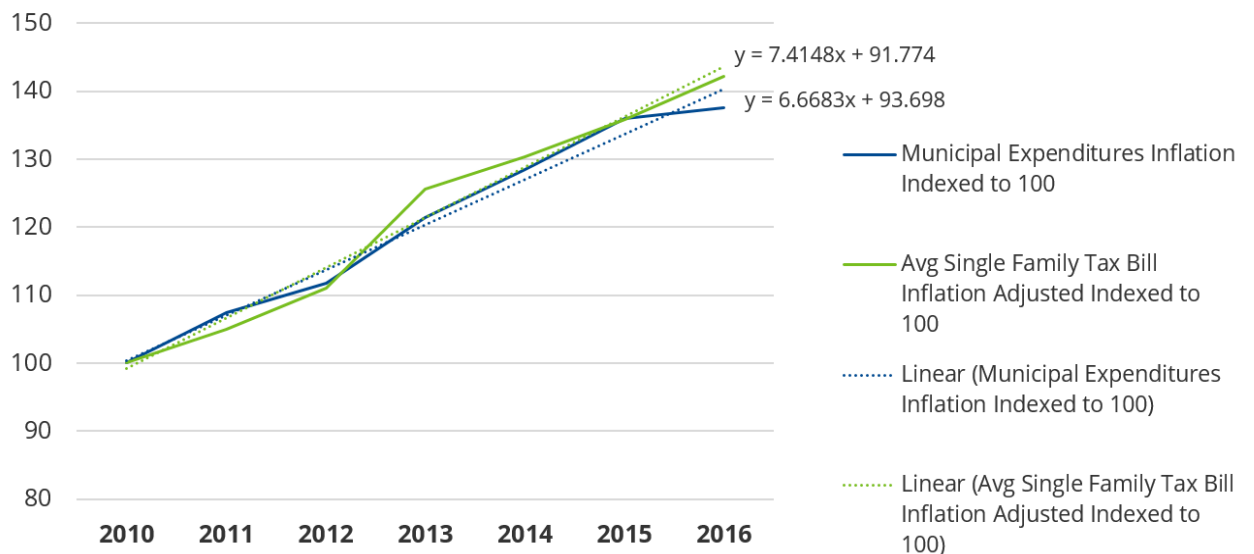
### TOWN-WIDE DEVELOPMENT TRENDS

#### Assessed Value By Property Class

A primary concern for the Town of Norwell is mitigating the rising single family tax bill for residents of the town. As a small municipality that has become increasingly attractive due to its excellent schools and municipal services the Town's finances have, in large part, been reliant on residential property taxes. When adjusted for inflation, the average single family tax bill in Norwell has experienced a 60% change since 2010. This has translated to about a 7% year over year change which aligns with the trajectory of the municipalities annual expenditures.

#### Municipal Expenditures and Single Family Tax Bill, Adjusted for Inflation and Indexed to 100

Source: Mass Municipal Data Bank



**TABLE 1: NORWELL AVERAGE SINGLE FAMILY TAX BILL, 2010 - 2018**

Source: Mass Municipal Databank, Bureau of Labor and Statistics Consumer Price Index - Adjusted for Inflation to 2010 Dollars.

2010	2011	2012	2013	2014	2015	2016	2017	2018	% Change 2010-2018
\$9,684	\$10,167	\$10,758	\$12,162	\$12,618	\$13,162	\$13,770	\$14,638	\$15,501	60%

Residential development is the dominant land use in the Town of Norwell, a fact reflected in the town's property tax assessment. Over the last 10 years, residential and open space (RO) property value as a percentage of total assessment has fluctuated slightly, while remaining by far the most significant component of Norwell's total property valuation. After a modest decrease between 2008 and 2011, the RO percent of total assessed value has slowly and steadily increased back towards its ten year high of approximately 86%.

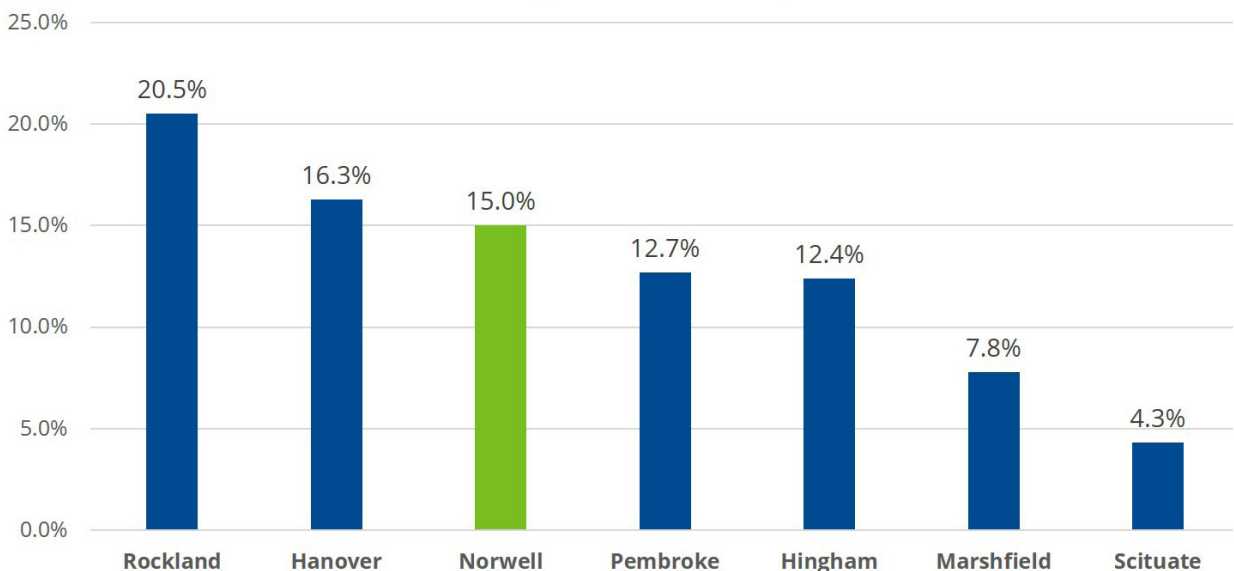
**TABLE 2: NORWELL ASSESSED VALUE BY CLASS, 2008-2018**

Source: Mass Municipal Data Bank, Division of Local Services, MA DOR

<b>Fiscal Year</b>	<b>Residential and Open Space (RO) % of Total Assessed Value</b>	<b>Commercial, Industrial, and Personal (CIP) % of Total Assessed Value</b>
<b>2008</b>	85.97%	14.03%
<b>2009</b>	85.32%	14.68%
<b>2010</b>	84.57%	15.43%
<b>2011</b>	83.69%	16.31%
<b>2012</b>	84.55%	15.45%
<b>2013</b>	84.41%	15.59%
<b>2014</b>	84.58%	15.42%
<b>2015</b>	84.31%	15.69%
<b>2016</b>	84.52%	15.48%
<b>2017</b>	85.04%	14.96%
<b>2018</b>	85.60%	14.40%

Commercial, industrial, and personal (CIP) property has remained a small if not insignificant component of the local tax base. When compared to neighboring municipalities, Norwell's CIP comprises a larger share of the local tax base than average.

### **CIP Assessed Value, FY17** % of Total Assessed Value

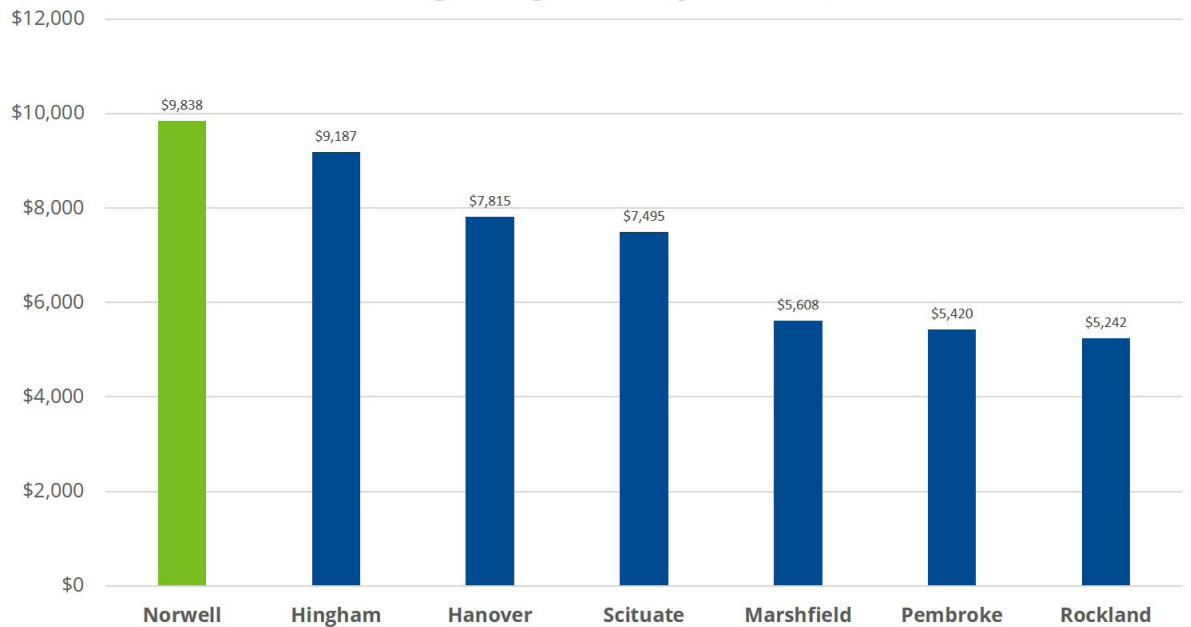


Source: Municipal Databank, Division of Local Services, MA DOR

As the Town of Norwell uses a single tax rate for all property classes, the percent of the tax levy derived from RO and CIP exactly mirrors the distribution of assessed value. However, while the percentage of the tax levy paid by residential property owners has remained comparatively flat, as the assessed value of residential property has increased, the average single family tax bill has also risen. When compared to immediately adjacent municipalities, Norwell has the highest average single family tax bill.



## Average Single Family Tax Bill, FY17

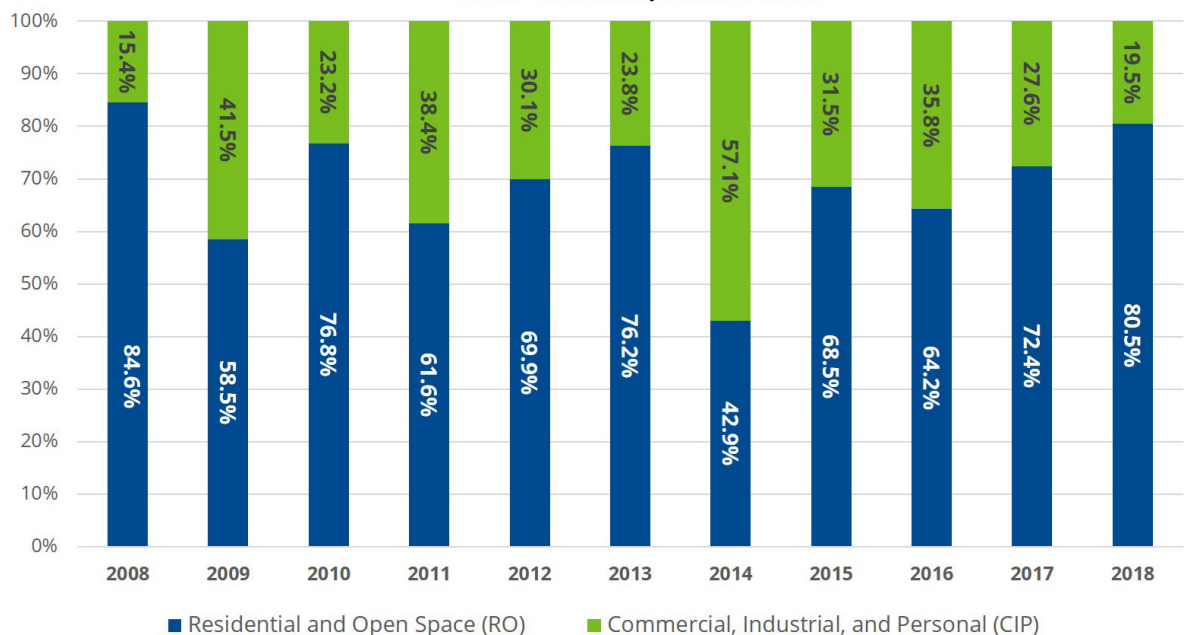


Source: Municipal Databank, Division of Local Services, MA DOR

## New Growth by Class

In the last 10 years, Norwell's taxable property base has been buoyed by \$320 million in new growth. New growth includes property subject to taxation for the first time – i.e. new articles of personal property or previously exempt property – property taxed as a separate parcel for the first time – i.e. subdivisions, condo conversions – and increased property value due to construction activity. In 2014, new CIP growth accounted for more than 50% of all annual new growth.

## New Growth, 2008-2018



Source: Municipal Databank, Division of Local Services, MA DOR

**TABLE 3: NEW GROWTH BY PROPERTY CLASS, 2008–2018**

Source: Mass Municipal Data Bank, Division of Local Services, MA DOR

<b>Fiscal Year</b>	<b>Residential and Open Space (RO) % of Total Assessed Value</b>	<b>Commercial, Industrial, and Personal (CIP) % of Total Assessed Value</b>
<b>2008</b>	\$46,872,100	\$8,525,160
<b>2009</b>	\$24,957,524	\$17,680,169
<b>2010</b>	\$16,813,100	\$5,088,592
<b>2011</b>	\$7,338,900	\$4,581,790
<b>2012</b>	\$10,534,200	\$4,537,044
<b>2013</b>	\$12,334,886	\$3,843,570
<b>2014</b>	\$8,105,896	\$10,782,800
<b>2015</b>	\$30,095,000	\$13,830,670
<b>2016</b>	\$21,402,830	\$11,918,000
<b>2017</b>	\$22,516,000	\$8,568,776
<b>2018</b>	\$26,604,900	\$6,444,030
<b>Total</b>	<b>\$227,575,336</b>	<b>\$95,800,601</b>

Although 30% of the total new growth over the 10 year period is attributable to CIP, \$73.2 million of the total \$95.8 million in nonresidential new growth resulted from the addition of personal property, with commercial and industrial growth contributing \$19.66 million and \$2.94 million respectively.

**TABLE 4: CIP NEW GROWTH BY PROPERTY CLASS, 2008–2018**

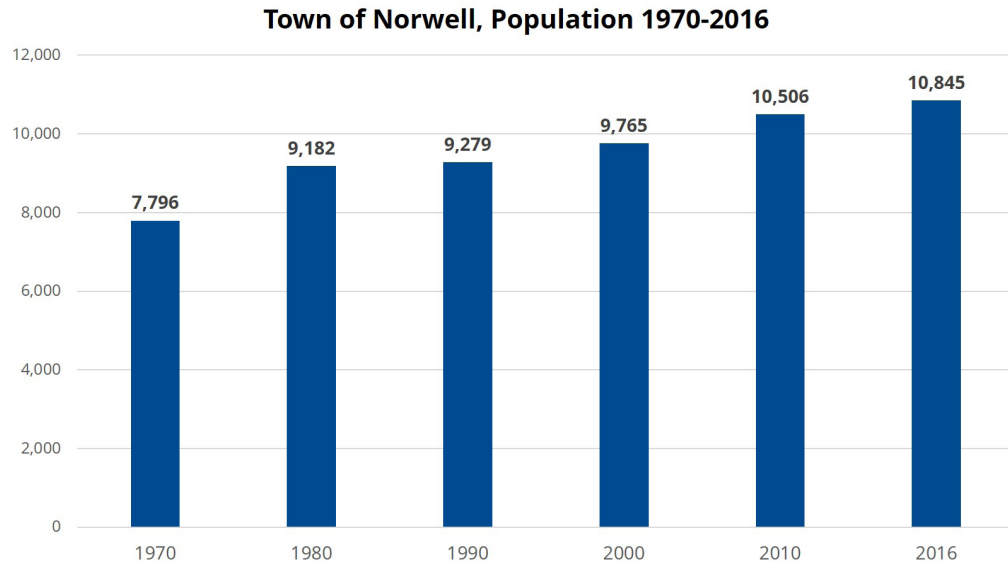
Source: Mass Municipal Data Bank, Division of Local Services, MA DOR

<b>Fiscal Year</b>	<b>Commercial</b>	<b>Industrial</b>	<b>Residential</b>
<b>2008</b>	\$3,233,400	\$2,228,000	\$3,063,760
<b>2009</b>	\$871,099	\$394,400	\$16,414,670
<b>2010</b>	\$2,020,462	\$0	\$3,068,130
<b>2011</b>	\$720,700	\$0	\$3,861,090
<b>2012</b>	\$1,540,284	\$0	\$2,996,760
<b>2013</b>	\$70,600	\$0	\$3,772,970
<b>2014</b>	\$3,555,430	\$0	\$7,227,370
<b>2015</b>	\$3,446,700	\$0	\$10,383,970
<b>2016</b>	\$3,589,300	\$0	\$8,328,700
<b>2017</b>	\$612,746	\$318,400	\$7,637,630
<b>2018</b>	\$0	\$0	\$6,444,030
<b>Total</b>	<b>\$19,660,721</b>	<b>\$2,940,800</b>	<b>\$73,199,080</b>

## Town-Wide Demographics

### POPULATION SIZE

In the post-war years of the middle twentieth century, Norwell grew from a largely rural community to a more suburban town, although much of the rural character remains. Following a building boom that saw the town's population more than triple – from 2,515 in 1950 to 7,796 in 1970 – growth slowed considerably, with a growth rate of 1.1% between 1980 and 1990 and 5.2% between 1990 and 2000. However, since the year 2000, the Town of Norwell's population has grown by slightly more than 1,000 residents, a significant amount for a town of its size.



*Source: US Census, 1970, 1980, 1990, 2000, & 2010; 2016 ACS 5-year Estimates*

### AGE

Just under a majority of Norwell's population is in the 25-64 year age group. Residents under 18 years of age comprise a significant portion of the population, accounting for roughly 27.5% of the population. Approximately 18% of the population is 65 years old or above.

**TABLE 5: AGE OF NORWELL'S POPULATION**

Source: 2016 ACS 5-year Estimates

Age Range	Number of Residents	Percent of Population
19 Years and Below	3,168	29.2%
20 to 34 Years	1,047	9.7%
35 to 54 Years	3,339	30.8%
55 to 64 Years	1,377	12.7%
65 and Above	1,914	17.6%

Following broader trends, the town population is aging. While the median age in 2000 was 40.1 years, the median age in 2016 was 44.2. Norwell's median age is higher than both the state and Plymouth County median.

**TABLE 6: MEDIAN POPULATION AGE**

Source: 2016 ACS 5-year Estimates

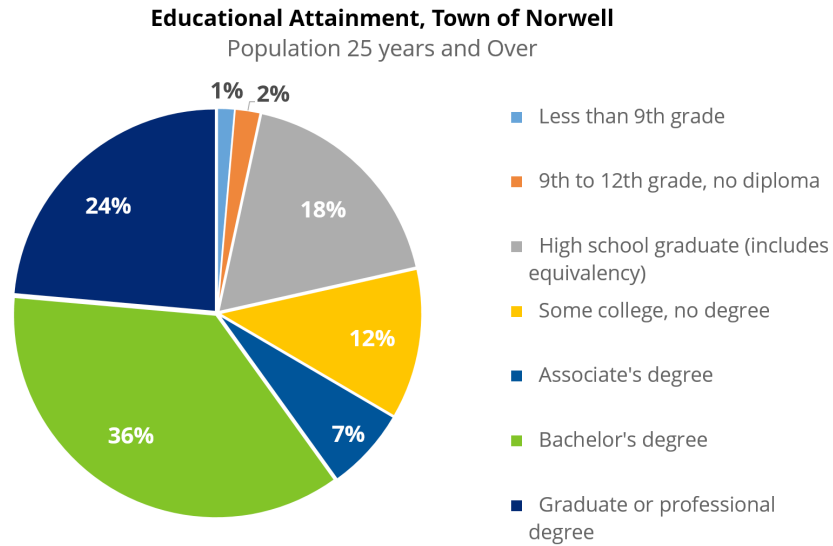
	Massachusetts	Plymouth County	Town of Norwell
Median Age	39.4 years	42.4 years	44.2 years

## EMPLOYMENT/UNEMPLOYMENT

Unemployment within the Town of Norwell is comparatively low. Among an annual average total labor force of 5,195 participants in 2017, 174 were unemployed for an area unemployment rate of 3.3%. By comparison, the average annual Massachusetts unemployment rate in 2017 was 3.7%.

## EDUCATION

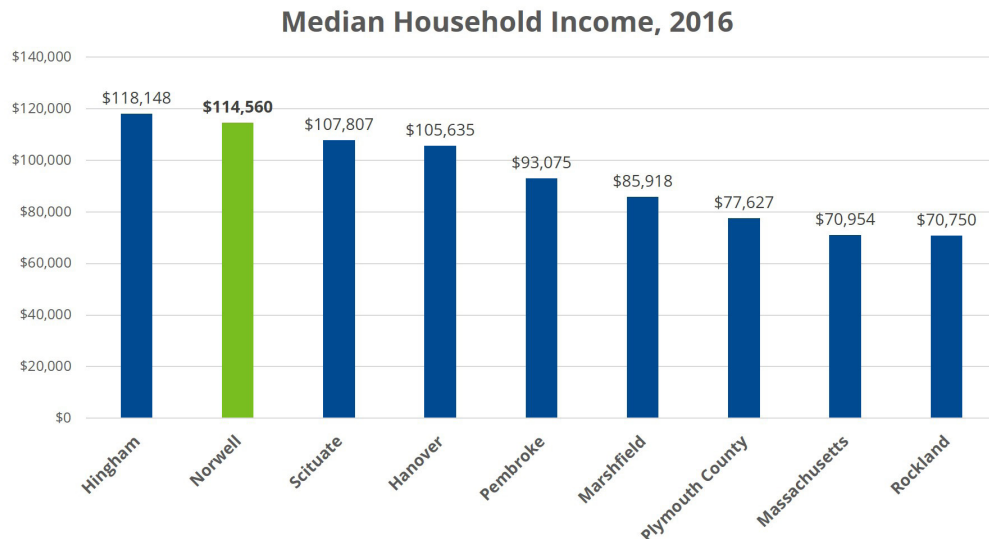
The Town of Norwell's population demonstrates high educational attainment. Among the population 25 years old and over, 60% have earned at least a bachelor's degree.



Source: 2016 ACS 5-year Estimates

## HOUSEHOLD MEDIAN INCOME

The Town of Norwell's median household income - \$114,560 – is significantly higher than the median household income within Plymouth County and the state of Massachusetts as a whole. Compared to immediately adjacent municipalities, Norwell has the second highest household median income.



Source: 2016 ACS 5-year Estimates

## Housing Tenure

Norwell's housing market is dominated by owner-occupied single family homes. Out of a total 3,635 occupied housing units, 92.5% are owner-occupied. Among households in renter-occupied units, a majority – 57.4% – in the Town of Norwell are cost-burdened, meaning they spend 30% or greater of their household income on rent.



## ACCORD PARK

Accord Park is a 146 Acre area located off of Route 228 (Pond St), just north of Route 3, and adjacent to Accord Pond. There are 41 parcels in the park, with a median parcel size of 2 acres. The existing building stock is primarily low rise industrial with several multi-tenant office buildings located towards the rear of the park. There are two entrances to Accord Park located on Pond St, and there is no connection to Washington St or any other adjacent road ways.

### BUSINESS COMPOSITION

Accord Park is home to a rich and active business mix. Business types in the park include corporate headquarters, light manufacturing, food distribution, and clusters of banking and healthcare providers. There are also some specialty education and recreation users in the park including an indoor ice hockey goalie training facility, a private school, and the well-loved Norwell Community Theatre – a staple in the South Shore arts scene.

The largest business concentrations in Accord Park are in the healthcare, professional services, and finance / insurance related industry sectors. Many of the healthcare businesses are private medical practices operating out of business suites in the multi-tenant office buildings at 45 Pond St and 200 Cordwainer Drive. The finance and insurance sector businesses are concentrated at 40 and 46 Accord Park Drive as well as 200 Cordwainer. The professional services sector occupies a variety of space types ranging from the flexible industrial suites at 77 Accord Park Drive to the class B office space at 52 Accord Park Drive.<sup>1</sup>

Recently, Radio Systems Inc. took over a 50,000 sq. ft. lease at 55 Accord Park Drive and the business is considering expanding into an additional 10,000 sq. ft. of space.

Employment in the park is concentrated in the three major industries outlined above. It should be noted that the manufacturing businesses employ an outsized number of workers in the district as compared to the number of businesses.

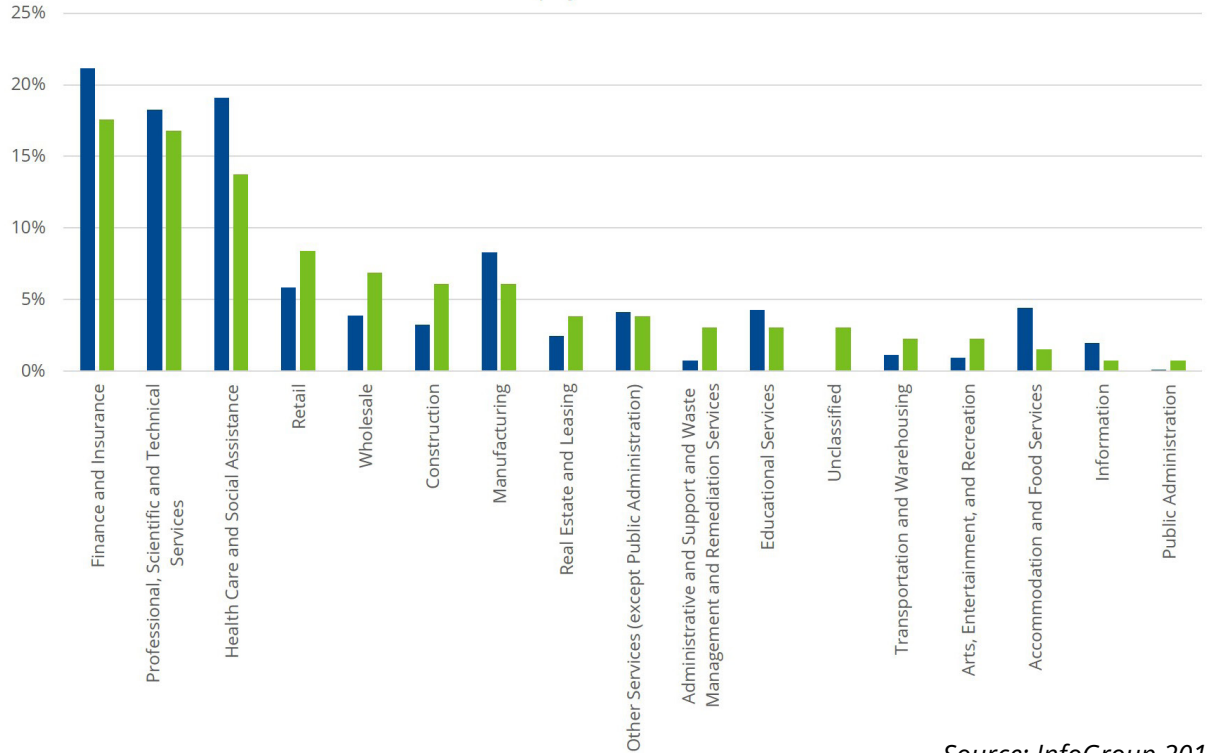
<sup>1</sup> InfoGroup, 2016



## Accord Park Business and Employment Composition

Total Businesses: 131

Total Employees: 2029

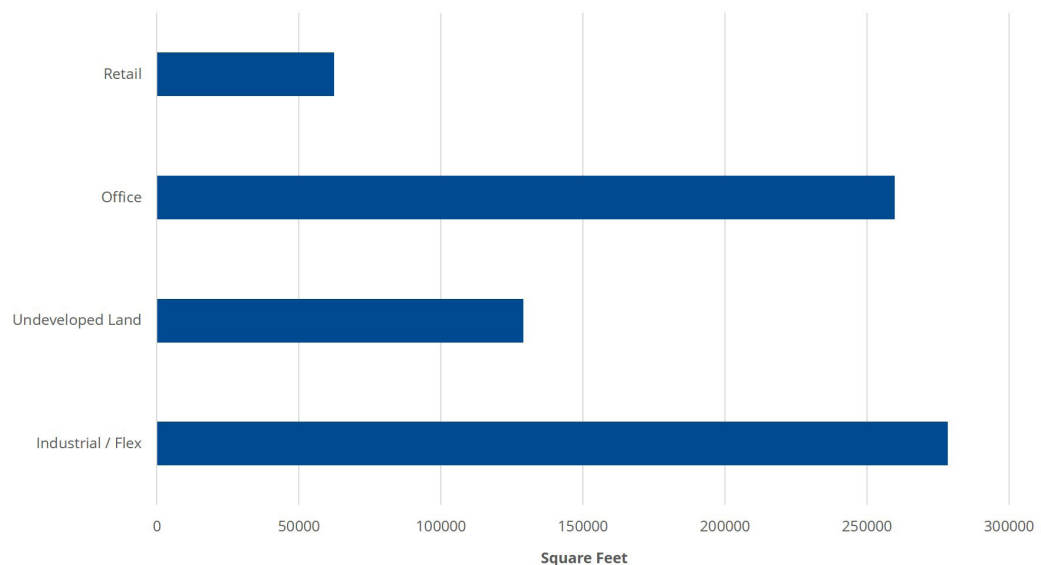


Source: InfoGroup 2016

## REAL ESTATE TRENDS

The available real estate in Accord Park is split almost evenly between Office and Industrial / Flex spaces. The area offers about 60,000 sq. ft. of retail space, almost all of which is accounted for by the car dealerships fronting Pond St, and includes the vacant car dealership at 98 Accord Park Drive. Accord Park falls within the Route 3 Corridor sub market, which MAPC has used along with the Rt 3 South Submarket as geographies of comparison to evaluate regional trends against activity in Accord Park.

### Rentable Building Area (Sq Ft) by Type

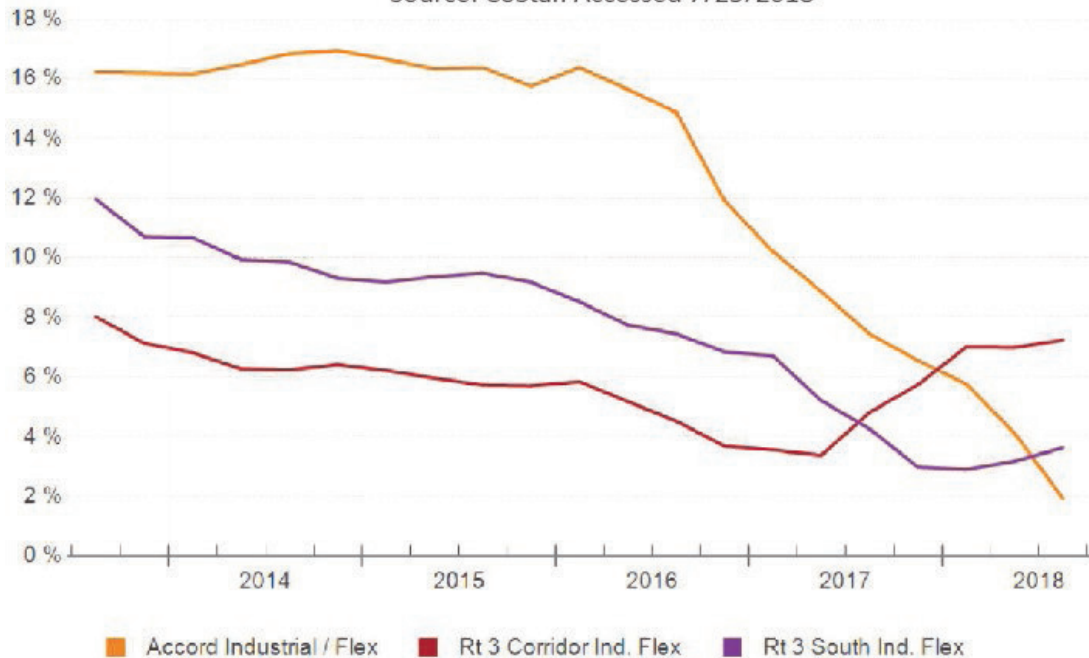


Source: CoStar, Accessed 8/7

The predominant real estate types in Accord Park, industrial / flex and office, are currently experiencing drastically different trends in terms of vacancy. While the industrial properties have seen a sharp decrease in vacancy since 2014 to essentially 0 available space, the office properties have experienced a reverse trend of climbing vacancy rates in the same time period. Although vacancy rates in Accord Park differ somewhat from broader area trends, the rental rates recorded for the area are in line with both the Rt 3 Corridor and Rt 3 South sub markets.<sup>2</sup>

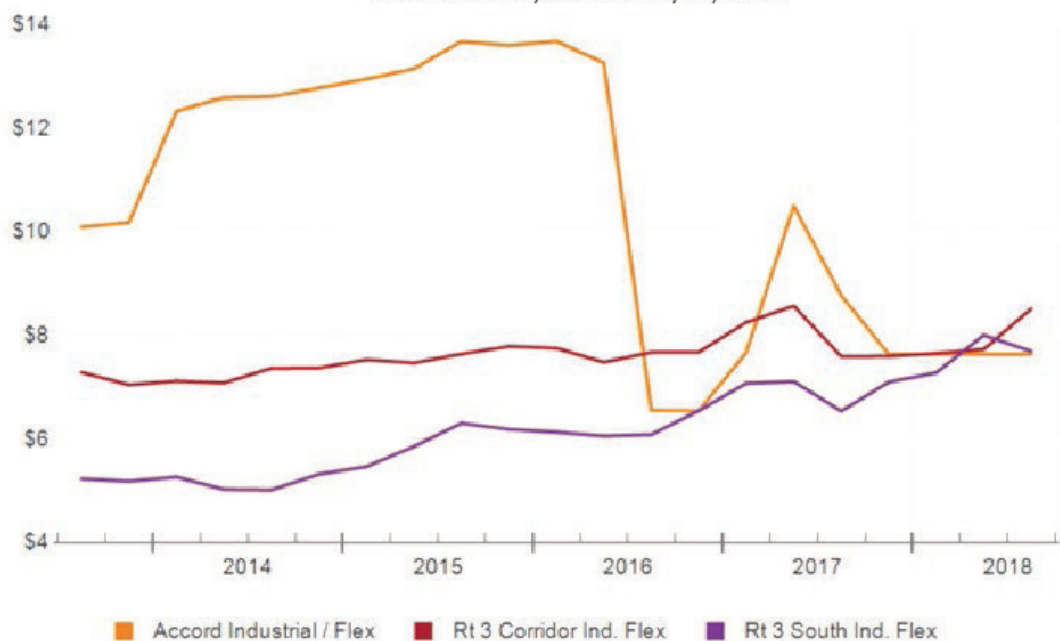
### Industrial / Flex Space Vacancy Accord Park, Rt 3 Corridor, Rt 3 South

Source: CoStar. Accessed 7/25/2018



### Industrial / Flex Space Price Per Sq Ft Accord Park, Rt 3 Corridor, Rt 3 South

Source: CoStar, Accessed 7/25/2018



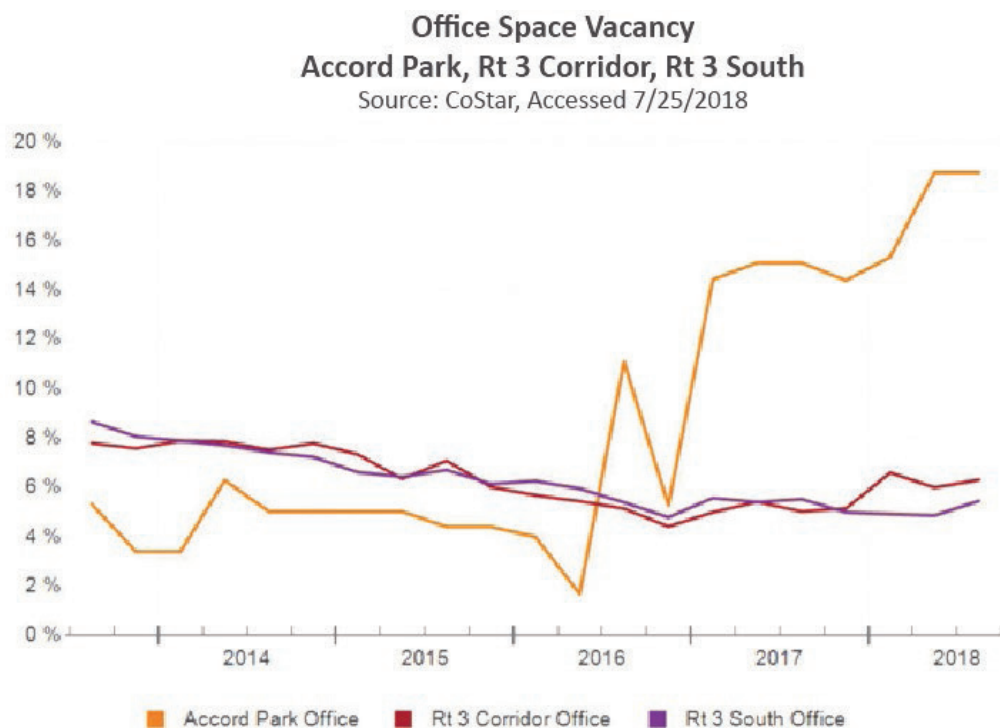
<sup>2</sup> CoStar, 2018 – See Appendix for Submarket Geographies

While it is difficult to identify a single driver of the divergent trends in the park, particularly around the office users, it is possible to make some assumptions based on anecdotal interviews with business operators and regional trends. The industrial market in the Greater Boston area is tightening overall, with a main driver being the rise of e-commerce and the need for last mile warehousing and distribution facilities. The squeeze from this industry has a cascading effect down to other users of industrial space and has made finding suitable properties increasingly difficult.

In the Accord Industrial Park, the large decrease in available industrial real estate since 2014 can largely be attributed to the expansion of Radio Solutions Inc. into a vacant property at 55 Accord Park Drive. The business absorbed 50,000 square feet of space, about 16% of the total industrial space available in the park. The business operator is considering further expansion of his space in collaboration with the property owner.

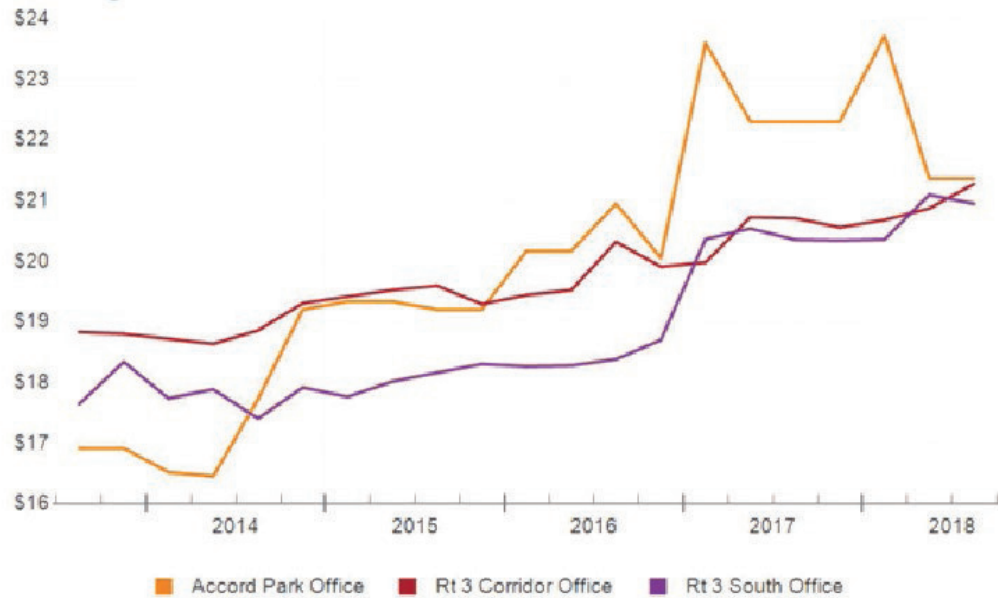
In conversation with Radio Solutions Inc., the owner, Admir Surkovic, cited Accord Park as a desirable location because of its good highway access and nearby amenities. Mr. Surkovic cited the park itself as a pleasant environment that his employees enjoyed. Mr. Surkovic employs residents primarily of the South Shore area, with many now coming out of the South Shore Vocational Technical High School in nearby Hanover.

In contrast to the high demand for industrial property, the office market in Accord Park has been much softer. As mentioned, the business users in the Accord Industrial Park are clustered in the financial, professional, and medical fields with the majority being small private practices. Of all the office users in the Accord Industrial Park, nearly 70% have less than 10 employees. These smaller private practices may have more variability in their spatial needs and also may be less tied to physical office locations as telecommuting continues to grow as a work option.



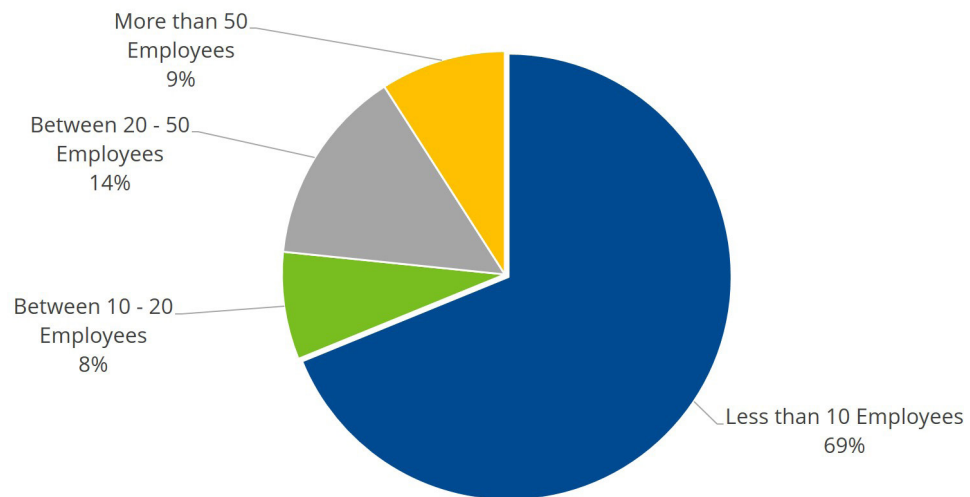
### Office Space Price Per Sq Ft Accord Park, Rt 3 Corridor, Rt 3 South

Source: CoStar, Accessed 7/25/2018



### Accord Park Office Using Firms by Employment

N = 77



Source: InfoGroup USA 2016

Driven in part by a desire to attract and retain talent in a competitive labor market, larger office users in the greater Boston region have been moving towards more amenity rich modern spaces. This sentiment was echoed at the August 23rd Accord / Assinippi business meeting by business operators who cited the higher vacancy rate of older buildings in the area. The office properties currently for sale or lease in Accord Park are primarily Class B or C, with the exception of 600 Cordwainer Drive. Incentivizing investment in these properties to up-fit for more established users may both attract higher paying tenants and increase the property value of these existing buildings.

## DEVELOPMENT OPPORTUNITIES

Properties that are currently on the market for sale offer the greatest opportunity for investment in facility improvements. The properties currently on the market in Accord Park are 98 Accord Park Drive – the former Nissan Dealership, 101 Accord Park Drive – a currently vacant Class B Office space, and 61 Accord Park Drive – a fully leased industrial building.

The property at 98 Accord Park drive was sold to Charles River Realty in 2014, and has sat vacant for more than 3 years. The current property owner has indicated that the site is no longer competitive as an auto dealership, and because of the specific nature of the former use, it has been difficult to lease to other types of businesses. This property is a strategic site in Accord Park due to its size, location near Pond St, and current vacancy predicament.

101 Accord Park is another strategic site for the Town to consider in the future of Accord Park. Like 98 Accord Park Drive, the property is currently vacant and is on the market for sale. This underused office property is ripe for investment and redevelopment. With appropriate zoning adjustments and incentives it may be possible to reposition this property as a more active office space with larger, longer term tenants.

Finally, 61 Accord Park Drive is a fully leased industrial building for sale. As cited earlier in this report, the industrial market place in the greater Boston area is extremely tight and it is unlikely that a future property owner will be interested in renovating or changing uses for a full operating building like 61 Accord Park Drive.

**TABLE 7: ACCORD PARK PROPERTIES FOR SALE OR LEASE**

Source: CoStar, Accessed 7/25/2018

Building Address	Building Class	Building Status	Direct Available Space	Vacancy %	District	Type	For Sale or Lease
98 Accord Park Dr		Existing	22000	100	Accord	Auto Retail	Sale
101 Accord Park Dr	B	Existing	21000	100	Accord	Office	Sale
61 Accord Park Dr	C	Existing	18000	NA	Accord	Industrial	Sale
600 Cordwainer Dr	A	Existing	11150	20.65	Accord	Office	Lease
52 Accord Park Dr	B	Existing	9000	52.94	Accord	Office	Lease
200 Cordwainer Dr	B	Existing	5191	25.99	Accord	Office	Lease
45 Pond St	C	Existing	4700	NA	Accord	Retail / Office	Lease
45 Accord Park Dr	C	Existing	1160	N/A	Accord	Office	Lease



# ASSINIPPI

The Assinippi Industrial Park is a 149 Acre area located south of Rt 3 with access points off of Rt 228 and High St. There are 28 parcels in the park, with a median parcel size of 3 acres. As compared to Accord Park, Assinippi has a more modern building stock and has seen a significant amount of reinvestment in several properties in recent years. The existing building stock is a mix of larger multi-tenant office spaces with some industrial uses including the Zildjian Factory.



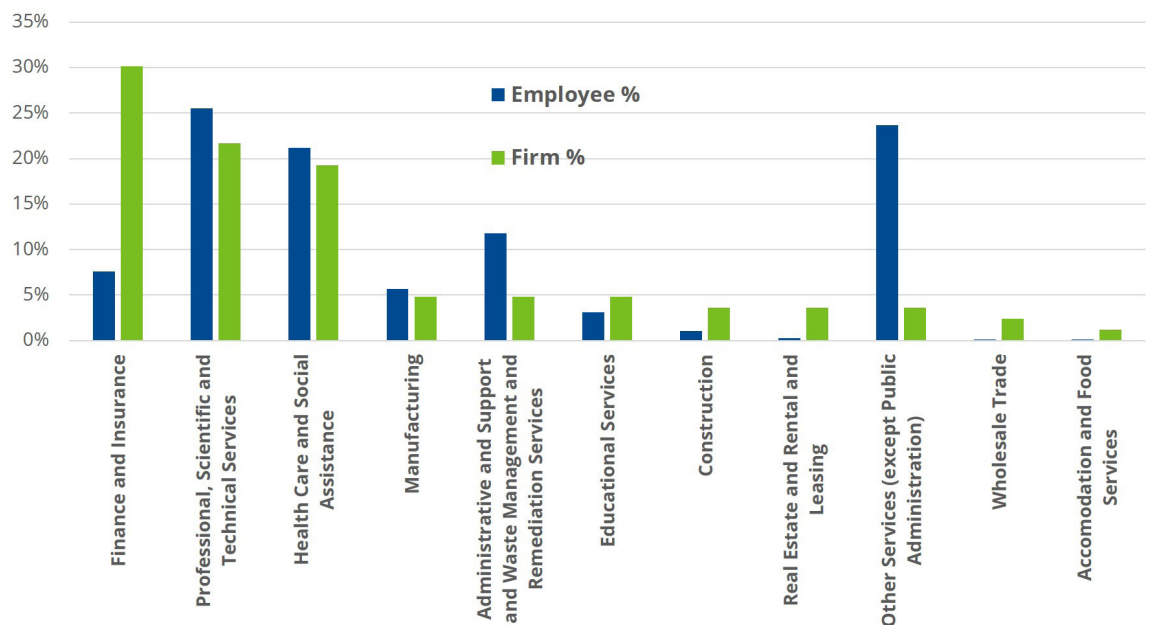
## BUSINESS COMPOSITION

In contrast to Accord Park, Assinippi is home to a cluster of national corporations who occupy larger floor plates and employ higher numbers of people. Some examples of the larger business entities in the park include Clean Harbors, Aramark, South Shore Medical Center, Zildjian Cymbals and the Computer Merchant. The largest employing sectors in Assinippi do not correlate with the sectors with the highest percentages of businesses. The Finance and Insurance sector accounts for 30% of total businesses in Assinippi Park but less than 10% of employees, while in contrast the business categories of Administrative and Support and Waste Services and Other Services account for outsized employment proportions. This is likely due to the presence of several large employers in those sectors, such as Clean Harbors which employs over 500 people. There are 8 businesses in Assinippi Park that employ over 100 people, and they account for 73% of the park's overall employment.

### Assinippi Park Employment and Businesses

Total Businesses: 90

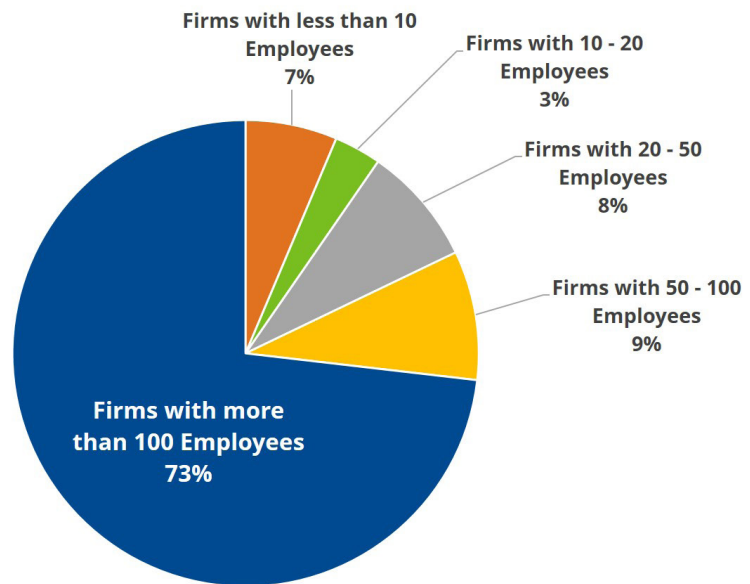
Total Employees: 3395



Source: InfoGroup USA 2016

## Assinippi Park, Share of Employment by Firm Size

Total Employees = 3,395

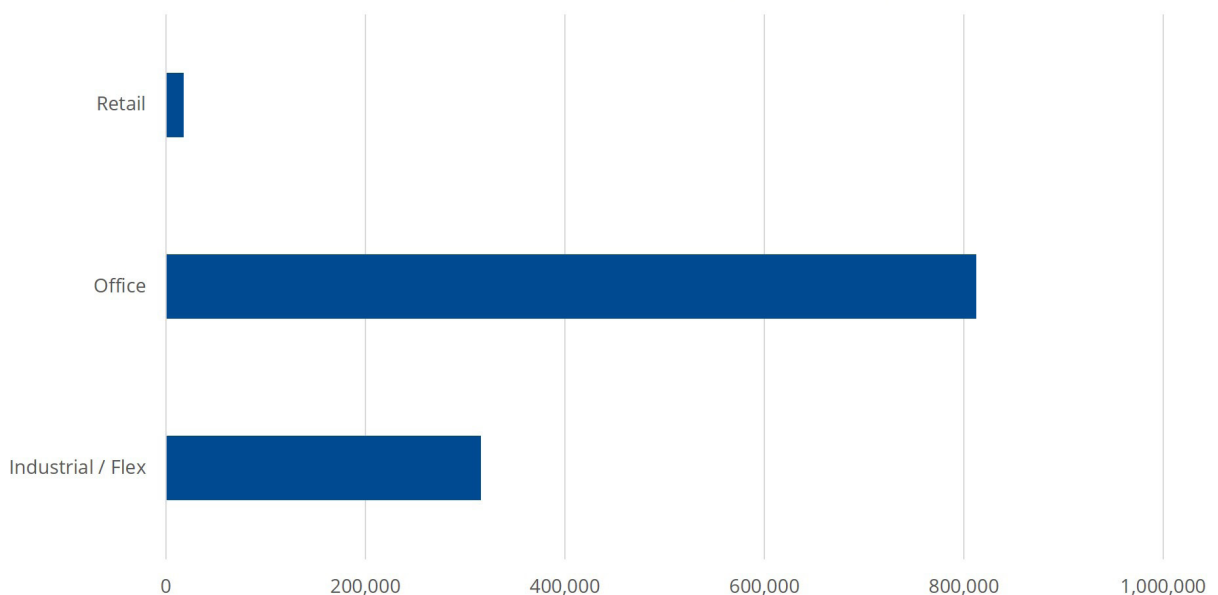


Source: InfoGroup USA 2016

## REAL ESTATE TRENDS

FoxRock Properties, a real estate development firm, has chosen to locate its corporate headquarters in Assinippi Park at the recently renovated 141 Longwater Drive. In addition to owning its headquarters, FoxRock also owns the South Shore Medical Center building at 143 Longwater Drive, a multi-tenant office building at 700 Longwater Drive, and 91 Longwater Circle, home to Wells Fargo Advisors. FoxRock is an active player in the South Shore development community and has been expanding its portfolio by purchasing and up fitting underperforming office and industrial buildings. Reflective of the business mix in Assinippi, there is more than twice the amount of office space as industrial or flex space, and almost no retail properties in the park.

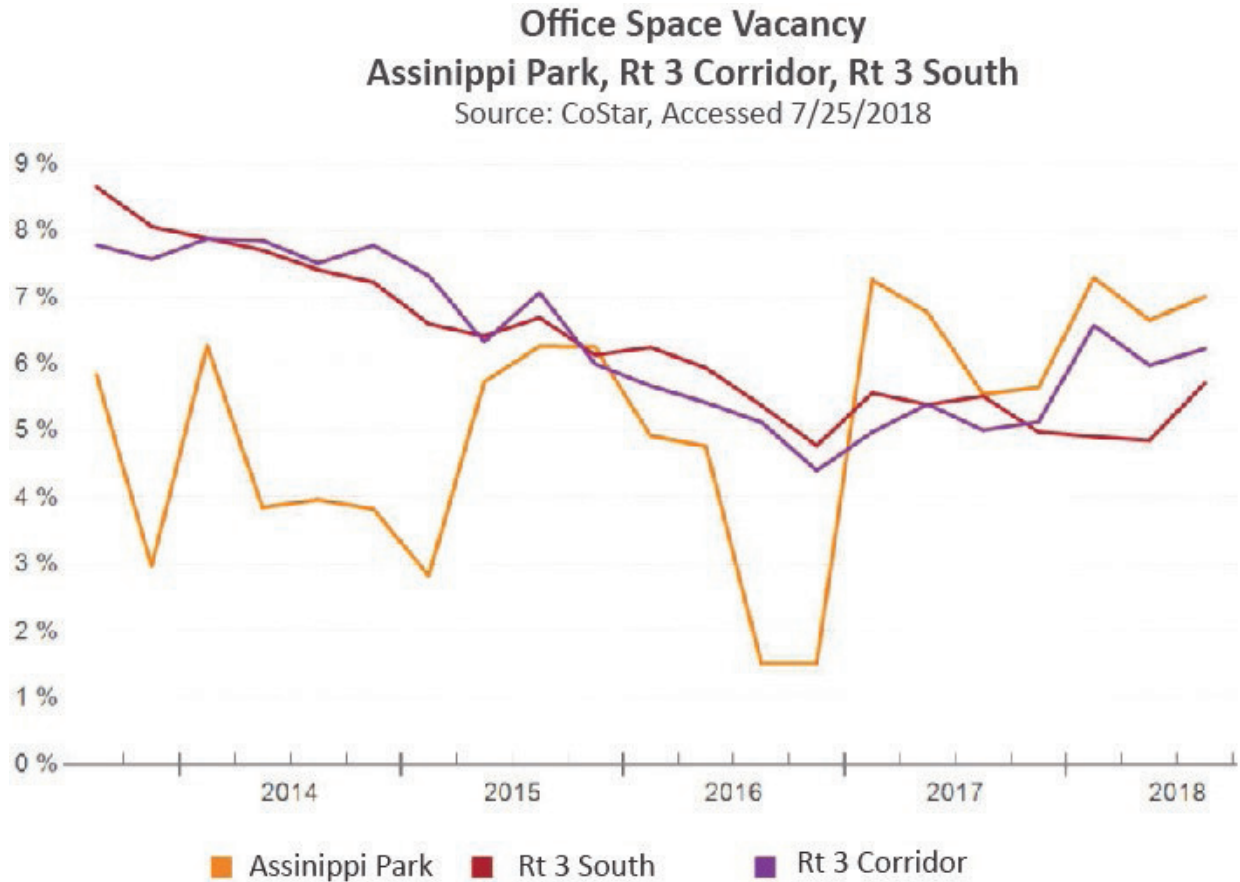
### Rentable Building Area (Sq Ft) by Type



Source: CoStar, Accessed 8/7/2018

In addition to FoxRock's investment in the area, individual businesses have also been investing in their properties and spaces. In 2017, Signet, a longtime occupant of space in Assinippi Park purchased and renovated a building for a new corporate headquarters at 90 Longwater Drive.<sup>3</sup> Prior to Signet's acquisition of the property, the site housed an existing industrial building used by a printing business.

The office vacancy in Assinippi Park has varied over the last five years but is more in line with both the general Route 3 Corridor and Route 3 South sub market areas. Additionally, the ongoing investment in Assinippi Park is encouraging and indicates the current competitive nature of the area within the South Shore market, especially among larger tenants.



## DEVELOPMENT OPPORTUNITIES

Unlike Accord Park, within Assinippi Park there are currently no properties on the market for sale and the current vacancy rates are in line with regional trends. This indicates that the current property owners are seeing their investments in Assinippi as well performing assets. Without properties on the market it is difficult to envision a scenario where current landlords decide to disrupt operations at a building in order to renovate for a different use without significant incentive.

<sup>3</sup> <http://signetgroup.net/wp-content/uploads/CommercialIntegratorJune2017.pdf>



**TABLE 8: ASSINIPPI PARK PROPERTIES FOR SALE OR LEASE**

Source: CoStar, Accessed 7/25/2018

Building Address	Building Class	Building Status	Direct Available Space	Vacancy %	District	Type	For Sale or Lease
141 Longwater Dr	A	Existing	48464	9.22	Assinippi	Office	Lease
600 Longwater Dr	A	Existing	20203	28.81	Assinippi	Office	Lease
91 Longwater Cir	B	Existing	16288	59.77	Assinippi	Office	Lease
93 Longwater Cir	B	Existing	10000	NA	Assinippi	Office	Lease
700 Longwater Dr	A	Existing	NA	13.03	Assinippi	Office	Lease
136 Longwater Dr	B	Existing	5700	15.85	Assinippi	Office	Lease
99 Longwater Cir	B	Existing	3888	26.09	Assinippi	Office	Lease
104-106 Longwater Dr	C	Existing	NA	NA	Assinippi	Office	Lease

Source: CoStar, Accessed 7/25/2018

## QUEEN ANNE'S PLAZA

The physical and geographic attributes of Queen Anne's Plaza make it a strategic site for targeted economic development. Located at the intersection of Route 53 and 228, just across the town line from Hingham, the site also provides easy access to Route 3. A low rise commercial development,



with a total of roughly 150,000 sq. ft. of commercial space, dominates the site. The grocery store Big Y and retailer TJ Maxx anchor the development, with several smaller uses including a salon, spa, and pizzeria also on site. The 17 acre parcel also includes 681 parking spaces. The parking and loading area located behind the development is generally underutilized and could potentially be redesigned to accommodate additional construction. Federal Realty, a publicly traded real estate investment trust, owns the property and has expressed interest in working with the town to explore redevelopment opportunities.

### Wastewater

Wastewater capacity has been identified as a possible barrier to development at Queen Anne's Plaza. Wastewater is the byproduct of household, industrial, and commercial uses

of water; wastewater management systems are designed to prevent waterborne pollutants from contaminating surface or groundwater sources.<sup>4</sup> The intensity of land use allowable on a particular site depends on the capacity of existing or planned wastewater systems to safely treat and dispose of the higher wastewater volume resulting from more dense development. In order to realize the economic development potential of identified strategic sites within Norwell, such as Queen Anne's Plaza, improvements to wastewater capacity will be required.

<sup>4</sup> Cesanek, Elmer, and Graeff. "PAS Report 588: Planners and Water" Chicago: American Planning Association, 2017.

In broad terms, there are two general approaches to treating wastewater. Centralized systems are common in urban and dense suburban areas. Rural and less dense suburban areas alternatively rely on decentralized systems, which serve individual properties or small areas and treat and dispose of wastewater on or near the site of its production. A general overview of the technologies and their relevance to Norwell's economic development planning is below.

## WASTEWATER REGULATIONS AND POLICIES

Within Massachusetts, two sets of regulations govern wastewater disposal. The State Environmental Code, Title 5 (310 CMR 15.000) governs systems with design flows less than 10,000 gallons per day (gpd), while the Groundwater Discharge Permit Regulations (314 CMR 5.000) apply to systems with design flows of 10,000 gpd or greater. While Title 5 is administered by local Boards of Health, the Groundwater Discharge Permit Regulations are administered by the Massachusetts Department of Environmental Protection (MassDEP). System design flows are calculated using standards outlined in the regulations, with different gdp estimates according to use. A selection of relevant estimates can be found in the table below.

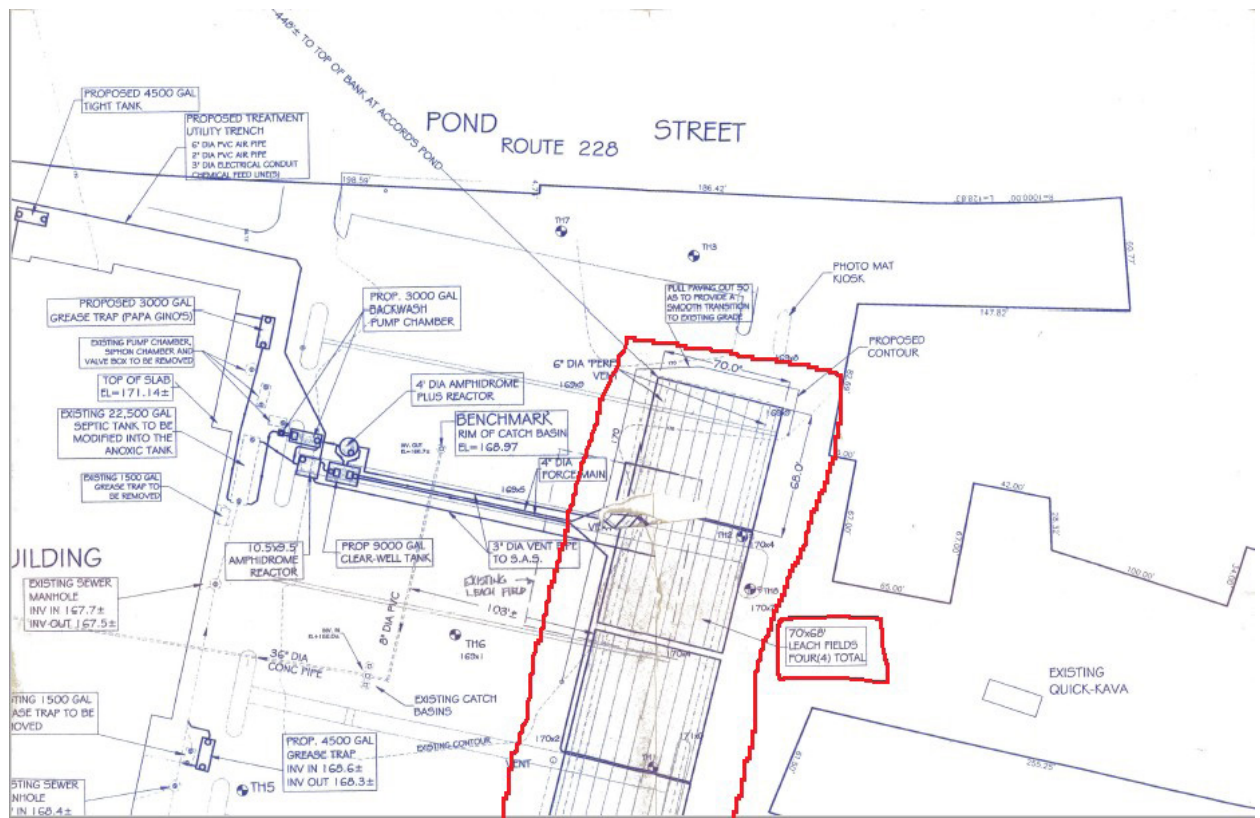
<b>TABLE 9: SYSTEM SEWAGE FLOW DESIGN CRITERIA</b>		
<b>Type of Establishment</b>	<b>Unit</b>	<b>Gallons Per Day</b>
<b>Residential – Family Dwelling, Single</b>	Per bedroom	110
<b>Residential – Family Dwelling, Multiple</b>	Per bedroom	110
<b>Commercial – Office Building</b>	Per 1000 sq. ft.	75
<b>Commercial – Retail Store (except supermarkets)</b>	Per 1000 sq. ft.	50
<b>Commercial – Supermarket</b>	Per 1000 sq. ft.	97
<b>Commercial – Restaurant</b>	Per seat	35

Conversations with Federal Realty, Tetra Tech Engineering, and the Massachusetts State Department of Environmental Protection indicate that the existing conditions present at Queen Anne's Plaza in Norwell would make the installation of a package treatment plant to accommodate waste water flow from additional residential development feasible. Portions of Queen Anne's Plaza lie within the Zone A and Zone B areas of the Accord Pond Surface Water Protection Area as well as Zone C of the Accord Brook Surface Water Protection Area. These zones will play a role in dictating where on the site an expanded wastewater system can be located along with the technology used. Queen Anne's Plaza does not overlap with any municipal well aquifer protection areas in Norwell.

## EXISTING SITE CONDITIONS

A key consideration for the feasibility of adding housing at any density on this site is sewer infrastructure as Norwell does not have a municipal sewer service, nor is tied into the MWRA. Queen Anne's Plaza is currently served by a 14,000 gallons/day "large septic system with advanced treatment capabilities" located under the existing parking lot for the shopping plaza. The system was installed before the state's Title 5 law changed regulations to require any system larger than 10,000 gallons/day to include regulated treatment of wastewater and receive a Groundwater Discharge Permit (GDP) from the Massachusetts Department of Environmental Protection. The size of the system was designed primarily to handle the processing of spoiled milk from the grocery store. The septic system at Queen Anne's Plaza was upgraded after the Title 5 law changed to meet the new regulations, but did not receive a groundwater discharge permit. The current system





provides nearly the same levels of treatment as a system required for a GDP.<sup>5</sup> When it was upgraded, it received a general "Disposal System Construction" permit by the state DEP and local board of health.<sup>6</sup>

The soil conditions at Queen Anne's Plaza are relatively porous and allow the infiltration of water at rate of 2-19 min / inch, which is sufficient drainage to support the discharge from a large waste water system. A review of the site plan and the existing treatment system area indicates that it may be possible to increase the capacity to twice its current use given the square footage of the parcel and site conditions.<sup>7</sup>

The existing advanced septic system is composed of four leach fields, each measuring ~68' x 70' or 4,782 sq. ft. per field. The system as a whole is approximately 19,000 sq. ft., or 2% of the total parcel area.<sup>8</sup>

The plant expansion would take up additional sub surface area estimated at about 1.3 sq. ft. / gallon based on the existing systems square footage and flow capacity. At this estimated ratio, a system sized for 30,000 gallons / day would require an area of about 39,000 sq. ft. or 5% of the parcel area. Given these dimensions it is likely that the Queen Anne's Plaza parcel could accommodate this kind of expansion.<sup>9</sup>

## ENVIRONMENTAL CONSIDERATIONS

To accommodate additional development on the parcel the existing treatment system would need to be upgraded to be in line with state requirements and would require a GDP. In order to attain a GDP, the state will review the proposed development project and treatment system's impact on adjacent water sources, both municipal wells and surface water reservoirs. Queen Anne's Plaza is

<sup>5</sup> Brett Rowe, Mass DEP 8/2/2018

<sup>6</sup> Ibid

<sup>7</sup> Peter Dillon, TetraTech Engineering 8/2/2018

<sup>8</sup> Ibid

<sup>9</sup> Ibid

situated in close proximity to Accord Pond, the drinking water supply for Hingham and Hull. The south western segments of the parcel fall within the Zone A and Zone B areas of the Surface Water Protection area of Accord Pond and the northern area falls within the Zone C area of the Surface Water Protection area of Accord Brook – where the current advanced septic system is located. An expanded on site wastewater treatment system will need to meet the standards set out by the Mass Department of Environmental Protection for uses in these Zone areas. To assess the level of treatment needed to address the issues of proximity to a drinking water source, a hydro geological study will need to be conducted to understand whether water discharged into the groundwater at Queen Anne's Plaza is within a two year time of travel to Accord Pond.

Queen Anne's Plaza does not fall within any of Norwell's well protection areas. It is currently mapped within a well protection area serving Hingham, but it is likely that the area mapped for that well is inaccurate as its area encompasses the whole of the Grove St well protection area as mapped within the town's Aquifer Protection District.<sup>10</sup>

### **SUPPORTING DENSITY (HYPOTHETICAL)**

The Massachusetts DEP uses an estimate of 110 gallons/day per bedroom when considering wastewater treatment system sizes.<sup>11</sup> Given the estimate of 110 gallons per day, if Queen Anne's Plaza was able to support an additional 16,000 gallons of wastewater flow per day on top of the available 5,000 gallons per day it would theoretically be able to support 190 bedrooms. The allocation of those bedrooms to units would be a decision made collaboratively with the community, municipal staff, and the developer.

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<sup>10</sup> Ibid

<sup>11</sup> This is generally considered a conservative estimate as the DEP also estimates average water use in Massachusetts at 65 gallons per capita per day.

# RECOMMENDATIONS

Following the recommendations developed by the Norwell Board of Selectmen subsequent to the 2013 Town Meeting vote on Commercial District zoning reform, MAPC's strategies focus largely on interventions in the Accord Park area due to both the strategic opportunity for growth as well as its physical remove from residential abutters.

The recommendations proposed in this document reflect the economic development goals that have been identified through previous planning processes (Master Plan and Housing Production Plan), the May community meeting, and conversations with municipal staff. Those goals are:

- 1. MAXIMIZE THE EFFICIENT USE OF SPACE IN THE INDUSTRIAL PARKS**
- 2. CREATE MIXED USE OPPORTUNITIES, INCLUDING OPPORTUNITIES FOR HOUSING**
- 3. ADDRESS ISSUES OF INFRASTRUCTURE CAPACITY, SPECIFICALLY WASTEWATER CAPACITY**
- 4. MAINTAIN A FISCALLY STRONG TOWN GOVERNMENT**

## STRATEGY ONE

### Adjust Town Zoning Bylaws to Allow for Existing Uses to Expand and Incentivize the Redevelopment of Underutilized Office Buildings



Currently the zoning in the C1 and C2 districts do not accommodate for the full build potential of parcels, meaning that the maximum allowable lot coverages and heights cannot dimensionally be achieved under current zoning regulations regarding parking, open space, and property set-backs (see Appendix for sample build out calculations). This presents a challenge to the private sector that may need to access that fully buildable area to make development or investment financially feasible. This issue is particularly relevant to some of the properties in Accord Park which has seen relatively little investment in its existing office stock. The office market in greater Boston demands more modern and amenity rich facilities, attributes that several of the multi-tenant office buildings in Accord Park lack.

Allowing for more intensive development in existing commercial areas could also benefit existing businesses which may need to expand their operations beyond their existing facilities. Interviews with several business operators in Accord Park indicated that businesses in the area are thriving and that some may indeed be interested in growing in coming years.

To encourage the up-fit and redevelopment of Norwell's underutilized commercial and industrial properties, and allow for existing businesses to grow in place, the Town should introduce new zoning regulations that would allow for the reduction in parking and open space requirements and increased allowances for heights and lot coverage. In order to compensate for the varied parking needs of different users, the town should consider allowing for "shared parking" to reduce the amount of area dedicated to parking spaces without disrupting a site's operation. The Town of Norwell could also explore a linkage strategy that could be used to help fund needed infrastructure improvements as a result of additional development.

### BASE ZONING CHANGE VS. OVERLAY DISTRICT

In developing new zoning regulations, the Town should weigh the alternative options of attempting to change the base zoning and allowing more intensive development by right or creating an overlay district which would allow higher density construction through the issuance of a special permit. Allowing denser construction by right would create a less onerous development environment for property owners, which may make future investment more likely. Alternatively, adoption of an overlay district would allow for the relaxation of some of the base zoning's more stringent restrictions by special permit, while ensuring the community has an opportunity to review and respond to proposed site development or expansion. Any zoning change requires two-thirds approval from Town Meeting, which has declined to support base zoning reforms proposed in previous years. Creating an overlay district which allows higher density through a special permit process may allay some voters' concerns about the possibility of allowing such growth unchecked by situational community oversight. Ultimately, Town leadership and staff will need to weigh the

options and decide which model is most likely to advance the town's defined economic development goals and is practical given the town's political environment. Whichever option the town chooses to pursue, the process of developing and considering any proposed zoning change should be attuned to the full life cycle of planning and implementation.

## **ALIGNMENT WITH COMMUNITY INPUT AND PREVIOUS RECOMMENDATIONS**

Article 24 of the 2013 Norwell Town Meeting was an attempt to enact a similar zoning reform to the proposed changes described above. Town Meeting voted against the article, with many who voted against citing concerns about traffic and environmental impacts. Several individuals who spoke also objected to the perceived lack of transparency around the process of developing the zoning recommendations. The Selectmen's notes on the failed passage indicate that the comprehensive nature of the zoning changes may have set the stage for the negative vote and advised the Economic Development Committee and Town to evaluate a more targeted approach to zoning reform.

Responses from the May community forum exercise indicate that community members would support higher buildings in certain locations – the northern area of Assinippi Park and the Cordwainer Drive area of Accord Park were specifically indicated – although some attendees expressed a desire for such development to be subject to community input. At the community forum, attendees expressed a general sentiment that the Town should support the existing businesses in Accord and Assinippi, and that the town should "...not have to sacrifice what we have now for something new."

## **FUNDING AND PROCESS**

Introducing new or adjusted zoning often requires significant staff time but Town Meeting ultimately decides whether or not to institute proposed changes. Changes to the Town's zoning by-laws require a two-thirds vote, rather than a simple majority, to be approved. In order to build support ahead of consideration and debate at Town Meeting, MAPC recommends that the Town engage in an open and transparent outreach strategy, informing residents of the proposed changes and engaging in a dialogue around concerns. The Town should work to involve members of all existing municipal councils as well as the owners and operators of small businesses and properties in the parks in addition to the general town population on this matter.



## STRATEGY TWO

### Designate Strategic Development Sites as 43D



The Town of Norwell should apply for 43D designations for strategic sites within the Accord Industrial Park to encourage redevelopment on strategic parcels. The vacant car dealership at 98 Accord Park Drive presents the greatest redevelopment opportunity in the district due to its large size and current vacancy. The property was sold in 2014 and has been vacant for some time (over 1000 days according to CoStar).

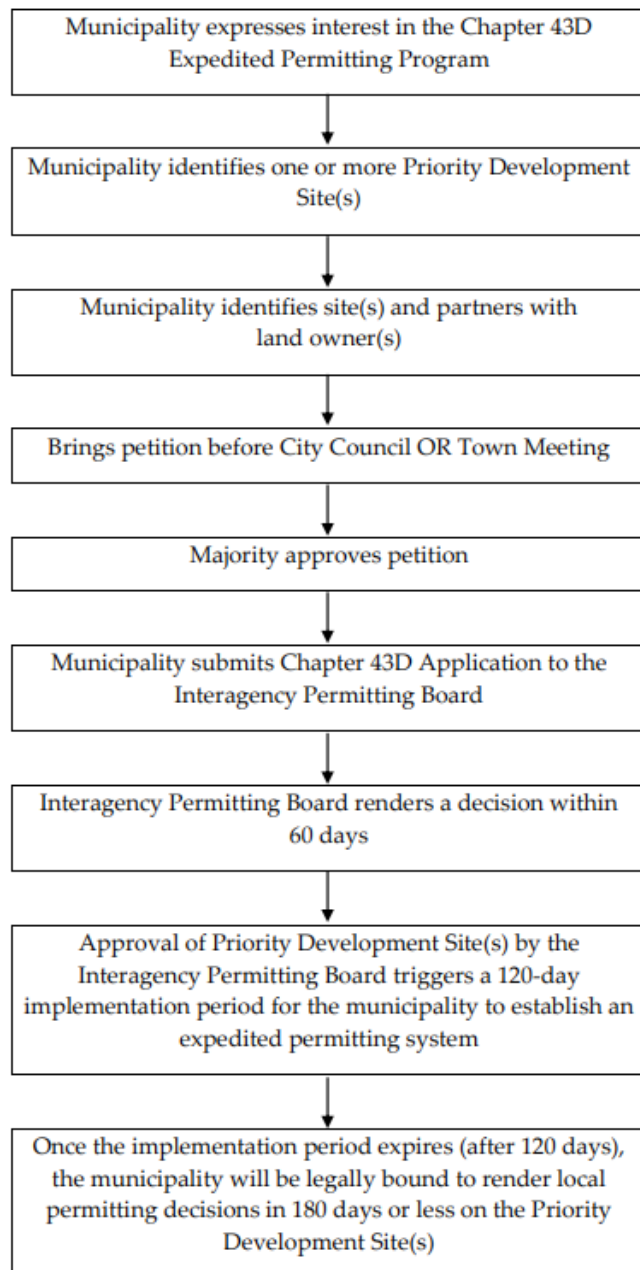
The current property owner, Charles River Realty, informed MAPC that the market for traditional auto dealers is not strong enough to support the continued use of the parcel for that business type. The owner indicated that they had tried to attract other tenants that had the need for a large parking area but had ultimately been unsuccessful. The idea of repositioning the property for an entirely different use class would require some environmental remediation due to the storage of chemicals used in auto repair and maintenance on site. The 43D designation may assist in sending a market signal to both businesses who may be interested in using the existing structure or developers / owner operators who may be interested in renovating or redeveloping the site to meet a different need that the town is in support of that vision. Additionally, the 43D designation makes sites stronger candidates for MassWorks Infrastructure and brownfield remediation funds. The 43D district could also be extended onto Pond Street to include the nearby gas station. These parcels could be leveraged in the future towards new and business uses complimentary to existing operations in Accord Park and regional community needs.

#### ABOUT 43D

43D is a tool to promote targeted economic development and housing activity. The designation makes the municipality responsible for creating a streamlined system by which to process permit applications and interface with the development and business communities. The district designation makes the host municipality a priority consideration for the MassWorks Infrastructure Program grants, brownfields remediation assistance, and other financing through quasi-public organizations. The designation also makes the municipality eligible for online marketing of designated sites and promotion of pro-business regulatory climate via the Massachusetts State Website.

A list of communities who have approved 43D sites can be viewed on the state website: <https://www.mass.gov/service-details/chapter-43d-communities>

## CHAPTER 43D - EXPEDITED LOCAL PERMITTING - FLOW CHART



## ALIGNMENT WITH COMMUNITY INPUT AND PREVIOUS RECOMMENDATIONS

The process of developing a 43D permitting system would help build relationships between members of the business community, property owners, and Town government within a defined communication structure. In addition to facilitating the development of the targeted parcels, clearer and well established communication between these parties could advance the general goal of supporting economic activity in Norwell.

## STRATEGY THREE

### Support a Mixed Use Housing/Commercial Development at Queen Anne's Plaza



Due to its large size and optimal location within the Town of Norwell, Queen Anne's Corner was identified early in the planning process as a strategic site to leverage for purposes of economic development. Within the Boston Metro region and similar markets, traditional strip mall type developments are increasingly being repositioned as mixed-use developments, encompassing both retail and residential uses. The large lot size of Queen Anne's Plaza provides ample space to accommodate new housing units and accompanying commercial amenities, making it an ideal site to consider this type of development.

In a conversation with MAPC, representatives of Federal Realty responded positively to the idea of allowing for and encouraging housing on the property. Federal Realty's ownership team feels there is sufficient demand to warrant a zoning adjustment allowing for both market rate and affordable housing on site.

Allowing mixed-use residential development on the site would require a change to the Town's zoning by-laws. Similar to the strategy of allowing denser development proposed in Strategy 1 of this plan, the Town should consider the pros and cons of either allowing mixed-use development through a change to the base zoning or the creation of an overlay district through state's 40R program. Adopting a 40R overlay district would allow the Town of Norwell to encourage higher value development subject to community specified design guidelines. The 40R program also makes municipalities eligible for cash incentives and financing from the Commonwealth for housing units permitted and built. However, 40R developments must allow a residential density defined in state regulations by right. Changing the base zoning would allow the community to set their own standard of preferred residential density. A more detailed overview of the 40R program can be found in Appendix B of this plan.

### ALIGNMENT WITH COMMUNITY INPUT AND PREVIOUS RECOMMENDATIONS

Participants at the March community meeting indicated a strong preference for activated outdoor space and façade improvements at Queen Anne's Plaza – both amenities that could be designated in design guidelines developed through either a rezoning or 40R process. Comments from the meeting exercise referenced desires for creating a multi-use lifestyle concept center and also creating internal roads and smaller blocks with a network of streets at the site. Respondents indicated a strong preference for building heights of 2-4 stories, with many comments indicating a preference for 2 stories with heights stepped up towards the rear of the site.

At the community forum 66% of respondents voted for encouraging dining and leisure options along Pond Street and the Accord Park Inner Loop. If the development of wastewater infrastructure to accommodate residential growth at Queen Anne's Plaza enables additional property owners to tie in with infrastructure, especially along Pond St, that may spur on additional commercial development in line with the community's goals.

Further, the addition of affordable housing units at the site would assist Norwell in achieving the goals outlined by its 2012 Housing Production Plan, including adding units to its Subsidized Housing Inventory.

## MAX BUILD FEASIBILITY UNDER CURRENT AND ADJUSTED ZONING (EXAMPLES ONLY)

### 700 LONGWATER DRIVE (BUSINESS C2 DISTRICT) ZONING SCENARIOS

	Existing Conditions	Max Build, No Zoning Adjustment	Feasible Max Build Scenario with Parking Adjustments, No Additional Height	Feasible Max Build Scenario, Height and Building Coverage Increases and 25% Parking Reduction Under Special Permit
Lot Size (Sq. Ft.)	293,598	293,598	293,598	293,598
Building Coverage Allowance as % of Lot Size	12.87%	24.50%	24.50%	35%
Building Coverage (Sq. Ft)	37,779	71,932	71,932	102,759

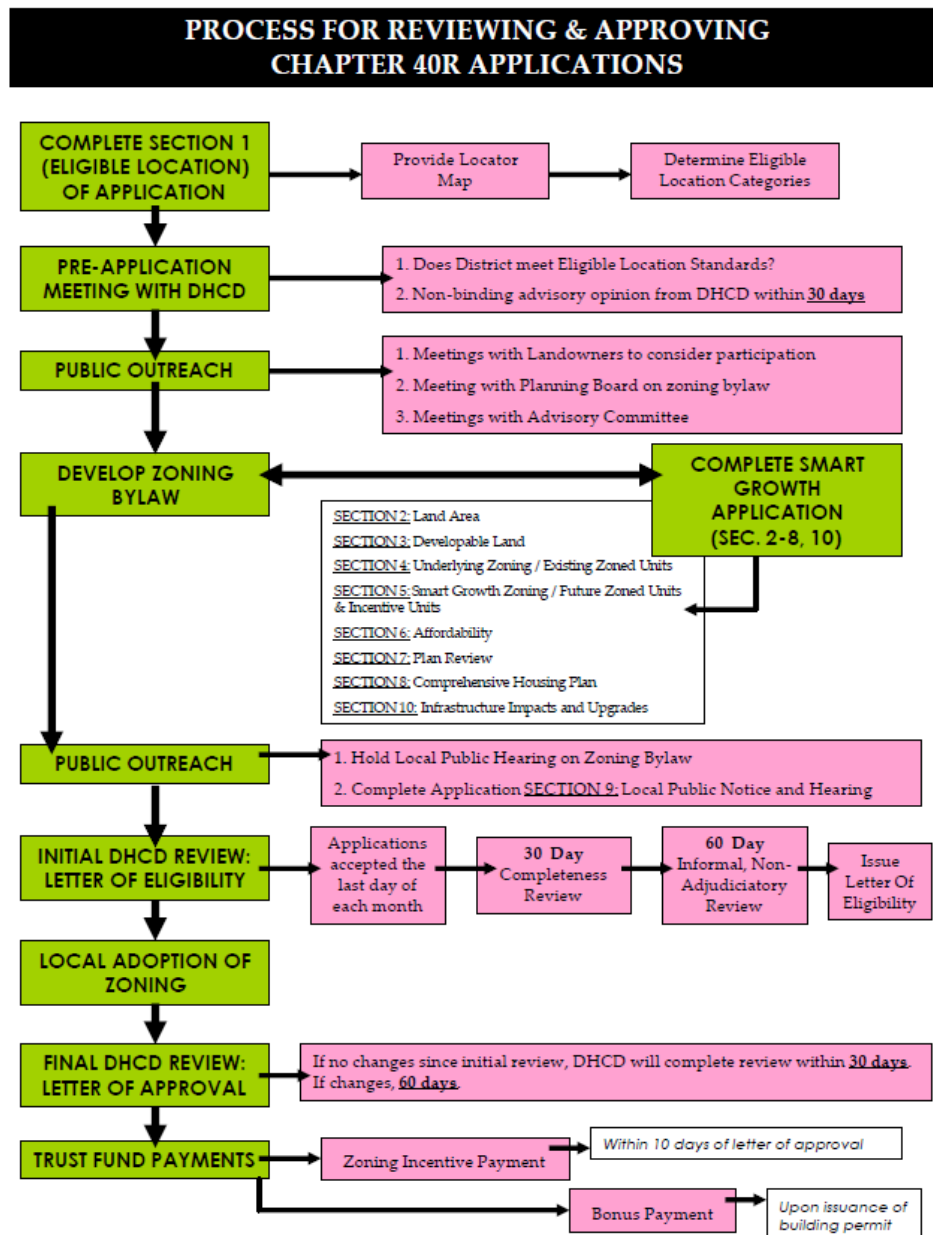
Stories	2	3	3	5
Gross Building Area	75,558	215,795	215,795	513,797
	1 space / 300 Sq. Ft. Commercial Space	1 space / 300 Sq. Ft. Commercial Space	3 space / 400 Sq. Ft. Commercial Space	1 space / 300 Sq. Ft. Commercial Space with 25% reduction in parking via special permit
Parking Spaces	252	719	539	428
Parking Area (Sq. Ft)	119,906	215,795	161,846	128,449
Parking Area as % of Lot Size	40.84%	73.50%	55.13%	43.75%

Building + Parking Area (Sq. Ft)	157,684	287,726	233,777	231,208
Building + Parking Area as % of Lot Size	53.71%	98.00%	79.63%	78.75%

Open Space (Sq. Ft)	135,914	97,866	58719.6	58719.6
Open Space Requirement (% of Lot Size)	46.29%	33.33%	20%	20.00%
Total Area Required (Sq. Ft)	293,598	385,592	292,497	289,928
Total Area Required (%)	100.00%	131.33%	99.63%	98.75%

## CHAPTER 40R PROGRAM OVERVIEW

### ABOUT 40R DISTRICT DESIGNATION



Chapter 40R, or the Smart Growth Zoning Overlay District Act, encourages communities to create mixed-income residential or mixed-use zoning districts in select locations where development at certain densities occurs either as-of-right or through a limited plan review process. These locations can be in areas of significant density, near transit infrastructure, or other “highly suitable locations”. Within 40R zoning districts, residential units developed under the overlay zoning cannot be age restricted and 20% must be designated as affordable. 40R zoning may allow mixed-use development as-of-right in part or all of the District.

The added benefit of designating a 40R district is that there is a direct financial incentive for the municipality. Upon approval by the State’s Department of Housing and Community Development for the 40R district the municipality becomes eligible for two types of payment from a trust fund administered by the Commonwealth.



First, the municipality receives an immediate incentive payment, based upon the projected number of additional new units that could be built under the smart growth zoning in excess of what would previously have been allowed as-of-right through the underlying zoning. Second, the municipality receives a bonus payment upon the issuance of a building permit for each such additional unit.

In addition to the cash incentive of a 40R district, the designation enables municipalities to incorporate Design Standards into a Plan Review process to ensure that the physical character of a project is consistent with local plans, is complementary to adjacent buildings and structures, and is consistent with the character of other densely settled areas of the community. Design Standards, once adopted, become mandatory for 40R Projects that are subject to Plan Review.

## FUNDING AND PROCESS

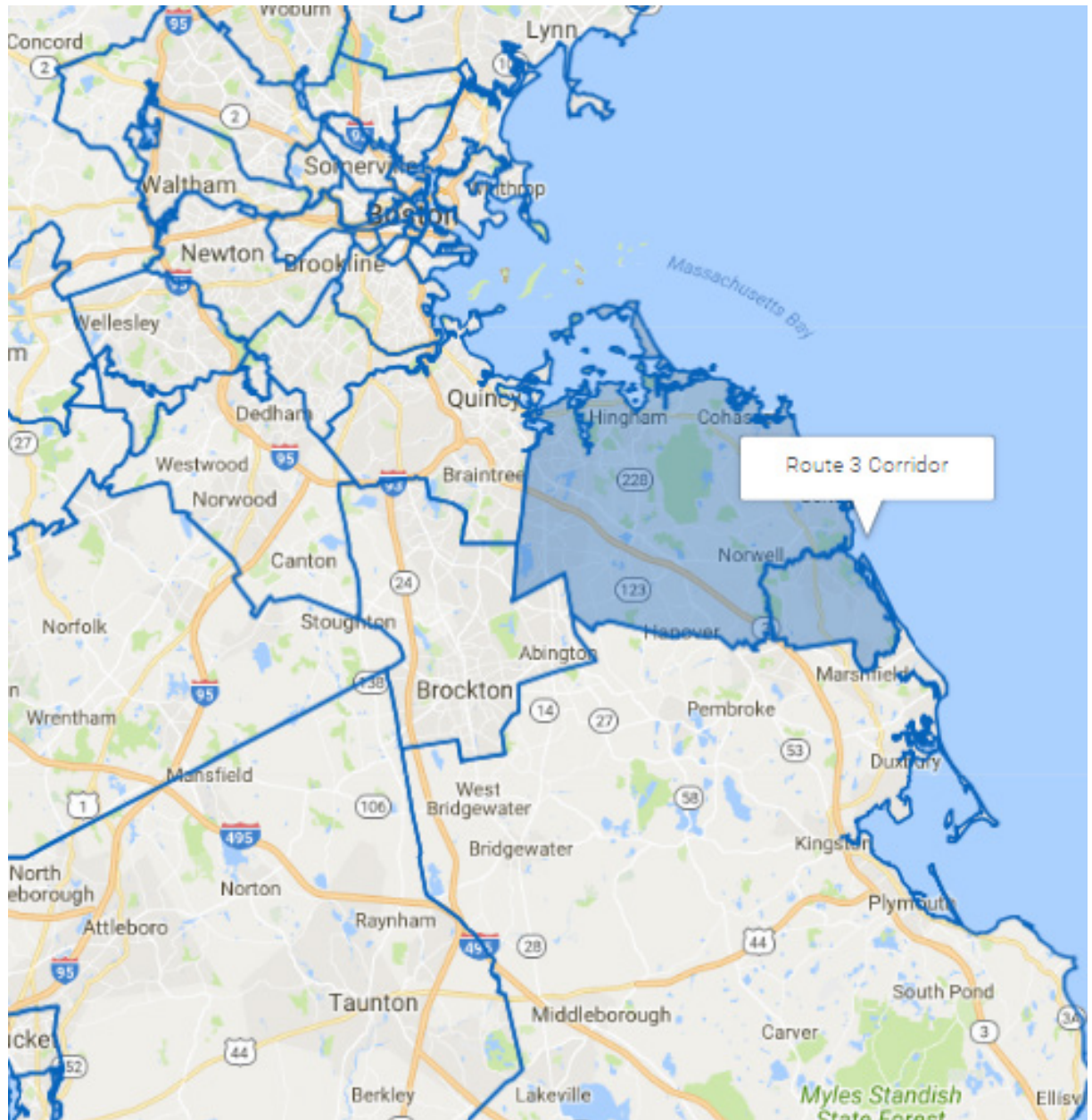
Pursuing a 40R designation typically involves a significant amount of staff time to coordinate between the developer, community and municipal staff in crafting the designation. MAPC has provided technical assistance to several communities in the 40R process including Rockland and Woburn, recently through its District Local Technical Assistance grant program.

Mass Housing also offers grant programs to support municipalities in pursuing 40R designations as does DHCD via their Housing Choice Community Initiative that Norwell would likely meet due to the recent increases in housing units.

The cost of a package treatment plant varies depending on size and locational variables. As this strategy recommendation is in large part contingent upon encouraging development at strategic sites in Norwell the Town will need to work closely with the development community to identify the best process and funding sources which could be done as part of a 40R planning process.

## SUBMARKET GEOGRAPHIES USED IN REAL ESTATE ASSESSMENT

# APPENDIX C



This map of southern Massachusetts shows the location of Route 3 South. The map includes major cities like Boston, Worcester, Springfield, and Taunton, and highlights the area around Taunton and Middleborough. A callout box points to the location of Route 3 South near Taunton.



## SURFACE WATER PROTECTION AREA AROUND QUEEN ANNE'S PLAZA

Queen Annes Plaza - Surface Water Protection Areas

