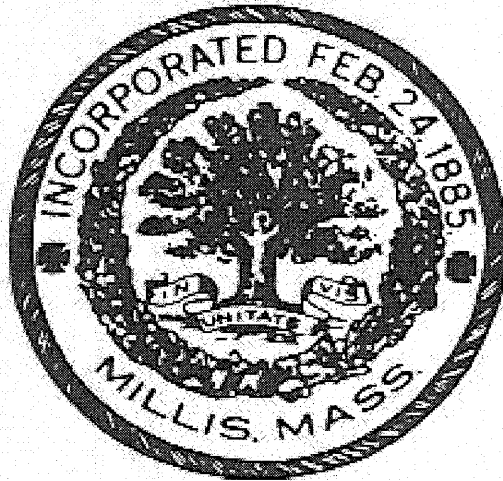


TOWN OF MILLIS COMMUNITY DEVELOPMENT PLAN

June 2004



Prepared by the Metropolitan
Area Planning Council and the
Cecil Group, Inc
for
the Millis Board of Selectmen

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PROJECT OVERVIEW

In early 2003, the Town of Millis was granted \$30,000 in planning services to create a Community Development Plan, pursuant to Executive Order 418. Executive Order 418 allowed communities to address future growth and development by creating visions, goals, and strategies in four topic areas: natural resources and open space, housing, economic development, and transportation. Four state agencies provided funding for this Plan: the Executive Office of Environmental Affairs, Department of Housing and Community Development, Executive Office of Transportation and Construction, and the Department of Economic Development.

Because the Town of Millis had recently completed a Master Plan (in 2000), the EO418 Inter-Agency Work Group granted equivalent plan status for significant components of the Community Development Plan requirements. This enabled the Town to focus its EO418 Community Development Plan scope to Housing, Economic Development, and to implementation steps through bylaw revisions.

The Housing Analysis and Strategy Recommendations were designed to update the information in the 2000 Master Plan, and were completed by the Metropolitan Area Planning Council. MAPC is the Regional Planning Agency serving the 101 communities of the greater Boston region. The Millis Economic Development Strategy was developed by The Cecil Group, Inc., and Bonz and Company. MAPC also worked with the Millis Master Plan Implementation Committee on revisions to bylaws to establish a mixed use overlay district for the downtown area of Millis as implementation of recommendations of both the Master Plan and the Millis Economic Development Strategy.

The culmination of this work was the approval at the May 2004 Town Meeting of zoning bylaw amendments establishing the Millis Center Economic Opportunity District, an overlay district on portions of the downtown that allows for mixed use residential/commercial developments.

HOUSING ANALYSIS AND STRATEGY RECOMMENDATIONS

The Housing Element scope of work was designed to provide the Town with updated information and data relating to housing issues, and to provide an opportunity for discussion of the community's housing goals.

At a Board of Selectmen's meeting held on April 12, 2004, the MAPC staff made a presentation relating to housing demand and supply and how they relate to each other in the Town of Millis. After the presentation, MAPC led a discussion regarding Housing Goals to determine if, based upon the updated data presented by MAPC, there was a need to amend the Housing Goals and Policies from the Master Plan.

After discussion, it was concurred that the town would continue to use the Master Plan Housing Goals and Policies to guide its housing efforts. MAPC has provided additional recommended Housing Strategies to augment the existing Master Plan Housing Goals and Policies.

The housing data presented to the Town at the 4/12/04 forum, the town's Master Plan Goals and Policies relating to housing, and MAPC's recommendations are included in the following section of this report.

Town of Millis

A Profile of Housing Demand, Supply, and How They Relate

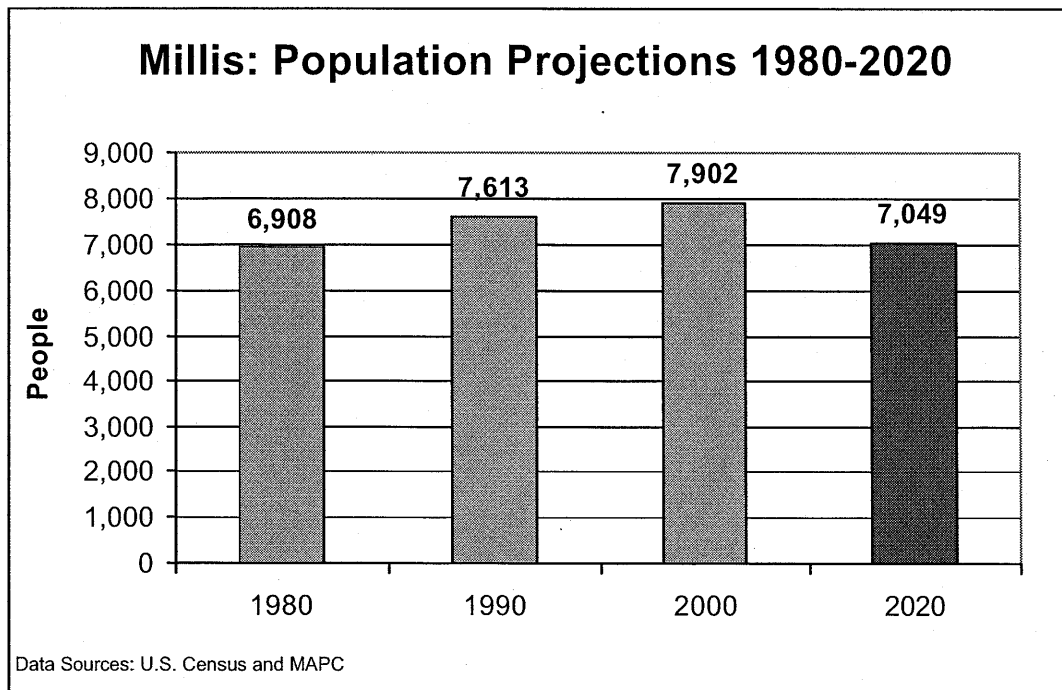
Assessment of Housing Demand

Recent Population Trends

Population trends are among the key factors driving housing demand. Millis' population grew over 14% between 1980 and 2000, with most growth in the 1980s (10%) and slower growth in the 1990s (4%). Over the 20-year period, the Southwest subregion grew much more – almost 33% -- and the MAPC region grew less (almost 7%). In the 1990s, Millis' growth was slower than either the subregion (16%) or the region as a whole (5%). Past and future population trends appear in Figure 1.

Although Millis' population grew 4% in the 1990s, the number of households grew by over 9%, and the average household size fell. With 2.63 people per household, Millis' households are smaller than those in the subregion (2.88) and larger than those in the region as a whole (2.56). The trend toward smaller households is a nationwide phenomenon, driven largely by the growing diversity of household types and lifestyle choices. People are marrying later, living in a greater variety of household configurations, and living longer, often outliving spouses as the overall population ages.

Figure 1

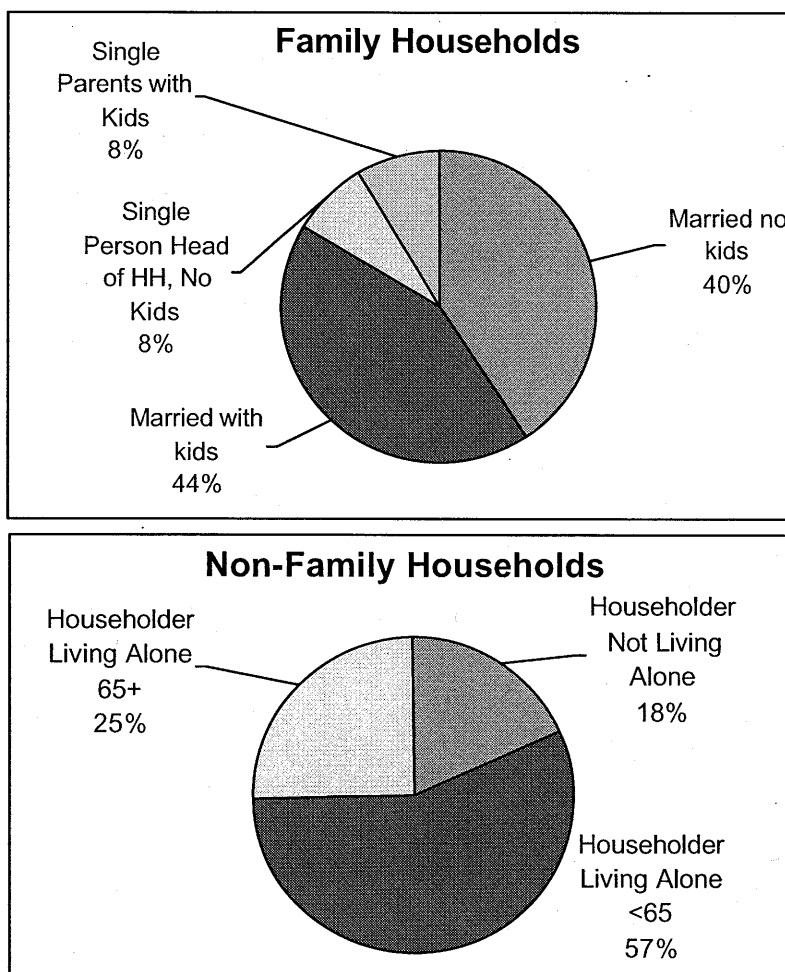


As we will see, this increase in the number of households led to declining vacancy rates and escalating housing costs.

Changes in household size were accompanied by changes in household composition. For the region as a whole, the decade saw a decline in the proportion of family households versus non-family households and an increase in the percentage of householders living alone. Only 22% of the region's households today are "typical" married couples with children, while 30% consist of a single person living alone. Although the number of single parents grew, they continue to make up 7% of all of the region's households.

In Millis, 72% of households are families and 28% are non-families. The proportion of families is down from over 76% in 1990 and considerably higher than the 61% for the region as a whole. Of households in Millis, 31% are two-parent families with children, 6% are single-parent families, and 7% are elders living alone. Compared to MAPC, Millis had more two-parent families with children, fewer non-families, fewer single-parent families, fewer elders living alone, and fewer single heads of household. The number of single-parent families, however, has increased by 26%. Figure 2 shows the composition of family and non-family households.

Figure 2

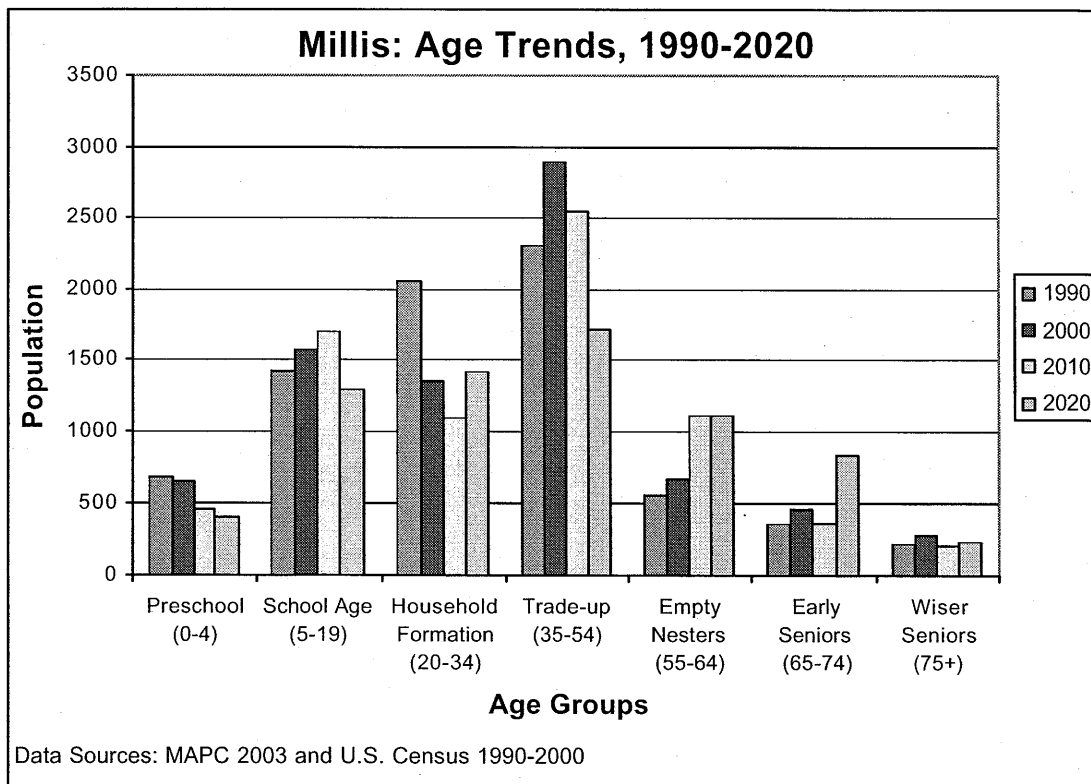


Data source for both charts: U.S. Census 2000

Changes in Millis' age mix also affect housing demand and housing need. To show this relationship, we have clustered age groups to relate them loosely to various stages in the housing market (for past and future trends, see Figure 3). Thus in the last decade, the town has seen:

- A slight decline in the number of pre-school children and a small increase in school-age children, suggesting a relatively stable demand for family housing;
- A sharp drop in the household formation years (ages 20-34), signaling a possible decline in demand for rentals and first-time homebuyer opportunities;
- A steep rise in the middle years (ages 35-54), putting pressure on the trade-up market;
- A slight increase in the empty-nester years (ages 55-64), resulting in slightly increased demand for smaller units with less maintenance than larger, single-family homes; and
- A modest increase in the number of seniors, suggesting a need for small-scale housing and housing with services.

Figure 3



This is consistent with regional patterns, except that Millis has seen growth in early seniors while the region has seen a decline, and Millis has seen slightly higher growth proportionally in empty-nesters than has the region. The historic pattern for the Southwest is almost identical to that of Millis.

Housing Demand: What Will the Future Bring?

According to MAPC's projections, the town's population is expected to decline almost 11% by 2020. During this same period, population in the Southwest subregion – by far the fastest growing in MAPC -- is expected to grow almost 14%, fueled largely by a few fast-growing towns such as Franklin and Hopkinton along I-495. The MAPC region is projected to grow at a much slower pace, just over 3%. These estimates are based on birth and death rates, migration rates, and other variables. The Massachusetts Institute for Social and Economic Research (MISER) projects a very minimal population growth for Millis.

The trend toward more but smaller households is likely to continue in Millis, the Southwest subregion, and the region as a whole.

Millis can expect:¹

- a decline in the number of pre-school children;
- an increase, followed by a decline, in the number of school-age children;
- a slight decline, followed by a steep rise, in the household-formation years;
- a slight rise, followed by a steep drop, in trade-up demand;
- growth in empty-nesters and, later, early seniors; and
- relative stability in the number of older seniors.

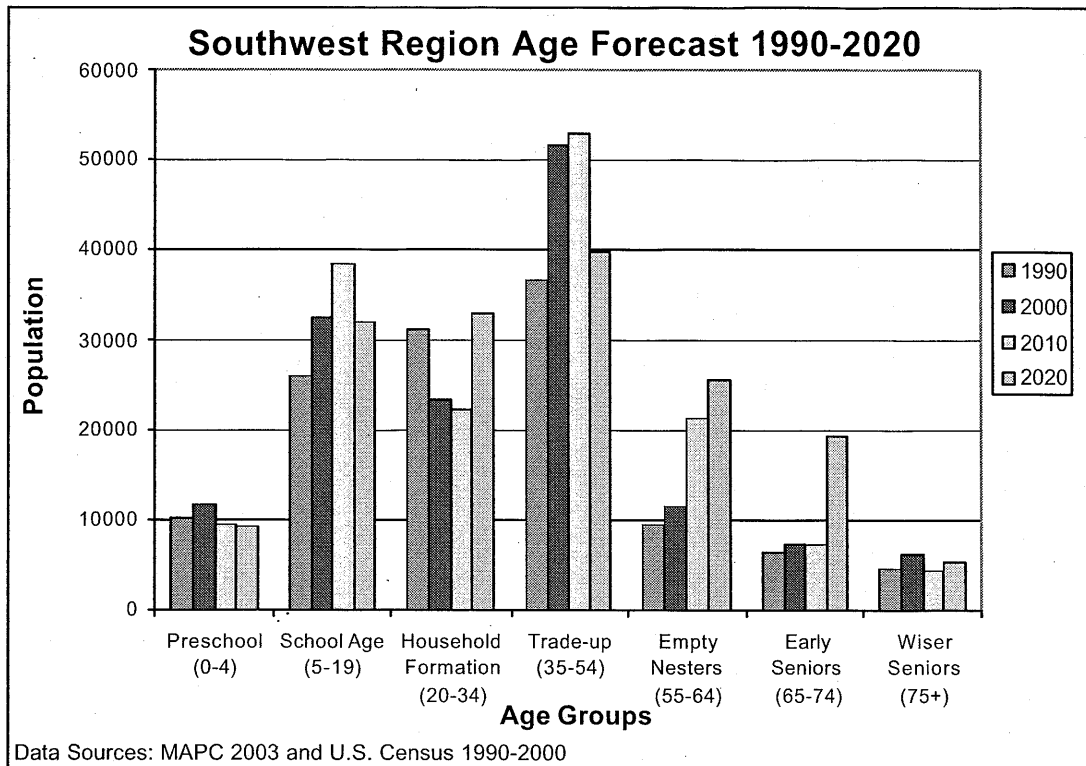
These general trends, driven by the aging of the baby-boomers, are similar to those for the region as a whole.

Demand in the town is likely to be affected by demand in neighboring communities. From that perspective, it is instructive to note that Southwest subregional demand for trade-up housing is likely to grow more than local demand in the near term, and subregional demand for empty-nester and elder housing is likely to be higher than local demand (see Figure 4).

Note that these projections are based upon past trends, which in part relate to the existing housing stock. If the Town makes changes to its housing via zoning changes (e.g. downtown overlay district) this may also alter the future mix of households.

¹ Some of these age categories aggregate more ages than others, which contributes to the visual difference in the proportions of the groups (i.e., trade-up group includes the 20 years from age 35 to age 54, while empty nesters covers only the 10 years from age 55 to age 64).

Figure 4



Housing Supply Inventory

Quantity and Characteristics of Millis' Housing

The number of housing units in Millis grew 21% in the 1980s and 9% in the 1990s, for a 20-year growth rate of over 31%. The pattern of growth was the same as the subregion and the region, with more growth in the 1980s than in the 1990s. The overall growth rate for the town, however, was less than that of the subregion (46%) but more than that of the metro Boston area (14%).

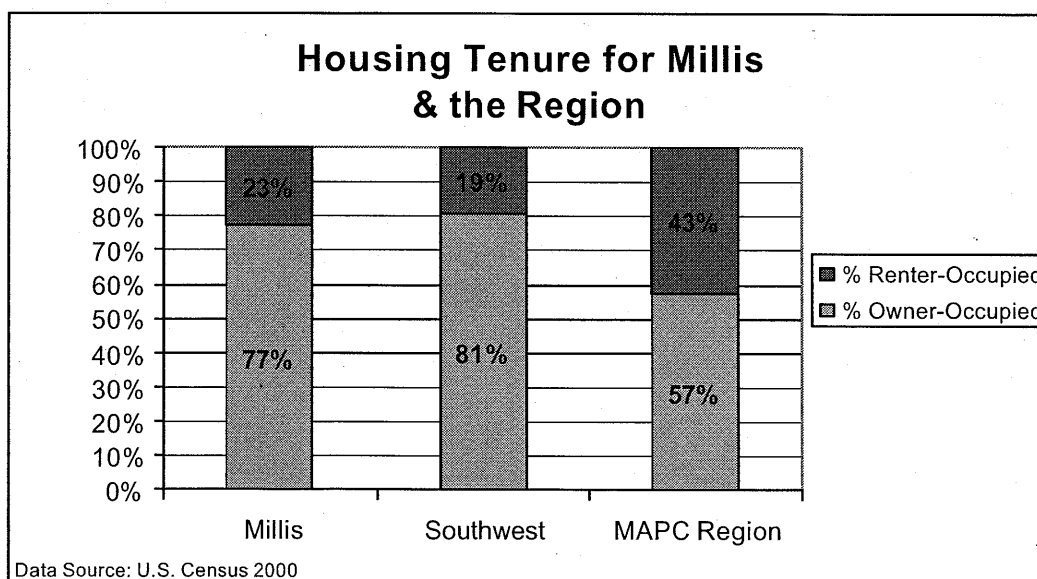
Low vacancy rates indicate high demand and tight supply, generally leading to cost increases. Vacancy rates in Millis, especially for homeownership, were quite low as the 1990s began. Both rental and homeownership vacancies declined substantially during the decade. By 2000, vacancy rates for both rental and homeownership were extremely low, even lower than the statewide figures (see Figure 5).

Figure 5
Millis Vacancy Rates, 1990 and 2000

<u>Vacancy Rate</u>	1990	2000	Massachusetts 2000	National Standard
Rental	3.5%	2.8%	3.5%	5%
Homeowner	1.1%	0.3%	0.7%	3%

Of Millis' housing, 77% is owner-occupied and 23% is renter occupied (see Figure 6). The rate of owner-occupancy is lower than the Southwest subregion (81%) but higher than the metro Boston region (57%). Conversely, there are more opportunities for renters in Millis than in the subregion, but fewer than in the region as a whole. Rental opportunities in Millis have become more limited: in 1980, the town's housing was 72% owner-occupied and 28% rental.

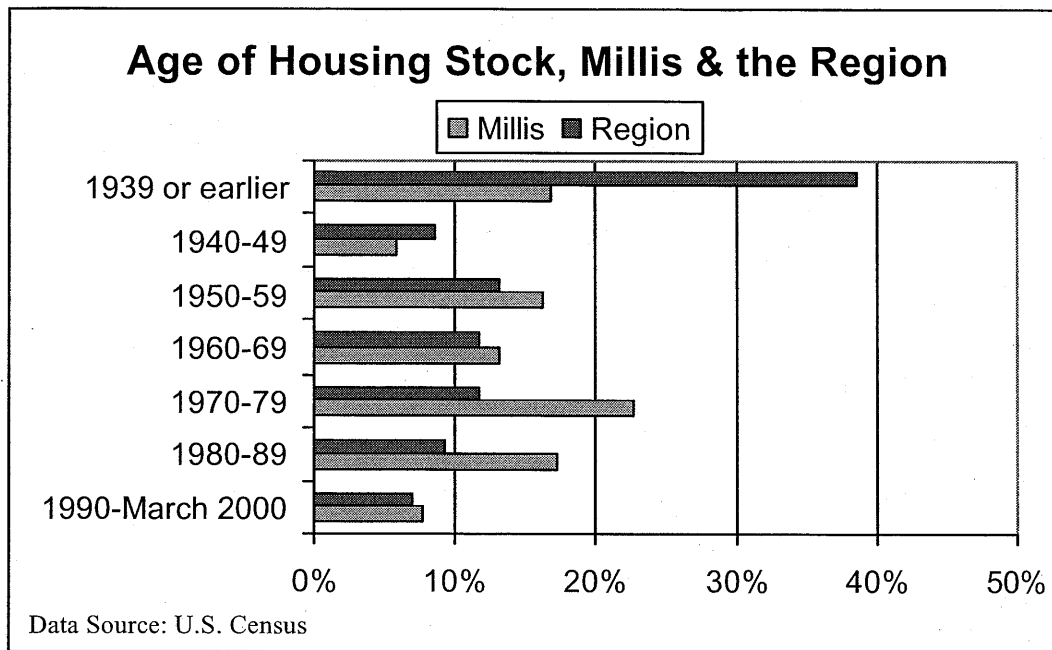
Figure 6



Millis' housing stock has been built incrementally over time, and much of it is relatively new. Only 23% of the town's housing units were built before 1950, and 52% were built before the 1970s, when lead paint laws were enacted. This older housing may be in need of repairs, remodeling, or lead paint improvements. Almost half of the housing has been built since then, and much more of the town's housing is of recent vintage compared to the region as a whole (see Figure 7).²

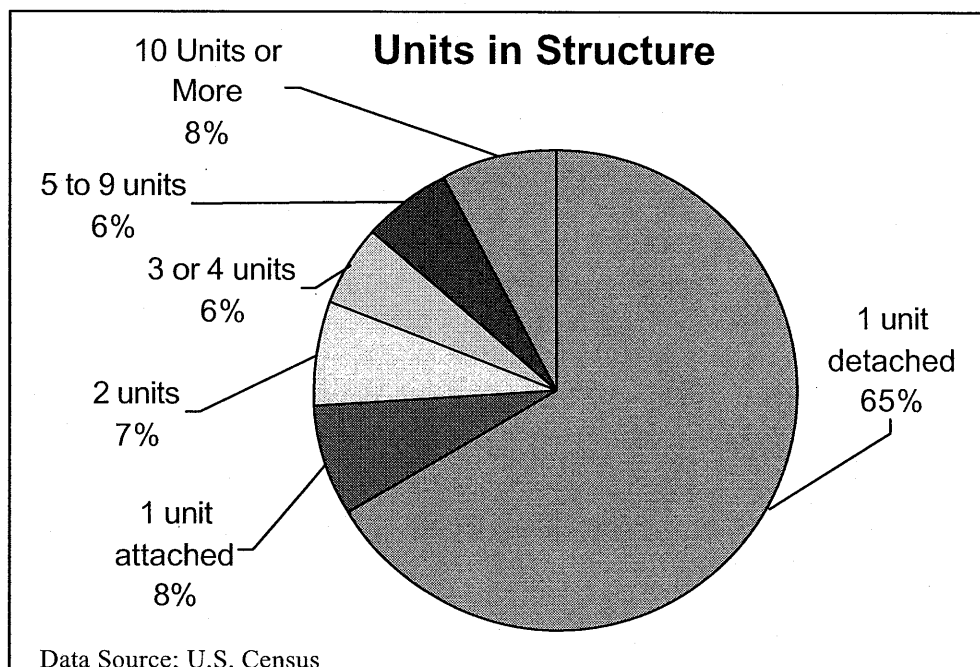
² Town building records indicate that 271 units were built in the 1990s, higher than the Census figure. The Census, however, records only those units as of March 2000, while the town records are for the full year.

Figure 7



Millis' housing is predominantly single-family detached (65%), and this proportion has increased since 1990, when it stood at 63%. The remainder is divided among a mix of structural types (see Figure 8). The current percentage of single-family detached homes is higher than the subregion (56%) or MAPC (44%).

Figure 8



Records differ regarding recent trends in single-family versus multi-family units. According to the Census, no multi-family permits were issued in Millis between 1990 and 2002, and 46 single-family permits were issued in 2001-2002. Recently, however, the Planning Board approved a 41-unit senior residential duplex development, and the ZBA approved a 12-unit comprehensive permit, also for duplex units, which is currently being appealed. It appears that most but not all new housing is single-family, continuing the trend in that direction.

Housing Supply: What Will the Future Bring?

Based on Millis' available land, existing zoning, and land use constraints, the MAPC buildout analysis indicates that the town may see as many as 1,555 additional dwelling units (see Figure 9). All of them will be single family; most – 57% -- will be on lots that are at least 25,000 square feet, and many – 35% -- will be on lots that are at least 60,000 square feet. This “buildout” could result in over 4,000 new residents and over 600 new school children. These results do not consider possible zoning changes, 40B developments outside present zoning, or teardown/redevelopment options.

Figure 9

Potential New Housing and Its Impacts				
Zoning District	Lots	Dwelling Units	Residents	Students
Residential District (R-T)	545	545	1,416	218
Residential District (R-S)	892	892	2,320	357
Residential District (R-V)	118	118	306	47
Total	1,555	1,555	4,042	622

Given recent trends and development projections, Millis' new housing will be primarily single-family, owner-occupied, lower-density, and more expensive housing than its existing housing. This will represent a further shift in housing balance and less diversity of housing choice.

Millis may wish to reconsider its zoning and other regulations, incentives, and disincentives in light of its stated goal of providing a diversity of housing types and in light of the likely future demand for more small units for empty-nesters and seniors.

Affordable Housing Inventory

According to the state's April 2002 Subsidized Housing Inventory, which keeps track of all housing that qualifies under M.G.L. Chapter 40B, Millis has 100 subsidized housing units. Of these, 83 are owned and managed by the Millis Housing Authority and 17 are in the privately owned Village Green development. The 83 public housing units serve the elderly and disabled. Village Green serves families.

Millis' 100 subsidized housing units constitute 3.27% of its 3,060 year-round housing units, or 206 units short of the 10% goal established under M.G.L. Chapter 40B. There is one 40B development of about 18 units in the pipeline.

The addition of these units is a small step toward achieving 10%. The goal of 10%, however, is a moving target: as the base number of housing units grows, the 10% grows as well; thus new affordable housing must be added simply to keep pace. The 10% is also an arbitrary number, not based on need. As we will see later in this report, about 37% of Millis' households – an estimated 1,100 households -- have low-to-moderate incomes, the level that qualifies for subsidized housing.

As long as the town is below 10% and is not making substantial progress in reaching that goal, it remains vulnerable to developer-driven proposals that may conflict with the town's plans and vision and may exceed local zoning.

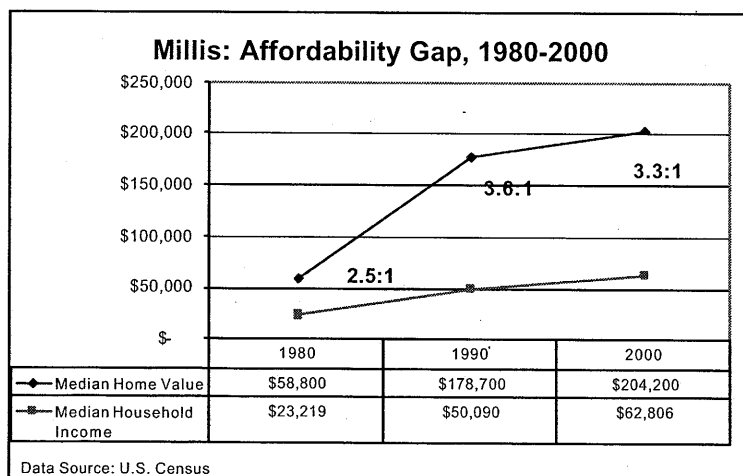
Linking Supply, Demand, and Affordability

High demand and limited supply have cut vacancy rates and forced up the costs of both owning and renting a home.

The Costs of Buying a Home

Millis' "Affordability Gap" – the relationship between income and home values – has grown substantially since 1980 (see Figure 10). In 1980, the median-income household could afford the median-value home; home values were 2.5 times incomes, a ratio that is roughly considered to be the ceiling for affordability. In 2000, home values had risen to over 3 times incomes, higher than this affordability rule of thumb. The median-income household in 2000 could afford over \$157,000, while the median value was \$204,200; thus this household faced an "affordability gap" of over \$47,000 between what it could afford and what was available.

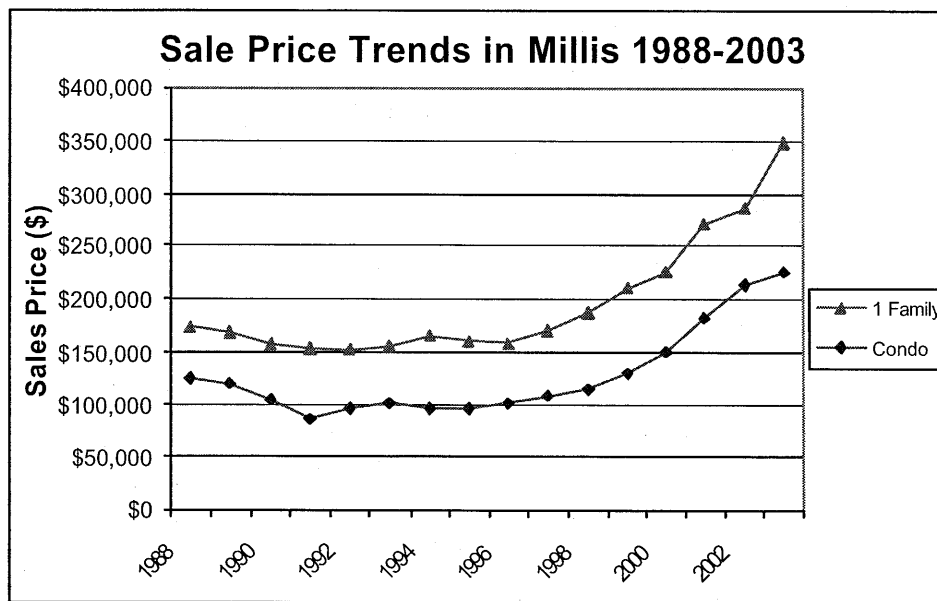
Figure 10



Clearly, housing prices have risen faster than incomes, and housing has become much less affordable. Nonetheless, this gap is on the small side compared to the 101 communities in the MAPC region. In comparing local incomes and local home values, Millis is 88th out of 101; Bellingham is the only community in the region where the local median-income household can afford the median-value home (and have over \$3,000 left!), while Brookline residents face a gap of a whopping \$432,723.

Although home sale prices remained relatively flat during much of the 1990s, there has been a steep rise in recent years (see Figure 11).³ The median single-family home sale price in Millis rose over 84% between 1998 and 2003. In 2003, the median single-family home sold for \$348,450, the median condo for \$225,000, and the median for all sales (including 2-4 family dwellings) was \$314,500. A household with the current regional median income -- \$82,600 -- would face an affordability gap of about \$142,000 between the current sales price and what it can afford. A household at today's regional "moderate" income level -- \$66,150 -- would clearly face a much wider gap.

Figure 11



Data Source: The Warren Group

To bring the situation closer to home, we estimated how a young family with two town-worker salaries might fare in trying to buy today's typical condo as a starter home. An entry-level police officer and DPW worker together might earn just over \$73,000 and could afford about \$183,000. Given the median condo price of \$225,000, that family would have a gap of almost \$42,000 just to buy a condo.

³ Home values, as shown in Figure 10, are the amounts residents consider to be the value of their homes as provided to the Census. Home sale prices, as shown in Figure 11, are based on actual home sales as recorded at the Registry of Deeds and made available by the Warren Group.

Future housing is likely to be even more expensive. As we have seen, all new housing under current zoning will be single family, and most will be on relatively large lots. For new single-family homes permitted in Millis in 2002, average construction cost alone, not counting land and other costs, was almost \$200,000.

The Cost of Renting

The costs of rental housing also rose substantially during the 1980-2000 time period throughout metro Boston. In Millis, the median rent more than doubled in the 1980s but slowed to a 5% increase in the 1990s. By 2000, it had reached \$822, requiring an annual income of almost \$33,000.

Rents as reported in the Census seem low. They are as reported by tenants in 2000, when the Census was taken. Thus they are relatively old. More importantly, they reflect rents paid by in-place tenants who may be long term and have rents that rise only incrementally from year to year. Newcomers seeking market rentals today most likely face considerably higher rents.

Although accurate current local rent level data are not available, a recent national study found that Massachusetts had the highest rents in the country. The study found that the statewide “fair market rent” (FMR)⁴ -- \$1,165 -- required an income of \$46,582, while the metro Boston FMR -- \$1,419 -- required an income of \$56,760. Furthermore, 61% of Massachusetts renters and 64% of metro Boston renters cannot afford the FMR.⁵

There are some indications of a slight slackening in recent rents, especially for luxury rentals. Nonetheless, of the various sources cited in a recent report,⁶ none shows rents below \$1,000 per month; median advertised 2003 rents in Dedham and Quincy, the only communities south of Boston for which data are available, were \$1,275 and \$1300 respectively. Dedham’s rent was identical to its 2001 median, and Quincy’s had risen 4%.

Housing Cost Impacts and Housing Need

High housing costs have the most severe impact on those on the lowest rung of the income ladder. Of 643 renter households for which data are available, 27% (172 households) pay more than 30% of their income for rent; 26% (164 households) have incomes below \$35,000 and pay more than 30% of their income for rent; and 8.4% (54 households) are elderly renters who pay more than 30% of their income for rent.

Of Millis’ total households, 37%, or about 1,100 households, have incomes below 80% of median (see Figure 12). This is considered to be “moderate income” and is the income

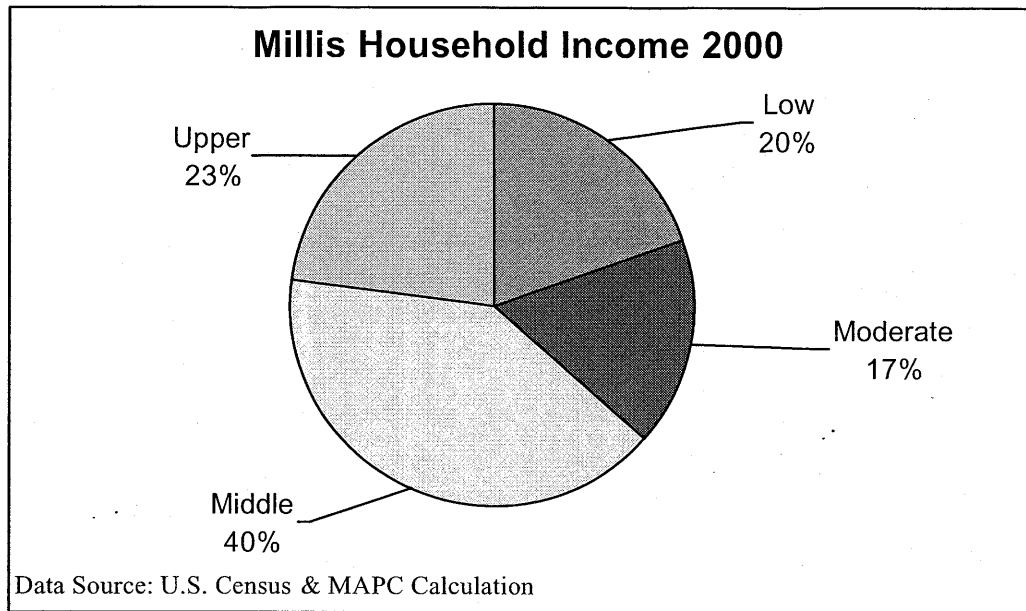
⁴ FMRs are estimated annually by HUD. They determine the eligibility of rental housing units for the Section 8 Housing Assistance Payments program and are used to calculate subsidies under the Rental Voucher program.

⁵ National Low Income Coalition, *Out of Reach*, 2003.

⁶ Northeastern University Center for Urban and Regional Policy, *The Greater Boston Housing Report Card 2003*, April 2004.

level that qualifies for affordable housing. Of these households, almost 600 have incomes below 50% of median, considered “low income.” Middle income households – those with incomes between 80% and 150% of median – make up 40% of Millis’ households, while upper-income households constitute about 23%.⁷

Figure 12



According to HUD, 2,126 people (27%) in Millis are low-to-moderate income. Also, 65 families have incomes below the poverty level.

Lower-income households are most burdened by high rents (see Figure 13). Households in the middle and older age ranges are most burdened (see Figure 14). This pattern is unusual; in most communities, elders are especially burdened but people in the middle years are least burdened; in some cases, the young face high rent burdens.

⁷ This is a statistical estimate only and does not adjust for family size. Cut-offs used in chart are for the year 2000, coincident with Census data. Low income (50% of median) = \$32,750; moderate income (80% of median) = \$50,200; middle (81%-150%) = \$98,250; upper income (over 150%) = over \$98,251.

Figure 13

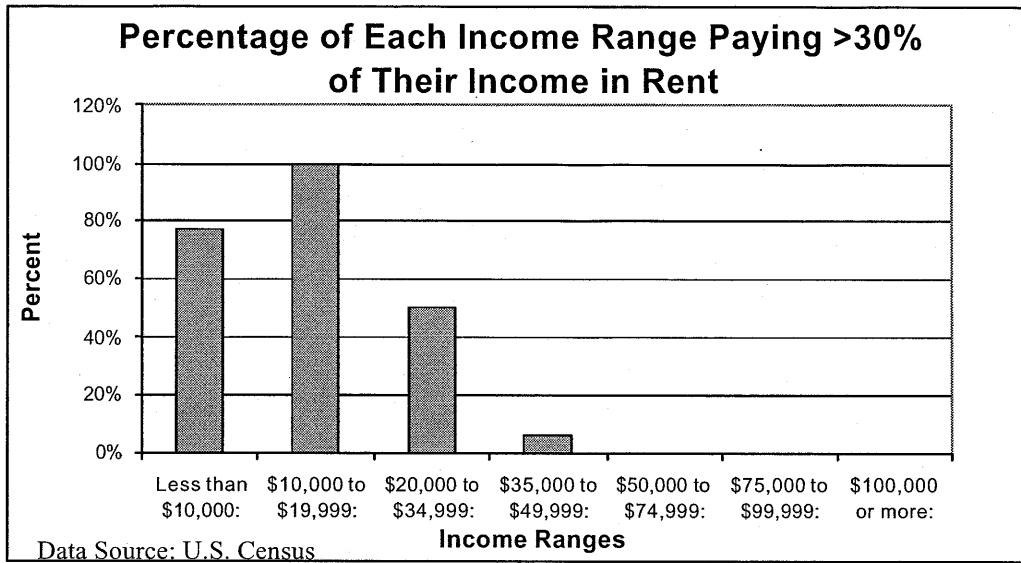
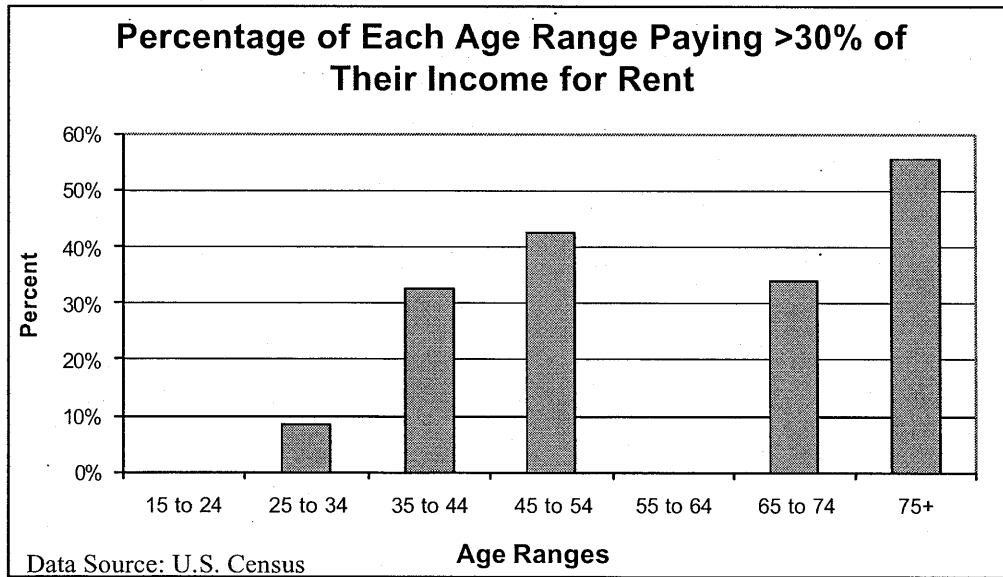
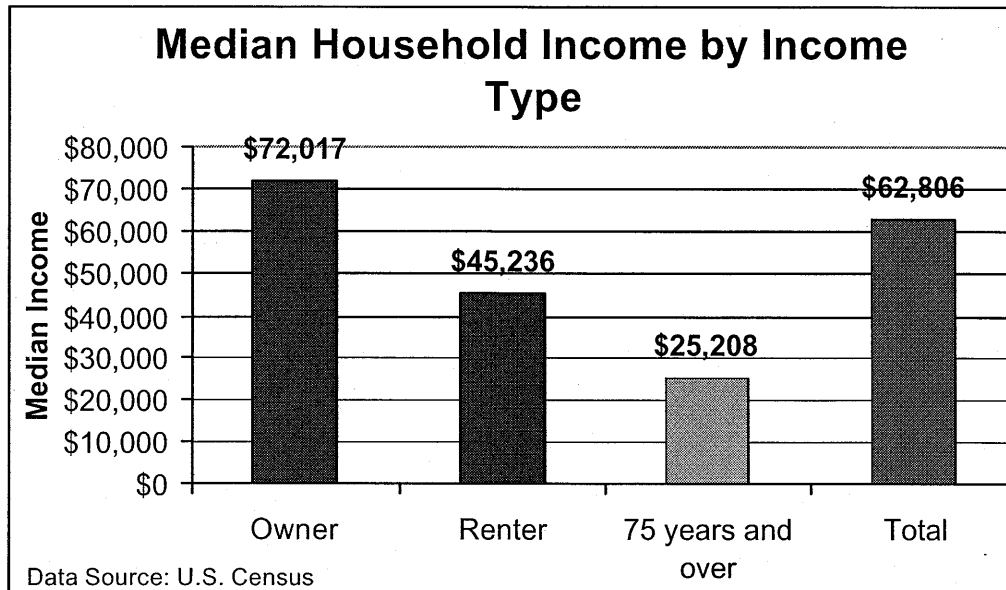


Figure 14



Owners have the highest incomes, while renters and elders have the lowest incomes (see Figure 15).

Figure 15



Low-to-moderate income demand far exceeds available subsidized housing supply. There are 183 families and 17 elderly people on the waiting list for public housing.

Housing Profile Summary

In terms of the town's housing goals, policies, and future plan, the following items are the key findings of this study:

- Millis can expect a decline in the trade-up market, a continued demand for family housing, and a growing demand for empty-nester and elderly housing.
- More of Millis' future housing is likely to be single-family, owner-occupied, and expensive, with fewer opportunities for renters and people seeking smaller, easy-to-maintain units.
- Millis is about 206 units short of achieving the 10% subsidized housing goal. Only 3.27% of Millis' housing is subsidized, and most of it is for the elderly.
- About 1,100 local households have incomes under the 80% low-to-moderate income level.
- A young family with two town-worker salaries faces an affordability gap of almost \$42,000 just to buy a condo.

Housing Goals, Policies, and Strategies

Like many communities, Millis faces two conflicting goals: on the one hand, the town wishes to keep housing affordable; on the other, it wants to enhance the property values of current residents. This is a policy issue for the town, but the two should not be considered incompatible. Except for some 40B developments, most affordable housing created or preserved today is small in scale and scattered throughout communities, and it does not generally have a negative impact on property values.

In fact, as community leaders point out, getting only the big houses the town desires is not necessarily good for the community. It leads to less diversity, makes it difficult for municipal workers or adult children of town residents to enter the housing market, limits opportunities to attract a talented workforce, and adds to the financial pressures faced by the elderly.

Thus it is in the town's best interests to incorporate into its plans provisions for housing to serve people with a range of housing needs and income levels, with special attention to low-to-moderate income people, the elderly, empty nesters, and young families.

Housing Goals and Policies

The Millis Master Plan establishes the following goals and strategies:

1. Continue to provide a diversity of housing types. Explore incentives for developers to include affordable housing in their developments.
 - a. Encourage or require all new housing developments of 10 units+ to set aside 10% of their units as affordable
 - b. Need groups noted in master plan are elderly, empty nesters, and childless couples. Plan suggests limiting the size of houses and encouraging age-restricted housing as a means of providing incentives to build housing for these groups.
2. Encourage open space protection in new residential development.
3. Consider adopting provisions for Conservation Subdivision Design, which gives a higher order of protection to natural resources, including water resources.
4. Permit housing to be built in some commercial areas, enabling apartments over stores or offices in Millis Center.
 - a. This could help fill the need for housing for elderly families and individuals, families just getting started, and empty nesters.
 - b. Would also ensure that the center has a more traditional mixture of compatible uses to promote safety and economic stability.
5. Allow selected infill of housing in Millis Center, through accessory apartments and reduced lot frontage requirements for homes built behind or to the side of existing buildings.
6. Examine the Community Preservation Act as a measure to help fund affordable housing, open space acquisition, and historic preservation.

In developing a strategic action plan to achieve its housing goals, MAPC recommends that the town consider the strategies outlined below. We are also including a Comprehensive Matrix of Housing Strategies to provide the full range of ideas.

Recommended Housing Strategies

Develop Leadership and Organizational Capacity

In order to actively guide housing, it is important to establish a strong voice for housing and an organizational infrastructure to pursue plans. For a small town, the most important first steps are for local leaders to:

- make a strong public commitment to housing; and
- establish a housing partnership or housing committee.

The committee should include representatives of housing- and planning-related town boards (planning board, housing authority) as well as local citizens with interest or expertise in housing (developers, lenders, business leaders, clergy). The committee's role could include recommending policy, planning, guiding action, engaging the public, reporting regularly to the Selectmen, and other responsibilities as determined by the Selectmen.

As the town makes progress, it will be advantageous to have non-profit housing development capacity, either by forming a local entity or by linking to an existing one.

Pursue Financial Resources

Consider adopting the Community Preservation Act to fund and receive matching funds for housing, open space, and historic preservation; appropriating town funds; setting up a housing trust fund, and seeking grants and technical assistance. If the town adopts inclusionary or incentive zoning (see under Zoning), funds could be generated by provisions to allow developers to pay into a fund instead of creating on-site units.

Revise Zoning to Meet Housing Goals

Review key housing-related provisions of the Zoning By-law for opportunities to promote housing diversity and target housing development to preferred "smart growth" locations. Several options are suggested in the town's goals and policies, including inclusionary or incentive zoning whereby developers set aside at least 10% of new units as affordable housing; permitting housing in some commercial areas, such as apartments above stores in Millis Center; infill housing; accessory apartments; and reduction of some frontage requirements.

Preserve Existing Affordable Housing

Consider offering loans or grants for rehabilitation of some of the town's older housing. This would extend the useful life of some existing housing and help some financially burdened homeowners. In the case of 2- and 3-family homes, loans and grants are often structured to keep rental units affordable to low-to-moderate income tenants for a fixed period of time. Funding may be available through programs run by the Department of Housing and Community Development (DHCD) and/or through MassHousing Programs run through local banks. It may also be possible to get program services through a neighboring community with a Community Development program or through a regional non-profit.

Explore Opportunities to Produce Housing in Keeping with Community Character

Inventory potentially surplus municipal property, other potentially available public or institutional property, and vacant and underutilized properties. Resources might include state, federal, county, or MBTA properties, facilities or land owned by religious organizations, etc.

Establish a Local Initiative Program (LIP)

The Local Initiative Program (LIP) is a state housing initiative designed to encourage communities to produce low and moderate income housing. It operates through state regulation (760 CMR 45.00 et. seq.) and agency-issued *Guidelines*. Communities may produce units eligible for the Chapter 40B subsidized housing inventory through local zoning or other agreement with the developer. Projects with a minimum of 25% affordable units for households at or below 80% of median income, or 20% of affordable units for households at or below 60% of median income that require the issuance of a Comprehensive Permit are also eligible for inclusion in the inventory through the "Local Initiative General Program."

These options offer communities an opportunity to tailor programs to local needs and to get credit toward 40B for housing units meeting the statutory qualifications. In addition to meeting the affordability criteria above, the units must be subject to use restrictions and be sold/rented using affirmative marketing procedures.

The LIP program options could be used to promote accessory apartments, housing above stores, mixed-use development, infill, adaptive reuse, substantial rehabilitation, or other types of housing. The program is especially useful in supporting small, relatively low density, scattered site development consistent with community character as an alternative to large-scale housing development.

Applications and information are available in the 40B section of the DHCD website at www.mass.gov.dhcd.

Investigate Regional Opportunities

Small towns like Millis are prime candidates for regional approaches to housing. Neighboring towns may have similar needs and may be interested in cooperative solutions such as jointly contracting with a “circuit rider” planner or otherwise sharing staff or expertise. Regional non-profits exist throughout the state and serve every community. For starters, Millis might meet with neighboring communities, perhaps through the subregion, to identify capacity and common needs and consider joint approaches.

Additional Sources of Information

The following Comprehensive Matrix of Housing Strategies outlines a broad range of housing strategies communities may consider. It is designed to enable a local community to identify and prioritize housing efforts. Listed below are places to go for more information:

- MAPC, *Local Housing Checklist*, at www.mapc.org
- Citizens’ Housing & Planning Association (CHAPA) provides many useful resources, especially *Taking the Initiative: A Guidebook on Creating Local Affordable Housing Strategies*. The *Guidebook* includes a comprehensive catalogue of funding sources (see Appendix B). Call (617) 742-0820 or visit www.chapa.org
- Department of Housing and Community Development, www.state.ma.us/dhcd
- Mass. Housing Partnership (MHP) for project-specific technical assistance, identification & packaging of financial resources, rental financing, homeownership programs, technical publications, examples of innovative local initiatives, and more. Visit www.mhp.net or call (617) 338-7686.
- MassHousing is the state affordable housing bank. Lends at below market rates to support rental and homeownership opportunities for low-to-moderate income households in Massachusetts. Call 617.854.1000 or visit www.masshousing.com
- For information on expiring use properties, contact CEDAC at (617) 727-5944 or www.cedac.org

Conclusions

It is in the town’s interest to take proactive steps to achieve the 10% affordable housing goal so it can meet the needs of residents and avoid developer-driven proposals. The town should also consider policies designed to ensure that some market-rate housing is affordable to the middle range of incomes and meets the needs of young families starting out and of empty-nesters and the elderly seeking smaller, more manageable units.

COMPREHENSIVE MATRIX OF HOUSING STRATEGIES

Put a check (✓) in column 3 to indicate whether this strategy is appropriate for your town. Use column 4 to set priorities.

Strategy	Description / Rationale	Fits Town	Priority Level
Leadership, Organizational, Planning, & Administrative Resources			
<ul style="list-style-type: none"> Establish a strong public commitment to housing 	Get strong & visible support from elected leaders		
<ul style="list-style-type: none"> Form a housing committee or housing partnership 	Ideally, impetus should come from interested citizens, with active support of chief elected officials. Committee should be appointed & endorsed by these officials & its mission agreed upon. Staff should be assigned.		
<ul style="list-style-type: none"> Make existing housing committees more effective 	Add members with greater expertise or contacts with key constituencies; provide more official government support; increase publicity. Membership might include lenders, clergy, developers, real estate professionals, business leaders.		
<ul style="list-style-type: none"> Hire a housing professional or designate a staff person responsible for housing 	Staff would assist & guide housing committee, act as liaison to other planning functions, coordinate & lead housing efforts, & enable community to proactively promote housing		
<ul style="list-style-type: none"> Build coalitions with other groups & partners 	Examples might include chambers & business associations, churches & synagogues, social service & human service providers, & advocates		
<ul style="list-style-type: none"> Develop a proactive housing policy 	Policy establishes commitment & guides action. Should be integrated with other local policies & should inform zoning goals & provisions		
<ul style="list-style-type: none"> Form a housing development non-profit or work with an existing non-profit with skills in housing development, rehabilitation, & financing 	A non-profit would provide access to additional funding sources & provide development expertise		
<ul style="list-style-type: none"> Form a Community Land Trust (CLT) 	A CLT is a member-controlled non-profit that acquires & holds land but sells or rents housing on it to local residents. Reduces cost of housing by removing land costs from housing equation; limits increases in future		

	housing costs. Main advantage: ensures permanent affordability		
Public Information & Outreach			
<ul style="list-style-type: none"> Undertake a public education campaign 	Educate people about what's "affordable," how housing affects local citizens & the region's economy, ability to attract & retain workers		
Financial Resources			
<ul style="list-style-type: none"> Join a consortium to receive an annual allocation of federal HOME funds 	Enables community to have greater control over housing development, more affordable housing resources, & predictable funding to plan. Must be contiguous to consortium member community		
<ul style="list-style-type: none"> Adopt the Community Preservation Act (CPA) 	Provides more locally controlled resources & more partners with resources & expertise; helps community balance housing, open space, historic preservation, & other priorities		
<ul style="list-style-type: none"> Appropriate local funding 	Especially helpful as seed money & to fill gaps		
<ul style="list-style-type: none"> Set up a housing trust fund 	Sources may include inclusionary zoning in-lieu payments, private donations from individuals & businesses, foundation support		
Zoning & Subdivision Laws			
<ul style="list-style-type: none"> Include explicit housing goals 	Goals set the stage for specific provisions		
<ul style="list-style-type: none"> Mixed use zoning, including housing above stores 	Smart Growth		
<ul style="list-style-type: none"> Inclusionary or incentive zoning to require or encourage inclusion of affordable units in new market-rate residential developments 	Promotes community control; scattered, low impact means of achieving & maintaining 10%. Can also provide financial resources for housing or off-site affordable units.		
<ul style="list-style-type: none"> Linkage 	Similar to inclusionary zoning but applies to commercial & industrial development & produces \$ contribution to affordable housing as mitigation. Works best where there is a high commercial tax base. Increases financial resources for housing.		

• Additional density in some residential districts	Promotes greater affordability.		
• Additional density via “adaptive reuse,” allowing smaller units within larger residential structures or converting non-residential structures to residential uses	Makes more efficient use of existing buildings; promotes greater affordability & smart growth		
• Adaptive reuse of accessory structures	Allow conversion of barns, carriage houses, & garages to one or more affordable units		
• Encourage residential uses in underutilized industrial or commercial areas	Encourage more affordable housing		
• Cluster zoning	Promotes a balance of housing & open space; allows more efficient use of site & better protection of critical natural resources		
• Reduce parking requirements, especially for senior housing, housing near transit, & mixed used housing where shared parking possible	Facilitates development of housing and greater affordability		
• Accessory apartments, accompanied by an “amnesty program” for existing units & affordability provisions	Makes more efficient use of existing buildings; promotes affordability. Helps tenant & owner: owner gets added income, potential upkeep assistance. Can be structured with incentives for affordability. Amnesty could also apply to undeclared duplex & multi-family.		
• Infill development	Encourage development of lots in areas where development & infrastructure already exist		
• Overlay districts	A special district, superimposed over regular zoning districts, designed to encourage more flexible planning or accomplish a special purpose such as resource protection or “smart growth”		
• Simplify, streamline regulations & procedures	Can aid production generally or be used as incentive for affordable housing. Incentives could include reduced fees.		
• Revise subdivision laws to make housing less expensive	Adjust dimensional requirements & other design practices where appropriate to reduce unnecessary cost.		
Property Resources - Preservation			
• Take steps to retain expiring use properties as affordable housing	Some privately owned affordable housing is subject to use restrictions that expire, freeing owners from affordability requirements.		

	Communities should research property status & pursue retention strategies.		
<ul style="list-style-type: none"> Enact the “residential exemption” to offer tax incentive for owner occupancy 	At local option, communities may exempt a % of average assessed value of residential parcels from owner-occupants’ bills. Intent is to promote owner occupancy, providing proportionately greater benefit to lower valued homes. Is a disincentive to absentee ownership.		
<ul style="list-style-type: none"> Offer rehab loans &/or grants with funds from state CDBG, HOME consortium, or other sources 	Maintains & improves existing property		
<ul style="list-style-type: none"> Solicit donated or reduced-price property 	May have tax or other benefits for existing owners		
Property Resources - Production			
<ul style="list-style-type: none"> Identify vacant & underutilized properties 			
<ul style="list-style-type: none"> Identify surplus municipal property & develop a reuse plan, including a property inventory, priority list, & implementation steps 	Balance community needs for housing, open space, other priorities; prepares for timely implementation actions. Use of public property for housing dramatically lowers acquisition & land costs		
<ul style="list-style-type: none"> Identify other potentially available public or institutional property 	State, federal, county, MBTA, colleges & universities, religious organizations		
<ul style="list-style-type: none"> Develop a system to track & pursue tax title property 	Encourages property maintenance & improvement, affordable housing opportunities		
<ul style="list-style-type: none"> Local Initiative Program (LIP) 	Local control of progress toward 10%. Could be used with accessory apartments, housing above stores, infill, other housing development alternatives so units count toward 10%. Units must meet affordability requirements & be deed-restricted; residents must be income eligible.		
<ul style="list-style-type: none"> Develop a Planned Production Program 	Local control of progress toward 10%		
Infrastructure Resources			
<ul style="list-style-type: none"> Target sewer or water capacity to promote housing goals 	Communities with limited additional sewer or water capacity can use it as an incentive for housing, affordability, or locational preferences such as “smart growth”		

Regional Strategies			
<ul style="list-style-type: none"> HOME Consortium 	There are four regional HOME Consortia serving MAPC communities. They provide direct access to federal HOME funds, which can be used for first-time homebuyer programs, rental rehab, and acquisition and redevelopment. Communities may join if they are a member community & if existing members choose to expand.		
<ul style="list-style-type: none"> Regional Coalitions 	Regional coalitions advocate for housing, undertake public information/education campaigns, & serve other purposes. The MetroWest Affordable Housing Coalition, formed by clergy, legislators, & others, has over 50 members from 25 community & faith-based organizations, local businesses, etc. They have been raising awareness & stimulating public dialogue about the lack of affordable housing communities & encouraging solutions.		
<ul style="list-style-type: none"> Sharing staff or expertise 	It often makes sense for communities to share resources if they have small staffs or tasks are specialized or intermittent. Models include circuit-riding planners, shared staff, or shared consultants.		
<ul style="list-style-type: none"> Cross-border site planning 	Development plans can often benefit from interlocal cooperation & agreements to share costs & benefits. Examples include the Metropolitan State Hospital site (Waltham, Belmont, & Lexington) & the Weymouth Naval Air Station (Weymouth, Rockland, Abington).		
<ul style="list-style-type: none"> Regional cooperation among non-profits or housing authorities 	Purpose: to eliminate redundancies or fill service delivery gaps. Some local housing authorities provide services to neighboring communities. Example: Hudson Housing Authority provides rental assistance, LIP program resales, & lotteries services to Stow on fee basis. Housing authorities also informally share equipment, computer technical assistance, etc. Statewide legal & supportive services are available centrally to housing authorities.		
<ul style="list-style-type: none"> Regional non-profits, housing partnerships, land trusts, & housing trust funds 	Community Land Trust of Cape Ann (CLTCA) is a private non-profit to create affordable housing & provide stewardship of		

	land. It retains title to the land, thus keeping the housing permanently affordable. CLTCA has purchased several buildings, rehabbed them, & sold or rented units at affordable prices. There is also a North Shore Housing Trust Fund.		
• Regional funding campaign	Could tap private donations, businesses & business associations, private foundations, religious organizations, etc. for specific clientele or development or for regional trust fund.		
• Housing services consortiums	Some housing support services are provided regionally through regional non-profits, CAP agencies, etc.		
• Potential opportunities under 40B proposed legislation	Option 1 is project-specific; contiguous communities could collaborate to share infrastructure costs associated with housing growth & benefits of housing growth, as reflected in attainment of housing goals. Option 2 is a broader opportunity for contiguous communities to plan proactively & collaborate in addressing regional housing needs. It creates a pilot program for up to 3 housing regions.		

ECONOMIC DEVELOPMENT STRATEGY

The Economic Development analysis was designed to provide updated information to the community regarding economic development issues, and to further study economic development options set forth in the 2000 Millis Master Plan.

The Millis Community Development Plan Economic Development Strategy was prepared by The Cecil Group, Inc. and Bonz and Company, Inc. for the Town of Millis. The report was prepared based upon research completed by the consultants, and public input received at a series of meetings hosted by the Millis Board of Selectmen.

The full report entitled "Millis Economic Development Strategy" is found in Appendix VII.

MASTER PLAN IMPLEMENTATION – THE MILLIS CENTER ECONOMIC OPPORTUNITY DISTRICT

The Executive Order 418 approved scope of work for the Town of Millis included an allocation of time for the Metropolitan Area Planning Council to provide assistance in researching and developing amendments to regulations which would implement the Master Plan. At the direction of the Board of Selectmen, MAPC met with the Millis Master Plan Implementation Committee to discuss bylaw options.

The Town of Millis Master Plan Implementation Committee worked with MAPC to research and prepare a bylaw for consideration at the May 2004 Millis Town Meeting. The bylaw enables mixed-use development within portions of the Commercial-Village zoning district, and is entitled the “Millis Center Economic Opportunity Overlay District”. Mixed-use development within the downtown was proposed in both the Millis Master Plan and the EO418-funded Millis Economic Development Strategy (by the Cecil Group, Inc. and Bonz and company).

MAPC provided examples of mixed-use bylaws and design review materials from other communities, and provided proposals for changes to the existing Millis Zoning Bylaws that would enable residential development in conjunction with retail and office uses in the downtown. The Town of Millis had previously been working with a concept plan for an area of the downtown which illustrated an expanded library and police station in conjunction with expanded commercial development. MAPC also provided analysis to indicate whether this concept, with inclusion of residential development above the retail/office, would be possible to implement based upon the proposed regulations.

Appendices I through V contain bylaws and guidelines provided to the Town of Millis during this phase of the project. The appendices also include MAPC’s recommended changes to the zoning bylaws, the analysis of the likely buildout density to be generated by the bylaws, and MAPC’s comments on the bylaws as they were drafted.

The proposed zoning bylaw amendments in Appendix VI were approved by the Millis voters at the May 2004 town Meeting.

APPENDICES

Appendix I - Analysis and Correspondence from MAPC to Town of Millis regarding proposed bylaw changes in Town of Millis

Provided to Millis Master Plan Implementation Committee
as part of discussions pertaining to
Millis Center Economic Opportunity District

Analysis of potential for re-zoning of downtown "Commercial Village" zone in Town of Millis,

DRAFT 2/6/04 by Metropolitan Area Planning Council

Per the discussion at the 2/5/04 meeting of the Millis Bylaws Committee, I have begun the analysis requested. Additional materials requested, including the Town of Milton Village Overlay District bylaws and the Town of Canton Design Review Guidelines, will accompany this draft.

Auburn to Exchange Streets: Redevelopment Proposal analysis

As we discussed, one of the first tasks was to determine whether the proposed redevelopment of the Auburn to Exchange Streets area shown on the "Village Concept – Millis" is allowable under the existing regulations. The sketch shows the following uses, to which I have added the required number of parking spaces:

14,650 Sq. ft. of office	(1 space/150 sq. ft.)	98 spaces
14,650 Sq. ft. of retail	(1 space/150 sq. ft.)	98 spaces
11,000 Sq. ft. of library	(1 space/300 sq. ft. minimum)	37 spaces
20,500 Sq. ft. of Police Station	(1 space/300 sq. ft. minimum)	69 spaces

Total number of spaces needed to meet the regulations is 302; the total shown on the plan is approximately 200.

If the parking regulations were amended to allow the office/retail uses to be 1 space per 250 square feet, the total spaces needed would fall to approximately 224 spaces.

Conversion of the upstairs space to 15 condominiums (at 2 spaces per 976 sq. ft. condo) would lower the total from approximately 302 to 234 spaces.

The combination of the above two changes would result in a need for 193 spaces.

I have not explored the figures that would result from the use of a shared parking table (as in the attached Milton bylaw), but do not think that it would result in a figure close to 200 unless the parking ratio is changed.

Also, as written, the regulations for Town Building require a minimum of 1 space per 300 square feet of floor area. I would be surprised if the police station actually needed 68 spaces (unless there is a "community meeting room" in the station, as there is in Stoughton). Perhaps the regulations could be adjusted so that storage areas are not included in the "total floor area", and this could also reduce the parking requirement.

Re-examination of buildout analysis for downtown portion of Commercial Village Zone

As was discussed at the 2/5/04 meeting, another consideration is what the zoning change implications would be in relation to water use/sewage flow, given that there is at this point only 35,000 gallons per day available for sewage capacity for the entire town, and several areas are proposing to hook up to town sewer. Per the committee direction, the following is a "back of the envelope" estimate of the potential impacts of changes to regulations which would allow the area to be redeveloped with residential uses in the CV zone. This will NOT compare the scenarios to the existing sewage flow from the existing uses (due to lack of time), but will rather compare the two potential future redevelopment scenarios.

The total estimated land area of the CV downtown district is approximately 2,483,000 square feet (57 +/- acres) after removing estimated acreage in the road right-of-ways.

Based on the existing parking regulations, a two story structure (office over retail) can only cover approximately 15% of a parcel, with the remainder allocated to parking and minimal landscaping. This is effective Floor Area Ratio of .30 (floor area/land area). Using this FAR, the total square footage that can be constructed in the 57 acres is modeled at approximately 774,900 square feet of office/retail space (with 50% allocated to office and 50% to retail). It is very important to note that this is an absolute maximum, and that any development would likely be lower due to developers not building to the absolute zoning limits. However, this figure is helpful in comparison with the mixed use alternative buildout, to determine an approximate relative difference between the two scenarios.

Based on Title 5 water flow requirements of 75 gallons per day per 1000 square feet of offices and 50 gallons per day per 1000 square feet for retail, the total potential flow is approximately:

$$((387,450 \times 50) + (387,450 \times 75))/1000 = 48,431 \text{ gallons per day}$$

Note that this DOES NOT ACCOUNT for restaurant uses, of which there are already several in Town.

In Alternative 1, the assumption is that the second floors of the structures are converted to Residential space (at the approximate size of 1000 square feet gross per 2 bedroom unit), and the first floor space is 50% retail and 50% office. This scenario yields 387 units of 2-bedroom residential, at a sewage flow rate of 110 gallons per bedroom per day. Total flow is therefore approximately modeled at:

$$(387 \times 2 \times 110) + ((387,450 \times 62.5)/1000) = 85,140 + 24,216 = 109,356 \text{ gal./day}$$

The conversion of second floor space to residential therefore results in substantially increased sewer flow needs.

Note that changing of second floor space to residential (from office) would actually lower the required number of parking spaces (from 6.66 spaces for office to 2 spaces for residential per 1000 square feet of space), so in theory, the structures could actually be somewhat larger. If this were allowed, it would result in further increases in sewage flow.

Other regulatory issues, such as building setbacks, aquifer protection regulations, etc. which would impact the redevelopment of the CV District downtown, will be addressed in a subsequent memo.

Analysis of potential for re-zoning of downtown "Commercial Village" zone in Town of Millis,

Updated DRAFT 2/10/04 by Metropolitan Area Planning Council

This updated analysis expands upon the initial analysis forwarded to the Millis Committee on 2/6/04.

Per the discussion at the 2/5/04 meeting of the Millis Bylaws Committee, MAPC has produced the following analysis pertaining to the potential for re-zoning the downtown CV district to mixed uses. Additional materials requested, including the Town of Milton Village Overlay District bylaws and the Canton Center Economic Opportunity Overlay District Bylaw and Canton Design Review Guidelines, will accompany this draft.

Auburn to Exchange Streets: Redevelopment Proposal analysis

As we discussed, one of the first tasks was to determine whether the proposed redevelopment of the Auburn to Exchange Streets area shown on the "Village Concept – Millis" is allowable under the existing regulations. The sketch shows the following uses, to which I have added the required number of parking spaces:

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As a point of information, the new Stoughton Police Station is approximately 19,000 square feet (also including a garage/sally-port). I will count the parking spaces at the facility prior to the 2/11/04 Millis meeting.

Re-examination of buildout analysis for downtown portion of Commercial Village Zone

As was discussed at the 2/5/04 meeting, another consideration is what the zoning change implications would be in relation to water use/sewage flow, given that there is at this point only 35,000 gallons per day available for sewage capacity for the entire town, and several areas are proposing to hook up to town sewer. Per the committee direction, the following is a "back of the envelope" estimate of the potential impacts of changes to regulations which would allow the area to be redeveloped with residential uses in the CV zone. This will NOT compare the scenarios to the existing sewage flow from the existing uses (due to lack of time), but will rather compare the two potential future redevelopment scenarios.

The total estimated land area of the CV downtown district is approximately 2,483,000 square feet (57 +/- acres) after removing estimated acreage in the road right-of-ways.

Based on the existing parking regulations, a two story structure (office over retail) can only cover approximately 15% of a parcel, with the remainder allocated to parking and minimal landscaping. This is effective Floor Area Ratio of .30 (floor area/land area). Using this FAR, the total square footage that can be constructed in the 57 acres is modeled at approximately 774,900 square feet of office/retail space (with 50% allocated to office and 50% to retail). It is very important to note that this is an absolute maximum, and that any development would likely be lower due to developers not building to the absolute zoning limits. However, this figure is helpful in comparison with the mixed use alternative buildout, to determine an approximate relative difference between the two scenarios.

Based on Title 5 water flow requirements of 75 gallons per day per 1000 square feet of offices and 50 gallons per day per 1000 square feet for retail, the total potential flow is approximately:

$$((387,450 \times 50) + (387,450 \times 75))/1000 = 48,431 \text{ gallons per day}$$

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In Alternative 1, the assumption is that the second floors of the structures are converted to Residential space (at the approximate size of 1000 square feet gross per 2 bedroom unit), and the first floor space is 50% retail and 50% office. This scenario yields 387 units of 2-bedroom residential, at a sewage flow rate of 110 gallons per bedroom per day. Total flow is therefore approximately modeled at:

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Note that changing of second floor space to residential (from office) would actually lower the required number of parking spaces (from 6.66 spaces for office to 2 spaces for residential per 1000 square feet of space), so in theory, the structures could actually be somewhat larger.

As can be seen in the accompanying Canton Center Economic Opportunity Overlay District, the height limitations on the structures are 40 feet or 4 stories, which is considerably higher than the above 2-story analysis. Based on the lower parking regulations for residential, it is possible to add a third floor in Millis and not decrease the size of the footprint of the structure. This could add more units, which could provide more of an incentive for such redevelopment. However, it would also substantially further increase the required sewage flow capacity.

Other Regulatory Issues that could impact redevelopment of downtown Millis

Aquifer Protection Regulations:

The Zoning map indicates a Zone A and a Zone II for wells located at the north end of Water Street. The Zone A does not actually lie beneath the land in the CV zone. However, because the Zone A would impact the redevelopment of the immediately adjacent Cliquot factory in the Industrial Park Zone, I am including it in this analysis. The Zone II in this area includes all of the downtown CV District to the east of approximately the Dunkin Donuts location.

Both Zone A and Zone II have significant (low) on-site septic flow regulations. However, structures that are tied into the municipal Sewer system would not be subject to these limitations. Assuming there is capacity in the sewer system to allow tie-ins, the much more significant limitation on the amount of potential development in the Zone A or Zone II is the maximum impervious lot coverage regulations.

For Zone A (limited to the I-P District) the impervious surface is limited to 15% of the lot (with no apparent Special Permit process for increasing beyond this limit).

For Zone II, the maximum impervious coverage for residential is 15% and for commercial/industrial the limit is 40% (although there is a special permit process which appears to allow for development up to 50% impervious coverage with appropriate groundwater recharge).

In order to allow for redevelopment, while maintaining the groundwater protection standards, taller structures covering a smaller percentage of the site would be needed.

Note that these groundwater protection regulations may therefore have a significant impact on the ability to increase the density within the Zone A or Zone II. This would

not apply to the portion of the downtown CV Zone approximately to the west of the Dunkin Donuts, which is outside of the Groundwater Protection Zones.

Setbacks and height regulations:

As has been suggested by the Cecil Group, decreasing the minimum front yard setback from 40' to 15' would encourage a more pedestrian friendly streetscape with parking to the rear/side of future structures. Consideration should also be given for maximum setbacks to further promote this concept (although a special permit process could allow further setbacks if deemed appropriate for a particular location/use).

Note that the Canton Center Economic Opportunity Overlay District has eliminated the side yard setbacks. This allows more flexibility in design of the structures/parking/open space on the site (allowing open space to be grouped in one area rather than being in a thin "setback zone" around the entire lot).

The Height limit within the CV Zone is currently 30' or 2 stories. As is noted above, increasing the height limit will provide more opportunity for increasing density while maintaining lower percent lot coverage. Millis may not want to go as high as the Canton (40' or 4 stories) but may not want to be limited to 2 stories. Also, as I noted at the 2/5/04 meeting, you may want to require a Minimum Height of 2 stories (as in Natick) in order to eliminate future 1-story "strip development".

Site Plan Review

The Planning Board appears to already have site plan review powers under special permits and for all development/expansion of commercial/industrial uses (Section XIII.C.2). More specificity in what the board expects (in the form of Design Guidelines) may be helpful in promoting the type of development desired.

2/20/04

To: Millis Master Plan Implementation Committee

From: Mark Racicot, Metropolitan Area Planning Council

Subject: Updated DRAFT Recommendations for specific bylaw changes to establish a mixed use area within the downtown "Commercial Village" zone in Town of Millis,

Introduction

This memo will follow up on the 2/10/04 analysis by MAPC and also will respond to the discussion of the Master Plan Implementation Committee on 2/12/04, by outlining one option for amending the zoning bylaw in order to enable the overall goal of establishing a mixed use district in one portion of the downtown C-V zone (from Auburn Road to Plain Street on both sides of Route 109). Both your Master Plan Implementation Committee and your town counsel may have an alternative idea (in particular about the question of whether a new zone or overlay is needed to be established in addition to the Special Permit provisions suggested in section XII.P)..

This will not be a final version of a bylaw ready for approval by Town Meeting. Rather, it is designed to provide sufficient material for discussion of the proposal and to guide the development of the final text.

Note that I have tried to keep the suggested bylaw changes to an absolute minimum, and have tried to preclude the need for establishing a new district or an overlay over part of the C-V District. However, your Town Counsel should pass judgment on whether the suggested changes are adequate to enable the type of development proposed.

Also, I am assuming that the Town will be proceeding with the proposal to make all developments over a specified size a special permit which will require a specific proportion of the units to be "affordable units". I have assumed that mixed-use developments would also be subject to that affordable housing bylaw provision, and have therefore not included any affordability component in the following suggested bylaw changes.

Suggested Bylaw Changes

Section II: Definitions:

Add a definition of Mixed Use Development: e.g.; from the Milton bylaws: development including both business and residential uses. Also, you may want to provide a list of retail/office uses that are acceptable to mix with residential in mixed use, versus those that are not (e.g.; adult bookstore or self service car wash)

Section VIII: Off Street Parking and Loading Regulations

Amend VIII.B.3 to include the provision of shared parking, to be calculated using a table similar to the one in the Milton zoning bylaws.

Amend VIII.C.2 to add a section "r", to say something like the following:

Within the C-V zone, parking will be located, to the maximum extent possible, to the rear (preferably) or to the side of the primary structure, in order to encourage placement of structures at the minimum front setback line to promote a more pedestrian-friendly village environment. In all commercial developments which may include several commercial structures on the lot, pedestrian access between the structures shall be an important component of the site design. This provision will be incorporated into the Special Permit Site Plan Review analysis.

Note that I am still concerned about the parking regulations which require the 1 space per 150 square feet of retail, which I think will limit the amount of future built space possible. Also, you may want to consider allowing 1-bedroom units to only require one parking space. This will probably yield a somewhat higher number of units (in a mix of 1 and 2 bedroom units) because less land will be required for parking per unit.

Section VI, Table 2 Area Regulations

For C-V zone, lower front yard setback from 40' to 15'.

The existing minimum lot area is 30,000 square feet. Leaving this "as is" for the mixed use developments would encourage lot consolidation (since many parcels appear to be smaller).

Also, based upon the short depth of a number of the lots in the Exchange/Main/Auburn test area, a depth of 200' would not allow redevelopment of a consolidation of lots 73, 74, 75 and 76, which would have the acreage but not the depth. A shorter depth should be determined by looking carefully over the assessors' map of the existing lots within the C-V zone.

Section VI, Table 3 Height and Bulk Regulations

For the C-V zone, amend the height to 35' or 2 ½ stories.

Amend the title of the last column to read "Minimum residential net floor area per unit of multi-family or residential unit in mixed use", and replace the "not permitted" with 500 in the C-V row.

Add a Note 4 for Table 3, stating that where ½ stories are allowed in Table 3, the purpose is to provide the option for gable-roofed structures which will match the historic architecture of the town. It is the intent that this top ½ story may be used for residential purposes (You will want to check with the Fire Chief on this).

Section V, Table 1 Use Regulations

Under the Residential Section, add the following:

Mixed Use Development (see section XIII.P.).

Make the appropriate notations in the District Columns to indicate that this is not allowed in the R-T, R-S, R-V or I-P districts, and is allowed by special permit by the Planning Board (SPB) in the C-V District.

Section XIII.P. (new section to be inserted, wording below is very conceptual and/or just bulleted thoughts regarding what should be included. You will probably want to add more introductory language similar to either the Canton or Milton bylaws "purposes" section. Also, as noted above, your Town Counsel may determine that it is more appropriate to establish a new zone or an overlay zone.)

"For that portion of the C-V District between Plain Street and Auburn Road, on both the North and South sides of Route 109, a special permit process is established with the intent of enabling the redevelopment of this area into a mixed use village center, to provide alternatives to single family housing and to promote economic development of the town center".

For the Mixed Use Special Permit Site Plan Review, I would suggest using the Site Plan Review guidelines for the Commercial developments (XIII.C.), since there will be a commercial component to the Mixed use developments. However, there should be a number of items added to these site plan review guidelines, including at least the following (you will probably add more). Areas being developed for mixed use should:

- Be required to tie into town sewer and water
- Preserve any structures deemed architecturally significant by the Planning Board as part of the proposed development (although these structures may be relocated on the lot as part of the overall development).
- Include a minimum 15% open space on the lot, (note that in Canton this is defined as publicly accessible)
- Have quality architectural design and detail (You will want to have some guidelines to provide direction. I have provided you with the detailed Canton Criteria, and will request a copy of the shorter Framingham guidelines for your information).
-

Auburn to Exchange Streets: Redevelopment Proposal analysis

As was discussed at the 2/12/04 meeting, the area between Exchange Street and Auburn Road would be used to "test" the impact of the proposed regulations. The goal is to be sure to be able to undertake a development on the scale of the sketched plan for police, library, and retail/office or mixed use retail/housing.

Based on the limitations in place due to parking regulations, the estimated floor area ratio maximum likely to be generated by a 2 ½ story mixed use development (assuming 1 ½ stories of residential over retail) is on the order of .49. Note that this is substantially higher than the FAR presented in the previous analyses for an office/retail mix (due to the lower parking regulations required for residential space in relation to office). Using this

methodology, 40% of the built space generated would be retail and 60% would be residential.

As noted above, if the easternmost four privately-owned lots between the Auburn/Main and the Main/Exchange intersections (lots 73, 74, 75 and 76) were merged, they would meet the size requirements (total land area approximately 33,361 square feet), but do not appear to meet the current depth requirement (although I cannot read clearly the depth dimensions from the web-site based assessors maps). The only other privately-owned parcel on Route 109 in the "test" area (parcel 77) is 30,471 square feet and would therefore not require consolidation in order to be developed for mixed use.

Assuming no trade with the Town for land to put the Library and Police Station at Main/Auburn, (or alternatively assuming an even swap of acreage to provide the Town with Main Street acreage/frontage for the library in exchange for a portion of the town's existing back lot for use as parking as part of the private development), the total potential combined private lots in the "test" area would be approximately 63,832 square feet. Based on the above-noted FAR of .49, this combined lot could be developed into approximately 31,277 square feet of space, of which 12,511 would be first floor retail space, and 18,776 square feet would be in the form of 18-19 residential units. The percent lot coverage would be approximately 20% (well below the 50% bylaw limit), and approximately 80% of the land would be occupied by parking area (83 spaces for retail and 36-38 spaces for residential). Any parking reduction due to the use of the shared parking table should be added to the relatively minor landscaping assumed in the parking calculations.

Comparing the above calculations with the sketch of the preferred development, the above calculation yields slightly less retail and slightly more residential space than the "sketch plan" (if one assumes the second story in the sketch plan as residential rather than office space). The increase in residential space appears due to the assumption of the extra ½ story of residential space. Overall, it appears that parking regulations are still a limiting factor in reaching the density shown in the sketch plan. A very important fact to note is that the above FAR-based calculations do not include the approximately 15+% landscaped area shown on the sketch plan. Assuming the requirement for such a landscaped area (as part of the Special Permit Site Plan review process) this would result in a further lowering of the retail space and residential unit yield.

As an alternative to the above, assuming that all of the parcels (including the two municipal parcels 69 and 79) are combined into a single coordinated development, the following is another way of estimating whether the sketch of the proposed development of the "test area" would be possible under the proposed mixed use zoning.

Total land area available = 139,392 town + 63,832 private = 203,224 square feet

Police and library = 31,500 footprint plus 44,520 parking = 76,020 square feet
(106 spaces)

Greenspace around police and library (15% of above)	= 11,403 square feet
<i>SUBTOTAL Police and Library</i>	= 87,423 square feet
Retail/residential footprint	= 14,650 square feet
Parking for retail (98 spaces)	= 41,160 square feet
Parking for residential (assuming 30 spaces for the 15 condos in sketch plan)	= 12,600 square feet
Greenspace around mixed use (at 15% of above)	= 10,261 square feet
<i>SUBTOTAL Mixed Use area</i>	= 78,671 square feet
<i>Total Developed area</i>	= 166,094 Square feet

Note, this leaves approximately 18% of the site as additional undeveloped space, which may be needed for additional buffer around the wetlands or 200' river protection zone, or for the longer access drive (not included in the parking area calculations).

Based on the above calculations, the proposed sketch development would appear to be possible under the assumption of a comprehensive development proposal. This appears to be possible because the estimates indicate that the police station/library space needs are less than the total municipally-owned area. Portions of the municipally-owned area are therefore contributing to the ability to increase the total development on the private lots. This may provide an incentive for private landowners to participate in a land swap proposal by which the Town receives additional high-visibility frontage on Main Street for their police and library structures.

A final note: I have not included above a provision limiting the total number of dwelling units per acre, because the current parking requirement (both retail and residential) acts as a limitation. However, if the parking regulation is changed to allow fewer spaces per 1000 square feet of retail or only 1 space per bedroom in residential, this may result is more units being possible on a parcel of a given size. It would therefore probably be appropriate to set a limit of the total number of units. I would suggest a density of 20 units per acre in conjunction with retail uses (which is the density limit in the Canton Center Overlay District).

-----Original Message-----

From: Racicot, Mark

Sent: Wednesday, March 10, 2004 10:03 AM

To: 'Marc Prufer'

Cc: 'caspinwall@millis.org'; 'jhardin@millis.org'; 'Jeffrey M. Hardin'

Subject: RE: Proposed Zoning Amendments

Importance: High

Marc,

I had hoped to be able to provide you with some extra time by reviewing the bylaws drafted, but have been overcommitted to other projects and have not had the time that I hoped.

Nonetheless, I did have a very quick look at the bylaw this morning, and have the following comments:

- 1) I agree with the addition of the mixed use district in Section IIIB Superimposed Zoning Districts, but the full name of the District should be used (Millis Center Economic Opportunity District). Also, I would think that you will want to have this overlay shown on your zoning map, since all other districts and overlays are shown.
- 2) Regarding the ambitious lowering of front yard setbacks (which I encourage), I would caution that you would want some provision for allowing deeper setbacks in some cases (e.g.; to maintain an existing historic structure as part of an overall redevelopment of a large lot, otherwise the structure may need to be moved on the lot).
- 3) Section IIIB5 does not incorporate the shared parking table (as was used in Milton). However, it does include a provision by which the Board can allow for lowering the required number of spaces. Also, since in other areas of the bylaw the parking requirements have generally be lowered, I think that this is OK.
- 4) It looks like you've generally imported the Canton Center Zoning into Section XIIP. This zoning has worked well in Canton, but you need to double check inter-relationship with the remainder of the Millis bylaw.
- 5) Section XIIP2B should, I think, state that the Planning Board is the grantor of the Special Permit
- 6) Section XIIP2B1; In Canton, only the structures that actually front on the street have retail on first floor. In some cases, second structures are on the rear of the lots; in these cases the first floor is designed as handicapped accessible residential units. You may want to incorporate similar provisions that state that structures that front on Main Street must have first floor commercial.
- 7) Maybe I missed it, but I did not see anything in the XIIP about protection of Historic resources. Also, I did not see anything about making sure the proposed developments have quality architectural detail that will meet the goals of the Town.
- 8) I noted the bonus density of units for Open Space, but did not see a similar bonus for Affordable Housing. Is this because the Affordable Housing need will be addressed by the Inclusionary Bylaw that will also be proposed at Town Meeting? What if the Inclusionary bylaw fails? Do you want to have a requirement for affordable housing written into this Millis Center mixed use bylaw just in case?????

Regarding Vonnie's comments below

- 1) good idea.
- 2) Its ok to put mixed use in the residential, since it's closely related to the multi-family. It would also be fine to add a note in the commercial
- 3) You can specifically state "no drive through" in the XIIP section referring to uses
- 4) Elimination of side-yard setbacks allows for more flexibility of design

- 5) I think that there is a sign requirement in XIII
- 6) I think its ok to have kitchens in the parking requirement, since this somewhat offsets the fact that restaurants really should have higher parking requirements than general retail
- 7) Not sure why a permit should be revoked if the property is sold. If a developer is willing to go through the permit process, and then sell to someone else who is willing to live up to the specifics of the permit, is that a problem?
- 8) Environmental design issue could be added, or could just be added to a set of design guidelines handed to developers for this district.

Good luck moving the bylaw forward.

Mark Racicot
MAPC

-----Original Message-----

From: Marc Prufer [mailto:mprufer@stullandlee.com]
Sent: Tuesday, March 09, 2004 4:35 PM
To: 'Racicot, Mark'
Subject: FW: Proposed Zoning Amendments

Mark:

Please take a look at the mark-ups from Vonnie, have you had a chance to review the amendment yet? We are meeting with the Planning Board tomorrow, the 10th at 7:30. I would like to have your comments by then if possible.

Marc

Marc J. Prufer, Associate Principal
 Stull and Lee, Inc.
 38 Chauncy Street, Suite 1100
 Boston, Massachusetts 02111
 T: 617.426.0406 x 137
 F: 617.426.2835
 C: 617.650.1026

-----Original Message-----

From: vonnie reis [mailto:vonnierreis@yahoo.com]
Sent: Sunday, March 07, 2004 12:42 PM
To: Marc Prufer
Subject: Re: Proposed Zoning Amendments

revised text is attached. changes were minor. here are some addition questions/comments:

Should we define "business or commercial use" in the definitions? (See definition of Commercial development in Section 15.4)

Why is "Mixed use" added under the residential category, when it is a change to an existing commercial district in Table 1? Should a note also be added under "retail and service"?

Under "retail and service" (Table 1) there is an allowance for drive-thru windows - we should make sure this is NOT allowed in the overlay district.

Do we want to keep the 20 ft. side yard setback for the CV district? (Table 2)

Add a sign requirement in Section VII?

Parking - this looks really good. But what about excluding kitchen/food storage space for restaurants from the sf requirement of 1 space per 250 sf?

Section XIII looks great - but the very last page looks like something is missing. Is sale of property the only condition upon which the permit may be revoked? What about change of use?

Should we add some of the environmental requirements (e.g. roof drains to recharge on site) that are shown in the groundwater protection section to the overlay district?

Marc Prufer <mprufer@stullandlee.com> wrote:
Gentlemen and Ladies:

If you would be so kind as to use Microsoft word's "track changes" when and if you intend to make comment or revision to the document sent yesterday, it will help us to keep track of versions etc. Also, please change revision color to blue, yellow, etc. -- that also helps. We, the Millis Master Plan Implementation Task Force, have a meeting scheduled on March 10th where members of the planning board are welcome to attend and gain better understanding. All are welcome. I am attaching the latest schedule of meetings.

Thanks for your help -- we need to keep the momentum up.

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Appendix II - Town of Canton Economic Opportunity Overlay District
Bylaw

Provided to Millis Master Plan Implementation Committee
as part of discussions pertaining to
Millis Center Economic Opportunity District

5.6 Canton Center Economic Opportunity District By-law

[Downloaded from Ordinance.Com 2/10/04]

5.61 Purpose of District

There is hereby established a Canton Center Economic Opportunity District (CCEOD) Zoning By-law. The benefits of the Canton Center Economic Opportunity District Zoning By-law shall accrue only to those parcels located entirely within the boundary of the Canton Center Economic Opportunity District.

The Canton Center Economic Opportunity District is established for the accomplishment of the following purposes:

5.61.1 To promote the economic health and stability of the Town by encouraging development and economic investment in the Canton Center Economic Opportunity District that will generate employment and tax revenue.

5.61.2 To provide additional planning flexibility for projects located in the Canton Center Economic Opportunity District, including enhancing the coordination of the project with the environmental and natural features of the development site.

5.61.3 To encourage mixed-use development, including but not limited to, offices, retail shops, and multi-family housing.

5.61.4 To permit and encourage the development of parks and open spaces which would be available for use by the general public.

5.61.5 To permit the use of new development standards which will promote the desired changes in Canton Center.

5.61.6 To provide information on the potential impacts of a proposed development.

(109) 5.6 Inserted ATM 2000 under Article 53

5.61.7 To enable the Special Permit Granting Authority (SPGA) to require adherence to "Site Development and Use Plans" in the granting of a special permit.

5.61.8 Definitions

BUILDING HEIGHT : Building height shall be measured as set forth in the State Building Code 780 CMR.

****Webmasters Note:** The previous section 5.61.8 has been added as per Case No. 1642 from town meeting 4/30/01.

5.62 Scope of Authority

The Canton Center Economic Opportunity District shall not restrict the owners rights relative to the underlying zoning districts. However, if the owner selects to use the CCEOD for development purposes, the development shall conform to the requirements of Section 5.6 Canton Center Economic Opportunity District By-law.

5.63 Special Permit Granting Authority

The Board of Appeals is hereby designated as the Special Permit Granting Authority (SPGA) for all purposes under Section 5.6 Canton Center Economic Opportunity District. All special permit applications shall conform to the standards and criteria of this Section and the Zoning Board of Appeals Rules and Regulations governing the administration of applications for special permits.

Under Section 5.6 Canton Center Economic Opportunity District, no building shall be constructed or externally enlarged, and no use shall be expanded in ground area, or established in an existing building except in conformity with a Site Development and Use Plan that bears the endorsement of approval by the Board of Appeals. Requirements and Procedures for approval shall be in accordance with Article III. Section 3.0 Site Plan Approval.

Construction or operations under a construction permit or a special permit shall conform to any subsequent amendment of the Zoning By-law, unless the use or construction is commenced within a period of not less than six months after the issuance of the permit and such construction is continued through to completion as continuously and expeditiously as is reasonable.

5.64 Objectives

In addition to the specific criteria contained within this section, the SPGA shall issue a special permit for development within the CCEOD only after consideration of the following:

5.64.1 adequacy of the site in terms of the size of the proposed use(s);

5.64.2 adequacy of the provision of open space, its accessibility to the general public, and/or its association with adjacent or proximate open space areas;

5.64.3 suitability of the site for the proposed uses(s);

5.64.4 Impact on traffic and pedestrian flow and safety;

5.64.5 impact on the visual character of the neighborhood;

5.64.6 adequacy of utilities, including sewage disposal, water supply and storm water drainage;

5.64.7 degree to which the proposed project complies with the goals of the Canton Center Revitalization Plan and the provisions of this section.

5.65 Uses Permitted

Within the Canton Center Economic Opportunity District, the Board of Appeals may issue a special permit for the following uses:

5.65.1 Apartment houses or buildings.

5.65.2 Retail stores and offices including salesrooms and showrooms, consumer service establishments, business and professional offices, executive and administrative offices, banks and other institutions.

5.65.3 All uses allowed by right or by special permit in the underlying zoning district.

No building or structure shall be designed, arranged or constructed and no building, structure or land shall be used, in whole or in part, for any purpose other than for one or more of the uses herein set forth as permissible by special permit.

5.66 Standards and Criteria

5.66.1 Minimum Lot Size

A. The minimum lot size is not less than 10,000 square feet of "buildable lot area". The lot must contain the "buildable lot area" in a single, contiguous site within the boundaries of the Canton Center Economic Opportunity District.

B. No portion of a way or street, as defined by the by-law may be included in computing the minimum required "buildable lot area".

5.66.2 Lot Coverage

No building shall be constructed so as to cover, together with any other building on the lot, more than fifty (50) percent of the "buildable lot area".

5.66.3 Minimum Lot Frontage and Access

Lots with over 60,000 S.F. of "buildable lot area" shall have a minimum frontage of one hundred twenty feet (120) feet and at least one means of ingress/egress. Each means of ingress/egress shall have a continuous frontage or not less than sixty feet.

5.66.4 Density

No building or structure shall be designed, arranged or constructed and no building, structure or land shall be used, in whole or in part, which exceeds the densities specified below for residential and non-residential uses.

- One dwelling unit per 2,000 S.F. of "buildable lot area", plus
- Three thousand (3,000) gross square feet of non-residential floor area per 10,000 S.F. of "buildable lot area" or portion thereof.

For the purpose of this section, "gross square feet of non-residential floor area" means the total non-residential floor area contained within exterior walls but does not include basement space used for heating and utilities, storage or for automobile parking.

5.66.5 Setbacks and Yard Regulations for Buildings

No building shall be constructed so as to be nearer to the line of any street than the "required setback distance" or nearer to the side lines of its lot than the "required side yard width" or nearer to the rear line of its lot than the "required rear yard depth" specified below:

- Required Setback Distance 15 feet
- Required Side Yard Width N/A
- Required Rear Yard Depth 25 feet

A. The required setback distance shall be measured from the nearest exterior line of the street in question.

B. No storage or display of goods, products, materials or equipment, vending machines or similar commercial devices shall be located nearer to the line of any street than the permitted setback distance for a building on the lot.

C. No lot on which a building is located shall be reduced or changed in size or shape so that the building or lot fails to comply with the "buildable lot area", frontage, building coverage, yard setbacks, or other dimensional provisions of this Section.

5.66.6 Height Regulations

No building shall be constructed to exceed forty (40) feet or four stories whichever is lower.

5.66.7 Common Open Land

Each site is encouraged to have Common Open Land for use by the general public. The open space shall have a shape, dimension, character and location suitable to assure its use for park or open space purposes by the general public.

The SPGA may permit a density bonus of one (1) dwelling per 2,000 S.F. of Common Open Land provided the area in Common Open Land shall equal at least ten (10) percent of the total area within the bounds of the Development and Use Plan.

5.66.8 Parking Requirements

In the Canton Center Economic Opportunity District, there shall be provided and maintained improved off-street automobile parking in connection with the erection, establishment or increase in units or dimensions of buildings, structures and uses, in the following amounts:

A. For dwelling units one parking space per each bedroom.

B. For retail stores and offices including salesrooms and showrooms, consumer service establishments, public administration buildings, business and professional offices, executive and administrative offices, banks and other financial institutions one parking space for each two hundred fifty (250) square feet of gross floor area. For the purpose of this section, "gross floor area" means the total floor area contained within exterior walls, but does not include basement space used for heating and utilities, storage or for automobile parking.

C. Uses not listed in Section 5.66.8 Parking Requirements, Subsections (A) and (B) shall comply with the parking space requirements of the Zoning By-law Section 4.0 Off-Street Parking.

D. Below grade structured automobile parking shall be permitted within the basements of buildings provided that such "structured basement" automobile parking is exclusively reserved for motor vehicles of residents or employees of the development.

Below grade structured parking may be designed to allow two cars to park in "tandem". In such cases, each of the two "tandem" parking spaces shall be counted as providing a parking spaces for the purpose of meeting the off street parking requirements of this by-law. "Tandem" parking is defined as two parking spaces placed one behind another in single file.

E. In the case of mixed uses, the parking spaces required shall be the sum of the requirement for the various individual uses, computed separately in accordance with this

section. Parking spaces for one use shall not be considered as providing the required parking spaces for any other use unless it can be clearly demonstrated to the Zoning Board that the need for parking occurs at different times.

F. Whenever, after the date of adoption of this By-law, there is a change in the lawful use of the premises or in any unit of measurement specified in Section 5.6 Canton Center Economic Opportunity District, which change separately or when combined with previous changes, creates a need for an increase or decrease of more than ten percent (10%) of the number of off-street parking spaces as determined by the provisions of this section, more off-street parking spaces shall, and fewer spaces may, respectively be provided within six months of the basis of the adjusted needs.

G. Off-street automobile parking spaces, to the extent required in this section, may be provided either on the same lot or premises with the parking generator or on any lot or premises associated therewith a substantial portion of which at least is within three hundred (300) feet of the generator.

H. Off-street parking facilities and connecting drives between such facilities and the street shall be designed to insure the safety and convenience of persons traveling within or through the parking area, and between the parking facility and the street. The provisions of Section 4.06 Design Standards shall be considered the minimum criteria for evaluating such design.

I. In addition to the requirement for automobile parking spaces there shall also be provided for each building or group of buildings sufficient off-street loading space to insure that all loading operations take place off the public way. Loading spaces and access drives leading to loading spaces shall be so designed that vehicles to be loaded or unloaded are not required to maneuver in the public way to enter or leave the designated loading area. The provisions of Section 4.06.6 Loading Areas shall be considered the minimum criteria for evaluating such design.

5.66.9 Signs and Advertising Devices

The provisions of Section 4.1 Signs and Advertising devices is adopted for the regulation and restriction of bill boards, signs and other advertising devices within the Canton Center Economic Opportunity

**Appendix III – Town of Milton – Planned Unit Development Zoning
Bylaw**

Provided to Millis Master Plan Implementation Committee
as part of discussions pertaining to
Millis Center Economic Opportunity District

Town Of Milton - Final Zoning as Adopted May 22, 2001

To see whether the Town will vote to amend Chapter 10 of the General Bylaws known as the Zoning Bylaws by adding the following Subsection G to Section III: -

G. Planned Unit Development

In the Milton Village/Central Avenue Business District on a lot of no less than 80,000 square feet of land, exclusive of wetlands, all of which is no less than 50 feet from any residential zoning district in the town a mixed residential and business use may be permitted by a special permit for planned unit development issued by the Planning Board upon such terms and conditions as the Planning Board shall deem to be reasonable and appropriate. In the event that a special permit for planned unit development shall be issued for a lot of land, no use of the lot may be made except as specifically authorized by the special permit. As used in this subsection G the word "lot" shall be deemed to include a combination of adjacent lots in more than one ownership. A special permit for planned unit development shall not lapse following substantial completion of construction but may be modified or amended by the Planning Board.

(1) Purpose

The purpose of this subsection is to permit quality development on large lots in the Milton Village/Central Avenue Business District combining both business and residential uses and providing significant amenities to the public, including meaningful usable open space, additional parking, and an attractive design which takes advantage of natural features and promotes access to and from nearby areas in the Business District.

(2) Uses

- (a) Business uses otherwise permissible in the Business District may be permitted, in conjunction with residential use, by a special permit for planned unit development, except that none of the following uses shall be permitted: drive-through food establishments, used car lots, motor vehicle dealerships, gasoline stations, body shops, motor vehicle repair shops, and sexually oriented businesses.
- (b) Residential use shall be permitted in conjunction with an amount and type of business use, which is deemed reasonable and appropriate by the Planning Board, by a special permit for planned unit development. Such residential use may be authorized as rental or ownership of housing units or both. The number of such housing units shall not exceed one unit per 2,000 square feet of lot area, exclusive of wetlands, provided that this number may be increased in the discretion of the Planning Board as hereafter provided in paragraphs 3, 4, 6 and 7 but in no event

shall the number of such housing units exceed one unit per 1,000 square feet of lot area, exclusive of wetlands

(3) Buildings

- (a) In a planned unit development the total gross floor area of all buildings, excluding below-grade basements and parking areas within a building shall not exceed 0.8 times the area of the lot, exclusive of wetlands, provided that this total gross floor area may be increased, in the discretion of the Planning Board, as hereafter provided in paragraphs 3,4,6 and, but in no event shall this total gross floor area be more than 1.6 times the area of the lot, exclusive of wetlands.
- (b) Buildings, exclusive of parking structures used solely for parking, shall not cover in excess of 30% of the lot, exclusive of wetlands. The total coverage of parking structures, which are used solely for parking, together with other buildings, shall not cover in excess of 50% of the lot, exclusive of wetlands. Buildings shall not exceed 65 feet in height or more than six stories, including any above grade parking levels in the building. Height shall be measured from mean finished grade, excluding berms, to the highest point of the building provided that the Planning Board may permit additional height for protrusions of up to eight feet above the roofline, such as elevator shaft housings or chimneys, so long as the appearance of the top of the building remains architecturally coherent and visually attractive. Buildings shall be designed so that there are no blank walls or box-like structures without visual interest and architectural merit. The back and sides of each building shall be given as much architectural care as the front.
- (c) Buildings shall be sited so that foot access by residents to nearby areas in the business district is convenient. Buildings shall be sited so as to take advantage of natural features in the area and the open space in the development without unnecessarily obstructing the natural features and open space from view in nearby areas in the business district. Parking structures shall be designed so that users are not obstructed or discouraged from access to the nearby business district.
- (d) In the event that the Planning Board determines that the design of the buildings, including parking structures, in a planned unit development is of high quality and of attractive appearance on all sides and that the buildings are well sited and meet the foregoing criteria, the Planning Board as part of the special permit for planned unit development may authorize additional housing units and additional gross floor area up to 20% of the maximum permissible

prior to authorization of additional units and of additional gross floor area under this paragraph and paragraphs 4,6, and 7.

(4) Open Space

At least 30% of a lot used for planned unit development shall be used for open space which, whenever possible, shall be accessible to and usable by the public during daylight hours without undue restriction. Open space shall be designed as an integral part of any planned unit development and shall enhance the planned unit development and the area in which the development is located. If the development is near the Neponset River or the MDC bike path, some open space shall enhance public views and access to these resources. Open space shall not include paved streets, sidewalks abutting streets, parking areas or recreational open space not open to the public. Open space may include pedestrian walkways and recreational open space open to the public. In the event that the Planning Board determines that the design of the open space will provide significant public amenities and meets all the criteria set out herein, especially if in meeting those criteria more than the minimum amount of open space is provided, the Planning Board as part of the special permit for planned unit development may authorize additional housing units and additional gross floor area up to 30% of the maximum permissible prior to authorization of additional units and of additional gross floor area under this paragraph and paragraphs 3, 6 and 7.

5) Street Design

Any planned unit development, insofar as possible, shall have safe and convenient access to and egress from a public way with adequate capacity for all anticipated traffic. The streets and driveways in a planned unit development, insofar as possible, shall be designed, so as to provide safe and convenient access and egress for users. Sidewalks and pedestrian walkways shall be designed, insofar as possible, to give pedestrians safe and convenient access to and from the planned unit development and to and from adjacent areas in the nearby business district and to any nearby public amenities including, if applicable, to the trolley station, the MDC bikepath and to the Neponset River.

(6) Parking

A planned unit development shall meet the following minimum parking requirements. In the event that parking is provided in excess of these minimum requirements, the Planning Board as part of the special permit for planned unit development may authorize additional housing units and additional gross floor area up to 30% of the maximum permissible prior to authorization of additional units and additional gross floor area under this paragraph and paragraphs 3,4 and 7. The additional housing units and additional gross floor area shall bear the same

percentage (up to 30%) to such maximum permissible, as the additional number of parking spaces bear to the minimum number of parking spaces required for the development. Such additional parking spaces may be assigned to meet the parking requirements of other nearby business uses for which such parking would be reasonably convenient as determined by the Planning Board. Any such assignment of parking spaces for a nearby business use shall be appropriately restricted so as to be coterminous with the business use to which it has been assigned. Any such parking spaces so assigned shall not be assigned to meet the requirements of any other uses except as parking sharing may be approved.

The minimum parking required in a planned unit development shall be (a) two parking spaces for each residential unit or such greater number as the Planning Board may determine to be reasonably necessary to accommodate residents and a reasonable number of guests in view of the type of development proposed, provided that there need only be one parking space provided for single bedroom or studio units together with an additional guest space for every ten such single bedroom and studio units, and (b) the number of parking spaces specified in Section VII.C for those business uses permitted in a planned unit development provided that the Planning Board, rather than the Board of Appeals, shall make any determinations required under Subsections 5 and 7 as part of the special permit for planned unit development and further provided that the Planning Board, upon a reliable showing of lesser parking need for a particular business use, may reduce the parking requirements for that business use. In determining the minimum amount of parking shared between uses, the Planning Board shall employ the following Parking Sharing Schedule for the uses listed and determine the total number of parking spaces needed for these residential and business uses at various times of day. The highest number of needed spaces so computed for any of these times shall be the requisite minimum amount of parking. Parking sharing with respect to other business uses shall be determined by the Planning Board.

Parking Sharing Schedule

<u>Uses</u>	Weekday			Weekend	
	Night Midnight to 7:00 a.m. (percent)	Day 7:00 a.m. to 5:00 p.m. (percent)	Evening 5:00 p.m. to Midnight (percent)	Day 6:00 a.m. to 6:00 p.m. (percent)	Evening 6:00 p.m. to Midnight (percent)
Residential	100	60	90	80	90
Office	5	100	10	10	5
Service or retail	5	80	60	100	70

Restaurant	10	50	100	50	100
Entertainment	10	40	100	80	100
Day-care	5	100	10	20	5

(7) Additional Business Use

Every planned unit development shall have some business use as well as residential use. In the event that a planned unit development provides for significant business use, including but not limited to service, retail or restaurant use one quarter or more of the ground floor in a principal building or equivalent or, if the ground floor is used for parking, on the principal floor, the Planning Board as part of the special permit for planned unit development may authorize additional housing units and additional gross floor area up to 20% of the maximum permissible prior to authorization of additional units and of additional gross floor area under this paragraph and paragraphs 3,4, and 6.

(8) Site Plan.

An application for a planned unit development shall include a plan meeting the requirements for a site plan specified in Section VIII.D.2 and such other requirements as may be specified by the Planning Board. The plan shall be contained in various sheets, all of which, after approval, shall contain the written approval of the Planning Board and shall be recorded with the Norfolk County Registry of Deeds at the applicant's expense. The plan on record shall be a part of the special permit for planned unit development. The plan shall show the development in all material detail. Any amendments or modifications to the plan shall be approved by the Planning Board and recorded with the Registry of Deeds at the applicant's expense. The application shall also include professional studies calculating the impacts of the development on town services, on traffic in the town, on existing nearby businesses, and on future business development. The applicant shall promptly provide to the Planning Board evidence of recording of each such plan, amendment or modification. When each such recorded document has been returned to the applicant, the applicant shall promptly provide a copy thereof to the Planning Board, which shows the book and page of recording.

(9) Application Review Fees.

When reviewing an application for a special permit for planned unit development, the Planning Board may determine that the assistance of outside consultants is warranted due to the size, scale or complexity of the proposed project or because of the project's potential impacts. The Board may require that applicants pay a review fee, consisting of the reasonable costs incurred by the Board for the employment of outside consultants engaged by the Board to assist in the review of an application. In hiring outside consultants, the Board may engage disinterested engineers, planners, lawyers, stenographers, urban designers or other appropriate professionals who can assist the Board in analyzing a project to ensure compliance with all relevant laws,

bylaws, regulations, and other requirements. Expenditures may be made at the direction of the Board and shall be made only in connection with the review of the specific project for which the review fee has been collected from the applicant. Failure of an applicant to pay a review fee shall be grounds for denial of the application. At the completion of the Board's review of a project, any excess amount of the review fee, shall be repaid to the applicant. A final report of expenditures shall be made available to the applicant.

(10) Notice, Procedures and Standard for Decision.

The notice and procedural requirements set out in Section IX.B and C and the standard to be used in rendering a decision set out in Section IX.C shall apply to special permits for planned unit development under this subsection.

**Appendix IV - Town of Framingham- Central Business District Design
Standards**

Provided to Millis Master Plan Implementation Committee
as part of discussions pertaining to
Millis Center Economic Opportunity District

FRAMINGHAM PLANNING BOARD

ARTICLE 17: CENTRAL BUSINESS DISTRICT DESIGN STANDARDS

Adopted March 27, 2001

17.1. Procedural History.

On March 27, 2001 the Planning Board held a public hearing, pursuant to G.L. c. 40A, s. 9, to consider proposed regulations governing Central Business District Design Standards. At the close of the public hearing, the Planning Board voted to adopt design standards for the Central Business District, to be considered and applicable in their review of all applications and proposals before the Planning Board that include proposed exterior renovation or new development in the Central Business District. This document constitutes the Planning Board's Central Business District Design Standards.

17.2 Design Standards

Buildings shall be of a design similar or complementary to the architecture in historic Downtown Framingham in terms of scale, massing, roof shape, spacing and exterior materials. These design standards are intended to provide for quality development that maintains a sense of history, human scale and pedestrian-oriented character.

<i>Scale</i>	All structures shall relate well to the pedestrian scale.
<i>Form and Bulk</i>	Facades and roof lines shall be designed to reduce the massing and bulk so that it appears as a group of smaller masses with a distinct vertical orientation.
<i>Façade</i>	Façade materials shall be compatible with the fabric of the district. Traditional materials such as masonry and wood are encouraged for the exterior facades. The architectural vocabulary should include appropriate colors, materials, details, fabric awnings, uniform signage and lighting fixtures. Glass curtain walls and spandrel-glass strip windows shall not be used. The use of blank walls on the front façade(s) (where the building fronts on a street or streets) at the street level shall not be allowed.
<i>Façade Easements</i>	The Planning Board may require applicants seeking a special permit for use to employ façade easements where development proposals involve demolition or major alteration of existing buildings on the Inventory of Cultural Resources or within the National Register Districts.
<i>Storefronts</i>	Storefront design shall be integrated with the upper floors to be compatible with the overall façade character. Buildings with multiple storefronts shall be unified through the use of architecturally compatible materials.
<i>Roofs & Roof Lines</i>	New construction, including new development above existing buildings, may incorporate any form of flat or pitched roof, but such roofs shall be complementary to the roofs of existing historical structures in the Central Business District. Roof lines shall terminate in a detailed cornice.
<i>Doorways</i>	Exterior doors shall be compatible with the materials, style and color of the building.
<i>Rhythm</i>	Windows and doorways shall be arranged to give the facade a sense of balance and to

	complement the historic fabric of the National Register Districts.
<i>Service Areas, Utilities and Equipment</i>	Service and loading areas and mechanical equipment and utilities shall be unobtrusive or sufficiently screened and shall incorporate effective techniques for visual and noise buffering from adjacent uses.
<i>Upper Story Stepback</i>	The Planning Board shall require stepbacks of the 5 th and 6 th stories to: <ul style="list-style-type: none"> a) reduce mass and bulk; b) preserve solar access to the active streetscape below; c) provide roof top gardens or other forms of open space, and to d) provide undulating façade rhythm to create architectural interest within the Central Business District.
<i>Parking</i>	Off Street Parking shall be located behind or within buildings, underground or in a parking structure. Parking shall not interrupt pedestrian routes or negatively affect surrounding neighborhoods.
<i>Parking Structures</i>	To the extent reasonably feasible, all parking structures shall meet the following design criteria: <ul style="list-style-type: none"> a) Where parking structures front streets, retail and other non-residential uses shall be encouraged along the ground level frontage to minimize interruptions in pedestrian interest and activity. b) Pedestrian scale elements, awnings, signage and other architectural details and elements (such as openings, sill details, emphasis on vertical proportions) and other architectural features shall be incorporated into the design to establish pedestrian scale at the street. The architectural design shall be compatible with existing historical structures in the Central Business District in terms of style, mass, material, height, roof pitch and other exterior elements. c) Auto entrances shall be located to minimize pedestrian/auto conflicts.
<i>Windows</i>	Ground floor retail, service and restaurant uses, and ground floor lobbies serving other uses, shall have large pane display type windows which may be subdivided into smaller panes. Such windows shall be framed by the surrounding wall and shall not exceed 75% of the total ground level façade area. For all floors above the first floor, the front facade(s) shall contain windows covering at least 15% of the facade surface. Window types should be consistent with the style of the structure and compatible with those found on historic structures in the Central Business District. Snap in divider muntins shall be discouraged in the front façade(s). Storm windows shall not disguise or hide original windows.

Appendix V - Town of Millis – Final Copy of portions of May 2004
Town Meeting Warrant containing Millis Center Economic
Opportunity District bylaws
Approved at May 10, 2004 Town Meeting

Developed by Millis Master Plan Implementation Committee
With assistance from Metropolitan Area Planning Council

ARTICLE 37. To see if the Town will vote to amend Section II of the Town of Millis Zoning Bylaw, Definitions, by adding the term "Mixed Use Development" to the list of defined words and adding the following definition:

"Mixed Use Development: Development including multiple uses, including both business and residential uses (see XIII.P.)."

or act in any manner relating thereto. (Submitted by Planning Board)

ARTICLE 38. To see if the Town will vote to amend Section V of the Town of Millis Zoning Bylaw, Table 1 Use Regulations, under the Residential section of Principal Uses, by adding a new principal use "8. Mixed Use Development (See Section XIII.P.)", and under the Retail and Service section of Principal Uses, by adding a new principal use "30. Mixed Use Development (See Section XIII.P.)", where the Planning Board shall be the Special Permit Granting Authority in the C-V District and the use shall not be allowed in any other District, or act in any manner relating thereto. (Submitted by Planning Board)

ARTICLE 39. To see if the Town will vote to amend Section VI of the Millis Zoning Bylaw, Area, Height, and Bulk Regulation, Table 2 Area Regulation: CV district, by changing lot depth from 200 feet to 150 feet; by changing front setback from forty feet to a minimum five feet and a maximum of 15 feet; and , in Table 3 Height and Bulk Regulations by deleting the column heading "Minimum residential net floor area per unit for multi-family use", and inserting in place thereof, "Minimum residential net floor area per unit of multi-family use or residential unit in mixed use" and by deleting the words "Not permitted under this heading in the C-V district and inserting in place thereof, the number five hundred (500), and by changing the maximum permitted height in feet in the C-V district from thirty feet to thirty-five feet, and by changing the maximum permitted height in the C-V district in stories from two (2) stories to two and one half (2 ½) stories, and by adding to Notes for Table 3 "Note 2: Where half stories are allowed in table 3, the purpose is to provide the option for gable roofed structures or other traditional pitched roofs which will be consistent with the historic architecture of the Town of Millis.", and by adding to Notes for Table 3 "Note 2. a. It is the intent that the top ½ story may be used for residential purposes in the C-V district when Mixed Use Development under Section XIII.P. is Proposed", or act in any manner relating thereto. (Submitted by Planning Board)

ARTICLE 40. To see if the Town will vote to amend Section VIII of the Town of Millis Zoning Bylaw, Off-Street Parking and Loading Regulations, by adding new Section 5 under B. General, as follows:

"5. In the case of Mixed Uses proposed under section XIII.P., the parking spaces required shall be the sum of the requirement for the various individual uses, computed separately in accordance with this section. Parking spaces for one use shall not be considered as providing the required parking spaces for any other use unless it can be clearly demonstrated to the Planning Board that the need for parking occurs at different times.";

and to amend Table 4. Off Street Parking and Loading Standards by adding a Use called "Mixed Use Development" and requiring parking spaces per section VIII, B. General, 5., and Section XIII.P.2.c.8., and to amend Table 4 Off Street Parking Standards, number of parking spaces under "Dwelling" by deleting the words "Two per unit", and inserting in place thereof the words, "One per one bedroom unit and two per two bedroom unit or greater; and to amend Table 4 Off Street Parking Standards, number of parking spaces under "Other retail, service, finance, insurance, or real estate establishment or eating place" by deleting the words "One per each 150 sq. ft. of gross floor area", and inserting in place thereof the words, "One per each 250 sq. ft. of gross floor area. For the purposes of this section, 'gross floor area' shall mean the total floor area contained within exterior walls, but does not include basement space used solely for heating and utilities, storage or automobile parking." or act in any manner relating thereto. (Submitted by Planning Board)

ARTICLE 41. To see if the Town will vote to amend Section XIII, Special Permit Conditions, of the Town of Millis Zoning Bylaw by adding new subsection 8. to subsection C. Site Plan Review and Approval for Commercial and Industrial Structures and Developments, as follows:

"8. Areas being developed for Mixed Use under Section XIII.P. shall be required to meet the following:

- (a) Connect to town water and sewer."
- (b) Preserve any structure deemed architecturally significant.
- (c) Include a minimum 15% publicly accessible open space on the lot.

or act in any manner relating thereto.
(Submitted by Planning Board)

ARTICLE 42. To see if the Town will vote to amend Section XIII, Special Permit Conditions, of the Town of Millis Zoning Bylaw by adding new subsection P, as follows:

"P. Mixed Use Development (Millis Center Economic Opportunity District)

1. Purpose

The purpose of this bylaw is to establish a Millis Center Economic Opportunity District (MCEOD) Zoning By-Law. The benefits of the MCEOD By-Law accrue only to those parcels located entirely within the boundaries of the MCEOD. The MCEOD shall hereby be established for that portion of the C-V District between Plain Street and Auburn Road, on both the North and South sides of Route 109. A special permit process is established with the intent of enabling the redevelopment of this area into a mixed use village center, to provide alternatives to single family housing and to promote economic development of the town center.

2. General Regulations

(a)Objectives: In addition to the specific criteria contained within this section, the Millis Planning Board shall issue a special permit for development within the MCEOD only after consideration of the following:

- 1.adequacy of the site in terms of the size of the proposed structure(s);
- 2.adequacy of the provision of open space, its accessibility to the general public, and/or its association with adjacent or proximate open space areas;
- 3.suitability of the site for the proposed uses(s);
- 4.impact on traffic, pedestrian flow and safety and access for emergency vehicles;
- 5.impact on the visual character of the neighborhood;
- 6.adequacy of utilities, including sewage disposal, water supply and storm water drainage;
- 7.degree to which the proposed project complies with the goals of the latest Millis Master Plan and the provisions of this section.

(b)Uses Permitted: Within the Millis Center Economic Opportunity District, the Planning Board may issue a special permit for the following uses either solely or in combination:

- 1.Apartment houses or buildings. Residential uses are restricted to second floor and above, where facing the street.
- 2.Retail stores and offices including salesrooms and showrooms, consumer service establishments, business and professional offices, executive and administrative offices, banks and other institutions.
- 3.All uses allowed by right or by special permit in the underlying zoning district.
- 4.No building or structure shall be designed, arranged or constructed and no building, structure or land shall be used, in whole or in part, for any purpose other than for one or more of the primary uses herein set forth as permissible by special permit. A building having a combination of uses will be subject to Planning Board determination as to both the appropriateness of the character, the number of uses and the compatibility of adjacent or combined uses.
- 5.Drive through Windows are not Permitted.
- 6.Light Industrial/Manufacturing Uses are not Permitted.

(c) Standards and Criteria

1. Minimum Lot Size

A. The minimum lot size is not less than 30,000 square feet of "buildable lot area". The lot must contain the "buildable lot area" in a single, contiguous site within the boundaries of the Millis Center Economic Opportunity District.

B. No portion of a way or street, as defined by the by-law may be included in computing the minimum required "buildable lot area".

2. Lot Coverage

No building shall be constructed so as its total footprint covers, together with the footprint of any other building on the lot, more than fifty (50) percent of the "buildable lot area".

3. Minimum Lot Frontage and Access

Lots with over 60,000 S.F. of "buildable lot area" shall have a minimum frontage of one hundred twenty feet (120) feet and at least one means of ingress/egress. Each means of ingress/egress shall have a continuous frontage or not less than sixty feet.

4. Density

A. No buildings(s), structure(s) or land shall be used, in whole or in part, which exceeds the densities specified below for residential and non-residential uses. For the purpose of this section, "gross square feet of non-residential floor area" means the total non-residential floor area contained within exterior walls but does not include basement space used solely for heating and utilities, storage or for automobile parking.

1. One dwelling unit per 2,000 S.F. of "buildable lot area"

2. Three thousand (3,000) gross "buildable lot area".

5. Setbacks and Yard Regulations for Buildings

A. No building shall be constructed so as to be nearer to the lot line of any street than the "required setback distance" or nearer to the side lines of its lot than the "required side yard width" or nearer to the rear line of its lot

than the "required rear yard depth" specified below:

1.Required Setback Distance: Min. 5 feet and Max.15 feet.

2.Required Side Yard Width: None

3.Required Rear Yard Depth: Min 25 feet

B. The required setback distance shall be measured from the nearest exterior line of the street in question.

C. No storage or display of goods, products, materials or equipment, vending machines or similar commercial devices shall be located nearer to the line of any street than the permitted setback distance for a building on the lot.

6. Height Regulations

A. No building shall be constructed to exceed thirty-five (35) feet or two and one half stories whichever is lower.

7. Common Open Land

A. Each site is encouraged to have Common Open Land for use by the general public. The open space shall have a shape, dimension, character and location suitable to assure its use for park or open space purposes by the general public.

B. The Planning Board may permit a density bonus of one (1) dwelling unit per 2,000 S.F. of Common Open Land provided the area in Common Open Land shall equal at least ten (10) percent of the total area.

8. Parking Requirements

A. In the Millis Center Economic Opportunity District, there shall be provided and maintained improved off-street automobile parking in connection with the erection, establishment or increase in units or dimensions of buildings, structures and uses, in the following amounts:

1.For dwelling units one parking space per each one bedroom unit and two parking spaces per each unit having two bedrooms or more.

2.For retail stores and offices including salesrooms and showrooms, consumer service establishments, public administration buildings, business and professional offices,

executive and administrative offices, banks and other financial institutions one parking space for each two hundred fifty (250) square feet of gross floor area. For the purpose of this section, "gross floor area" means the total floor area contained within exterior walls, but does not include basement space used for heating and utilities, storage or for automobile parking.

3. Uses not listed in this section Parking Requirements, shall comply with the parking space requirements of the Millis Zoning By-law Section VIII: Off-Street Parking and Loading Regulations.

4. In the case of mixed uses, the parking spaces required shall be the sum of the requirement for the various individual uses, computed separately in accordance with this section. Parking spaces for one use shall not be considered as providing the required parking spaces for any other use unless it can be clearly demonstrated to the Planning Board that the need for parking occurs at different times.

5. Off-street automobile parking spaces, to the extent required in this section, may be provided either on the same lot or premises with the parking generator or on any lot or premises associated therewith a substantial portion of which at least is within three hundred (300) feet of the generator.

6. Off-street parking facilities and connecting drives between such facilities and the street shall be designed to insure the safety and convenience of persons traveling within or through the parking area, and between the parking facility and the street. The provisions of Section VIII. C. Parking and Loading Lot Standards shall be considered the minimum criteria for evaluating such design.

9. Signs and Advertising Devices

The provisions of Section VII Signs is adopted for the regulation and restriction of bill boards, signs and other advertising devices within the MCEOD.

10. Stormwater Management

Each applicant shall have the burden of demonstrating that the project shall comply with both Best Management Guidelines for the management of stormwater and any applicable EPA, DEP, or town stormwater management guidelines.

11. Miscellaneous

The Application to the Special Permit Granting Authority for a Special Permit pursuant to this section shall include written certification from both the Fire Chief and the Board of Health that the proposed use will meet all state and local health and safety requirements. It is the obligation of the applicant to obtain this information and to pay for any related costs thereto.

3. Findings

The Special Permit Granting Authority may issue a Special Permit for a Mixed Use Development subject to the requirements stated herein as well as the requirements listed in Section XII, Q.1.a. through h.

4. Conditions

Said Special Permit may be issued subject to such conditions as the Planning Board may deem appropriate and shall terminate upon the happening of any of the following events, whichever is sooner:

- a. Sale of property;
- b. Change of use”;

or act in any manner relating thereto.
(Submitted by Planning Board)

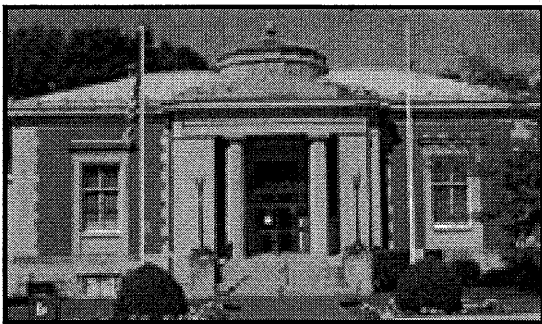
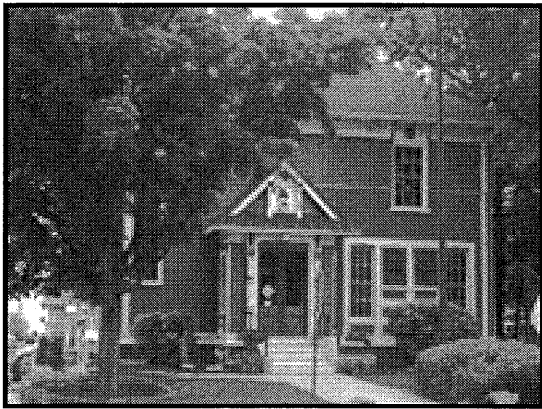
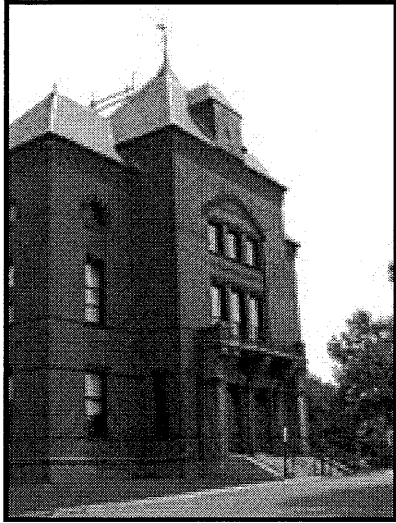
ARTICLE 43. To see if the Town will vote to amend the Town of Millis Zoning Bylaw, Section III C Establishment of Zoning District, in order to amend the Town of Millis Zoning Map to add an overlay district known as the, “Mixed Use Development Overlay District”, said district comprising of the following parcels of land on Main St., Plain St., Spring St., Exchange St., Park Rd., and Lavender St. as follows:

Assessors Map 23, Parcels – 122, 119, 118, 117, 116, 115, 114, 113, 112, 111, 110, 108, 107, 106, 105, 77, 76, 75, 74, 73, 72, 70, 69, 68, 67, 66, 64, 63, 62, 61, 60, 59, 56, 55, 54, 53, 52, 51, 50, 49, 48, 47, 46, 45, 44, 43; and Assessor’s Map 24, Parcels – 122, 121, 115, 114, 112, 54, 53;

or act in any manner relating thereto.
(Submitted by Planning Board)

Appendix VI - Town of Canton Design Review Guidelines

Provided to Millis Master Plan Implementation Committee
as part of discussions pertaining to
Millis Center Economic Opportunity District



Town of Canton Design Review Guidelines

Adopted by the Planning Board, July 8, 2003

Credits and Acknowledgements

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Special Thanks

Board of Selectmen, residents, business owners, George T. Comeau, and Jim Roache.

Prepared by the Metropolitan Area Planning Council

The Metropolitan Area Planning Council (MAPC) is the officially designated regional planning agency for the 101 cities and towns in the Boston metropolitan area. MAPC offers technical assistance to its member communities in the areas of land use, housing, environmental quality, transportation, and economic development.

MAPC Officers

President:	William Mauro
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Secretary:	Grace Shepard
Treasurer:	Ginger Esty
Executive Director:	Marc Draisén

Credits

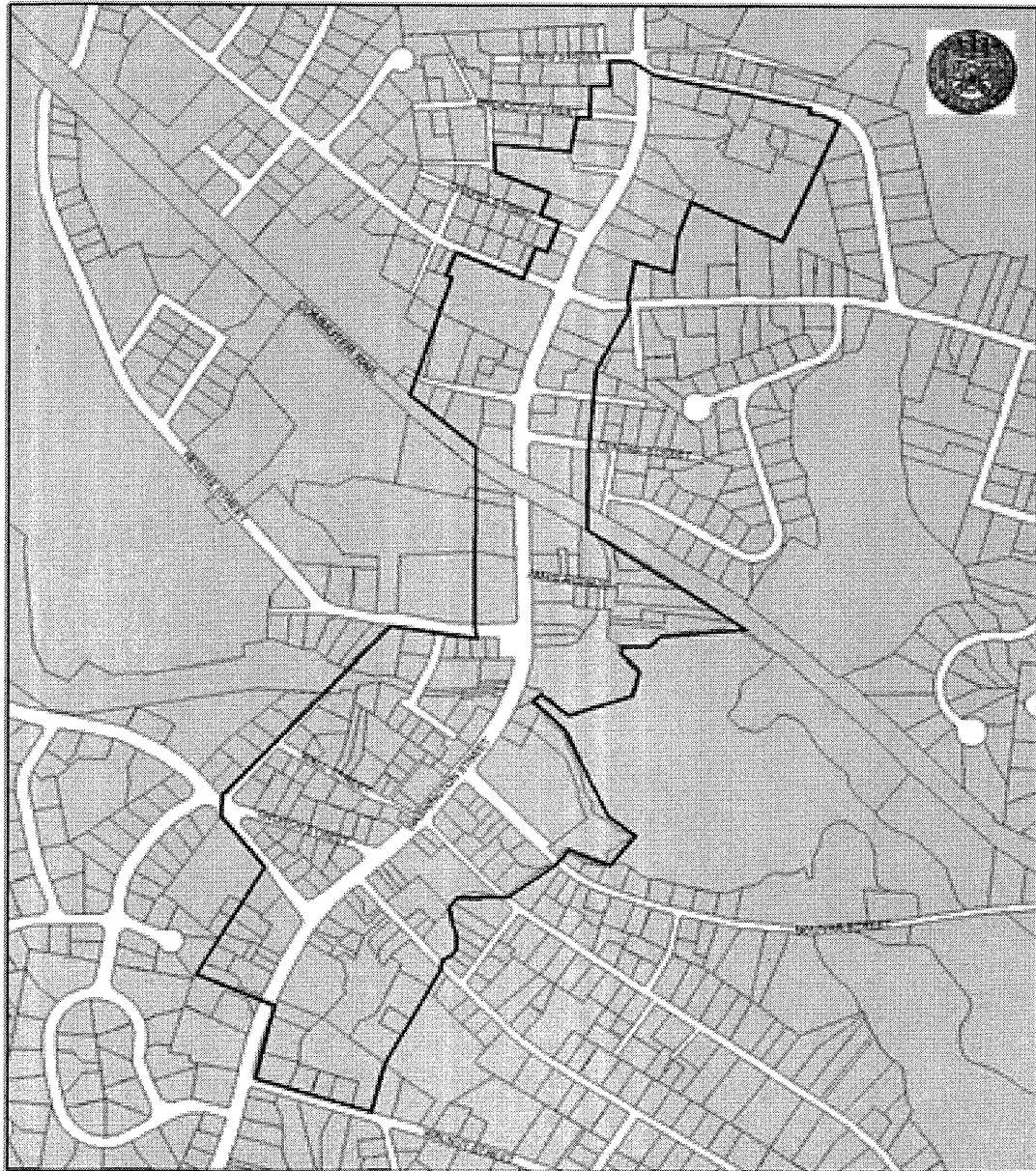
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AREA SUBJECT TO DESIGN REVIEW

Canton, Massachusetts



**CANTON ECONOMIC OPPORTUNITY DISTRICT
(AS OF JUNE 2003)**

DISCLAIMER: THIS IS NOT AN OFFICIAL ZONING MAP.
PLEASE CHECK OFFICIAL MAP FOR UPDATES.



BACKGROUND

An overwhelming vote at Town Meeting in March 2002 created the Canton Center Design Review Board under a new Zoning Bylaw. The vote reflected residents' concern that building and business owners needed guidance when undertaking projects in the Canton Center Economic Opportunity District.

As explained in Section 5.71 of the Canton Zoning Bylaws, the purpose of review by the Design Review Board is "to preserve and enhance Canton Center's cultural, economic and historical resources by providing a detailed design review of the exterior appearance of buildings and sites located within the boundaries of the Canton Center Economic Opportunity District."

These guidelines provide advice for building owners, tenants, and developers and provide guidance for the Design Review Board when reviewing applications.

Process for Design Review

Your project requires review by the Board if, in accordance with Section 5.74 of the Zoning Bylaw, you are requesting:

- A sign permit;
- Site plan approval;
- A special permit in the Canton Center Economic Opportunity District; or
- Any construction, alteration, demolition or removal of a structure or site by the Town.

Please refer to the latest bylaw for potential updates.

Your first step, after reviewing these guidelines, is to obtain the town's Zoning Bylaw and a Plan Distribution Form from the Building Commissioner's Office. Make sure you understand all applicable zoning requirements and these design guidelines. Hiring a professional architect, landscape architect, and signage designer will help you create a good design and navigate the design review process.

The time clock for review is based upon when you distribute your plans to the Board. In accordance with the Zoning Bylaw, the Design Review Board shall file its Findings and Recommendations Report with the Board of Appeals within 30 days following the date of materials distribution (Refer to Section 5.73.2 for details).

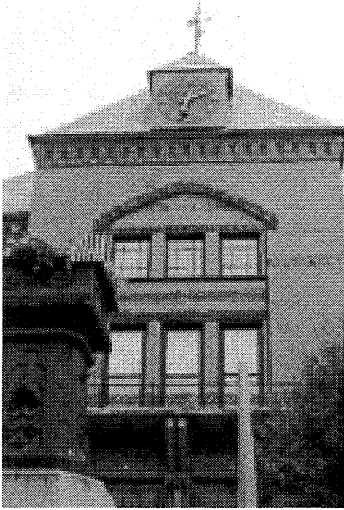
Section 5.72 of the Zoning Bylaw may require submission of a 3-dimensional model. In addition to this requirement and others set forth in Sections 5.72 and 5.73 of the Zoning Bylaw, you may need to submit the following (if required):

- A Landscape Plan, drawn at a scale of 1 inch equals 10 feet.
- Elevation drawings and blueprints, drawn at a scale of 1/4 inch equals 1 foot.
- Photos of the current site.
- CAD/CAM images.
- Viewsheds.
- Photographs of the site's existing conditions and surrounding properties.

If you are unsure as to whether you need to submit these items, consult with the Design Review Board early in the process.

The Board will review the plans during its public meetings and then will forward its recommendation to the Zoning Board of Appeals. The Design Review Board generally meets twice a month. Check at Town Hall for meeting schedules.

The Design Review Board strives to follow these guidelines, but since guidelines can not predict every situation, the Board may waive them in part in order to encourage creativity or address unanticipated circumstances. However, the burden remains on the applicant to demonstrate that the proposed design would enhance Canton Center.



Compliance with Zoning Bylaw and Other Regulations

These guidelines do not supersede the Zoning Bylaw or other applicable town or state regulations. Recommendations contained in these guidelines are in addition to all applicable rules and regulations.



Purpose of Canton's Design Guidelines

Canton's Zoning Bylaw highlights the following general purposes of design review:

1. **Enhance the social and economic viability of Canton Center by preserving property values and promoting the attractiveness of Canton Center as a place to live, visit, and shop.**

A well-planned business-district creates a sense of civic pride, becomes a destination for residents, maximizes residents' dollars spent in Canton, and enhances the economic health of the town. Additionally, a well designed corridor can increase property values.

2. **Protect and preserve the historic and cultural heritage of Canton Center by promoting the conservation of buildings or groups of buildings that have aesthetic or historic significance, or are determined to contribute to the character of Canton Center by the Design Review Board.**

When asked what town they would like Canton to look like, residents mentioned Wellesley, Nantucket, and Portsmouth, New Hampshire, but they also said "we want to look like

The **Town Hall**, originally Memorial Hall, was built in the 1880s. Features of this neo-Romanesque structure that make it impressive include:

- Tall narrow windows (they are much taller than they are wide);
- Detailed brick-work at the front facade and cornice;
- A well proportioned, carefully planned front door and entrance way; and
- The careful selection and use of materials, in this case, dark terra cotta brick.



The **Canton Library**, which opened in 1903, is in the Neo-Classical style. This tremendously popular look for civic buildings in the early decades of the twentieth century has:

- Columns framing the library entryway, much like an ancient temple;
- Large, well proportioned windows that are taller than they are wide;
- Pleasingly symmetrical design;
- Details to catch and delight the eye such as the frieze, or band of sculptural detail derived from Greek temples at the cornice, or the building's top edge; and
- Careful use of materials – in this case, granite and copper for the metal details at the roof.



The original part of the **Bank of Canton**, is Neo-Classical. The bank has a pleasingly straightforward and symmetrical design; it is a simpler version of the library. The materials are brick and granite.

Canton.” They are proud of Canton’s architectural legacy, and even though some of Canton’s architectural gems have been lost, there are many opportunities for restoring and complementing Canton’s historical identity.

To protect and preserve Canton’s heritage, it is important to understand that Canton’s building tradition reflects its rich history. Canton entered the industrial revolution by the end of the eighteenth century and, with the construction of the viaduct in 1835, the town was primed for prosperity. Canton’s best architecture reflects this business boom and the Victorian styles popular in the nineteenth and early twentieth century. Buildings such as the Town Hall, the Town Library, or the Brooks Block, which once stood at the corner of Bolivar and Washington Street, resemble great European buildings of the past. They are Neo-Classic, Neo-Gothic, or, in the case of the Brooks Block, resemble Italian buildings from the Renaissance. Windows are taller than they are wide, careful attention is paid to building details, and overall the look is proud and quite pleasing to the eye.

Canton’s early twentieth century storefronts tended to be symmetrical and often had pilasters resembling Corinthian columns surrounding the glass windows. Attention was paid to how building cornices meet the sky. Dentelles (teeth-like details) or other elements derived from classical architecture are common. Great care was given to the selection of original materials, whether stone, metal or wood.

3. **Promote and encourage building alterations that are compatible with the existing environment and are of superior quality or appearance.**

Every building in Canton Center plays a role in the overall image of the Center. Understanding and respecting the relationship between an individual building and its surroundings are key.

4. **Promote flexibility and variety in future development to enhance the natural and aesthetic qualities of Canton Center.**

These guidelines can not account for every proposal that will come before the Design Review Board and therefore strive to allow for creativity and variety, provided the end result is of high quality and an asset to the town. Variety and cohesiveness are not mutually exclusive. Replicating one or two particular styles throughout Canton Center will create an uninteresting streetscape.

HIGHLIGHTS OF CANTON CENTER



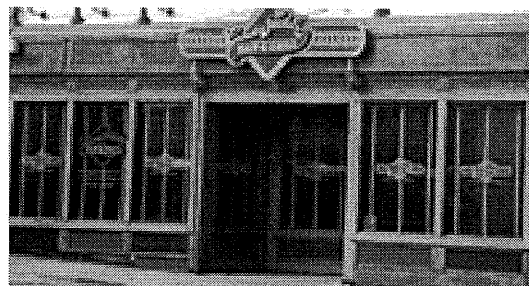
Schlossberg's Chapel on Washington Street shows the steep roofs that were popular at the time.



The Grover House, on Washington Street, is Victorian with diverse eye-catching window detail and trim.



The Bank of Canton, which abuts a residential neighborhood on Mechanic Street, provides a smooth transition from the commercial uses on Washington Street to the residential neighborhood.



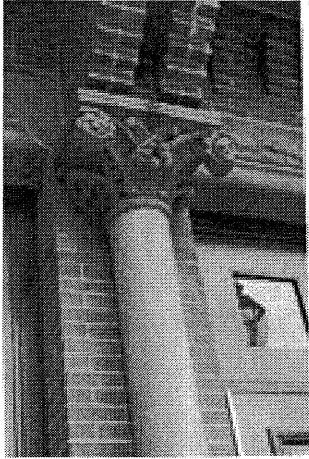
The former Centerfields store front shows careful crafting, large windows, and a recessed door – all elements of good design.



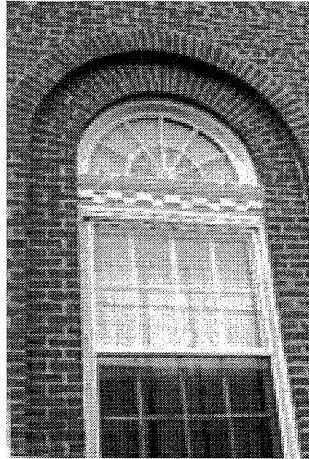
Wide porches grace this fine example of Victorian architecture. This house is adjacent to the CCEOD on Washington Street.



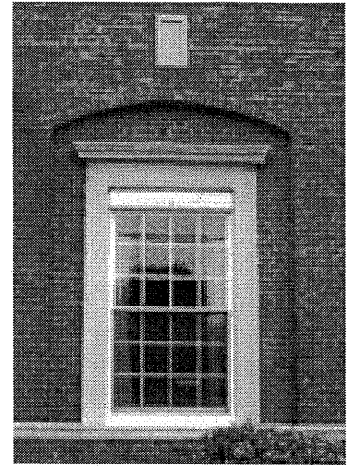
This business, located on Washington Street, is a good example of a successful reuse of a residential building for commercial purposes.



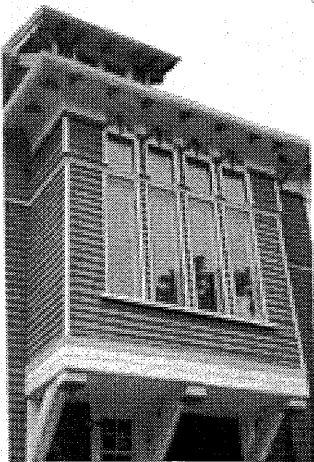
The highly crafted columns celebrate the entrance to the Canton Town Hall.



Careful attention to brick detail is a hallmark of Canton's early 20th century civic buildings. This one is from the Post Office on Washington Street.



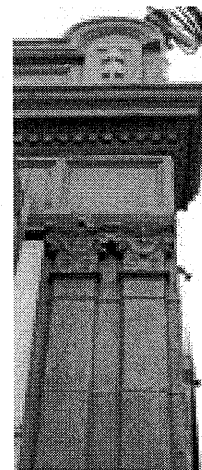
A well-proportioned arch, symmetrically placed, gives the Canton Bank on Washington Street a strong civic feel.



The Grover House's tall windows with ornate wood trim add visual interest to the street.

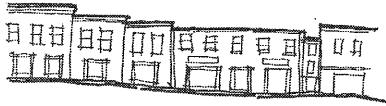


A wreath surrounding a shield are common parapet details in turn-of-the-century storefronts. This one is at 622 Washington Street.

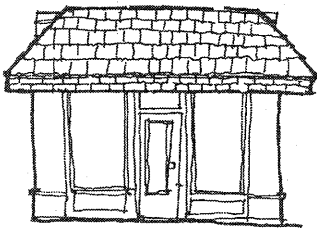


This unique column and parapet detail at 512-516 Washington Street boasts a raised relief medallion in set with more classical moldings.

GUIDELINES

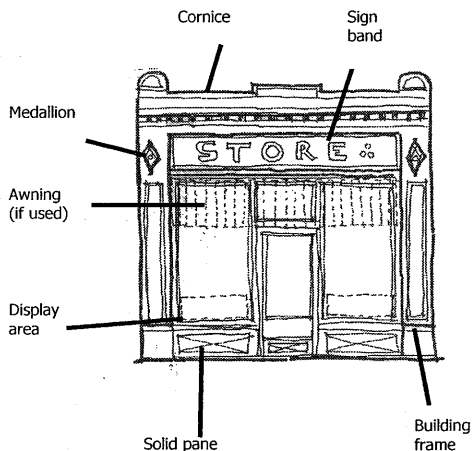


Strive for consistency in height to create a continuous, pedestrian-friendly streetscape.



Do not add false fronts to buildings.

DON'T



Good storefront design has these elements.

The Canton Center Economic Opportunity District is not uniform throughout its entirety; these guidelines should be applied accordingly. The District includes downtown Canton, where buildings should be oriented toward the street and sidewalk, with little to no setback; feeder streets, with a more residential character; and the area north of downtown, where buildings are residential in character yet close to the street and often have lawns. Pay attention to how your building fits into Canton Center.

Overall Building Guidelines

- **Always consider the scale and proportion of surrounding buildings.** Attempt to reflect the height of adjacent buildings, otherwise you will create a gap in the streetscape. If the heights of the buildings on each side of your site are different, aim for the average height. When designing the facade, follow neighboring window sill lines and sign lines if this enhances the block. Keep in mind that your building should complement neighboring buildings, yet be distinct.

- **Restore distinctive architectural features and remove elements that cover up original details.** Architectural features that are important to preserve include bay windows, transom windows (a window above the door), columns on the façade, the cornice, sign band, and other details including medallions and decorative panels.

Remove siding that covers original brick, metal or wood siding and detail. Remove shed roofs or false fronts over first floor shop fronts; replace with awnings or traditional building sign bands. Restore original copper flashing on roofs and cornices. Use the photos available at the Canton Historical Society and Town Library to learn about original building design and details in Canton Center.

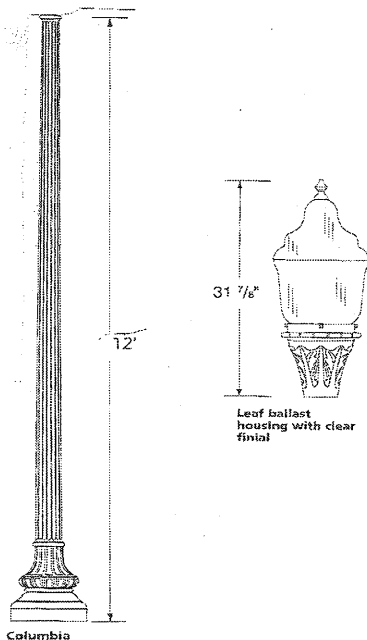
- **Consider the design and proportion of older Victorian and early 20th century commercial facades.** Without directly copying the past, it is possible to take the best aspects from older architecture and incorporate them into new construction or renovations. All renovations should maintain the scale and proportion of the original building elements including roof shape and height, structural framework, cornice, sign band, window size and symmetry, and decorative elements.

Business owners and building owners should work together when restoring a building. One poorly placed sign or awning in a multi-tenant building will compromise an otherwise good design. Involve your tenants early in the design process.

- **Strive for Architectural Coherence.** Avoid combining too many architectural styles. Too many types of windows (for example, using round ones with square ones with bays) may make your building less pleasing to the eye and convey a sense of confusion.
- **Setbacks should reflect neighboring buildings.** In general, new buildings in downtown should be set right on the sidewalk. A new building may have an inconsistent setback from neighboring buildings if the front setback is to be used for a well-landscaped public space or if the neighboring setbacks are inappropriate for the area.
- **Site and building lighting should complement Canton Center's street lights.** The town will be installing Holophane GranVille® street lamps on 12-foot Columbia posts. Check with the Department of Public Works for more information.

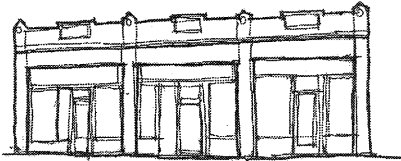
Materials and Color

- **Use traditional materials.** Wood, brick, and cast-concrete are all traditional materials in downtown Canton. Historically, buildings in Canton used copper, bronze and cast-iron for flashing, door hardware, lighting hardware, and other details. Colored and striped canvas awnings, bearing the store name, were common in downtown at the turn of the century. At the edges of downtown Canton, where residences predominate, wood and brick work best.
- **Select colors from a traditional palette of Colonial and Victorian colors.** Victorian styles used many colors, generally with a dark body (olive green, maroon, navy blue) and decorative trim. The Colonial style used lighter colors with lighter trims. Colonial colors include white, ivory, yellow and light grays. For additional assistance in color selection, refer to historical color paint palettes such as Benjamin Moore's palettes.
- **Use a single color scheme across all stores within a building.** Use color to set off decorative details from the base tone of the building. Bright colors should only be used as accents.
- **Construct buildings to last.** Durable materials and high quality craftsmanship is the best investment.

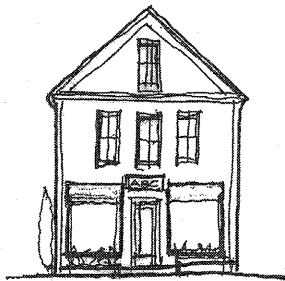


The town will be installing Holophane GranVille® street lamps on 12-foot Columbia posts in Canton Center.

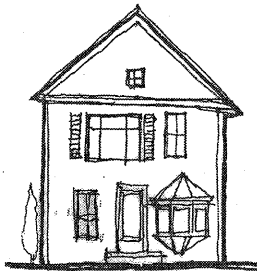
Facades, Windows and Doorways



Good design, with three distinct bays and large display windows.



DO



DON'T

The building on the top displays good placement of windows, and follows the rule that windows on top floors should be smaller than 1st floor windows. It also includes attractive display windows.

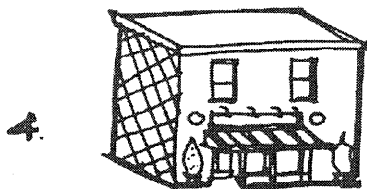
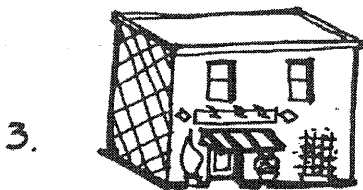
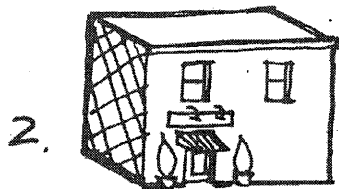
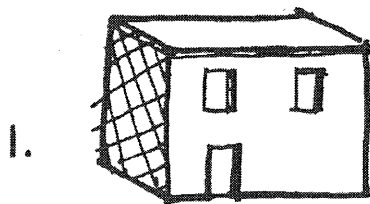
The building on the bottom has a mixture of different style windows that gives the building an unorganized look.

- **Break up facades with column lines and bays.** This helps to distinguish tenants and storefronts. Give similar attention to the side façade on corner properties.
- **Maintain the distinction between upper and lower floors for multi-story buildings.** In traditional town centers, storefronts with large windows were on the first floor and residences with smaller windows were on the second floor. Although second stories may no longer be residential, keep the distinction. The rhythm of smaller windows on the second floor give the street a dynamic pattern of movement.
- **Any side of the building that is visible from a street or sidewalk should have windows.** A blank wall creates an unfriendly void for pedestrians. Maximizing the amount of windows along publicly-viewed walls allows additional opportunities to market your business and creates an inviting feel. As a general rule, 60 percent of the first floor façade on commercial buildings should be glass.
- **The materials, proportions, and color of entrances and windows should complement the full building façade.** When renovating, respect size, placement, materials, and detailing of the building if the building has historical or cultural value. Do not replace large windows with small ones. Look at neighboring buildings for additional clues. Use decorative trim to set your windows apart, but be consistent across the whole building.
- **In general, all windows should be taller than they are wide.** This is true of windows on the first as well as second floor. This mimics human proportions and makes a street feel more pedestrian-friendly.
- **Windows on top floors should not be larger than windows on the first floor.**
- **Windows on the top and bottom floors should align and be consistent in proportion, shape, and style overall.**
- **Use traditional small panes or "divided light" windows on smaller houses only.** Small panes tend to make it difficult to see items for sale or services provided within the store.
- **Recessed doorways are preferred.** A recessed doorway helps to break up the building façade, provides a welcoming space, and provides protection from sun and rain. Where a recessed doorway is not possible, an awning can have a

similar effect. Provide adequate lighting at night for the doorway.

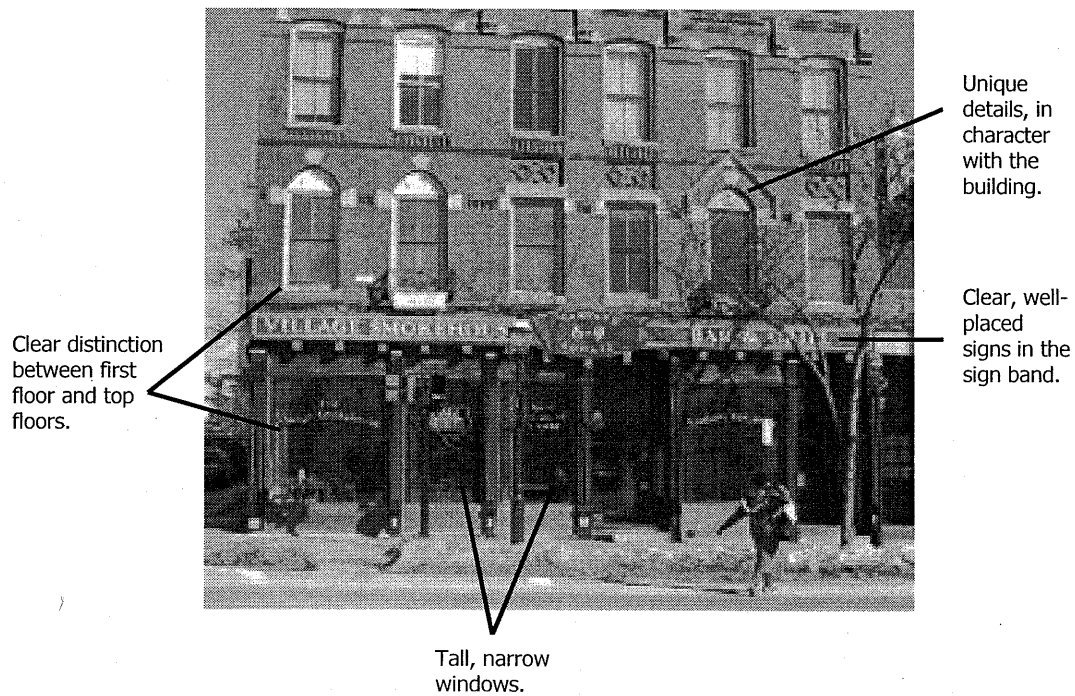
- **Doorways to upper floors should be visually separated from street-level shop entries.** A doorway to upper floors should not break up the cohesiveness of the façade. A well-designed store front minimizes confusion over which doorway belong to which business.
- **Address numbers should be prominently displayed.**

Storefronts

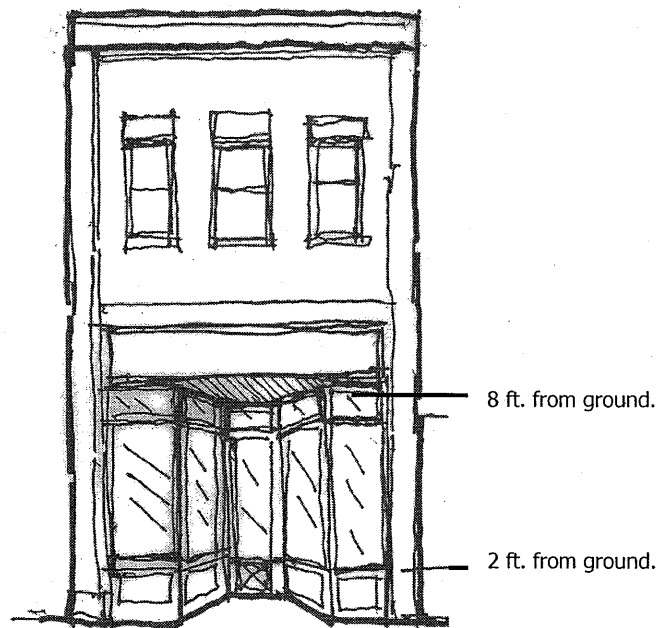


Figures 1 – 4 show a progression of improvements that can be made to a plain façade.

- **Provide large display windows on the first floor to encourage pedestrian interest.** More than 60 percent of the linear frontage of the first floor façade should be windows and doors with clear glass. At least 50 percent of the area of entrance doors should also be clear glass. Sill heights for street windows should not be higher than two feet above street level. Tops of windows should be at least eight feet above grade. Do not cover transom windows. The additional height provided by the transom creates an open, inviting storefront.
- **Do not remove or cover store-front windows with paint or other materials.** Avoid dark or tinted windows. Instead, clear glazing or awnings should be used when sunlight needs to be controlled.
- **Meet privacy needs without diminishing a welcoming feel for pedestrians.** Covered windows create an unfriendly atmosphere. If privacy is needed, use curtains, shades or interior wood shutters, preferably only on the lower half of the window. The window treatment should be as attractive from the outside as from the inside; pedestrians should not see the backs of curtains.
- **Do not recess display windows.** This makes it difficult to see what goods and services you sell and makes the streetscape less interesting.
- **Use street level details to help attract pedestrian traffic and customers.** An attractively arranged display window will draw customers into your business and contribute to a more pleasing atmosphere.
- **When renovating a store front, extend the improvements along a portion of the side façade (or along the full side if the building is a corner building).**



This building, located in Brookline Village, illustrates many aspects of good design.

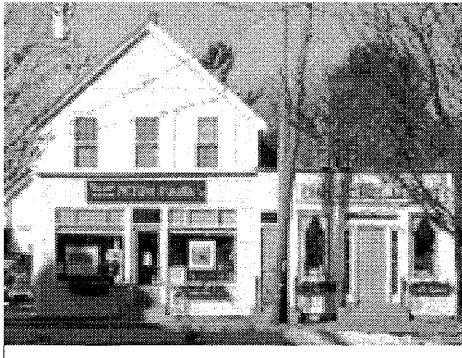


Appropriate window heights for a storefront.

Residential-Character Buildings



Example of successful residential reuse in Canton. Note the preservation of window and door proportions. The porch is left open. There is well-maintained landscaping and a free-standing sign.



In this example of residential reuse in Needham, the signs are in proportion with the façade, the character of the 2nd floor is maintained, the doors are residential in scale, and the window treatments are attractive.

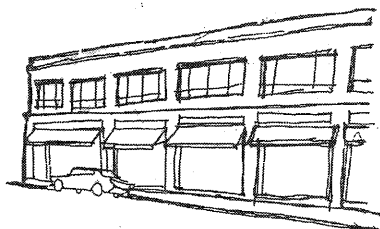
- **When renovating or reusing a residential building for commercial use, maintain the building's residential characteristics.** These buildings provide a transition from the more commercial/urban downtown to the residential areas.
- **New buildings outside of the immediate downtown should contain characteristics of residential structures, with wood siding, sloped roofs, and well-landscaped lawns.**
- **Maintain the original door and window placement and sizes.**
- **Keep porches open.**
- **Install a free-standing sign.** This is preferred over a sign on the building, if space permits in the front yard.
- **When the building is set back from the sidewalk, the setback should be nicely landscaped and kept green.**
- **If little or no setback from the sidewalk exists, provide window boxes and other residential-style treatments.**

Awnings

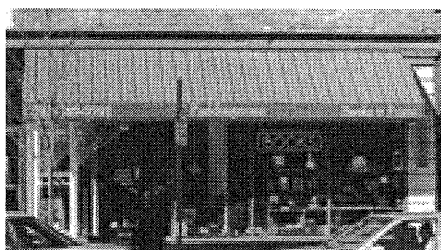
Awnings serve many purposes including shade, protection from rain, or signage. They also add color and can dress up a building. Understand your purpose prior to choosing and installing awnings.



Appropriate occasional use of striped awnings and window signage. Note the attractiveness of the window display and use of window boxes.



Awnings should not span numerous bays or windows and should be placed within building lines, as shown here.



Example in Norwood of wording, covering approximately 60 % of the valance area.

- **Carefully select the size, color, material and shape of an awning.** These characteristics should be consistent and compatible throughout the building and with awnings on nearby buildings.
- **Fabric awnings are preferred.** Metal and plastic/vinyl awnings are not appropriate for Canton Center. Translucent awnings should be avoided.
- **Striped awnings can add extra texture to your building.** Use stripes and other patterns carefully however, paying special attention to the fit with the texture of the building and neighboring buildings. A pattern should not be loud or distracting.
- **In general, "bullnose" or "dome" awnings are not the best fit for Canton Center.** In some cases, however, this type of awning may work well over an entrance.
- **Fixed awnings should not span numerous bays, windows or store fronts.** When determining where an awning should end, look for clues on the building. The awnings should delineate storefronts on a multi-tenant building.
- **Awnings should complement a building and add definition. An awning should not obscure, detract or hide architectural features.** Awnings should not be attached to the building trim; they should be placed within building lines. Awning hardware should be hidden or painted to blend with the facade. Awnings should be avoided on north-facing windows; the windows will be too dark to see into. In some cases, an awning can be used as a temporary "dress-up" to cover a building's flaws.
- **Awnings with the name of the business or logo are encouraged.** Awnings can be an attractive mechanism for identifying your business. A subtle logo or the business name can be placed on the awning. The wording or logo should not overwhelm the awning.

When lettering or a logo is placed on the awning, it should cover no more than 15 percent of the face of the awning.



Example of an attractive logo on the side of an awning in Arlington.

When lettering or a logo is placed on the valance, up to 60 percent of the valance can be covered, provided the height of the majority of the lettering is less than $\frac{3}{4}$ the height of the valance.

A logo on the side of an awning should cover no more than 50 percent of the side of the awning.

- **Do not install an awning if maintenance will be difficult.** Awnings can become weathered from wind, rain, snow, and sun. It is preferable to not install an awning rather than installing a less attractive, though durable, awning.

Signs

Signs communicate location, type of business, and image. Exercise some restraint when designing a sign. The downtown businesses should try to work together to create an image not only for their business, but for Canton Center as a whole. If each business tries to compete with a bigger and brighter sign, the cohesive whole is lost among the jumble of colors and lights vying for attention. Compelling and legible signs are not necessarily the biggest or brightest, but the clearest and most legible. Good sign design considers all of the following factors: scale, layout, composition, materials, color, letter size, graphics and logos, typeface, borders, installation, placement, lighting, and context.

Get the most for your investment by making sure that your sign designer has seen your building. A sign can be the part of your building that is most memorable; give thought to the image you wish to project.

- **Sign materials and colors should reflect traditional Colonial and Victorian styles.** Letters affixed directly onto a building are not recommended in most instances. Wood signs fit best in Canton Center. Wood signs can be painted, carved, or have raised wood letters.

Other options include metal (copper, bronze, brass, stainless steel) for backing or lettering. Plastic signs are not recommended for Canton Center. In rare cases, a sign that is well-designed in all other aspects and is clearly an asset to Canton Center could be plastic.

Colors should be muted, with the background and lettering contrasting. A sign with a dark background and lighter color lettering is preferred for aesthetic purposes and it is generally easier to read. Possible color schemes include black with gold lettering or dark green or navy with white



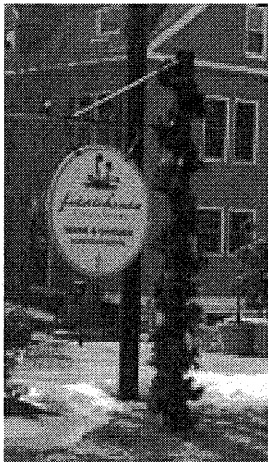
Traditional looking wood sign with contrasting colors, in Needham.



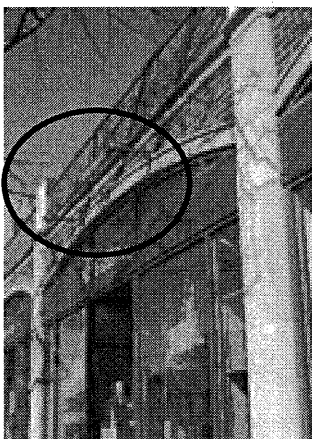
This example in Needham illustrates how signs should be of similar size and placement across a façade. Signs do not have to be identical, however.



An attractive, traditional looking, yet creative, sign in the sign band.



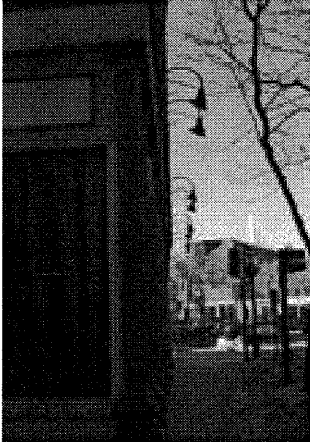
Example of a free-standing sign that is appropriate for Canton Center.



A well-camouflaged light fixture in Brookline.

lettering. Limit the number of colors to two to three per sign.

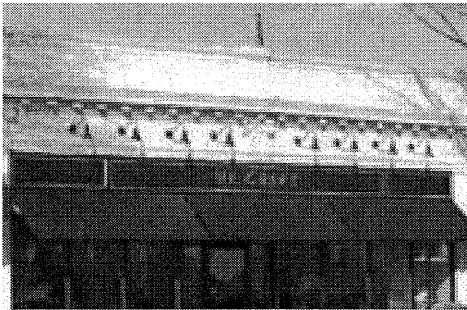
- **Signage should be cohesive along a facade.** While all signs on a building do not have to be identical, they should be of similar size, placement, and shape.
- **Understand how a sign will best fit your building.** The size of a sign should not overpower the building. While the Zoning Bylaw allows signs up to 100 square feet in parts of Canton Center, that size is much too large for many of the smaller one-story buildings found in Canton Center.
- **Place the sign in an area that is not in conflict with building details such as cornices, arches, lintels, pediments, windows, pilasters, etc.** Choose a place that will capture the attention of pedestrians as well as drivers. Preferable locations are in the sign band, above a doorway, or centered above a storefront.
- **Freestanding signs are appropriate outside of downtown Canton.** The same guidance for style, color, materials, and lighting applies.
- **Lettering or logos can also be painted onto windows.** This adds interest at the street level. However, do not block views, do not use solid window signs, and do not cover more than 15 percent of the glass area with lettering or logos.
- **Keep the sign simple and clear – signs are meant to be read quickly.** Keep wording to a minimum and use logos when possible. Use fonts that are easy to read: avoid all uppercase letters, elaborate fonts, or script lettering. Type styles should be limited to no more than two per sign.
- **Letter height should be 18 to 24 inches, depending upon the size of the building.** Letters of this height are visible from 750 to 1,000 feet. Larger letter heights may be necessary if the building is set back from the street. The name of the business should be the largest lettering on the sign, with secondary messages smaller.
- **Lighting should be carefully selected.** Lighting is important for signage. Note, however, that the Zoning Bylaw does regulate lighting during nighttime hours.
- **Exterior lighting that is directed onto the sign is preferred over internally lit or back lit signs.** The fixtures should either be decorative (such as goose-neck lights) or camouflaged. Wiring should be concealed within building molding and lines. Lighting fixtures should be mounted to eliminate glare.



- **In some instances, backlit letters may be favorable.** This will depend upon the building's location in Canton Center, the character of nearby buildings and signs, and provided that only the name of the business is backlit – not secondary wording. Color lights should not be used for back-lighting.
- **The lighting scheme for multiple signs on a building should be coordinated.**

Utility Structures

- **Screen utility and mechanical structures.** Screen HVAC, machinery, transformers, etc. Air conditioners should not be on the façade of the building, unless it is flush with the building wall or hidden appropriately. Conceal roof-top equipment by coloring the structures the same color as the roof or by using screening that blends with the architecture.
- **Minimize visibility of utility connections.** Place utility connections and meters toward the rear of the building, hide with landscaping, or hide in decorative enclosures.
- **Wiring for lighting should not be a distraction.**



Decorative lighting fixtures in Brookline (above) and Milton (below).

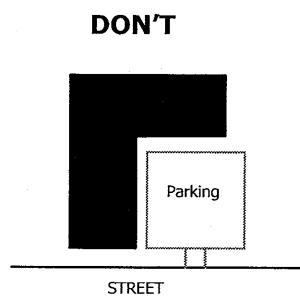
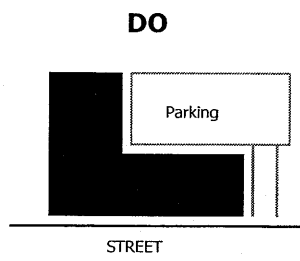


Well-hidden mechanical structure in Canton at 779 Washington Street.

Summary for New Construction

All of the guidelines in this document apply to new construction. Pay particular attention to those regarding setbacks, architectural style, materials, color, parking areas, and landscaping.

In addition, apply the following guidelines to your project.



New buildings in the immediate downtown should be street-oriented. Parking should not break up the streetscape.

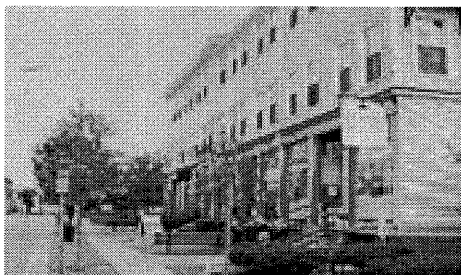
- **Buildings should be oriented along the street.** The building should comprise most of the street frontage.
- **Attempt to reflect the height of adjacent buildings.** If the heights of the buildings on each side of your site are different, aim for the average height.
- **New buildings outside of the immediate downtown should contain characteristics of residential structures, with wood siding, sloped roofs, and well-landscaped lawns.**
- **Building details should reflect Victorian and Colonial features.**
- **Any side of the building that is visible from a street or sidewalk should have windows.** Blank walls detract from the streetscape.
- **Window trim should be finely crafted and appropriate for the style of building.**
- **Balconies should be well-designed and attractive.**
- **Porches, historically, were a part of Canton's architecture.** Their use is encouraged where appropriate.
- **Shutters, when used, should be scaled to the window openings and other features on the building.**
- **Garage doors should not be visible from the street.** New construction should ensure that garage doors are located either on the back or sides of the building. A garage door can overwhelm the façade and break up the streetscape.

Landscaping and Open Space

A well-landscaped streetscape and property will draw people – and customers – to Canton Center. Landscaping can serve many purposes. It can add a natural feel to your grounds, dress up your building, hide features, and buffer your property from adjacent properties. Landscaping can also lend consistency and cohesion to Canton Center. Determine your purpose with the assistance of a landscape architect or landscape designer. Refer to the landscaping and screening requirements in the Zoning Bylaw for the minimum standards.



Creative landscaping in a small space, in Nantucket (photo courtesy of Mass. EOE).



This building in Maynard uses landscaping to provide a public area, while maintaining a street-oriented layout (photo credit Mass. EOE).

- **Analyze the site.** Conduct a site inspection with your landscape professional prior to designing your project. Evaluate the existing conditions and the landscape features of the property, including all plant material, views to and from the property, water bodies, and topography.
- **Preserve what is already on the site.** It is less costly to preserve and enhance existing trees and shrubs. When undertaking new construction or improvements, ensure that existing features are well-protected from machinery and disturbances. Consult with the landscape professional as to accepted arborcare standards for tree and plant protection.
- **You do not need a large area to enhance your landscape.** Be creative with smaller plantings, window boxes, a bench, a sculpture, or any other small scale amenity that will enhance your site and building.
- **Provide trees, shrubs and groundcovers noted for longevity, low maintenance requirements, attractive appearance, ability to survive, lack of “messiness”, and screening ability.** Plant native species. Plants should be well adapted to the climate (zone 6) and site conditions. Avoid invasive plants, exotic plants, and “in vogue” plants, such as Weeping cherry (*Prunus subhirtella*). Plants located near roadways, driveways, or parking lots must be salt-tolerant. Do not plant fruit-bearing or pod-bearing trees that will hang over sidewalks and streets. Appendix A contains a listing of plant species that can be used as a starting point.
- **Be aware of the plant’s characteristics at maturity, particularly height and spread.** Avoid high maintenance species.
- **Use coniferous plants for screening purposes.** Balance screening needs with safety needs. Avoid White pine (*Pinus strobus*) and Pyramidal Arborvitae (*Thuja occidentalis* ‘*Pyramidalis*’). Vary plant height and width to maximize screening.



Attractive street-oriented landscaping of a front setback in Arlington. Note however, that the walkway would be more attractive with an different surface.



Example of landscaping that relates to and enhances Forge Pond. Notice the attractive brick walkway, plantings, lighting, benches, and view of the pond.

- **Consider wind and shade control needs when choosing species and placement.**
- **Keep it simple.** Extensive plantings can be too cumbersome to maintain and over-planted areas can become crowded-looking quickly. While flowers add to an attractive landscape, plant easy-to-maintain flowers (see Appendix A for examples).
- **Foundation plantings should complement, not obscure a building's architecture.**
- **Landscaped areas should be contiguous and relate to the entire site.** Avoid small, isolated pockets of plantings.
- **Landscaping isn't just about vegetation.** Landscaping improvements can include amenities such as street furniture, artwork, fences, stone walls, fountains, and courtyards.
- **Wood picket fences, decorative iron fences and stonewalls are encouraged.** Stockade fences, concrete walls, and chain link fences should not be used. Aluminum fences that are decorative may be acceptable.
- **Your walkways should complement your site's landscaping.** Install a durable and attractive walkway such as brick, slate, stone, and texture concrete. Avoid asphalt.
- **Think about how your site can contribute to the overall streetscape of Canton Center.** Plant additional street trees and landscape public areas when projects impact the public streetscape. Provide seasonal decorations, benches, etc. Avoid large coniferous plantings in public areas – they can create the perception of an unsafe atmosphere. If your site does not have much area for green space, consider enhancing a nearby public green space.
- **If your property is located near Forge Pond or Canton River, provide public access and carefully plan how your project will relate to and enhance the visual features of these waterways.** Do not block views to the water bodies. Provide public amenities near the water bodies, such as benches and walkways. Do not place unsightly fixtures, such as dumpsters, in view of the water.
- **Relate your landscaping to your neighbors.** Try to connect walkways, continue pavement types, fence types, etc.
- **Provide plantings, planters and flower boxes to visually break up paved areas and to enhance an ordinary façade.** Do not, however, obstruct pedestrian sidewalk traffic.

Handicapped Access

Under the American with Disabilities Act (ADA) of 1990 it is a civil rights violation to fail to provide barrier-free access to commercial facilities including stores and offices. Title III of the ADA sets standards for accessible building design that apply to new construction and alteration projects (including historic properties). The purpose is to ensure that all persons including those in wheelchairs have equal ease of passage to, from and inside establishments.

In general, this means that all new construction must have an accessible route, or continuous unobstructed path through all of its spaces including corridors, floors, ramps and elevators. It also provides that all buildings have an accessible entrance that includes "the approach walk, vertical access leading to the entrance platform, the entrance platform itself, vestibules if provided, the entry doors... and [their] hardware." These regulations also apply to building renovations "to the maximum extent possible".

To obtain a building permit for storefront renovations in Massachusetts, plans must also comply with accessibility standards established by the Massachusetts Architectural Access Board (MAAB). The MAAB establishes guidelines for upgrading a building's entry and other elements (including public restrooms) based on total construction cost. These requirements generally mean that entryways must be widened, steps removed in front of doorways and replaced by gently sloping ramps, and that hardware must be changed or added to accommodate those in wheelchairs or otherwise disabled.

General accessibility guidelines require the owner to:

- 1) Replace entryway step or steps with ramps or elevators where floor levels change by more than 1/2 inch. Ramps must have 5 foot long landings at either end, must be a minimum of 4 feet wide and have a maximum 1:12 slope (12 inches in horizontal run for every 1 inch in vertical rise.) Ramps may be shallower but require handrails on both sides if the slope exceeds 1:20.
- 2) Design 3-foot-wide doorways which have a 34-inch clearance with the door swung open.
- 3) Design entry doorways with a flat floor at a minimum of 18 inches wide on the pull-side of the door hardware, so that a person in a wheelchair has room to move out of the way while the door is opening.

For more information contact the Department of Justice which has an ADA website (www.usdoj.gov). MAAB requirements may be purchased from the State House Bookstore by calling 617-727-2834. Ask for a copy of the Architectural Barriers Code, publication #521.

Parking Areas

- **Parking areas should be treated as an accessory to the building.** The placement of the parking area should reflect its secondary nature; parking should be behind the building and its visibility minimized by appropriate landscaping.
- **If parking areas can not be located to the rear of the property, screen the parking lot using fences, stone walls, plantings or an earth berm.** Screening should be at least 3 feet high.
- **Minimize the width of curb cuts; it creates a detrimental void in the streetscape.** Use the narrowest curb cut possible. Where feasible, use a separate entrance and exit that are spaced well apart or separated by a landscaped island.
- **Parking areas should be landscaped beyond the requirements of the Zoning Bylaw.** Think of your parking lot as an extension of your building's design. Use attractive landscaping, fences, and walkways to dress up your parking area. Use hedges along the perimeter of the lot. Plant grass instead of using mulch; mulch tends to migrate during winter months.
- **All rows of parking spaces should be divided by landscaped bays.**
- **The added height from planting trees in the setback between the parking lot and street creates a pedestrian scale.**
- **Light fixtures for the parking area should direct light downward and be shielded to prevent spill-over onto neighboring properties.**
- **Provide space for snow storage.**



Topography and the stone wall minimize the visual impact of the parking lot at the school.

Automobile Services

Canton Center has several gas stations and service garages. These businesses, which provide needed services to residents, can be designed to blend better with Canton Center.

In addition to the requirements in the Zoning Bylaw, best practices for the design include:



This gas station, in Lexington, is an example of a well-designed building and site. Notice the roof, windows, lighting and landscaping.

- **Try to locate gas pumps on the side of the property, when compatible with adjacent land uses.** This allows the building to continue neighboring characteristics, such as setbacks, building lines, etc.
- **Walls, barriers or fences used to meet the screening requirements of Section 3.41B of the Zoning Bylaw should reflect the character of Canton Center.**
- **Building and signage colors should complement, not contrast with, adjacent buildings.** The use of bright colors on the building, canopy or on the pumps is discouraged. Small, corporate logos are acceptable.
- **The canopy should relate architecturally to the building and should not overpower the building.**
- **Site lighting should be directed downward and shielded so that the lighting is not visible from property lines.** Light fixtures for canopy lighting should be located under the canopy – not on top or on the sides of the canopy.
- **Canopy lighting illuminance should not exceed 40 footcandles.**
- **The height of the bottom of the canopy should be the minimum height necessary to allow vehicles access to the pumps.**

APPENDIX A – SUGGESTED PLANT SPECIES

This appendix provides examples of species, many of which are considered native to Massachusetts. Some of the following recommended plants may or may not be truly "native" to Massachusetts, but are considered to be "native" or "native-like" as they were introduced and have thrived in this climate, some for well over a century. **Use this list as a starting point only.** Choose species that are appropriate for your site conditions and will create an attractive landscape. For more information on appropriate species and their growth characteristics, these books are recommended:

- "Manual of Woody Landscape Plants" by Michael Dirr.
- "Native Trees, Shrubs, and Vines" by William Culina.
- "The Well-Tended Perennial Garden" by Tracy DiSabato-Aust.
- "The Year in Trees: Superb Woody Plants for Four-Season Gardens" by Kim E. Tripp and J. C. Raulston.
- "The Complete Book of Shrubs" by Kim E. Tripp and Allen J. Coombs.
- "Crockett's Flower Garden" by James Underwood Crockett.

Ground Covers, Full to Partial Shade

- | | |
|---|---|
| Wild ginger – <i>Asarum canadense</i> | Wild geranium – <i>Geranium maculatum</i> |
| Whorled aster – <i>Aster acuminatus</i> | Pathway rush – <i>Juncus tenuis</i> |
| White wood aster – <i>Aster divaricatus</i> | Wood rushes – <i>Luzula</i> |
| Large-leaf aster – <i>Aster macrophyllus</i> | Canada mayflower – <i>Maianthemum canadense</i> |
| Pennsylvania sedge – <i>Carex plantaginea</i> | Sweet cicely – <i>Osmorhiza claytonii longistylis</i> |
| Plantain-leaved sedge – <i>Carex plantaginea</i> | Barren strawberry – <i>Waldsteinia fragarioides</i> |
| Golden saxifrage – <i>Chrysopenium americanum</i> | Meadow rues – <i>Thalictrum</i> s |
| Sweetfern – <i>Comptonia peregrina</i> | New York fern – <i>Thelypteris noveboracensis</i> |
| Goldthread – <i>Coptis trifolia</i> | Foamflower – <i>Tiarella cordifolia</i> |
| Hay-scented fern – <i>Dennstaedtia punctilobula</i> | Low bush blueberry – <i>Vaccinium angustifolium</i> |
| Evergreen woodfern – <i>Dryopteris intermedia</i> | Native violets – <i>Viola species</i> |
| Christmas fern – <i>Polystichum aristichoides</i> | Wintergreen – <i>Gaultheria procumbens</i> |
| Swamp buttercup – <i>Ranunculus hispidus var. caricetorum</i> | Thick-leaved wild strawberry – <i>Fragaria virginiana</i> |
| Sweetwoodruff – <i>Galium odoratum</i> | Solomon's seal – <i>Polygonatum</i> |
| Japanese Pachysandra – <i>Pachysandra terminalis</i> | |

Ground Covers, Sun to Partial Shade

- | | |
|---|---|
| Big bluestem – <i>Adropogen gerardii</i> | Beach pea – <i>Lathyrus japonica</i> |
| Gereniums (cranesbill) | Bush-clovers – <i>Lespedezas</i> |
| Common blue heart-leaved aster – <i>Aster cordifolius</i> | Switchgrass – <i>Panicum virgatum</i> |
| New England aster – <i>Aster novae-angliae</i> | Pokeweed – <i>Phytolacca americana</i> |
| Common bittercress – <i>Cardamine pensylvanica</i> | Little bluestem – <i>Schizachyrium scoparium</i> |
| New Jersey tea – <i>Ceananthus americanus</i> | Purple lovegrass – <i>Eragrostis spectabilis</i> |
| Summersweet clethra – <i>Clethra alnifolia</i> | Low-bush blueberry – <i>Vaccinium angustifolium</i> |
| Hay-scented fern – <i>Dennstaedtia punctilobula</i> | Indiangrass – <i>Sorghastrum nutans</i> |

Shrubs, Full Sun

Juniper – *Juniperus* species and cultivars (growth patterns of species and cultivars vary)

Potentilla – *Potentilla fruticosa* and cultivars

Shrubs, Full Sun to Partial Shade

Shadbushes – *Amelanchiers*
Bearberry – *Arctostaphylos uva-ursi*
Silky dogwood – *Cornus amomum*
Gray dogwood – *Cornus racemosa*
Red osier dogwood – *Cornus sericea*
Hazelnut – *Corylus*
Bush-honeysuckle – *Diervilla lonicera*
Inkberry – *Ilex glabra 'compact'*
Winterberry – *Ilex verticillata*
Spicebush – *Lindera banzion*
Swamp rose – *rosa palustris*
Carolina rose – *Rosa carolina*
Viburnum – *Viburnum* species and cultivars
Boxwood – *Buxus* species and cultivars (must protect from drying winds)

Virginia rose – *Rosa virginiana*
Red raspberry – *Rubus idaeus*
Shining willow – *Salix lucida*
Elderberries – *Sambucus*
Leucothoes
Yew – *Taxus* species and cultivars
Maple-leaved viburnum – *Viburnum acerifolium*
Hobblebush – *Viburnum lantinoideis*
Witherod viburnum – *Viburnum cassinoideis*
Mountain azalea – *Rhododendron prinophyllum*
Nannyberry – *Viburnum lentago*
Limber honeysuckle – *Lonicera dioica*
Witch hazel – *Hamamelis virginianum*
Flowering Quince – *Chaenomeles speciosa* and cultivars

Trees, Full Sun

Smoketree – *Cotinus coggygia* and cultivars
Planetree – *Platanus x acerfolia* and cultivars (too large for street tree though)
Pyramidal European Hornbeam – *Carpinus betulus 'Fastigiata'*
Columnar English Oak – *Quercus robur 'Fastigiata'*

Japanese tree lilac – *Syringa reticulate*
Serbian Spruce – *Picea omorika* (for large open spaces, very large tree)
Austrian pine – *Pinus nigra* (for large open spaces, very large tree)
Linden – *Tilia cordata* and cultivars (for large open spaces)

Trees, Full Sun to Partial Shade

Red maple – *Acer rubrum*
Sugar maple – *Acer saccharum*
Hedge maple – *Acer campestre*
Amur maple – *Acer ginnala*
Black birch – *Betula lenta*
Paper birch – *Betula lenta*
Paper birch – *Betula papyrifera*
Basswood – *Tilia americana*
Pagoda dogwood – *Cornus alternifolia*

Green ash – *Fraxinus pennsylvanica*
Tupelo – *Nyssa sylvatica*
Poplar – *Populus tremuloides / deltoides*
Serviceberry – *Amelanchier arborea*
White oak – *Quercus alba*
Northern red oak – *Quercus rubra*
Sassafras – *Sassafras albidum*
Shadbushes – *Amelanchier arborea, laevis*
Pin cherry – *Prunus pensylvanica*

Vines, Full Sun to Partial Shade

Climbing Hydrangea – *Hydrangea anomala species petiolaris*

Japanese Hydrangea Vine – *Schizophragma hydrangeoides*

Low Maintenance Flowers for Window Boxes, Containers

Impatiens (annual, shade)

Nasturtium (perennial, full sun)

Dusty Miller (annual to tender perennial, sun to light shade)

Sweet allysum (annual to tender perennial, full sun)

Portulaca (annual, full sun)

Lobelia (annual, filtered sunlight)

Vincas/Madagascar periwinkle (annual to tender perennial, full sun)

Low Maintenance Flowers for the Garden

Penstemon (full sun)

Sedums (perennial, sun to light shade)

Daylily – *Hemerocallis* (full sun)

Hosta (full to partial shade)

Alchemilla mollis/Lady's mantle (perennial, sun to light shade)

Narcissus (perennial bulb, sun)

Helleborus (blooms in March, April)

Heuchera (full sun to partial shade)

Dead Nettle – *Lamium* (partial to full shade)

Trillium – *Trilliaceae* (partial to full shade, blooms in spring)

APPENDIX B – FUNDING /LOAN ASSISTANCE

The "Canton Center Downtown Revitalization" report, prepared by MAPC in 1999, offers numerous strategies that the town can pursue to leverage funding for economic development. This section provides funding programs for individual businesses.

Local banks may offer loans at reduced interest rates for businesses. Check with individual banks for such programs.

The **Massachusetts Business Development Corporation** administers a number of funding programs for businesses. Programs include:

- SBA 504 Term Loans for businesses with a net worth of \$6 million or less and \$2 million or less after tax profits. The loans can be used for renovations.
- The Capital Access Program is geared toward small businesses that need credit enhancements to start, expand, or continue their business.
- Loans are available to businesses that are owned by women or minorities or that predominantly employ women or minorities.
- The Business and SBA 7(a) Loan is available to larger businesses for real estate, growth needs, long-term working capital, and other needs.

For more information, see their website (www.mass-business.com)

MassDevelopment (www.massdevelopment.com), which provides financial tools and real estate expertise, offers real estate loans to businesses that can be used for renovations.

The federal **Small Business Association** (www.sba.gov) offers numerous programs, most of which provide guarantees for loans from other entities.

For updates of funding opportunities programs, consult with the funding agency.

APPENDIX C – APPLICATION FORM

CANTON CENTER DESIGN REVIEW BOARD Plan Distribution Form

In accordance with Section 5.73 of the Canton Zoning By-laws, the Canton Center Design Review Board (CCDRB) shall review applications for projects that are subject to the provisions of Section 5.7 Canton Center Design Review.

It is the responsibility of the applicant to distribute five (5) copies of the plans that require design review to the members of the CCDRB. For convenience, the applicant may submit this plan distribution form (PDF) and other pertinent information to the Planning Board office so that the CCDRB members can review the information and sign the PDF. The applicant shall make sure that the original copy of the PDF, signed and dated by the members, is filed with the Zoning Board of Appeals office at least two weeks prior to the hearing date.

Applicant Name _____ Tel. No. _____

Address _____

Address of Proposed Work _____

Description of Work _____

To whom it may concern, the following documents are being submitted for your review:

No. of Copies	Plan(s)	Form(s)	Description

Received By:

Date:

Planning Board Office (781) 821-5019 _____

Reviewed by Canton Center Design Review Board members:

James Marathas (781) 858-4008 _____

Andrea K. Schmitt (781) 828-0070 _____

Kathleen Keith (781) 828-0403 _____

Dean Miller (781) 821-5240 _____

Ted Galeota (781) 562-0125 _____

Alternates (5):

Justin Sockett (781) 575-0784 _____

Joseph Marinaro, Jr. (781) 828-1518 _____

Paul Groom (781) 821-9376 _____

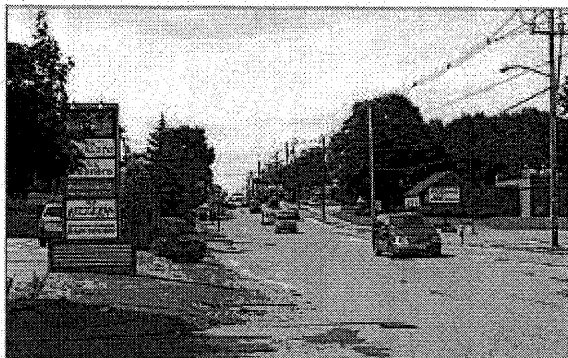
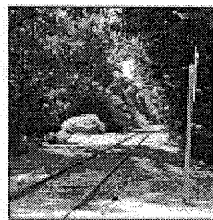
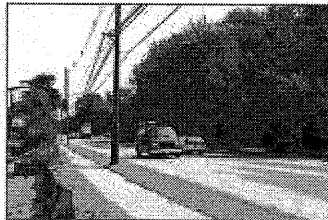
John Roman (781) 830-9490 _____

Steve Schoetteneld (781) 828-0670 _____

**Appendix VII - Millis Economic Development Strategy Prepared by
The Cecil Group, Inc and Bonz and Company**



MILLIS ECONOMIC DEVELOPMENT STRATEGY



Submitted to:
TOWN OF MILLIS
MAPC

Submitted by:
The Cecil Group, Inc.
Bentz and Company

May 2004

Millis Community Development Plan Economic Development Strategy

Prepared for:

Town of Millis
Metropolitan Area Planning Council (MAPC)

Prepared by:

The Cecil Group, Inc.
Bonz and Company, Inc.

May 2004

"Funding provided by the Department of Housing and Community Development, the Executive Office of Environmental Affairs, the Department of Economic Development, and the Executive Office of Transportation and Construction, under Executive Order 418. Project administration provided by the Metropolitan Area Planning Council."

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INTRODUCTION AND SUMMARY

The Town of Millis and the Metropolitan Area Planning Council (MAPC) have initiated a Community Development Plan for the Town, which includes an Economic Development Component. The Cecil Group, planning and design consultants, and Bonz and Company, economic and real estate consultants, have been retained by the Town and MAPC to work in the Economic Development Component of the plan. The concepts and recommendations presented in this draft report summarize the economic development strategies proposed by the consultants for Millis and its Town Center.

An overview of the market context indicates that there is sufficient population, income, and retail expenditures in the primary and secondary market areas to support additional retail, service, and restaurant development to revitalize the Town Center area. To be successful, it will be necessary to create an attractive Town Center that will be competitive with other town centers, retail centers, and box retailers in order to attract both unique retail establishments and increased retail expenditures of residents in the primary and secondary market areas, located within five to ten miles.

Millis can do this by promoting and enhancing its village character, and building upon its historic resources, in order to create an attractive shopping environment able to compete with Medfield and other surrounding communities. The following recommendations include zoning and development measures, as well as design considerations complementary to the recent streetscape improvements that have successfully enhanced the image and identity of Main Street/Route 109.

The following recommendations summarize the proposed strategy for economic development:

- Target retail development to the Town Center (C-V zones)
- Target industrial development to the Industrial Park area located along Route 109 (I-P zone)
- Review and update current Zoning in order to:
 - Introduce mixed use residential components in the Town Center (C-V zones)
 - Rezone the current IP area in the Town Center for future residential-compatible uses north of the rail line, and commercial redevelopment along Route 109
 - Rezone the current I-P area along Pleasant Street for residential use
 - Consider Special Permit requirements for redevelopment within Zone A in the Town Center that will enable moderate density without jeopardizing municipal wells
- Promote long-term environmental recovery and recreation along the Charles River
- Market and promote the Town Center to potential businesses and customers

By undertaking this economic development strategy, which will result in a continued mix of industrial, retail, restaurant and local office uses, the Town of Millis will continue to provide for a variety of job opportunities with varying skill levels for individuals across a broad range of incomes.

EXISTING CONDITIONS

The economic development analysis and strategy components of this study will be focused on those areas of Millis where most of its businesses and industrial properties are located. An important goal of economic development strategies is to create an environment where job creation and income generating activities can take place in a pleasant and supportive environment. Physical qualities as well as economic conditions, and zoning regulations play an important role in providing the needed support for businesses to emerge and succeed.

Study Focus Areas

Traditionally, commercial and industrial activities have been dependent on access to transportation. In Millis, Route 109 and the Bay Colony/Conrail freight line have been the two main connectors providing regional access since early years, and most of the commercial and industrial uses in town are located along those two corridors. Current zoning regulations reflect and consolidate this character through the designation of two zoning districts: Commercial-Village and Industrial-Park. These are clustered in three major commercial and industrial nodes along Route 109, which for the purposes of this study we will designate as follows:

- Town Center (between the roadway intersections of Main/Spring and Main/Union)
- West Main Street (from the Medway boundary to the intersection of Pleasant/Main)
- East Main Street (from the intersection of Bridge/Main to the Medfield boundary)

Existing Land Use

Commercial and industrial land uses in Millis date back to the early- and mid-1800s, when industrial growth and expansion was based on the development of cotton mills and other factories. Originally established as an agricultural community in 1658, Millis later became known as the home of brand names such as Herman Shoes, Safe Pack Mills and Cliquot Club Soda. It even had its own trolley line to Boston running on Pleasant Street.

Today's major businesses concentrate on retail, wholesale, distribution, construction materials and light industrial activities (GAF, National Industries, Ann & Hope, Tresca Brothers, etc.). In general, Millis remains mainly a residential community (characterized by single-family housing). According to 2003 data from the Town of Millis Assessor Data Base, the total land area amounts to approximately 342,300,000 square feet, or 12 square miles, distributed as follows:

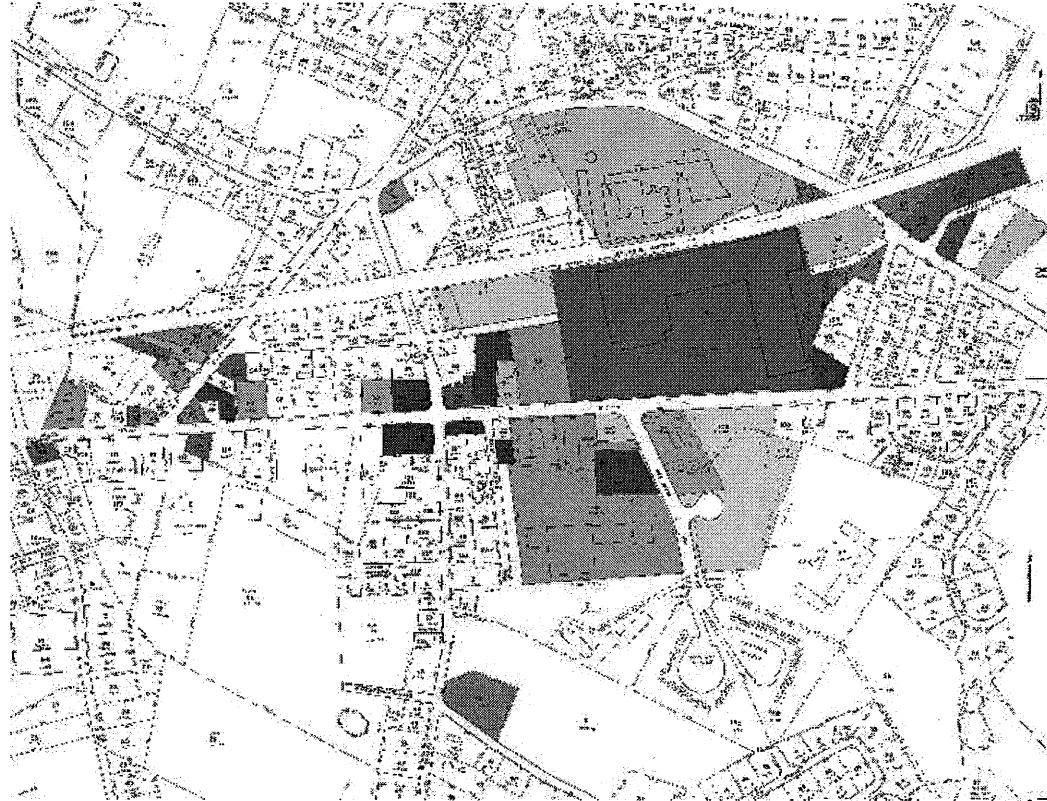
- **Commercial** areas accounted for **1.2%** of the Town area (98 acres)
- **Industrial** areas accounted for **7.1%** of the Town area (556 acres)
- **Residential** areas accounted for **91.7%** of the Town area (3,403 acres)

The following maps illustrate the existing land use patterns in the focus areas, based on current assessor's records. As the maps show, each one of them has a particular character.

- Town Center

This area is characterized by the highest concentration of retail uses, and the highest valued properties in town – Milliston Commons (a retail shopping center including a major supermarket, local stores and office space), 725 Main Street (the former Cliquot Soda plant, currently owned by Ann & Hope and partly used for warehouse and distribution), and GAF (an industrial plant producing roofing components for national distribution). The two last properties enjoy direct access to freight rail.

Existing Land Use



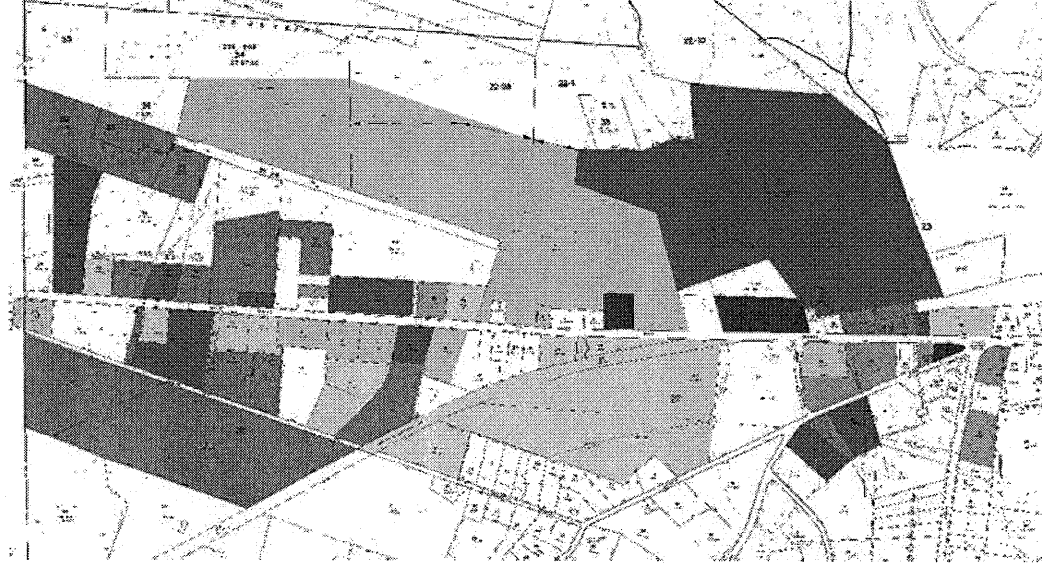
Electro/telephone Fuel and oil storage	Bowling
Gas station	Funeral home
Auto repair Automotive supplies Motor vehicle sales	Nursing home
Shopping center Small retail and service Supermarket	Form bldgs
Bank office General office Medical office Post office Professional services	Fish and game Golf course
Eating and drinking	Warehouse and dist
	Blkg materials Manufacturing Sand and gravel
	Developable land Potentially developable land
	Undevelopable land

Other commercial uses in this area include banks, professional services, medical offices, food and drinking establishments, dry cleaners, and automotive services. Important civic institutions, such as Town Hall, the Fire Station, Police Station, Library, and the Middle and High Schools are also located in here, with direct access from Main Street/Route 109.

- West Main Street

Most of the land uses in this area include manufacturing, and sand and gravel production. The National Industries property (warehouse storage and distribution of building materials) enjoys direct freight rail access on the Bay Colony/Conrail line. Motor vehicle sales and auto repairs characterize many of the commercial properties along this section of Route 109. A cluster of retail and professional offices has developed at the corner of Main, Farm and Pleasant Streets, identified by the presence of Strata Bank and other services.

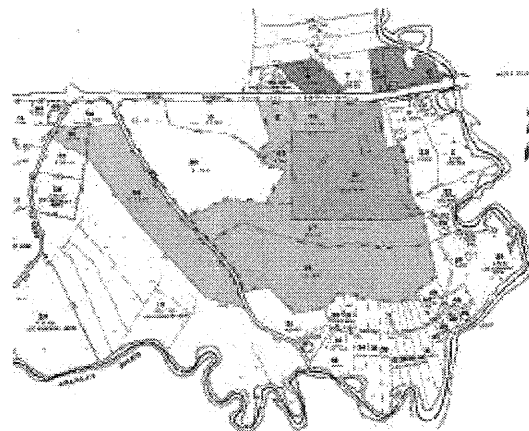
Existing Land Use



- East Main Street

Most of the land in this area is used for sand and gravel extraction, and processing. There are two small food establishments across 109, basically oriented to service manufacturing and trucking employees. Significant portions of the land owned by the sand and gravel company are assessed as potentially developable, and zoned as residential (single family housing).

Existing Land Use



An important business not included within the limits of the study focus areas is the Glen Ellen Country Club. Located off Orchard Hill Road, in a residential zone, the golf club is a recreational facility that attracts customers from neighboring towns and the metropolitan area. Glen Ellen is also available for functions and meetings, and represents a significant seasonal employer.

Access and Circulation

Main access to Millis, and to the commercial and industrial zones identified as focus of the economic development strategy, takes place through Route 109. This is a state highway that connects a series of towns along the Charles River Basin area to major regional highways, from Route 495 in Milford to Route 128/I-95 in Dedham.

Millis is also located at the intersection of Route 109 and Route 115 (Plain Street). Route 115 is a less traveled road that connects Millis to Route 140 in Norfolk, and Route 27 in Sherborn. Access to commuter rail transit connecting to Boston and Franklin is available in Norfolk, the closest rail station. Commuter rail access also is available in Walpole, Needham and Franklin, all within 10 to 20 minutes from Millis.

Route 109 is basically a two-lane road, one lane in each direction. Traffic volume is high at peak hours, which is exacerbated by the presence of heavy trucks and a general lack of left-turn lanes. This affects all the key intersections in Town, including Plain Street/Rte. 115, Pleasant Street and Village Street.

The State has been aware for some time of the traffic problems and congestion that affect Route 109. However, solutions to these problems that would bring about substantial changes to the width of the right-of-way at certain locations are not readily available without major intervention. Streetscape improvements are currently underway along Route 109. The majority of these is located west of Plain Street/Route 115 (to Hammond Lane), and includes new sidewalks, pedestrian lighting, trees, and traffic improvements. Sidewalk improvements are also being made to both sides of Route 109 from Plain Street east to Dover Road, and thence east on one side of Route 109 all the way to the Medfield line. The new streetscape will significantly improve pedestrian qualities, contributing to generate a new identity for Millis Town Center, and it has already started to change the image of the commercial village areas. The center of Millis, therefore, will have significantly improved pedestrian access from much of the Town.

Zoning Districts

The following is a summary of the key zoning requirements that apply to the study focus areas:

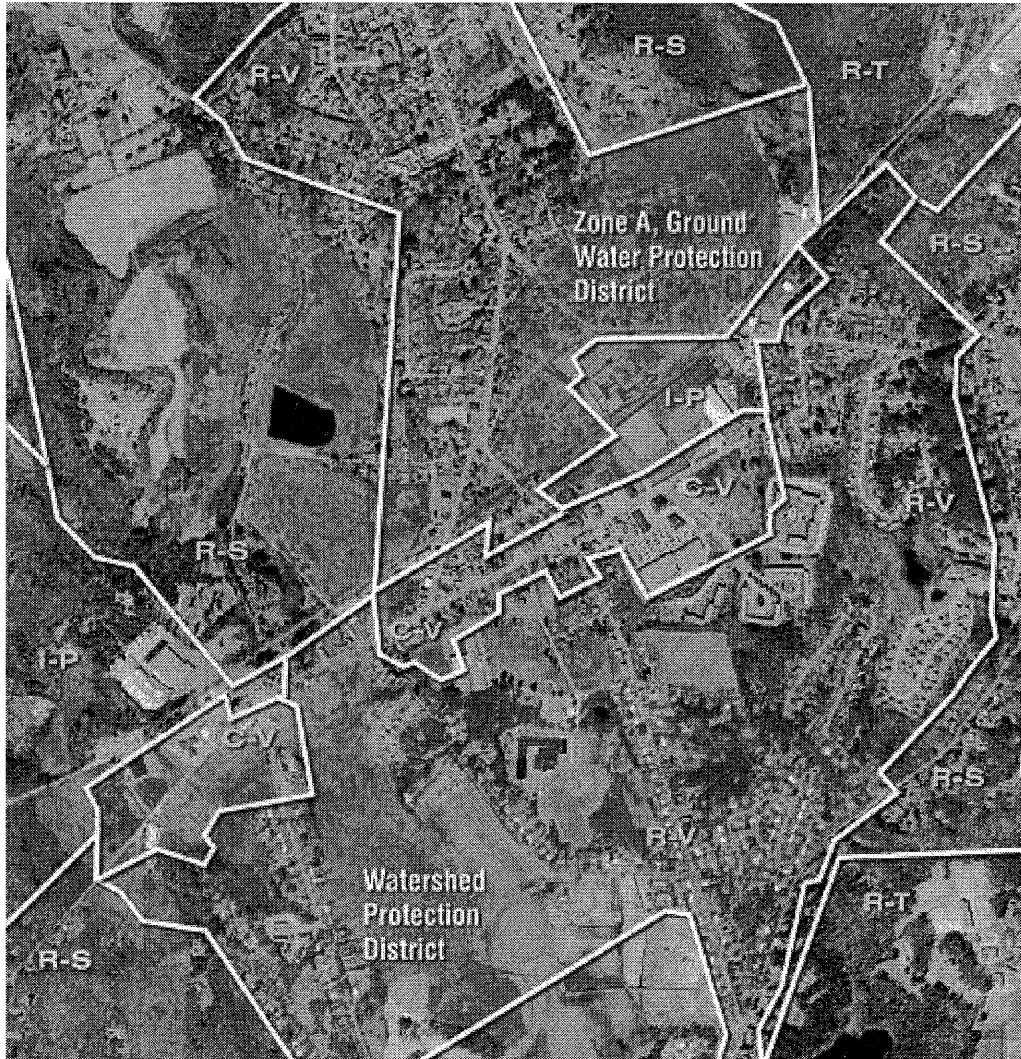
C-V – Commercial-Village District

Allowed Uses

- Most retail, service, agricultural and civic uses, hotels are allowed
- No residential uses are allowed, except for elderly housing by special permit
- Other non-allowed uses include camps for children, hospitals, town garage, boat yards, open storage and manufacturing

Dimensional Requirements

- Minimum lot size: 30,000 sf
- Minimum lot frontage: 150 ft
- Front setback: 40 ft
- Maximum building height: 30 ft or 2 stories
- Maximum lot coverage: 50%



Zoning in Town Center Area

I-P – Industrial Park District

Allowed Uses

- Wholesale, construction and manufacturing uses are allowed
- Retail, banks, hotels, veterinary facilities, hospitals, recreational facilities and residential uses are not allowed

Dimensional Requirements

- Minimum lot size: 1 acre
- Minimum lot frontage: 200 ft
- Front setback: 40 ft
- Maximum building height: 45 ft
- Maximum lot coverage: 40%

Zone A, Ground Water Protection District

The purpose of this district is to protect, preserve and maintain the groundwater supply and groundwater recharge areas within the known aquifers of the town. This particular Zone A appears to be related to the protection of the Water Street well, and the Ann & Hope well located within the Town Center focus area. This is an overlay district which requirements are superimposed to any other district established by the Zoning By-Law (I-P in this case). The following are some of those requirements:

- Commercial and Industrial uses are limited to retail, offices, and industrial businesses that store non-hazardous materials; 15% maximum impervious lot coverage; minimum lot size of 80,000 sq. ft.; on-site sewerage disposal not to exceed 55 gallons per day per 10,000 sq. ft. of lot area.
- Residential uses are subject to the same lot size and on-site sewerage disposal limits
- Disposal of any waste material other than sanitary wastes is prohibited

Zone II, Ground Water Protection District

In addition to Zone A, all the properties within the Town Center focus area located east of Plain St./Rte. 115 are included within the Zone II district. Requirements are less restrictive than the ones for Zone A. However, they may represent a limitation for the future development potential of some of the parcels located in this area. Requirements include the following:

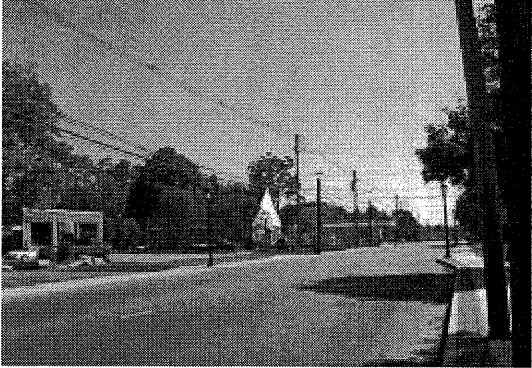
- Commercial and Industrial uses are limited to retail, offices, and industrial businesses that store non-hazardous materials; 40% maximum impervious lot coverage; minimum lot size of 40,000 sq. ft.; on-site sewerage disposal not to exceed 110 gallons per day per ¼ acre of lot area.

Watershed Protection District

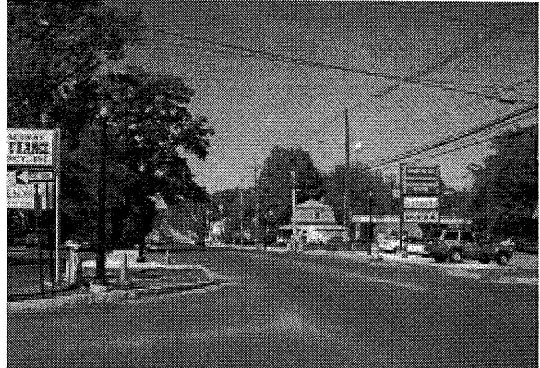
This district protects wetlands and all land located 25 away from the normal high water line of any water body or river. No construction activity is allowed without a special permit.

Photo Inventory

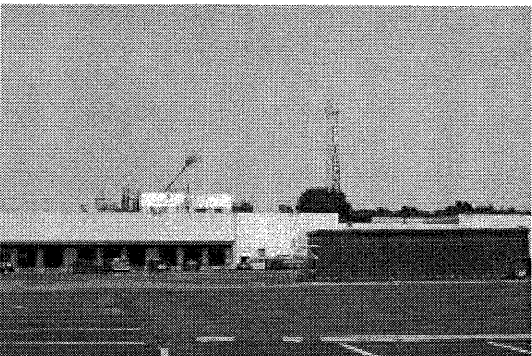
The following selected images illustrate the existing conditions and visual character of the focus areas.



Main/Rte. 109 at Town Hall looking east



Main/Rte. 109 at Town Hall looking west



Ann & Hope property (former Clicquot plant)



Ann & Hope outlets on Main/Rte. 109



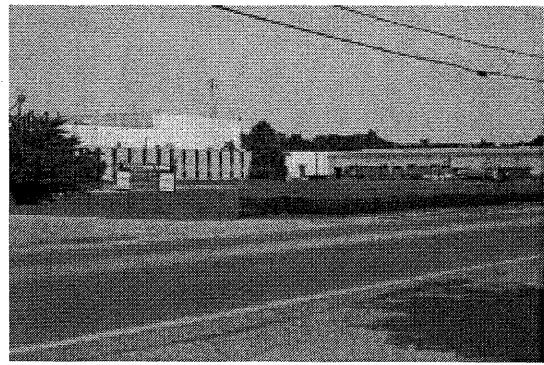
Supermarket at Milliston Commons



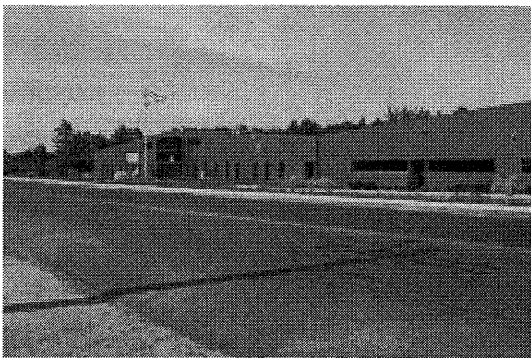
Retention pond at Milliston Commons



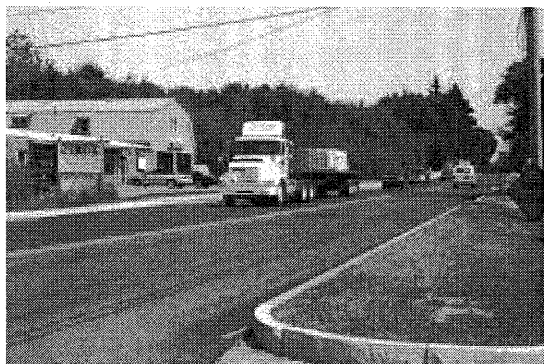
Main/Rte. 109 at Milliston Commons looking west



Vacant space at the Ann & Hope property



Industrial building in the Industrial Park



Truck traffic along Main/Rte. 109



Recent streetscape improvements



Commercial uses along Exchange Street

ECONOMIC PROFILE

The following economic profile provides an overview of the economic conditions and trends in Millis, based on the analysis of recent town, state, and federal data sources. It also identifies how these various indicators of the local economy affect the economic development and growth patterns in Millis. It is organized to provide information on demographics and geographic data, and then to provide a summary of the commercial and industrial uses within Millis. It also includes a review of employment statistics.

Overall, the economic conditions within Millis continue to be impacted by regional and national economic changes. However there are some unique local conditions relative to regional and national information that can be understood from analysis of the data.

Town Demographics

The population in Millis has increased only 3.8% between 1990 and 2000, less than the state average of 5.5%. However, it is expected to decrease almost 5% by 2005 according to the Massachusetts Department of Employment and Training. Population growth generally indicates increased demand on town services including roads, water, sewer, police, and fire. Negative growth on the other hand, should reduce demand for these services.

It is important to note that the Metropolitan Area Planning Council's population projections also indicate a decline in population similar to what is shown on Table 1 (although not a decline in the number of households). However, the Massachusetts Institute for Social and Economic Research (MISER) indicates approximately level population through 2020.

Table 1. Population for the Town of Millis, 1970 - 2010

Year	Population	Increase (%)
1970	5,686	
1980	6,908	21.5%
1990	7,613	10.2%
2000	7,902	3.8%
2005*	7,525	-4.8%

Source: MA Department of Revenue 2003

*Estimated population growth based on MADET 2003.

There are over 220 employers in Millis, and approximately two-thirds of them are service businesses (see Table 2). The resulting per family median income is equivalent to 2.1 average wage jobs per family based on the average weekly wage.

Table 2. Economic Snapshot for the Town of Millis

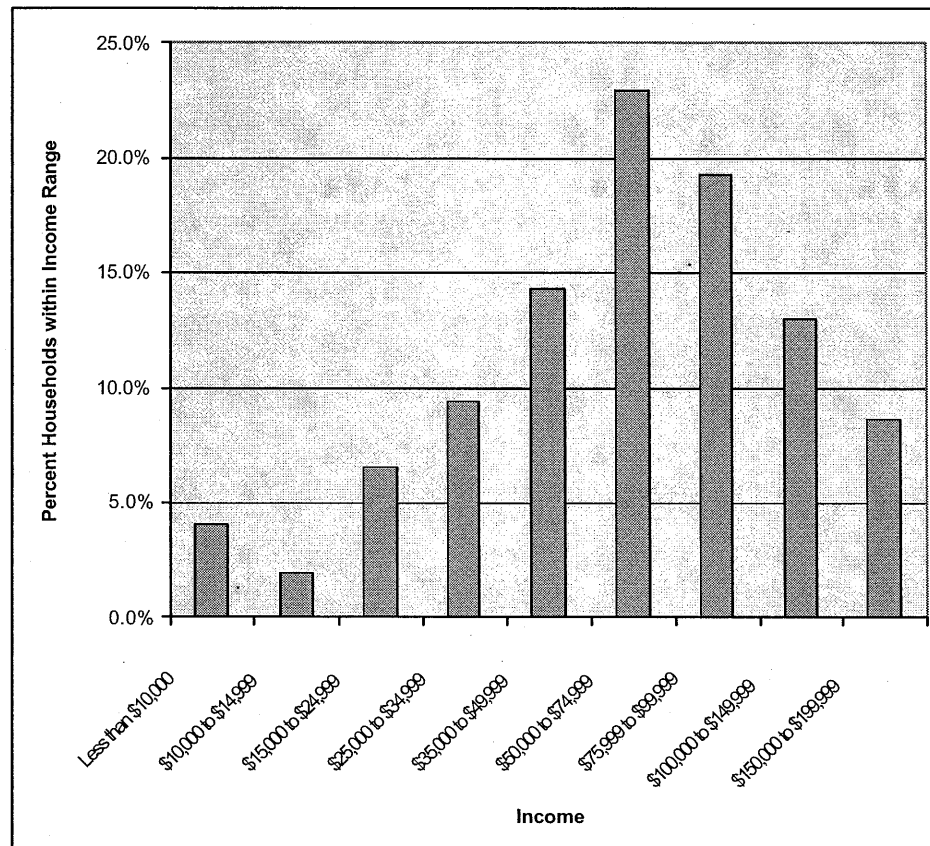
Income	1999 Median Family	\$72,171
Wages for Quarter Ending December 2001	Average Weekly Wage	\$656.79
Number of Employers for Quarter Ending December 2001	Goods Producing	69
	Service Producing	156
	Total	225

Source: Massachusetts Department of Employment and Training, March 2003

Incomes

As shown in the following figure, there is a large range of median household incomes within Millis. More than 8% of the households have a median income of \$150,000 or more. The FY2000 Boston MSA median income for a family of four was \$65,500 according to the MA Department of Housing and Community Development (DHCD). The low-income level (less than 80% of the median) was \$50,200. Approximately 36% of the households in Millis have incomes less than \$50,000 and are therefore considered to be at or below moderate-income households as defined by DHCD.

Figure 1. Median Household Incomes in Millis, 1999



Source: US Census 2000. SF 3, DP-3.

Geographic Data

The following summary information is used to present certain key characteristics that identify the unique zoning, parcel, and land use information of Millis.

Zoning

Land in Millis is classified under 5 different zoning districts (see Table 3). Commercially zoned land comprises a relatively small percentage of the total area, approximately 1.2%. In comparison, residentially zoned land comprises more than 91% of all properties in Millis.

Table 3. Land Areas by Zoning Districts in Millis

Zoning District	Code	Acres	Percent of Total
Residential-Town	R-T	3,02	48.4%
Residential-Suburban	R-S	2,601	33.1%
Residential-Village	R-V	799	10.2%
Commercial-Village	C-V	98	1.2%
Industrial-Park	I-P	556	7.1%
Total		7,856	100.0%

Source: Assessor Data Base, Town of Millis 2003

Commercial and Industrial Development Potential

The development of commercial and industrial zoned land in Millis can be affected by several factors including the proximity of water resources and other environmental constraints on the properties. The Federal Emergency Management Agency (FEMA) provides Flood Insurance Rate Maps (FIRM) that depict locations of predicted flooding. The following figure illustrates the locations of commercial and industrial land that are within FIRM zones. There are approximately 230 acres of these areas that are affected by the FIRM zones. New construction on un-built parcels in these zones is either partially constrained or prohibited depending on local environmental conditions.

Figure 2. Flood Insurance Zones in Commercial and Industrial Zoned Land



Source: MassGIS data set, 2002.

Note: Solid areas represent flood zones in the commercial and industrial zones.

Property Values and Taxes

Assessed values of commercial and industrial land and buildings indicate their relative support to the local economy and tax base. Building values exceed land values for both commercial and industrial uses in Millis by about 1.5 times (see Table 4). Although commercial and residential values per acre are similar, residential values contribute significantly more to the tax base. Although commercial property has significantly more value per acre than industrial, only 100 acres or 1.2% of the town contributes to the tax base.

Table 4. Assessed Land and Building Values in Millis, 2003

Land Use	Land Value	Bldg Value	Total Value	Total Value/acre
Residential	\$248,746,600	\$382,890,900	\$631,637,500	\$153,144
Commercial	\$16,287,800	\$25,741,500	\$42,029,300	\$143,430
Industrial	\$5,228,600	\$8,020,200	\$13,248,800	\$59,987
Forest/Recreational	\$623,900	\$0	\$623,900	\$584
Exempt	\$20,664,800	\$16,842,900	\$37,507,700	\$23,880
Total	\$291,551,700	\$433,495,500	\$725,047,200	

Source: Town of Millis, Assessor's Database 2003.

Property in Massachusetts is taxed according to its uses, and is therefore classified according to standard tax codes. Tax rates are based on a variety of valuations and percentages for the various property classes. Residential properties are valued according to sales while commercial properties are valued according to rents. Although allowed by state law, the differential tax rate is not usually successful for attracting new industry, particularly during down turns in the economy. Towns in the latter position and intent on obtaining new industrial development will typically use Tax Increment Financing or similar techniques to attract the businesses and thereby negate the tax differential.

Tax rates are set each year by the chief elected officials based on the local needs and the allowed increases under Proposition 2½. For Millis, tax rates increased slightly in 2003 from 2002 levels based on assessed valuations (see Table 5). The combination of new tax rates and assessments increase tax levies for all the property classes.

Table 5. Property Tax Rate in Millis, 2002 and 2003

Property Tax Class	Tax Rate per \$1,000 Valuation		Tax Levy 2003	
	2002	2003	2002	2003
Residential	\$15.14	\$15.50	\$9,285,720	\$9,634,506
Commercial	\$15.14	\$15.50	\$711,102	\$729,928
Industrial	\$15.14	\$15.50	\$211,645	\$216,957

Source: MA Department of Revenue 2003

Commercial Vacancy Rates along Route 109

The success of commercial businesses is to a large extent a function of the buying power and general well being of those living and conducting business in their market area. The success of

retailers helps determine vacancy rates and the cost of real estate, which is reflected in the rent property owners can charge for space.

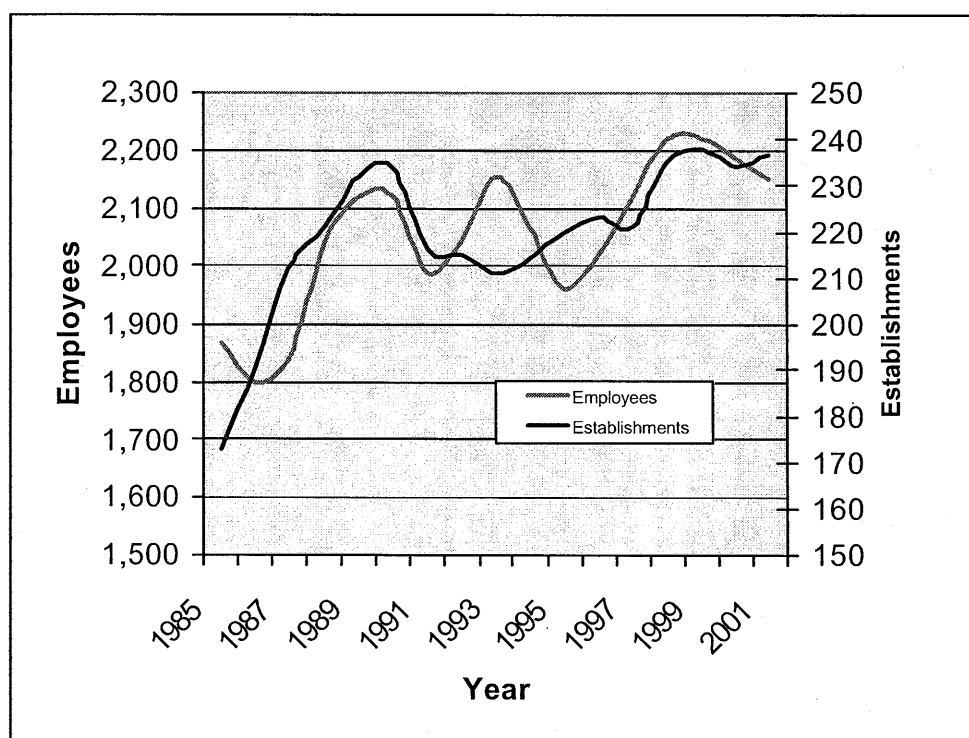
Vacancy rates provide an indication of the area's economic health. Low vacancies, for example, indicate the area's ability to attract and/or retain viable businesses. Furthermore, some areas that experience few short-term vacancies may also have high utilization rates, which indicate adequate competition for select business locations.

In order to gain a better understanding of the businesses in the study area, the consultants performed a windshield survey in June 2003. This survey provided information relative to the type of space (i.e. commercial, residential, or mixed use), information on the building vacancies, the layout and pattern of streets and buildings, and potential development areas. Of all the buildings and businesses that were observed along this corridor, only one building appeared vacant. One large building, next to the Ann & Hope outlets on Main Street had about 100,000 square feet of space for lease.

Employees and Establishments

The number of business establishments has increased slowly over the past 10 years after a sharp increase in the late 1980s (see Figure 3). There were more than 230 businesses registered on the Town's list of commercial and industrial businesses as of 2001.

Figure 3. Employee and Establishments in Millis 1985 – 2001



Source: MADET, 2003

Although there has been a strong presence of the manufacturing sector associated with many of these businesses, the diversity of businesses has obviously contributed to the local economy and the ability to provide a variety of mixed income employment opportunities. The following table shows the largest employers in Millis.

Table 6. Millis's Top Business Employers

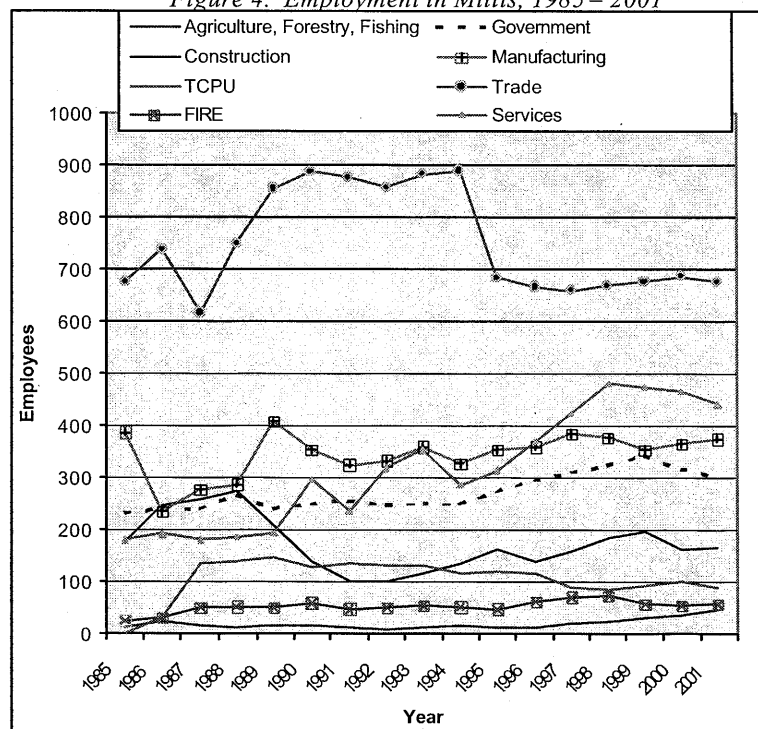
Community	Product/Function	No. of Employees
Town of Millis	Government	155
General Analine & Firm (GAF)	Industrial	120
Ann & Hope	Retail and Distribution	96
Roche Bros.	Supermarket	
Englehard-Millis		60
Tresca Brothers	Mining	50

Source: Town of Millis, Master Plan 2000 and consultant survey in June 2003

Sector Employment

The employment levels in Millis increased over 8% or more than 200 employees between 1991 and 2001. The distribution of employment over the various commercial and industrial sectors provides some insight to the trends in Millis. There is a diverse and varied employment record in many of the sectors. Several sectors have had substantial changes between 1985 and 2001 (see Figure 4). Trade has had the most significant losses and gains during this period. Services have more than doubled its employment base. Other sectors, such as construction, Finance, Insurance and Real estate (FIRE), government, and TCPU (meaning; transportation, communication and public utilities) have remained relatively stable.

Figure 4. Employment in Millis, 1985 – 2001



Source: MADET, 2003

Employment and Wages

Businesses in Millis provide a range of employment opportunities across a diverse employment base. Retail trade and manufacturing have the highest number of employees and comprise more than one-third of the town's employment (see Table 7). Both manufacturing sectors pay the highest weekly wages, more than \$100 per week more than all other wages in the other sectors. Accommodation and food services, which has a substantial number of employees, pays low wages. Surprisingly, professional and technical services pays significantly lower wages compared to manufacturing. All of these employee wages are lower than the median household income for Millis (\$62,806), and this means that that more than one wage earner must be present in each household to meet the median income level or that residents work elsewhere out of town.

Table 7. Employment and Wages Report, 2002

Description ¹	Number of Establishments	Total Wages	Average Monthly Employment	Average Weekly Wages
Total, All Industries	235	\$67,361,761	2,185	\$593
23 - Construction	45	\$8,282,185	184	\$867
31-33 - Manufacturing	15	\$19,285,813	376	\$988
DUR - Durable Goods Manufacturing	12	\$12,489,622	247	\$971
42 - Wholesale Trade	19	\$3,314,776	118	\$542
44-45 - Retail Trade	26	\$7,846,814	357	\$423
51 - Information	5	\$570,255	17	\$648
52 - Finance and Insurance	9	\$1,152,204	38	\$581
53 - Real Estate and Rental and Leasing	7	\$1,612,038	44	\$702
54 - Professional and Technical Services	20	\$1,312,284	41	\$623
56 - Administrative and Waste Services	13	\$1,038,792	46	\$435
62 - Health Care and Social Assistance	13	\$3,765,532	121	\$601
72 - Accommodation and Food Services	18	\$2,016,048	194	\$200
81 - Other Services, Ex. Public Admin	22	\$1,274,115	69	\$356

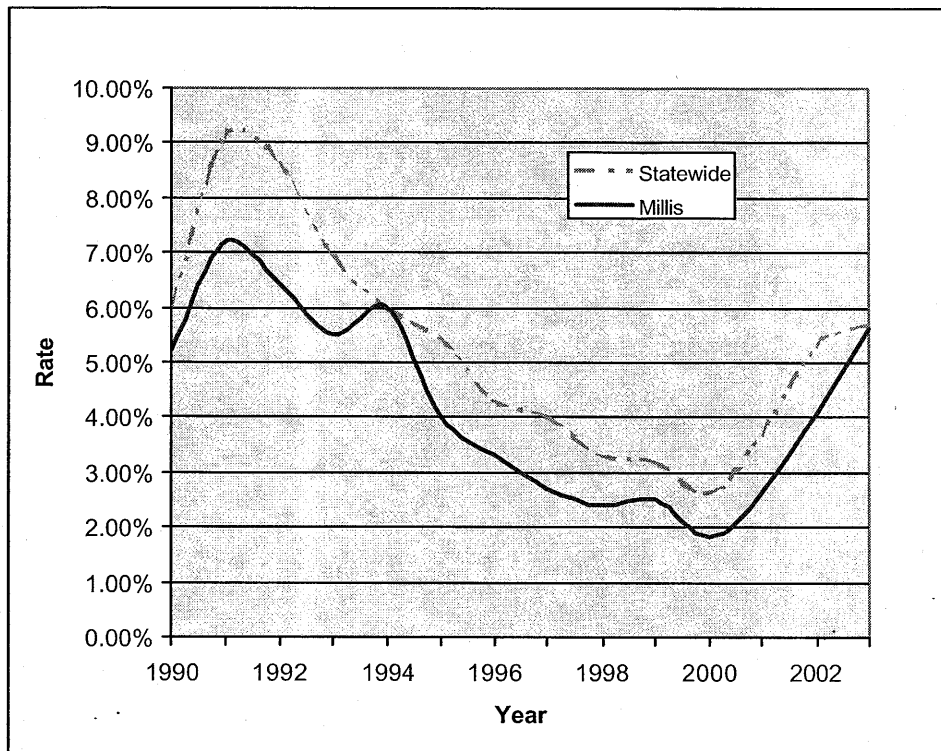
Source: MADET 2003

1. NAICS: North American Industry Classification System

Unemployment

The unemployment rate in Millis has paralleled the state rate over the past 18 years, generally remaining between 0.5% and 2.5 % below the state rate (see Figure 5). However, this past year is the first time it matched the state average since 1994.

Figure 5. Unemployment Rate in Millis, 1984 - 2003



Sources: Massachusetts Department of Revenue, Division of Local Services, 2003, U.S. Department of Labor, Bureau of Labor Statistics, September 2003.

Conclusions

From this assessment, several issues are recognized which will be important in Millis's future economic programs and overall planning.

Land Use

- Much of the land that is zoned for industrial use is also restricted to development due to flooding and other environmental constraints.
- Although a large portion of the town (7%) is zoned as industrial, its value is almost three times less than commercially zoned land and contributes significantly less to the tax base.
- There was approximately 100,000 square feet of vacant industrial space in the industrial zone.

Existing Industries

- Employment levels remained flat between 1990 and 2001 except in the trade sector, which lost several hundred employees in the early 1990s and the service sector, which gained almost the same number of employees.
- Of the industries with the highest employment levels, manufacturing had the top two as well as the highest average weekly wages at almost \$1,000.

Employment

- The Millis town government is the largest employer.
- Millis unemployment rate in 2003 was consistent with the State's.

Demographics

- Low or negative population growth is expected between 2000 and 2005. This will reduce the demand for services and development.
- Approximately 36% of the households are at or below moderate household income levels.

GOALS FOR ECONOMIC DEVELOPMENT

A public meeting was held in October of 2003 in order to identify the key issues and goals that need to be addressed by the economic development strategy. Business owners, local residents, the Board of Selectmen, and the Town Administrator attended the meeting. The initial list of items discussed was developed from the Millis Master Plan. This list was reviewed and expanded based on the comments received at the meeting. The following is a summary of the key issues, opportunities, constraints, goals and objectives reviewed and compiled as a result.

Key Issues

- Commercial Village zoning as it is written encourages low density and small buildings
- The small size of many parcels represents an obstacle to redevelopment
- Half-way location between I-495 and I-95 makes it difficult to attract commercial uses
- There is a lack of distinctive image and pedestrian character along Main Street/Route 109
- Truck traffic on Route 109 is a problem, especially at peak hours
- There is a lack of convenient parking
- There is a need for better walking connections
- A lot of properties are being retained by the older generation
- Property owners need to work together in order to achieve any significant degree of change
- There is a need for an approach from the existing businesses as to what new uses to attract
- The Town and existing businesses need to be more proactive

Opportunities

- Industrial land available (Industrial Park zones along Route 109)
- Vehicular and truck access along Route 109 (state highway)
- Freight rail access (Bay Colony Railroad and Conrail)
- Generous water supply (high groundwater table)
- Recreational opportunities along the Charles River
- Active farming activities
- Historic character and resources
- Long-term opportunity to reopen commuter rail access

Constraints

- Limited potential for growth and redevelopment in Commercial Village zones
- Lack of commercial land available for new development
- Significant portions of industrial-zoned land located within Special Flood Hazard District
- Relative distance to major regional arteries (15 to 20-min drive to I-495)
- Indirect commuter rail access (app. 5- to 10-min drive to Norfolk MBTA station)
- Lack of affordable housing

Opportunities and Constraints



Goals and Objectives

Goal: *Create more and better jobs for Millis residents*

Objectives:

- Increase jobs for residents, including low, moderate and middle income levels
- Attract new jobs and employers from the regional market
- Attract new and high quality businesses
- Support needs for expansion of local businesses

Goal: *Increase Millis' tax base*

Objectives:

- Increase tax revenue to support infrastructure and services
- Increase the commercial and industrial proportion of the tax base

Goal: *Improve Millis' overall quality of living*

Objectives:

- Enhance and maintain the existing rural character
- Establish identity consistent with the needs of residents
- Attract development consistent with town's image and identity

Goal: *Improve the Town Center's image and appeal*

Objectives:

- Review zoning to support some more commercial uses
- Provide for affordable housing to attract and retain employees
- Change building and parking orientation along Route 109

Goal: *Strengthen the Town Center's economic base*

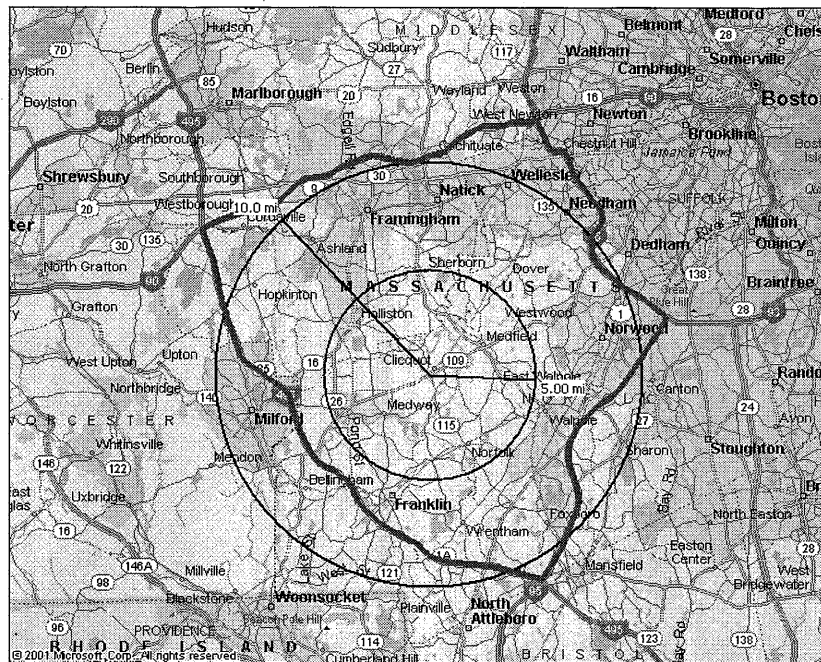
Objectives:

- Strengthen retail presence along Main Street/Route 109
- Attract "clusters" of complementary retail and service businesses
- Support small businesses and home-based occupations

MILLIS MARKET CONTEXT

The ability to attract new retail and other commercial development to Millis will be influenced by the community's competitive geographic location, accessibility, and the demand for goods and services within the market area. As evidenced by the following map, Millis is located toward the center of the suburban area defined by I-95 to the east, I-90 to the north, and I-495 to the west and south, which are indicated in red. The two circles depict 5-mile and 10-mile distances from the Town center, which will be used in evaluating potential retail opportunities.

Figure 6. Location of Millis in the Market Area



During the past several decades, commercial and industrial development has concentrated near interchanges with these interstate highways and along Route 9 to the north and Route 1 to the east. Thus, there are major retail centers, including box retailers, located in Bellingham, Milford, Framingham, Natick, Needham, Norwood, Wrentham, Foxboro, Mansfield, and other neighboring communities. Office and high-tech development has clustered along I-90, I-495, and Route 9. Major industrial and distribution parks have located in Franklin and Mansfield, primarily due to the adjacency of I-95 and I-495.

Since the 2001 recession, there has been limited industrial, R&D, and office development due to the economic decline. Currently there is an over supply of industrial, R&D, and office space in the I-90, I-495, and I-95 market area and the entire metropolitan area. As seen in the following table, there are some 2.35-million square feet of office, 3.97-million square feet of R&D, and 2.05-million of industrial space available in the area generally defined by Routes I-90, I-495, and I-95. Available space includes both vacant unleased space and leased space that is available for sublease. Availability rates in the 20% range are indicative the lack of demand. Given the minimal absorption, the market overhang could likely last for at least five or more years. Other than demand for office space by local-serving businesses and professional firms, there is little likelihood that office, R&D, and industrial uses could be attracted to Millis in the near future.

*Table 8. Office, R&D, and Industrial Space Availability
I-90, I-495, and I-95 Market Area*

	Total	Space in Square Feet		Occupied	Vacancy Rate	Availability Rate
		Vacant	Available			
Office Space	11,881,113	1,370,908	2,352,327	9,528,786	11.5%	19.8%
R&D Space	5,446,980	1,018,007	1,318,607	3,968,373	18.7%	24.2%
Industrial Space	10,417,037	1,979,393	2,050,915	8,096,122	19.0%	19.7%

Source: Spaulding & Slye Report 4th Quarter 2003

Millis currently has nearly 50 retail and service establishments and some 20 restaurants and eating establishments according to directories and a tour of the area. The uses include convenience and service establishments such as food, drug, video, liquor, and related stores, as well as banks, travel agencies, and barber/beauty shops and salons. There are also establishments dealing in antique and used furniture, clothing, florists, hardware stores, sporting goods, thrift items, and toys. The eating establishments range from fast food to full service restaurants. Such establishments serve both local and regional markets.

Millis Market Area

The primary market area from which retail, restaurant, and service establishments can be expected to attract shoppers and patrons is the area within five miles of the Town Center, with a secondary market area extending to approximately ten-miles. In 2003 there were an estimated 21,070 households living within five miles of the Town Center. The median income was estimated to be \$91,750 annually. The majority of the households were between the ages of 35 and 55 years of age.

Table 9. Estimated 2003 Households by Age and Income within 5 Miles of Millis Center

Household Income	Number of Households by Age Category							Total	Distribution By Income
	15 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75 and over		
Income Less than \$15,000	14	46	68	140	128	237	303	936	4.4%
Income \$15,000 - \$24,999	12	45	105	181	101	212	352	1,008	4.8%
Income \$25,000 - \$34,999	14	54	173	185	148	215	207	996	4.7%
Income \$35,000 - \$49,999	47	172	383	326	410	360	235	1,933	9.2%
Income \$50,000 - \$74,999	75	434	891	801	639	381	171	3,392	16.1%
Income \$75,000 - \$99,999	15	383	1,080	1,012	586	211	103	3,390	16.1%
Income \$100,000 - \$124,999	10	303	940	973	441	133	61	2,861	13.6%
Income \$125,000 - \$149,999	5	173	630	710	279	60	57	1,914	9.1%
Income \$150,000 - \$199,999	11	163	685	635	448	51	41	2,034	9.7%
Income \$200,000 or more	20	153	899	919	475	67	71	2,604	12.4%
Total	223	1,926	5,854	5,882	3,655	1,927	1,601	21,068	100.0%
Distribution By Age	1.1%	9.1%	27.8%	27.9%	17.4%	9.2%	7.6%	100.0%	
Est. 2003 Median Household Income	\$58,224	\$88,835	\$106,044	\$107,610	\$92,121	\$47,465	\$32,019	\$91,750	

Source: Claritas, Inc.

This number of households is projected to increase by approximately 1,190 by 2008 according to data provided by Claritas, a national demographic analysis firm frequently used by retailer and developers of retail facilities. The median household income is expected to increase by more than \$14,000 by 2008.

Table 10. Estimated 2008 Households by Age and Income Within 5 Miles of Millis Center

Household Income	Number of Households by Age Category							Total	Distribution By Income
	15 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 - 74	75 and over		
Income Less than \$15,000	18	35	42	119	151	233	260	858	3.9%
Income \$15,000 - \$24,999	11	30	38	150	108	210	324	871	3.9%
Income \$25,000 - \$34,999	20	48	76	181	121	204	270	920	4.1%
Income \$35,000 - \$49,999	40	106	193	249	384	368	225	1,565	7.0%
Income \$50,000 - \$74,999	128	347	469	642	795	472	268	3,121	14.0%
Income \$75,000 - \$99,999	48	358	624	1,001	693	284	107	3,115	14.0%
Income \$100,000 - \$124,999	15	327	643	1,020	631	197	84	2,917	13.1%
Income \$125,000 - \$149,999	9	256	557	939	484	133	64	2,442	11.0%
Income \$150,000 - \$199,999	16	226	613	1,032	586	99	73	2,645	11.9%
Income \$200,000 or more	58	242	946	1,427	906	128	98	3,805	17.1%
Total	363	1,975	4,201	6,760	4,859	2,328	1,773	22,259	100.0%
Distribution By Age	1.6%	8.9%	18.9%	30.4%	21.8%	10.5%	8.0%	100.0%	
Est. 2008 Median Household Income	\$68,023	\$104,878	\$125,717	\$125,492	\$107,041	\$57,902	\$37,190	\$105,900	

Based upon data from the Bureau of Labor Department Statistics and the household and income data from Claritas, it is possible to estimate the potential increase in retail and services expenditures in the Primary Market area. The 2003 retail expenditures by residents living within 5 miles of the Millis Town Center was estimated to total more than \$609.6-million. By 2008, these expenditures are expected to total more than \$741.5-million, an increase of more than \$131.9-million. The estimated expenditures are set forth by category in the following exhibit for the Primary Market Area, the area within 5-miles of the Town Center.

Table 11. Estimated Aggregate Household Expenditures By Category

Primary Market Area

Category of Expenditure	2003	2008	Change
Food at Home			
Cereals	\$6,763,600	\$8,038,750	\$1,275,150
Bakery Products	\$13,757,500	\$16,771,350	\$3,013,850
Meats, Poultry, Fish, and Eggs	\$36,781,850	\$44,677,600	\$7,895,750
Dairy Products	\$15,532,000	\$18,899,750	\$3,367,750
Fruits and Vegetables	\$24,989,950	\$30,710,150	\$5,720,200
Other Food	\$45,281,700	\$54,803,500	\$9,521,800
Food Away From Home	\$106,081,450	\$128,628,000	\$22,546,550
Alcoholic Beverages	\$17,467,100	\$21,599,350	\$4,132,250
Household			
Laundry and Cleaning Supplies	\$5,894,500	\$7,188,150	\$1,293,650
Other Household Products	\$14,022,750	\$17,815,700	\$3,792,950
Postage and Stationary	\$6,189,850	\$7,677,150	\$1,487,300
Household Textiles	\$6,244,150	\$7,732,950	\$1,488,800
Furniture	\$19,361,050	\$23,232,200	\$3,871,150
Floor Coverings	\$1,917,250	\$2,329,150	\$411,900
Major Appliances	\$9,402,200	\$11,413,850	\$2,011,650
Small appliances and Misc. Housewares	\$5,079,700	\$6,393,350	\$1,313,650
Misc. Household Equipment	\$31,548,500	\$38,535,300	\$6,986,800
Apparel			
Men's	\$19,748,100	\$23,281,900	\$3,533,800
Boys 2 to 16	\$4,754,750	\$5,176,150	\$421,400
Women's	\$26,944,950	\$34,036,200	\$7,091,250
Girls 2 to 16	\$5,388,500	\$5,728,950	\$340,450
Children Under 2	\$3,261,350	\$3,759,900	\$498,550
Footwear	\$14,399,800	\$17,260,900	\$2,861,100
Other Apparel	\$11,322,500	\$13,732,850	\$2,410,350
Personal Care and Medical Products/Services			
Personal Care Products/Services	\$24,561,400	\$29,504,500	\$4,943,100
Drugs	\$20,699,100	\$27,087,700	\$6,388,600
Medical Supplies	\$4,569,100	\$5,746,550	\$1,177,450
Entertainment			
Fees and Admissions	\$26,331,200	\$31,577,700	\$5,246,500
TV, Radio, and Sound Equipment	\$32,573,500	\$39,472,900	\$6,899,400
Pets, Toys and Playground Equipment	\$18,250,800	\$21,981,400	\$3,730,600
Other Entertainment Supplies	\$24,045,000	\$28,772,200	\$4,727,200
Books, Magazines, and Reading	<u>\$6,412,200</u>	<u>\$7,950,250</u>	<u>\$1,538,050</u>
	\$609,577,350	\$741,516,300	\$131,938,950

Augmenting this potential demand will be the increased expenditures from residents of the secondary market area. The secondary market area, located between five and ten miles of the Millis Town Center currently contains an estimated 107,525 households. By 2008 this area is projected to increase by 4,945 households to 112,470 households. The income of these households is greater than that of the primary market area, according to Claritas data. The increase in retail expenditures in the secondary market area between 2003 and 2008 is expected to total nearly \$490-million. The aggregate increase in retail expenditures by residents of the combined primary and secondary market areas is estimated to be in excess of \$620-million by 2008.

Table 12. Estimated Aggregate Household Expenditures By Category

Secondary Market Area

Category of Expenditure	2003	2008	Change
Food at Home			
Cereals	\$28,606,800	\$33,571,650	\$4,964,850
Bakery Predicts	\$57,594,050	\$68,777,750	\$11,183,700
Meats, Poultry, Fish, and Eggs	\$153,485,850	\$182,854,500	\$29,368,650
Dairy Products	\$64,634,300	\$77,163,400	\$12,529,100
Fruits and Vegetables	\$105,025,800	\$125,945,300	\$20,919,500
Other Food	\$188,875,650	\$224,546,700	\$35,671,050
Food Away From Home	\$438,360,700	\$522,586,200	\$84,225,500
Alcoholic Beverages	\$72,458,100	\$87,400,050	\$14,941,950
Household			
Laundry and Cleaning Supplies	\$24,654,200	\$29,449,750	\$4,795,550
Other Household Products	\$56,574,100	\$69,959,800	\$13,385,700
Postage and Stationary	\$25,666,900	\$31,105,800	\$5,438,900
Household Textiles	\$26,030,550	\$31,429,550	\$5,399,000
Furniture	\$79,475,700	\$94,017,100	\$14,541,400
Floor Coverings	\$7,923,600	\$9,458,850	\$1,535,250
Major Appliances	\$38,475,800	\$46,051,600	\$7,575,800
Small appliances and Misc. Housewares	\$21,065,250	\$25,651,600	\$4,586,350
Misc. Household Equipment	\$128,049,450	\$154,029,100	\$25,979,650
Apparel			
Men's	\$81,228,100	\$95,129,050	\$13,900,950
Boys 2 to 16	\$19,311,950	\$21,564,300	\$2,252,350
Women's	\$111,334,150	\$136,355,700	\$25,021,550
Girls 2 to 16	\$21,760,300	\$24,024,200	\$2,263,900
Children Under 2	\$14,731,200	\$16,580,750	\$1,849,550
Footwear	\$59,990,000	\$70,752,950	\$10,762,950
Other Apparel	\$46,401,000	\$55,414,850	\$9,013,850
Personal Care and Medical Products/Services			
Personal Care Products/Services	\$102,441,500	\$120,078,700	\$17,637,200
Drugs	\$91,318,900	\$113,234,650	\$21,915,750
Medical Supplies	\$19,712,850	\$23,978,250	\$4,265,400
Entertainment			
Fees and Admissions	\$106,969,950	\$127,168,550	\$20,198,600
TV, Radio, and Sound Equipment	\$135,352,200	\$161,040,900	\$25,688,700
Pets, Toys and Playground Equipment	\$74,226,650	\$88,380,950	\$14,154,300
Other Entertainment Supplies	\$96,102,200	\$114,449,800	\$18,347,600
Books, Magazines, and Reading	\$27,066,350	\$32,613,550	\$5,547,200
	\$2,524,904,100	\$3,014,765,850	\$489,861,750

Millis Market Potentials

There is an opportunity for new and existing retail and service establishments in Millis to attract an increased share of retail expenditures from residents in both the primary and secondary market areas. Clearly, Millis must compete with other established town centers, such as Medfield, as well as retail centers and box retailers; however, the estimated retail expenditures are sufficient to support the development of new retail establishments and to enable existing establishments to expand in the Town's retail area.

In order for Millis to increase its market share, the Town Center area will need to attract niche, destination retail establishments that will appeal to persons living in the secondary market area and beyond, as well as local-serving, convenience-oriented retail. Roche Brothers, for example, is the type of food retailer that attracts a clientele from beyond the primary market area that drive past other supermarkets on their way to shop at the Roche Brothers supermarket. Local restaurants and other retailers also attract shoppers and patrons from beyond the local area. Examples of unique, destination retail shops that could attract shoppers from the secondary market area and beyond might include specialized sporting goods, custom clothing, imported goods, unique craft and arts, hobby, or other types stores.

There will also be a need to accommodate the expansion of existing and new convenience retail stores. The CVS pharmacy, for example, had previously sought a new facility in Millis, which is typical as their customer base and market expands. Usually such pharmacies seek to build a freestanding store at a corner location on the main access road. In expanding markets, it is often the case that a competitive pharmacy chain, such as Walgreen or Brooks, will also seek a nearby location for a new freestanding store. Where there are no well-located buildings that could accommodate a chain coffee shop, video store, or other convenience retailer, the retailer will usually seek a site for a new freestanding building. Although such freestanding retail stores may fulfill the needs of individual retailers, they are not likely to contribute to the creation of a destination retail area or revitalized town center. The success of revitalizing the Town's retail area is likely to be dependent upon creating an attractive town center that would attract unique, destination retail shops that would draw shoppers from the secondary market area and beyond.

In terms of the development potentials, it is reasonable to assume that a well designed new and revitalized Town Center, including unique destination retailers, restaurants, and service establishments, together with a mix of other convenience retailers, could capture an additional 1.5% to 3.5% of the total expenditures in the primary market area and between 0.075% and 0.175% of the aggregate expenditures in the secondary market area, plus a nominal 5.0% inflow of sales to persons living outside the trade areas. This capture reflects an increase above the expenditures that are currently attracted to the Millis retail area.

At these capture rates, the level of sales would be sufficient to support between 40,000 and 130,000 square feet of new retail, restaurant, and service establishments. The range of development potentials reflects the difference between the estimated 2003 and 2008 retail expenditures and the range of potential capture rates. The square footage areas set forth in the following table do not include street level or upper floor office space for local real estate brokerage, insurance, legal, financial service, and other businesses that serve the local and regional market.

Table 13. Estimated Retail, Restaurant, and Service Space Supportable in Town Center Area

Increased Capture of Expenditures		Supportable Development	
Primary Market Area	Secondary Market Area	Based on Estimated 2003 Sales	Based on Estimated 2008 Sales
<i>in Percent</i>		<i>in Square Feet</i>	
3.50%	0.175%	90,000	130,000
3.25%	0.163%	85,000	120,000
3.00%	0.150%	75,000	110,000
2.75%	0.138%	70,000	100,000
2.50%	0.125%	65,000	90,000
2.25%	0.113%	60,000	80,000
2.00%	0.100%	50,000	75,000
1.75%	0.088%	45,000	65,000
1.50%	0.075%	40,000	55,000

In summary, the data indicate that there is sufficient population, income, and retail expenditures in the primary and secondary market areas to support additional retail, service, and restaurant development to revitalize the Town Center area. To be successful, it will be necessary to create an attractive town center area that will be competitive with other town centers, retail centers, and box retailers in order to attract both unique retail establishments and increased retail expenditures of residents in the primary and secondary market areas.

CONCEPTS AND RECOMMENDATIONS

The analysis of existing conditions and the market context indicate that the best opportunities for economic development in the near future lay in the strengthening and revitalization of the existing Town Center, and the potential development of new destination retail to attract customers from the market area located within five to ten miles of the Town Center. In order to accomplish this, Millis needs to create an attractive shopping environment able to compete with Medfield and other surrounding communities.

Millis can do this by promoting and enhancing its village character, and building upon its historic resources. The following recommendations include zoning and development measures, as well as design considerations complementary to the recent streetscape improvements that have successfully enhanced the image and identity of Main Street/Route 109.

Summary of Recommendations

The following recommendations summarize the proposed strategy for economic development:

- *Target retail development to the Town Center (C-V zones)*

There may be potential opportunities for the development of lifestyle and destination retail along Route 109 that Millis could attract by improving and marketing its Town Center. The Ann & Hope property represents a significant opportunity for redevelopment right across Route 109 from Millston Commons, which could potentially attract specialized and personal retail services complementary to the ones available.

- *Target industrial development to the Industrial Park area along Route 109 (I-P zone)*

Excellent access along Route 109 and the presence of light industrial and automotive services makes this area appropriate for uses that require visibility, good vehicular and truck access, and space for outdoor storage and display. Wetlands in this area represent a potential constraint at some locations. However, visibility and the presence of developable areas along the Route 109 frontage will make many of these properties attractive to potential new development. Potential new uses in this area may include: sales, storage and distribution of construction materials, and automotive sales and services.

- *Review and update current Zoning in order to:*

- *Introduce mixed use residential components in the Town Center (C-V zones)*
- *Rezone the current IP area in the Town Center for future residential-compatible uses north of the rail line, and commercial redevelopment along Route 109*
- *Rezone the current I-P area along Pleasant Street for residential use*
- *Consider Special Permit requirements for redevelopment within Zone A in the Town Center that will enable moderate density without jeopardizing ground water protection*

Zoning changes to allow for the development of mixed use residential uses in the Commercial Village zones would contribute to create a permanent population in the

downtown, which would increase the customer base for local businesses and generate pedestrian activity beyond regular business hours. These changes could be achieved by either changing the current G-V zoning district requirements, or creating a Town Center Overlay District that could be applicable to more than one zoning designation (described in more detail below).

The Industrial zones on Union Street and Pleasant Street are remnants of an industrial era that are not necessarily compatible with the present character of adjacent residential areas. Rezoning those areas to uses more compatible with the neighboring residential properties will have a long-term positive effect on economic development and the overall quality of living in the Town.

Current Ground Water Protection District requirements may limit the redevelopment potential of industrial and commercial properties located within Zone A and Zone II areas in the Town Center. The following ideas are offered for consideration in order to allow for moderate density redevelopment of those properties:

- The Town may want to preserve its limited sewer capacity for use in enabling redevelopment of the commercial and industrial areas, rather than allowing additional connections for purely residential purposes in the lower-density residential zones,
- The Town may want to consider whether pervious paving, or a higher degree of cleanup and recharge of stormwater to the groundwater in the Zone A could be used under a Special Permit to enable higher ground coverage of allowed land uses in the Town Center without jeopardizing the municipal wells.
- The Town may want to consider whether development proposals that would reuse the same footprint of the existing structures and parking lot on the Ann & Hope site would be allowed, even though these would probably exceed the impervious cover limits for new construction within Zone A.

Zoning requirements for the Ground Water Protection District include provisions for Special Permit approvals. These could be reviewed or expanded in order to allow for special circumstances that could arise from potential redevelopment options for the GAF and the Ann & Hope properties located within Zone A. This zone currently allows residential and commercial land uses that are consistent with the redevelopment options identified for those properties, which are described below. Some of the required dimensional standards, however, may be too restrictive in terms of impervious coverage and on-site sewerage disposal to allow for a successful redevelopment of those properties. The Leadership in Energy and Environmental Design (LEED) Green Building Rating System, compiled by the U.S. Green Building Council, represents an effort to provide national standards for "green building" and site design based on innovative practices and technologies. The Town may want to consider using some of these standards as models to tailor Zone A Special Permit requirements for the purpose of better balancing economic development goals and environmental best management practices in the Town Center.

- *Promote long-term environmental recovery and recreation along the Charles River*

The Charles River is the most significant natural asset in Millis, and it offers great opportunities for recreation and the enjoyment of nature. Opportunities could possibly be explored in partnership with adjacent towns, such as Medfield and Norfolk, to provide and

manage access to the river for recreational and educational purposes. The Massachusetts Audubon Society owns a wildlife sanctuary in Norfolk, which could be used as a model (perhaps a potential collaborator) for the creation of a Nature Center offering environmental protection and educational programs.

Nature trails, boating, canoeing, kayaking and fishing are recreational activities that could be expanded and would help to attract visitors to Millis on seasonal basis. Access and visibility from Route 109 could be used in establishing a visitor center to provide boat rentals, services, and information to local residents and visitors from the metropolitan area.

The current Industrial Zone located at the Medfield boundary has been actively used for sand and gravel extraction for many years. The town could work with the local industry to establish goals and plans for the long-term environmentally recovery of some the areas already exhausted, especially those closer to the river. Potential residential development and heavily landscaped buffers around the edges could help create better transitional zones between the quarry and the surrounding residential areas.

- *Market and promote the Town Center to potential businesses and customers*

The Town and the business community need to work together in marketing and promoting the Town Center as a place to shop, live, and recreate, in order to attract customers, residents, and new businesses. Similarly, they could mutually benefit from working together in assisting and retaining existing businesses looking for expansion by providing access to information, guidance and support.

Town Center Development Concepts

Develop Retail Themes

- Lifestyle Retail Center

A lifestyle center, providing specialized retail services for a variety of needs such as books, apparel, gourmet cooking, fitness, electronics, and personal services could represent an opportunity for retail development along Main Street/Route 109. Roche Brothers, Primavera, and the upcoming Gold's Gym are examples of such specialized retail already available in Millis. The market overview indicates that there is a potential for more of this type of activities. Potential redevelopment opportunities located right across from Roche Brothers in the Ann & Hope vacant properties could result in additional advantages for the creation of an attractive shopping district by allowing for the location of retail on both sides of Main Street/Route 109.



Aerial View of Milliston Commons

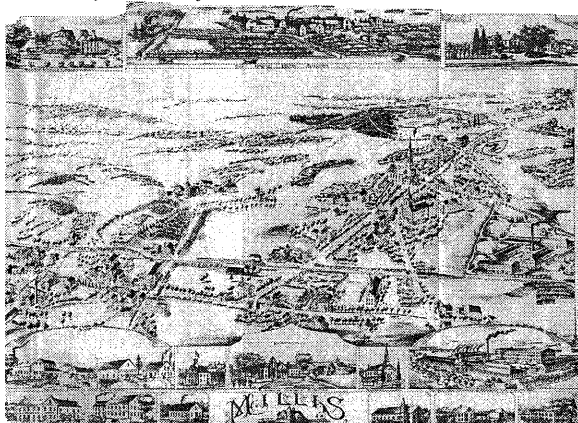
- Destination Restaurants

High-end and gourmet restaurants represent important attractions that can add clout and popularity to a Town Center area, increasing visibility and overall business activity. Rossi's and Primavera are two examples of existing restaurants that attract customers from a wide range of communities around Millis. An interesting quality of restaurants and food establishments is that they often benefit from clustering, especially when they are located close to each other. People come to visit one establishment, and may come back to visit another restaurant the next time if it looks as good and interesting as the first experience. Another potential high-end, chef /owner restaurant in Millis, could help generating a cluster of restaurants and a new destination in the map of restaurant goers and connoisseurs.

- Historic Town Center

Small-scale retail and civic uses characterize the historic and traditional Town Center areas located along Main Street/Route 109 and Exchange Street. There may be opportunities to revitalize and enhance this area through a proposed Library renovation and the construction of a new Police Station. It may be possible to add new neighborhood stores to enhance and complement the existing retail mix at this location, such as a new bakery/café, bookstore, expanded dry cleaners, etc.

Bird's Eye View of Historic Millis



Town Center Area West of Plain Street/Route 115

- **Recreational / Educational Venues**

Recreational activities involving nature and family recreation, is another area that may be tapped for the development and diversification of economic activities. There are currently two farms in Millis, and a bowling center that offer recreational activities for all age groups. There is also a golf course within the Town limits, and access to the Charles River for boating and fishing. The potential for developing hiking and biking activities, a miniature golf, summer day-camp programs, and other family-oriented recreational uses could be further explored as opportunities to increase the overall quality of living in the Town.

Ann & Hope Site Redevelopment Alternatives

Land for new development, and in particular land with good visibility and access for commercial development is scarce in Millis, as it has been pointed out before. The most significant opportunity is currently represented by the partially vacant Ann & Hope property, the former Clicquot Soda plant that once symbolized the economic strength of the Town. The redevelopment of this prominent site would have a strong positive impact in the Town's Center image and economic future. The following options have been identified as potential opportunities for this site:

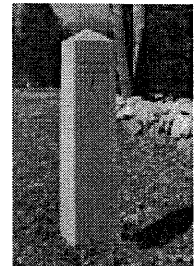
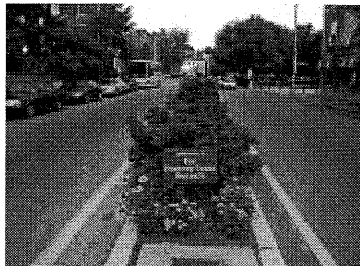
- Potential retail development (lifestyle center)
- Potential mixed use development including retail and housing
- Potential GAF direct truck access to Route 109 easement/right-of-way

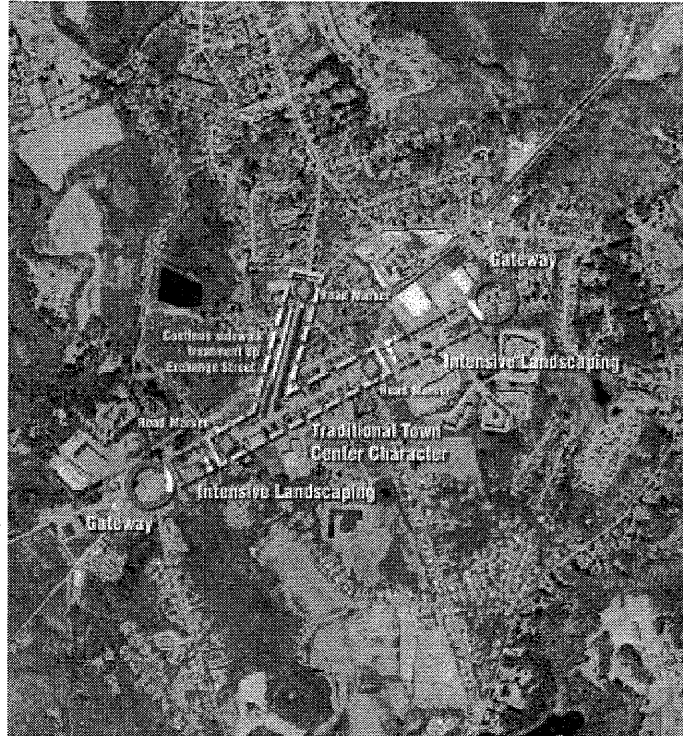
Townscape Improvements

Enhancing the pedestrian quality and overall aesthetic appearance of the existing business areas along Main Street/Route 109 would contribute significantly to improve the Town Center's image and appeal. The Town has already moved several steps forward during the last year, by implementing high-quality streetscape improvements along Main/Route 109 and enacting zoning changes that will relocate parking from the front of the lots to the back of the buildings. The recommendations herein proposed are intended to be complementary to the actions already initiated by the Town, and include the following:

- Extend sidewalk design treatment (streetlights, brick extensions, trees) along Exchange Street up to the Curve Street intersection
- Provide special gateway landscaping or road markers along Route 109 and Exchange Street, in order to identify arrival to Millis' Town Center

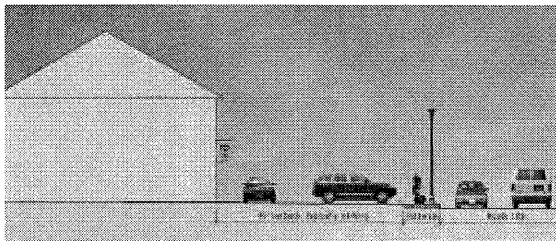
Gateway Samples



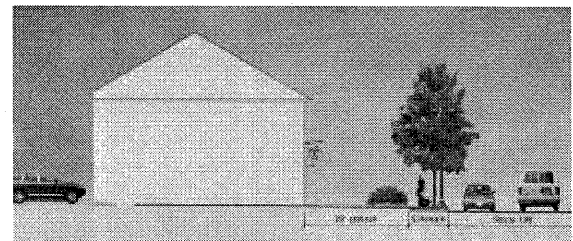


Concept Diagram

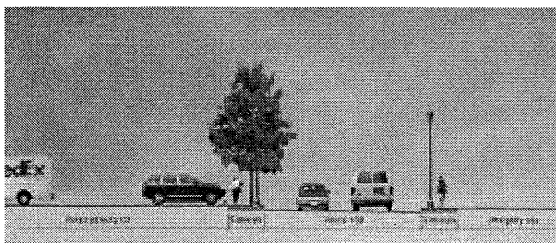
- Require a planted buffer between sidewalks and parking lots
- Support building renovation and improvements, especially those that will result in bringing storefronts closer to the sidewalk
- Consider relocating overhead utilities along Main/Route 109 to the rear of the lots or underground



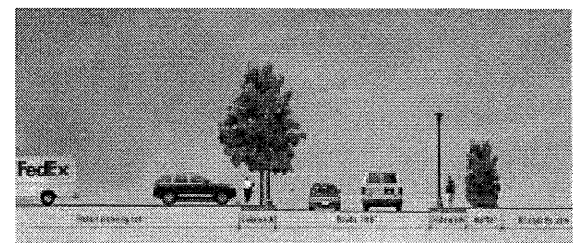
Current Setbacks



Proposed Setbacks



Current Planting



Proposed Planting

DEVELOPMENT TOOLS

The following are some of the tools available to the Town for implementation of the concepts and recommendations described above:

Town Center Overlay District

A special zoning overlay district could be created to support the introduction of mixed use residential development and the desired aesthetic/quality of living improvements in the Town Center area. A new zoning overlay could be applied to areas currently zoned as C-V, I-P, and residential, leaving the current zoning unchanged, but guiding future development in these areas in terms of the character and type of uses allowed, specific dimensional requirements, and special provisions:

- Mixed-use Town Center concept – *allow residential uses on upper floors of commercial buildings or as limited multi-family residential use components of complexes that focus retail and small professional office space along Main Street/Route 109.*
- Dimensional requirements to create/support pedestrian scale (setbacks, height, parking): *Revise 40' setback to 15' maximum setback to remove parking from front to back of buildings and create a zone for plants*
- Design guidelines to maintain traditional character (siting, building massing, materials, signage): *Require trees in 15' setback to reinforce pedestrian sidewalk zone, require a planted buffer between sidewalks and unsightly uses*
- Development Review Process – *any significant new development would need to undergo a review process to ensure compliance with the special provisions and design guidelines as a prerequisite for approval.*

Special definitions and limitations as to which developments would be considered “significant” in size would be some of the standards that the Town could set depending on what it may consider to be a reasonable limit for compliance with the underlying zoning.

Instead of creating a new overlay district, the Town may opt for reviewing and changing the existing C-V requirements to achieve similar results. However, this would only be effective to improve the overall Town Center area if the proposed rezoning of Industrial areas along Union Street and the Ann & Hope properties is done concurrently.

Stewardship Committee

The outlined vision and goals for the Town Center “as an enhanced mixed use commercial and residential village district with attractive retail services, restaurants and pedestrian amenities” will require active marketing, support and promotion from the Town authorities, local residents and existing businesses.

The Town could select a group of business leaders and active residents within the community to assist with the implementation of economic development goals and recommendations. This selected group or committee could serve as the liaison between Town officials and the business

community, property owners, and residents in establishing the policies, programs and overseeing that will be required to accomplish the identified vision.

Business Outreach Program

Attracting the desired type of businesses and developers may require a pro-active role from the part of the Steering Committee, business owners and Town authorities. Even if market conditions may support a potential for new retail development and services, the Town may need to actively compete with other neighboring communities, such as Medfield and Norfolk, in order to succeed.

Building Improvement Program

The Town should investigate funding sources available to provide financial assistance and incentives to property owners for improving their buildings and storefronts, especially existing buildings along Main Street/Route 109, which would benefit from increased visibility and pedestrian access. Some of the potential funding sources available include state grants and programs such as Community Development Block Grants (CDBG) and Public Works Economic Development Grants (PWED).

Other towns in the metropolitan area have been successful in enlisting the participation and support of local businesses and financial institutions, such as local savings banks, to contribute a basic initial amount of money that could be used to start a revolving low-interest loan program.

The Cecil Group, Inc.
Bonz and Company

