Towards the Implementation of Mansfield's Five Year Strategic Plan

The Priorities

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I. Introduction

A. Process

In September of 2011, the Town of Mansfield entered into a contract with Mullin Associates to initiate a community-wide planning program designed to stimulate the implementation of both school and town strategic Master Plan goals for the next five years. In order to accomplish this, an eight-step process was developed that included the following:

1. A review of current master planning and capital planning documents.
2. Interviews and meetings with key staff, board members and the business community.
3. The preparation of concise working documents that would provide critical information for the citizens of Mansfield.
4. The holding of ten focus group meetings to gain insights into the critical issues facing Mansfield.
5. Organizing a charette to determine Strategic Planning priorities.
6. Coordinating a "ground truthing" exercise involving town managers (2), superintendents of schools (2) and town planners (2) from other communities that assessed the findings of the focus groups and the charette.
7. A presentation before Annual Town Meeting and
8. Preparation of a final report.

II. The Community Audit

A. On Management

While Mansfield has suffered through the recession along with virtually all other Massachusetts cities and towns, it is a well-managed and operated community. Its expectations are carefully monitored and it regularly adapts the most frugal of policies. Its bond rating is very positive, it has a capital program that has been annually funded to meet critical needs and its enterprise funds are keeping pace with growth. On the other hand, the town has under-funded reserves, there are three large capital projects on the horizon, it is coming closer to build-out and there is little likelihood for any increase in state aid. In a final analysis, provided there is close attention to capital projects, the Town is well positioned to meet its needs for the next five years.

B. On the Schools

The Town has a first class set of school buildings that would be the envy of many towns. With the exception of replacement costs, there are no capital projects that will require floating bonds over the next five years. Approximately 80% of its graduates attend institutions of higher learning, which is well above the state average. Moreover, its MCAS scores are above average and its SAT scores are in the top 25% of the state. Over the next five years, the school population is expected to decline by 6.6%. Nonetheless, one can only expect further demands on the school system as federal and state mandates place new requirements on the system.

Moreover, with new requirements in technology (just to stay current) and a need to address class size inequalities, the school system will be hard pressed to maintain its positive record without selective new investment. The status quo in schools will lead to decline.

With the exception of the process of determining school expenditures, the school system receives very positive praise from the townspeople. It is clear that a new approach to budgeting which is open, transparent and reviewed throughout the year is in order.

C. On the Business Climate

While Downtown Mansfield has been the recipient of new investment over the past five years, its character continues to erode. Its retail shops, with few exceptions, do not reflect the values of the community: There are ground floor vacancies, ill-maintained structures and it is increasingly attracting low end shops that have little staying power. It lacks major anchors (except for the Mansfield Bank). Its churches appear to be attracting fewer members and may be candidates for closure over the next five years. What is more, approximately 30% of the downtown residential units fail to meet the standards of the State Building Code.

The Town has undertaken significant studies of downtown in the recent past related to traffic flow and parking. The goals and objectives found in these plans should begin to be implemented through state highway funds and parking enterprise accounts. It also must address a crossing of the CSX tracks, improving pedestrian access to the commuter rail station, resolving land use issues on the Hatheway-Patterson property and removing inconsistencies in the zoning.

We are convinced that, with the maximum use of federal and state grants, enterprise funds and regulatory reforms, Mansfield can dramatically improve its downtown over the next five years. If it does not make these improvements, it will continue to decline.

D. On Cabot Office Park

Built in the 1970s and 1980s, it has long been considered to be one of New England's best industrial/office parks: it is beautifully designed, landscaped and maintained. Unfortunately, it is now showing its age. The buildings, built before energy became a significant cost factor, are highly inefficient. The park is laid out with largely single-story structures on small lots that are difficult to revitalize under the zoning code. And the uses, initially focusing upon warehouse activities, are in flux.

The ownership pattern of the park is also about to change. Prologis, the owner of a number of buildings in the park, will begin selling off its properties on a lottery lot basis this summer. Similarly, the former Chrysler Warehouse structure is on the market. Covidien, the largest private employer in town, will be ending its leases on four of the five buildings it occupies within the next five years: it will have little trouble finding high-quality, inexpensive space along the Route 495 corridor or even in Downtown Boston.

All of the above will require the attention of the Town if the park is to continue to attract new owners and tenants that offer well-paying jobs, contribute to the tax base and maintain its positive aesthetic characteristics. As will be shown later, while there will be extensive work required to insure its prosperity, the expenses to the town will not be extravagant.

E. On Infrastructure

The Town of Mansfield's infrastructure system is one of the best managed, financed and planned we have observed across the Commonwealth. All of its enterprise accounts are well funded and enable management to plan for future needs. In the next five years, electric needs will be fully

met once the East Mansfield Substation comes online in 2013. As well, water needs will be met through the upgrades to the well fields which are expected to come online in 2013. Solid waste removal needs are not an issue: a contract is in place through 2018. The Airport has recently completed its master plan and has an improvement program in place that will be funded through its own revenues.

There are four key issues that must be faced in the coming years. First, discussions with Norton and Foxboro over a regional wastewater treatment plant are ongoing. Hopefully agreement on this project will occur quickly: it is critical to the Town's future. Secondly, there have been recent discussions concerning the closing of the Parking Enterprise Account and placing the revenue in the general fund. Given the fragile condition of downtown, the need for pedestrian-friendly parking and aesthetic improvements that could result through well-designed programs, we urge the town to carefully scrutinize the impacts of this change before any action is taken. Thirdly, needed improvements related to State Route 106 will require extensive discussions with Foxboro officials to insure that optimal advantages accrue to both towns. Finally, it is clear that the townspeople want their roads in good order: the phrase "pave not patch" was consistently heard throughout the preparation of this report. If all of the major projects under construction are completed, the Mansfield-Foxboro-Norton Regional Wastewater District becomes a reality, the enterprise funds are kept intact and state and federal highway funds are granted for downtown roadwork and repaving of town roads, the Town's infrastructure will be in excellent condition for the next five years.

F. On Open Space, Natural Resources and Cultural Resources

Throughout the process there was little concern expressed over the need to take dramatic action in terms of open space, natural resources and cultural resources. The non-profit Natural Resources Trust, Conservation Commission and state agencies have been successful in preserving critical open space along the banks of the Canoe River and throughout town. However, it should be noted that careful stewardship of the Canoe River must be maintained for its function as the "sole source aquifer" for the town. Given that new residential buildings are being increasingly constructed on less than optimal lands and there is sedimentation along the Canoe River, diligence must be used by all staff and boards in town.

There is some concern on conservation matters. There was support expressed for increased hours for the Conservation Commission staff due to the nature of continued development. (The Town Manager has expressed support for this idea). Beyond this, however, Mansfield has not applied in recent times for Local Acquisition and Natural Diversity (LAND) funds or Parkland Acquisitions and Renovation Funds. Both of these programs would help the Town to acquire critical lands to protect its natural resources and to expand/revitalize its parklands. Finally, the Town needs a build-out map. This map will enable the Town to determine how much remaining land can be built upon, where it will occur, the land use character of the growth and the degree of threat this new growth could bring to the aquifer.

The question of the future of the Mansfield Public Library was raised. At present, it is a heavily used, well respected and highly appreciated element of Mansfield's community life. Some have mentioned it is too small for the population and given the possibility of new growth, may be overcrowded. The concerns did not reach a point where a quick response is required. However, it does appear a future needs study may be in order over the next five years.

G. On Public Safety

There were two critical issues facing public safety. The first related to the need to create a full cadre of fire fighters and police officers. The Town Manager is aware of this and is endeavoring to add new personnel. The second is that the police station and one of the fire stations are becoming increasingly outmoded. Attention to both of these will be required over the next five years.

H. On Housing

Mansfield is one of the few towns that have met the state target of 10% of its housing stock as affordable. This is a highly commendable achievement. The citizens recognize the need to provide a wide assortment of housing (i.e.: over age 55 units, starter homes, condominiums) but believe market forces will meet this demand. Most people who have participated in this strategic planning process are supportive of higher density residential units in mixed use settings for the downtown area. They also echoed support for grants designed to improve the approximately 30% of the units in downtown that do not meet the current building code. Finally, there is little understanding of the roles of the Mansfield Housing Authority and Mansfield Housing Corporation. Over the next five years, there will be little strategic planning action required by the Town provided it continues to provide the variety of housing options presently allowed.

I. On the Council on Aging

Mansfield, like most towns in Massachusetts, is becoming increasingly older. We expect the demands on the Council on Aging (COA) will only increase over the next five years. We also expect the relatively small COA facility will become increasing active. While there is no need for capital investment for the near future, the needs of the COA must be increasingly integrated into the Town's mainstream efforts. Questions concerning a future senior center should be discussed in concert with library needs. Moreover, both a future COA and library should be analyzed as community facilities that could gain value by co-locating with the school campus. It is time to begin discussions.

III. Summary Findings

A. Introduction

The process for this study included meeting with key staff members, conversations with critical town boards, discussions with the business community, the holding of town meetings with focus groups, the conducting of a charette and the coordination of a "ground truthing" exercise. It also included snapshot assessment of the state of the town and the insights of Mullin Associates Incorporated. The guidance provided by the Executive Committee to Mullin Associates was the following:

- the recommendations are to be strategic in nature and reflect a five year time horizon.
- The recommendations are to include extensive citizen input.
- The recommendations are to be as integrative as possible across municipal, non-profit and private sector lines.
- The recommendations must reflect the town's financial condition.

B. Summary Findings

There is extensive agreement on the strategic direction of town planning for the next five years. In terms of a strategy, the citizens, staff and stakeholders expressed a high degree of consensus on the following:

- They wish to be well-managed, well-run and frugal. There is little desire to increase taxes or debt beyond current rates and percentages.
- They are supportive of changing the process by which town and school needs are evaluated and budgets reconciled. Transparency, careful planning and long-term perspectives are in order.
- They recognize the importance of the Cabot Business Park to the Town's economy and are supportive of efforts to keep it prosperous.
- They recognize the importance of protecting the environment and would be supportive of efforts to increasingly protect the aquifer through town regulations (i.e.: zoning), grants (land and water conservation funds), public works policies and private gifts of property.
- They recognize the townspeople are becoming older, but expressed little support for changing the current direction of the Council on Aging. The next five years should be a time of study and reflection.
- They recognize the need for replacing the DPW Garage, Police Station and the North Main Street Fire Station and would be generally supportive of funding these facilities under the Capital Improvements Program.
- They are quite concerned with the future of downtown and see the need for intervention through public-private partnerships, regulatory reform and grant writing.

IV. Strategic Recommendations

A. Cabot Business Park

1. The Town should develop a program that is designed to insure a positive future for Cabot Park. More specifically:

a. The Town needs to designate a group to take responsibility for the effort. A revitalized Industrial Development Commission may be in order.
b. The Town needs to interact with Covidien to determine how it can help the company to stay in Mansfield.
c. The Town needs to work with Prologis to determine the impact of sale of its buildings to individual companies.

d. The Town needs to examine regulatory reform that will enable more flexible structural arrangements and land uses.
e. As part of its regulatory reform, the Town should include the application of green principles.
f. The Town should explore the creation of a Betterment District or Business Improvement District for the park.

2. Cost Implications Concerning Cabot Business Park

a. If nothing is done, there will be a loss of tax dollars as the quality of the park erodes and an extensive number of vacancies occur.
b. The breakup of Prologis will result in increased road maintenance costs (Prologis has been voluntarily maintaining the landscaping adjacent to public ways in the Park).
c. The loss of Covidien would lead to increased vacancies and a loss of business and retail expenditures across town.
d. The enactment of higher density options, changes in the floor area ratio, mixed uses and possibly a Betterment District for the park would lead to increased tax revenues, employment opportunities and the maintenance of its aesthetic qualities.

3. Funding Options

a. None of the proposed actions would have to become part of the Capital Plan.
b. Most of the tasks would require the work of staff and volunteers.
c. The cost for writing new regulations and establishing green principles could be funded out of state grants.
d. The cost of creating a Business Improvement District or Betterment District proposal could be funded out of federal grants (EDA Planning Grants, Mass Works or the Community Reinvestment Act.

B. Business Climate-Downtown

1. The Town needs to develop a series of actions over the next five years that address the following actions:

a. The Town needs to create an advisory committee that recommends the action steps required to implement this plan.
b. The Town needs to implement the recommendations of the Access Study and Parking Study in a phased manner with particular attention to linking the Commuter Rail Station to Downtown.
c. The Town needs to create a Transit Oriented Development District that increases densities, allows for mixed uses and is linked to Downtown.
d. The Town needs to become proactive with property and business owners to determine how best it can support private sector needs.
e. The Town, working with the Tri-Town Chamber of Commerce, needs to create a market profile that shows present and possible expenditures in Downtown.

f. The Town needs to develop a public-private partnership through a Business Improvement District.
g. The Parking Enterprise Fund should be kept intact and applied as a required match to state and federal grants.
h. Conversations with CSX to create a road crossing should begin immediately.
i. The Town needs to create aesthetic regulations to control the exterior quality of Downtown development.
j. The Town should take a proactive position with the owners of 150 Oakland Street, the former Chocolate Factory. While on the fringe of Downtown, its reuse will have a strong impact.

2. **The Cost Implications Concerning the Business Climate**
   a. If nothing is done, the Downtown will continue to erode. There will be increased vacancies and a loss of character.
   b. If nothing is done, property values and employment will decline.
   c. Public-Private investment and regulatory reform would result in new growth, new jobs and new residential opportunities.

3. **Funding Options**
   a. The Parking Improvements could be funded out of the Parking Enterprise Fund.
   b. The Access Improvements could be paid out of Chapter 90 Funds.
   c. Pedestrian Improvements could be paid out of Community Development Block Grants or Public Works for Economic Development Grants.
   d. Transit Oriented Development and other regulatory reforms would require staff time.
   e. Regulatory issues could be analyzed through a Massachusetts Smart Growth Association Grant or a Massachusetts Downtown Initiative Grant.
   f. The Chamber, Downtown Beautification Committee and the Town should establish a Business Improvement District Study Committee.
   g. The Town, working with the banks, should guide the development of a small business loan pool capitalized under the Community Reinvestment Act policies.

C. Mansfield Schools

1. **While there is extensive pride and respect for the results of the School Department, there is concern over technology, class size and budget processes. More specifically:**
   a. The Town needs to insure that the School Department has sufficient funds to develop and implement curricula that enable all of its students to be competitive upon graduation. Particular attention should be placed on integrating technology into the curriculum.
   b. Once budgeting constraints have been established, the School Department should have the responsibility of allocating the funds to insure the highest possible quality of education.

c. There is need to create a budget system that is both short- and long- term.
d. The short-term budgeting system should consist, at a minimum, of a) informal meetings between the Superintendent and Town Manager, b) formal quarterly meetings between the School leadership and the Town Manager that are designed to determine, with increasing specificity, the availability of funds and c) a memo of understanding on town meeting requests.
e. The long-term budgeting system should show the likely needs of the School Department on a five-year cycle. This should guide the discussion for the short-term budgeting meetings.
f. The School Department should create a regular, highly transparent method of reporting on its needs, progress and outcomes. This reporting should be clearly understood by both those involved in the Schools and those who are not. Topics ranging from curriculum reform to class size, staffing and capital improvements need to be addressed.
g. The long-term cost ramifications of federal and state mandates need to be clearly articulated (i.e.: the bussing of the homeless and the "No School Left Behind" mandates).
h. Given the importance of Schools to the Town and the need for budgeting integration, the assistance of the Massachusetts Superintendents' Association and the Massachusetts Municipal Association would be invaluable.
i. A program to more closely integrate the schools into the community should be developed. This program should consider the healthy communities movement, increased use of school facilities by the community, the role of community access television and the possible future placement of a council on aging and public library on school grounds.
j. A School Superintendent – Town Manager established committee should be formed to determine the cost savings that could occur by integrating information technology and maintenance funding into one organization.

2. The Cost Implications Concerning Schools

a. If nothing is done, the ability of the schools to maintain a high quality curriculum and to meet the technological needs of Mansfield students will erode. There will be a need to invest over the five years of this plan.
b. There will be additional costs imposed upon the Town from federal and state mandates over the five years of this plan.
c. Elements of the Healthy Communities Movement could be funded through the Mass DOT Safe Routes to School Program.
d. The development of the budgeting process will largely require staff time.

3. Funding Options

a. The maintenance of a quality curriculum and meeting the technological needs of the students will require municipal investment.
b. Developing an effective budgeting process may require some consulting services. Municipal funds will be required.
c. There are federal and state grants available for programmatic assistance. These will require skilled grant writing services.

D. Infrastructure Development

1. The Town, through its Capital Budgeting Plan and Federal and State Grants, should invest in the following projects:

a. The Town needs to continue to repair (not patch) its roads over the next five years.
b. The Town needs to invest in the Mansfield-Foxboro-Norton Regional Wastewater District.
c. The Town needs to phase in investment in downtown parking.
d. The Town needs to phase in improvements related to transportation access in the Downtown.
e. The Town needs to phase in pedestrian improvements throughout Downtown with particular attention to the commuter rail station.
f. The replacement of the DPW Garage, Police Station and North Main Street Fire Station should be scheduled as capital improvement projects.

2. The Cost Implications Concerning Infrastructure

a. If nothing is done to the roads, there will be safety hazards.
b. If nothing is done to improve transportation access and pedestrian movement, Downtown's character will continue to erode.
c. If the wastewater treatment facility is not funded, the ability to stimulate economic growth will be impeded.
d. If the Police Station, North Main Street Fire Station and DPW garage issues are not faced, then safety and emergency services will suffer and the ability of the Town to maintain its public works will be impeded.

3. Funding Options

a. Road repairs and downtown access improvements could be funded through the Capital Plan, Chapter 90 funds and Public Works for Economic Development funds.
b. Parking Improvements could be funded out of the Parking Enterprise Fund.
c. The Wastewater Treatment Facility could be funded out of its Enterprise Fund.
d. Pedestrian access could be funded out of Chapter 90 and CDBG funds.
e. The DPW Garage and Public Safety facility could be funded out of the Capital Budget.

E. Public Safety

1. Throughout the process, three strategic issues concerning public safety emerged. They are noted below:

a. The Town needs to replace its police station and the North Main Street Fire Station, possibly with a Public Safety Complex.
b. The Town needs to fully staff its police and fire departments.
c. The Town needs to address the future of its outmoded fire facilities.

2. **Cost Implications Concerning Public Safety**
   a. The failure to fully staff the police and fire departments and/or provide an adequate and efficient public safety complex will impact the speed of reaction and the quality of service. The staffing issue is presently being addressed by the Town Manager.

3. **Funding Options Concerning Public Safety**
   a. The staffing of the police and fire departments will require additional funds from town revenues.
   b. The funding of the Public Safety Complex should be placed in the Capital Budget.
   c. The study of future fire stations should be undertaken by staff.

F. Open Space, Natural and Cultural Resources

1. **The Town should continue to protect its open space and natural resources to the highest degree possible. More specifically:**
   a. The Town must maintain the high quality of the Canoe River Aquifer through monitoring and regulations.
   b. The Town should insure all of its policies continuously reflect on the impact of development on the aquifer.
   c. The Town should work with the Natural Resources Trust to develop a strong trust – town partnership in acquiring additional open space.
   d. The Town should take advantage of the Land and Water Conservation Fund to acquire additional land.
   e. The Town needs to update its Conservation maps and create a Build-out map.

2. **The Cost Implications Concerning Open Space, Natural and Cultural Resources**
   a. The dependence of the Town upon the Canoe River for its water means that it must protect it at all costs. As the Town moves toward build-out, it must insure it provides the purest form of water possible. The failure to do so will impact virtually every aspect of community life.

3. **Funding Options**
   a. The review of regulations concerning aquifer regulations would be a staff function.
   b. The development of a Trust – Town partnership should be coordinated through the Town Manager's Office.
   c. The writing of grants, the update of conservation maps and the creation of the Build-out map would be staff functions.

G. Council on Aging

1. **While the Town recognizes the importance of the Council on Aging to the quality of life, it is quite satisfied with its present status. However, the Town should explore the following steps over the next five years:**
   a. The Town should study the capacity of the present facility and staff to meet the growing needs of its elderly.
   b. The Town should explore the long-term possibility of integrating the COA, Library and School facilities.

2. **The Cost Implications Concerning the Council on Aging**
   a. Given Mansfield's increasingly aging population, it will have to address the need for additional services, staffing and space.

3. **Cost Options**
   a. The needs addressed above would require staff support.

H. Housing

1. **The townspeople have expressed a general satisfaction with its ability to meet the public requirements of affordable housing. The only strategic recommendation is as follows:**

   a. The Mansfield Housing Authority and Mansfield Housing Committee should coordinate their activities.

2. **The Cost Implications**
   a. This approach will help to insure the Town meets the State mandated goal of 10% of its housing stock as affordable and, therefore, not penalize the town when it applies for grant assistance.

3. **Funding Options**
   a. The recommendation will require staff time.

Appendix One: Factors that Influenced the Community Audit

These factors were determined through a review of town reports, planning documents, fiscal information, interviews, public meetings and site observation. The positions taken relative to these factors are those of Mullin Associates Inc.

Demographic Factors

- The town has been relatively stable from a demographic point of view over the 2000-2010 time period. There have only been small increases (absolute numbers) in most categories.
- From a % perspective, there have been a number of noticeable increases. For example, the population aged 65+ increased by 34% (482 persons).
- The population of Asians increased by 8% (+361) and Latino/Hispanics by 5.3% (+170). The white population basically remained the same (+90).
- Reflecting the increase on population 65+, the median age increased from 33.8 to 38.6, showing an aging population.
- Also reflecting in part the stability of the town, the average family size only slightly decreased from 3.34 to 3.32.
- The number of housing units increased by 279, an average of 28 units/year.
- Owner occupancy and rental occupancy rates were basically unchanged.
- The median house value increased about 90%, almost doubling from 2000-10 ($221,500 to $421,917).
- Income increased significantly, with median family income increasing 37% and median family increasing 25%.
- Crime rates have decreased fairly significantly from 1999 to 2010.

School Factors

1. The town has a first class set of school buildings. No new schools are expected to be needed over the next five years.
2. Capital investments for schools are averaging $276,335 per year over the past four years. These expenditures are largely to replace worn out facilities
3. MCAS scores for the schools in Mansfield are in the top half of the State. They are in the middle of their peer communities.
4. Certified staff to student ratios are 1 to 18.6 (2010-2011). The State ratio is 1 to 13.9. The average of its peers is 1 to 14.3. In addition to classroom teachers, this number reflects nurses, guidance counselors, speech and language therapists, occupational therapists, art and music teachers, PE and health teachers, and all specialists.
5. The cost per student from local taxes was $9,947 in 2010. The State average is $13,055. The average of its peers is $11,736.
6. There are significant variances in the local teacher to student ratios. They are: Roland Green Elementary School (grades pre-K): 1 teacher for 22.4 students. Everett W. Robinson Elementary School (grades K-2): 1 teacher for 22.9 students.

Jordan Jackson Elementary School (grades 3-5): 1 teacher for 28.1 students.
Harold L. Qualters Middle School (grades 6-8): 1 teacher for 23.5 students.
Mansfield High School (grades 9-12): 1 teacher for 25 students.

7. The percentage of graduates planning to attend public or private institutions of higher learning is 79.9%. The State average is 60% and the average of peer schools is 85.7%.
8. The school population is 4,872 and is expected to decrease by 325 students or 6.67% to 4,547 over the next four years. The high school population is expected to decrease from 1,499 to 1,446, a decline of 3.54%.
9. The latest SAT mean scores for Mansfield are Reading---533, Writing---538, and Math---554. These scores rank among the top 25% of the State, but are slightly below 7 of its peer schools.

Utilities and Infrastructure Factors

1. The sewer system is approaching capacity. It is expected that a regional facility will be developed in the next five years. It will be financed out of enterprise funds.
2. The water system, upon the completion of the Albertini Well, Cate Springs Well and the Walsh Well, is expected to have sufficient capacity for the next five years. The improvements are being financed out of enterprise funds.
3. The electric system, after the East Mansfield Substation comes online in 2013, will have sufficient power for the coming years.
4. Broadband connectivity is widespread across the community. No problems are expected over the next five years.
5. Solid waste removal services are under contract through 2018.
6. There is a need to address the issues of parking and traffic flow in downtown. A Downtown Parking Committee has been formed to develop recommendations. A Traffic Study has recently been completed by SRPEDD.
7. There is a need to improve access from the Commuter Rail Station along Route 106 to Route 140.
8. The inability to cross the CSX lines is an impediment to growth in downtown.
9. The Highway Garage is outmoded and in need of replacement.
10. Attention to road maintenance is essential.
11. The existing fibre optic network owned by the Town needs to be optimized and utilized to the fullest extent possible to encourage information sharing.

Fiscal Climate/Tax Structure Factors

1. The Town of Mansfield is well positioned in terms of the future growth of the Commonwealth and the Region.
2. The infrastructure system, once planned improvements are undertaken, will be satisfactory for the next five years.
3. The Capital Improvement Plan is highly respectful of the need to minimize tax expenditures.
4. The key regional business assets for the town are its interstates, the commuter line, Cabot Business Park, the airport and the rising wealth of the I-495 corridor.

5. There is little apparent direct economic gain, at present, from the commuter rail station.
6. Cabot Business Park is in a period of volatility as an extensive number of properties are likely to be placed on the market over the next five years.
7. Downtown, while there has been some new investment, has pockets of decay and is attracting a significant number of marginal businesses that do not reflect Mansfield's character.
8. Covidien's leases will expire over the next eighteen months.
9. The Town's current bond rating is A+ (negative). The A+ rating is a grade that is normally given to a town that is well managed, frugal and is paying down its debt. Such is the case with Mansfield.
10. The negative aspect assigned to the bond rating is due in part to the relative low amount of funds the town has in reserves (the stabilization fund). There is an expectation that the town should have 7% of its funds in a reserve account. At the end of 2011, The Town of Mansfield had slightly over $2 million, or 2.7% of its budget.
11. The town is paying down its current debt. By the end of Fiscal Year 2011-12, it will have paid off the debt on the Jordan Jackson School. At this time, it has a debt of $14.4 million which is acceptable and manageable under current conditions.
12. The town's infrastructure systems are in positive financial condition. All of the enterprise funds are well managed and have adequate resources to meet future growth over the next five years. Once the regional wastewater facility becomes operational, there will be sufficient water, sewer, electric, waste removal and sewage capacity for the next five years.
13. Since 2008, property values have declined in Mansfield. After rising 4.3% in 2008, they declined 2.8% in 2009, 5.8% in 2010 and 6.4% in 2011.
14. Throughout the three years of the recession, there has been some new growth in Mansfield with new investments of $1,272,393 in 2008, $1,028,184 in 2009, $566,227 in 2010, and $541,359 in 2011.
15. The tax rate on residential property has risen from 11.32 to 14.31 or 26.4% between Fiscal Year 2008 and Fiscal Year 2011. The tax rate on commercial and industrial property rose 49.6% from 12.21 to 18.27 during that same timeframe.
16. While there is still land remaining for residential and non-residential growth, the town is steadily edging toward build out, given present zoning and building restrictions (i.e.: septic). Nonetheless, build out is not expected over the next five years.
17. There is a Capital Improvement Plan in place that is being funded. Capital investments have averaged just under $11.4 million per year over the past four years.
18. There are three "big ticket" items that are being considered for capital investment: The Town Highway Garage, the East Mansfield Electric Substation and Wastewater Treatment facilities. The latter two will be largely funded out of enterprise funds.

19. The Airport Master Plan was recently completed. It calls for several capital improvement projects. They are expected to be funded out of Enterprise Accounts.

Open Space, Natural and Cultural Resources Factors

1. Conservation Commission Maps require updating.
2. Sedimentation is occurring along the Canoe River.
3. Requests for developing in environmentally sensitive areas are increasing.
4. The Natural Resources Trust of Mansfield, Inc. currently owns over 290 acres and, together with the Mansfield Conservation Commission and agencies of the Commonwealth of Massachusetts, has acquired over 800 acres of conservation land since it was established in 1971.
5. The Conservation Agent works 19 hours.
6. There are no fees for the service of the Conservation Agent.
7. The town has an open space and recreation plan that was finalized in 2008, but has not yet taken advantage of the Local Acquisitions for Natural Diversity (LAND) and the Parkland Acquisitions and Renovations for Communities (PARC) grant programs at the Massachusetts Division of Conservation Services (DCS).
8. 513.24 acres of land are under restricted uses (i.e.: agriculture, forest protection, and open space/recreational land under Massachusetts General Law Chapter 61).
9. The town lacks an up-to-date "Build Out" map.

Public Safety Factors

1. The public safety complex is outmoded and needs to be replaced.
2. The Fire Department has the fewest firefighters per shift of its peers. The numbers have declined from eight to seven over the last 2-3 years.
3. The Fire Stations are barely meeting current needs.
4. Police and Fire Services have periods of extra territorial mutual-aid activity (i.e.: Gillette Stadium, Deutsche Bank Classic).
5. The police force is down from 36 to 34 members.

Housing Factors

1. The Town of Mansfield is among a select few towns that have met the affordable housing goal of 10%.
2. Land designated for single-family housing is increasingly at a premium.
3. The Town of Mansfield has a zoning provision that allows "over 55" housing by special permit.
4. There are currently twelve (12) foreclosed residential properties in Mansfield, according to Realty Trac. In addition, two (2) property owners have issued public notices announcing the sale of their property at a foreclosure auction and fourteen (14) more properties are in the initial stages of the judicial foreclosure process. The acquisition of residential properties that have been foreclosed would seem to be a meritorious action by the Mansfield Housing Corporation.

5. According to MLS Property Information Network, Inc., the average time for single-family residential sales in Mansfield was 91 days on the market in the third quarter of 2011. The average across the region was 133 days.
6. The MHC now has a working board.
7. The MHA and MHC are now working together.

Business Climate

1. Downtown is no longer the retail center of Mansfield. In fact, one can expect even less retail in the future.
2. There is significant blight in the downtown area. It does not reflect the Town's character.
3. Approximately 30% of the housing units do not meet code.
4. Access to the Railroad Station remains problematic.
5. Will the churches survive over the next five years?
6. There has been significant residential growth in downtown.
7. The flow of traffic through downtown is a problem, as is parking.
8. Perhaps beyond the Mansfield Bank, the train station and town hall, there are no apparent anchors in downtown.
9. Despite pockets of blight, the Mansfield Beautification Committee has enhanced the character of downtown.
10. There is need for a grade crossing on the CSX line. Conversations with CSX need to be renewed.
11. There is relatively little public-private coordination occurring.
12. There is no active plan in place for the Hatheway-Patterson Superfund site.
13. The findings of the recent parking and circulation study need to be moved into action plans quickly (particularly due to the long lead time that is required to obtain Chapter 90 funds.
14. There is minimal evidence of grant funds being applied to downtown (beyond planning assistance).
15. Zoning in downtown needs to be reviewed.
16. There is a need for a coordinated town-tenant-owner approach to improvements along the lines of a Business Improvement District (BID).
17. The former Chocolate Factory has enormous potential for mixed uses.

Appendix Two: Thoughts of the Focus Group

As part of the process, a series of focus group sessions were held concerning the critical issues facing the Town. The thoughts, observations and comments of the participants are interpreted below.

Business Climate focus Group

1. Cabot Business Park is in danger of losing its character and quality due to ownership changes, aging buildings and possible loss of major tenants: It must be a focal point of the Town.

2. To insure quality wastewater treatment, the Town should implement the Mansfield-Foxboro-Norton Regional Wastewater District as soon as possible.

3. To insure an adequate supply of clean water, the Albertini and Walsh well fields should come on-line as soon as possible.

4. Despite extensive volunteer assistance and considerable investment, downtown is eroding. There is a clear need to begin implementing the findings of the recently completed parking and access studies.

4. The Town needs to aggressively pursue federal and state grants to improve both Cabot Business Park and downtown.

5. The Town should embrace both "green principles" and "sustainable growth principles" for the park and downtown. More specifically, it should pursue alternative energy possibilities for the park and, possibly, increased densities in the park and downtown.

6. The Town needs to create a "Build Out" map to determine how much land (and building foot presently is available for business growth.

7. Roads are eroding: a strong road repair (beyond patching) program is essential.

8. The "idea" of Betterment Districts for the park and downtown appears to have merit: It should be pursued.

Economic Development: Cabot Business Park

1. Conversations with Covidien should be opened immediately.

2. Conversations with Prologis over its plans should begin immediately.

3. The idea of creating a new betterment district should be pursued.

4. Problems concerning CSX operations in the park need to be addressed.

5. Possible zoning revisions related to the floor area ratio should be explored.

6. The Town should reactivate the Industrial Development Committee to serve as its representative before Covidien and Prologis.

7. The possibility of creating "alternative energy" sources for the park should be explored.

Economic Development: Downtown

1. The findings of the Parking Committee should be implemented as soon as possible.

2. Funds to improve access, as noted in the recent parking study, through downtown should be applied for as soon as possible.

3. New regulations governing aesthetics should be developed and applied as soon as possible.

4. Upon completion of the Transit Oriented Design Study, funds should be applied for as soon as possible.

5. The creation of a public-private partnership through a "Business Improvement District" is essential to stimulate revitalization.

6. Meetings with CSX to create a downtown crossing should begin as soon as possible.

7. Conversations with local banks concerning a downtown loan pool should begin as soon as possible.

8. Revenues from the Restaurant Tax should be applied to downtown projects.

9. Zoning in downtown must become more consistent.

10. Conversations concerning the future of downtown churches should begin as soon as possible.

11. The future of the library and Council on Aging need to be examined as soon as possible.

12. Downtown needs to become "green."

13. The Town should become a "helper" on the revitalization of the former Chocolate Factory.

14. The Town should consider a temporary use by-law for the Hatheway-Patterson Site.

15. The Town should reconsider the Community Preservation Act and apply the funds to downtown improvements.

Infrastructure

1. Roads need to be repaired (not patched) as soon as possible.

2. The Mansfield-Foxboro-Norton Regional Wastewater District must gain approval.

3. The Albertini and Walsh well fields projects must be implemented.

4. The East Mansfield Electrical Substation must come on-line.

5. The sewer system should not be expanded.

6. Careful and constant assessment of the protection of the town's aquifers is essential.

7. Proposed access improvements, parking improvements and linkages between downtown and the Foxboro line should be a priority.

8. Mansfield should explore how to become a green community.

9. After road improvements, funding for a new public safety complex should be the next priority in the Capital Improvements Plan.

Open Space and Cultural Resources

1. The highest priority must be the protection of the Town's aquifers.

2. Aquifer protection should be addressed at the highest level in Town and flow through all departments.

3. Sewer expansion avoidance policies should be carried out.

4. Land and Water Conservation funds should be explored with the intent of adding open space to the inventory.

5. Mansfield should apply to the State to become a "Green Community".

6. The Town of Mansfield should undertake an historic building survey.

7. The schools need to become an active participant in the green movement as well as the healthy communities' movement.

8. The Town needs to apply "Smart Growth" principles as it continues to grow.

10. The Town should consider the future of the library in either downtown or on the school campus.

11. A pragmatic assessment of the needs of the Council of Aging should be undertaken.

12. The role of the conservation agent needs to be re-examined.

13. A reconsideration of embracing the Community Preservation Act is in order.

Schools

1. The Schools should more fully embrace technology throughout the system as a learning tool.

2. The requests of the Schools on the Capital Improvements list should be funded.

3. There should be a strong integrative policy of "School for the Community, Community for the Schools".

4. The Schools need to more clearly articulate their needs such that they are understood by the Town.

5. The Schools need to reach out and become transparent in their planning so that they are understood by citizens with and without school attending children.

6. The Schools should emphasize class size reduction as a priority.

7. The Schools should reach out for volunteers with special expertise from the community with greater effectiveness.

8. Cost projections for a five-year period should be created.

9. The idea of the schools becoming a community center with a possible future town library and council on aging center should be explored.

10. The Schools should consider creating an endowment.

11. There needs to be a clearer understanding of the metrics that determine school outcomes.

Public Safety

1. There is a need to plan for a new public safety complex.
2. There is merit in pursuing full manning of the police and fire staff.

Housing

1. The MHC and MHA should develop a combined plan of action.
2. The MHC and MHA, in conjunction with the private sector, should pursue grants to encourage the placement of affordable housing in high density (four units or more) housing.
3. The MHC and MHA should pursue Community Reinvestment Act funds through local banks to help rehabilitate the 30% of units that are substandard in downtown.
4. MHC and MHA housing projects should reflect green principles and smart growth principles.

Appendix Three: The Charrette Findings

A. Priority Topics by Ranking that came from the Charrette

1) Economic Development (Cabot Business Park)
2) Business Climate (public-private issues)
3) The Future of Public Schools
4) Infrastructure Development/Maintenance
5) Public Safety
6) Open Space Protection
7) Council on Aging Issues
8). Housing Issues

B. Priority Objectives from the Charrettes

1A.Economic Development-Cabot Business Park

1) Work with owners over the future of the park
2) Revitalize Cabot Business Park
3) Examine Density Changes (3)
4) Insure Water/Sewer Capacity
5) Assist in Marketing
6) Maintain Access
7) Coordinate with Covidien
8) Provide Incentives to Improve Facilities
9) Hire a Grant Writer
10) Form a Med/Tech Market

1B.Economic Development-Downtown

1) Develop TOD District
2) Actively Market Downtown (4)
3) Improve Downtown Access
4) Resuscitate the IDC
5) Improve Downtown Parking
6) Develop TOD Standards
7) Attract Family Businesses
8) Appoint Director of Economic Development
9) Attract Services Downtown
10) Create Dependable Tax Statute
11) Explore TIFs
12) Upgrade Zoning

2. Business Climate

1) Increase Densities where applicable (2)
2) Upgrade Downtown Infrastructure
3) Pursue Grants (3)
4) Improve Assistance Process
5) Public-Private Partnership for Downtown
6) Create Better Business District

3. Schools

1) Lower Class Sizes (3)
2) Upgrade Curriculum
3) Integrate Technology and Curriculum (3)
4) Better Coordination with the Town (2)
5) Better Long-Term Planning
6) Better Partnership with Businesses
7) Need Positive Promotion
8) Better Communication
9) Provide 21st Century Skills (2)
10) Solve Capital Needs Issues

11) Add Personnel as needed

12) Pursue Grants

4. Infrastructure

1) Develop Tri-Town Wastewater Project
2) Insure Increased Water Supply
3) Pave (not patch) Roads
4) Provide Downtown Parking (Train Station)
5) Build Public Safety Complex
6) Solve Route 106 Commuter Issue
7) Consider Green Principles
8) Implement Downtown Access Project
9) Maintain Public Spaces

5. Public Safety

1) Fund Full Staff
2) Improve Response Time
3) Provide Needed Training
4) Update Equipment
5) Build New Complex

6. Open Space/Natural

1) Continue to Protect Aquifers
2) Adopt Green Principles
3) Protect/Maintain Open Spaces
4) Maintain High Quality Water
5) Obtain Funding for New Acquisitions

7. Council on Aging Status
1) Explore New Facility
2) Explore Joining with Schools

8. Housing
1) Identify Need for Senior Housing

C. **Towards an Interpretation of the Charette findings**

1) The participants see the need to focus on the revitalization of Cabot Business Park.
2) The participants are concerned with the condition of downtown and have expressed the desire for action. There was no consensus over which areas should have priority.
3) The participants appear to be generally satisfied with the quality of school instruction. However, better communication and town-school interaction on critical issues are in order.

4) There is a desire to lower class sizes and integrate technologies across the system "for the jobs not yet created".
5) There is a general satisfaction over the state of infrastructure. The one exception is road improvements: Roads need to be upgraded, not patched.
6) There is general support for full staffing of Public Safety personnel. A new facility should also be considered.
7) The participants want the aquifers protected. They would also support grant supported open space acquisitions.
8) There were several mentions of adapting green principles. This should be explored.
9) The Council on Aging's needs are scarcely on the radar screen.
10) There is general satisfaction with the state of housing.
11) There is a strong need for grant writing assistance.
12) There is a strong need for a public-private partnership on downtown needs.

Appendix Four: "Ground Truthing"

Introduction

1. On April 5, 2012, a team of planners, superintendents and town managers visited Mansfield to advise on the implementation of the Strategic Plan. The purpose, beyond advising, was to provide directions for next steps. Below is a summary of the findings.

2. The participants were:

   a) Jeff Nutting, Town Manager, Franklin
   b) James Malloy, Town Manager, Westborough
   c) James Marini, Former Superintendent, Shrewsbury
   d) Anthony Bent, Former Superintendent, Winchester
   e) Stephanie Mercandetti, Economic Development Planner, Walpole
   f) Donald Sullivan, Director of Economic Development, SRPEDD

3. The meeting was held from 9 AM to 12 PM and consisted of the following:

9-9:30 AM	Introduction and Purpose
9:30-10:30 AM	Tour of Mansfield
10:30-11:30 AM	Discussion and Advice
11:30 AM-12 PM	Citizen Questions and Observations

4. **Findings: Business Climate**

   a) The Town should create an Economic Development Committee (EDC). It could include the Industrial Development Commission as well.
   b) The new EDC should work with downtown property owners to determine means and methods to optimize their investments.
   c) The new EDC should explore the potential of a Business Improvement District.
   d) The new EDC should determine means and methods to integrate the rail station in downtown.
   e) The Town should explore developing a working relationship with Mass Development.
   f) There are state and federal grants available for downtown revitalization including CDBG, Mass Works and EDA programs.
   g) Transit Orientated Development has been quite effective and should be explored in Mansfield.
   h) The new EDC should explain how best to create a downtown loan fund through Community Reinvestment Act funds.
   i) "Smart Growth" principles have great merit: Mansfield should apply them to Downtown.

5. **Findings: Cabot Business Park**

a) Increased densities should be explored.
b) Discussions with owners are essential.
c) Increased opportunities for mixed use should be explored.

6. **Findings: Schools**

a) Mansfield should consider establishing a formal budget process that evolves over the year without the pressure of meeting a short deadline.
b) A combined three-year budget projection program should be established.
c) The Town should report quarterly on budget trends likely to impact expenditures for the following year. Transparency is in order.
d) While the amount of funds is determined by Town Meeting, the priorities on spending the funds lie with the School Committee: Both Westborough and Franklin follow this approach.
e) The Superintendents and the Town Managers believe there is potential savings if Information Technology and Maintenance functions are consolidated.
f) The pursuit of grants has merit.

Appendix Five: Examples of Potential Projects

A. Key Examples For Mansfield: Peer Communities' Downtown Revitalization Efforts

1. Franklin

   a. Its Downtown Plan (2003) is now being implemented.
   b. It has drafted new zoning standards for Downtown.
   c. It conducted a parking study (2008).
   d. It implemented a downtown roadway and streetscape project "paid by a Federal Government High Priority Improvement Grant ($5M), a state PUED Grant ($1M) and local funds ($1.25M).

2. Holliston

   a. Downtown street and pedestrian improvements (paid out of Chapter 90 funds).
   b. Revitalization of Goodwill Park (partially funded out of Land and Water Conservation funds).
   c. "Celebrate Holliston" raised funds for a Downtown street clock.
   d. VFW and Agriculture Committee have planted thousands of bulbs in downtown.

3. Hopkinton

   a. Drafted new zoning (2007) allowing mixed use development.
   b. Adopted shared parking and off-site parking provisions.
   c. Streetscape Enhancements ($400,000 paid by the town).
   d. Historic fountain restoration on Common and Historic Town Hall landscape improvements (paid through Community Preservation Act funds).

4. Reading

   a. Town Economic Development Commission has started a sign and façade restoration program.
   b. Town has adopted regulations for shared parking.
   c. Streetscape Improvement Plan completed (2009). The State contributed $5.4M while the town paid $.6M.
   d. Now mixed use development under construction near train station: It has first floor retail and two floors of residential uses with 53 apartments.

5. Wayland

   a. Town is examining the idea of a new community center and library in the Town Center.
   b. Mixed use zoning was passed in 2005/2006.

6. Westborough

a. Bay State Commons with 350,000 square feet of retail and 44 condos adjacent to downtown are in the works.

7. Winchester

a. Obtained $200,000 Massachusetts Smart Growth Association grant to study flooding issues and zoning problems in Downtown.
b. Obtained Massachusetts Downtown Initiative Grant to identify impediments to growth in downtown.
c. MBTA Train Station redesign is underway.

B. Key Examples of Industrial Office/Industrial Park Revitalization

1. Franklin

a. Forge Park and Franklin Industrial Park have been designated as State Priority Development sites and Economic Opportunity areas.
b. The town has created a Biotechnology Use Overlay Zoning District.

2. North Reading

a. A former rehabilitation center was demolished and a new office park recently built.

3. Wayland

a. The former Raytheon site was demolished to create 100 housing units and up to 165,000 square feet of office/retail space.

4. Westborough

a. Increased zoning regulations in its industrial zone to allow up to six stores and changed lot coverage from 40-60% (2010).

5. Burlington

a. Burlington Office Park II-This was the location of the old Houghton Mifflin one-story warehouse for distribution of books. The zoning for this parcel allowed for substantially more intensive development, including buildings up to six stories.

It is a 24-acre parcel that has seen build-out completed in the last three years. There is a total of 470,000 square feet of space in three buildings. Tenants

include Cognos (105,000 sq. ft.), Nuance Communications (200,000 sq. ft.), Nokia, Inc. and Intergren.

b. Burlington Office Park I-This is the site of one of the first industrial buildings constructed along the Route 128 corridor. It was a one-story structure occupied for many years by Oracle.

Burlington rezoned much of this area for Planned Development District and it was redeveloped for mixed uses. Some of the parcels are zoned General Industrial and some of the parcels are zoned General Business. It has been building out over the past 10 years and there is one additional building remaining to be built. Heights range up to 4-5 stories.

The property is 28 acres with 466,000 sq. ft. of space. The mix of uses includes office, restaurant, retail, medical and hotel (Summerfield Suites). Tenants include the Gutierrez Company, Zoran, Open Wave, Lahey Clinic and Harvard Vanguard.

This property is located off exit 33 of 128/I-95, south of the exit along Cambridge and Wall Street.

C. Key Examples of School/Community Use

1. Brookline

    - Cable Access TV Studio Located in the High School
    - Town Pool located in High School.

2. Holliston

    - Cable TV located in the High School.

3. Natick

    - Project to combine Community Center/Senior Center with school sports facilities.

4. Plymouth

    - New Senior Center built next to a new high school: senior citizens will have access to school facilities.

5. Westborough

- Proposed community recreation center would share space with Senior Center and school basketball teams.

D. Key Example of Business Improvement Districts in Massachusetts

Background

There are seven BIDs in the state of Massachusetts-Springfield, Hyannis, Westfield, Taunton, Boston, Northampton and Amherst. Four of them are relatively new-Amherst (2011), Boston (2011), Taunton (2010) and Northampton (2009), while Westfield (2006), Hyannis (1999) and Springfield (1998) have been in existence for a somewhat longer time period.

Hyannis

For those towns, not cities, that have a BID, the Hyannis Main Street Business Improvement District has been in existence the longest and has the most extensive track record of actions. The result of those actions has been a significant revitalization of the Hyannis business district. Working in concert with the Town of Barnstable and others, the Hyannis BID has accomplished a great deal in its existence. A listing of some of it activities, by category, is found below.

- Regulatory Issues & Government Relations
  - Worked with towns to create mixed-use zoning
  - Developed ordinance to allow sidewalk dining
  - Created Valet Parking
  - Advocated for the BID before town boards and commissions
- Capital Improvements
  - $2 million PWED grant & Federal Highway grant for reconstruction of Main Street with new drainage, sidewalks, traffic calming, street furniture and street trees.
  - $370,000 for new street lights
  - $96,000 façade improvement program
  - $1 million Walkway to the Sea project
  - Constructed expanded walkaways to adjacent neighborhoods
  - Installed information kiosks at 11 sites
- Business Development
  - Brought a free shuttle service to the Main Street area
  - Worked with property owner in development of residential/restaurant mixed use project
  - EDC grant for market analysis
  - Brought farmer's market to Main Street

- Marketing
  - Created logo and branding
  - Produced brochures, amps, directories
  - Produced coupon books
  - Developed website
- Events & programming
  - Hyannis Artscape Thursdays
  - Movies on the Green
  - Christmas Stroll
  - Assists in numerous other events held in the Hyannis downtown area
- Security
  - Subsidizes police substation
  - Works with church groups on hiring Outreach Coordinator to work with homeless
- Other
  - The BID also provides numerous other services related to maintenance of the district, beautification efforts throughout the district and a variety of service to the merchants located in the district.

Other BIDS

The Hyannis BID has perhaps the most extensive list of activities in the state. The other BIDs conduct some of these, most particularly maintenance and beautification, branding and marketing, and the organization of events. Additional tasks that one or more of the BIDs carry out include the hiring of guides, economic development, parking operations, historic preservation and small grants.

E. Key Examples of Smart Growth Communities in Massachusetts

While there are a variety of ways to measure smart growth, this list comes predominately from the years-long Commonwealth Capital program of the state that used numerous benchmarks (housing, planning, zoning, eg. protection, open space, energy, transportation etc.) to track local actions for smart growth by the cities and towns. Those communities that received the higher scores were those that had the most balanced and broadest set of actions related to the topic.

Community	Actions (a brief listing for each)
Amherst	Progressive zoning for mixed housing, cluster/open space developments, village centers, mixed uses; farmland protection programs; design review & standards; green community; CPA adoption; housing policies and programs; relatively new master plan; creation of Atkins Corners village center project.
Barnstable	Extensive set of ongoing actions for revitalization of Hyannis downtown;

	Growth Incentive Zoning adopted to encourage infill, mixed uses and higher densities; commercial corridor planning for Route 32; numerous environmental measures to protect water and shore land resources; historic preservation measures (Route 6A King's Highway Historic District [multi-town]); progressive planning and zoning efforts on a variety of topics.
Cambridge	Similar to Amherst above with much more economic development incentives, encourage, zoning for etc. Traffic calming and pedestrian improvements; transit improvements.
Concord	A number of good planning efforts for the downtown and villages; TOD efforts; progressive zoning and housing policies; open space protection measures; downtown vitality; mixed uses.
Groton	Numerous downtown/town center revitalization efforts-plans, new zoning, mixed-use encouraged; traffic improvements; some progressive zoning; active open space/agriculture protection measures; renewable energy zoning measures.
Plymouth	TOD (Cordage Park45 acre mixed-use redevelopment of old manufacturing site adjacent to train station.) downtown revitalization efforts; zoning and permitting for Pine Hills; creative land use tools and techniques used by the town.
Other	Other towns/cities that would be recognized for having done a number of smart growth activities in the different land use topics would include Westborough, Beverly, Lexington, Acton, Dennis, Pittsfield, Lowell, Southfield (not a separate town), Ipswich and Hopkinton.

F. Key Examples of Transit Orientated Developments in Suburban Locations

Listed below are a few examples of transit orientated development projects that have been constructed within the last decade. All of these are located along MBTA Commuter Rail lines. The examples include both mixed use developments (generally retail/office on the first floor and residential on the upper one to three stories) or all residential.

1. Manchester-by-the-Sea-1012 Summer Street

This development consisted of the rehabilitation of 21 existing rental apartments, construction of 18 new condominium units and the rehabilitation of commercial units (located on the first floor below some of the residential units in one of the buildings). Of the rental units, 81% are affordable and 25% of the condos are affordable.

The developers of this project were the Manchester Affordable Housing Corporation and Affirmative Investments Inc. This project was approved under a Comprehensive permit process through the Manchester-by-the-Sea Zoning Board.

This development is located in the downtown and is across the street from the train station and also across the street from a grocery store. The rentals were completed in 2003 and the remaining of the development completed after that.

2. Canton

The Canton Center MBTA commuter station is located in the town center. In 2000, the town adopted the Canton Center Economic Opportunity District bylaw. This bylaw was designed to encourage TOD and to allow for mixed uses and higher densities.

There are five new housing developments totaling 207 units constructed around the station. Three are directly adjacent to the station and two of the developments include ground floor retail. One of the projects was built on a former Brownfields site.

3. Concord

The Concord Common development, located on a former lumber yard on 2.71 acres adjacent to the Concord Center train station, comprises three mixed use buildings with retail, office, restaurant space and 20 market rate rental apartments.

The old train station was also redeveloped into a retail store on the first floor and a restaurant on the second floor.

G. Recent Examples of Land and Water Conservation Fund Projects

1. Brookline: Fisher Hill Reservoir Park	The project involves the development of a new 10-acre park to be completed in two phases. The first phase includes grading, walking paths, handicap accessibility, pruning and removal of invasives, planting, preservation of a wildlife habitat buffer, utility work, park furniture and fencing.
2. Holyoke: Community Field Renovation	The project will provide ADA-accessible multigenerational four season recreation facility with walking trail, ice and roller skating path, sledding hills, water-spray feature, play structures, picnic facilities, dog park, interpretive signage, seating, parking, and small playing field.
3. Lawrence: Campagnone Common Renovations	The project will revitalize and reseed 14 acres of lawn, create a reforestation plan, design and install water service, underground utilities, and a stormwater management system, and repair and enhance monuments.

4. Mansfield: South River Park	The new park will include walking paths, an overlook to the river, and a boardwalk along a wetland. A natural area will be planted with food valuable to migratory birds, adjacent to a shaded area with picnic tables.
5. Northampton: Mineral Hill Conservation Area	For purchase of 61 acres; Connects to last year's SH project and preserves a critical ecosystem and wildlife corridor.
6. Oak Bluffs: Sea View Park	For renovating a clay and brick bathroom building, replacing a comfort station, and creating a native vegetation rain garden.
7. Orleans: Sparrow Property	For purchase of 5.2 acres; adjacent to the town-owned 44 acre Kendrick Woods.
8. Woburn: Whispering Hill Woods	The acquisition of this parcel will add 74.5 acres abutting conservation and parkland totaling 300 acres. The site has been identified as Priority Habitat and will be the 19th largest park inside Route 128.