



Director of Community and Economic Development **UPDATE**

August 16, 2021

■ Fall 2021 Town Meeting

For Fall 2021 Special Town Meeting, the Planning Board will be taking on a number of amendments to the Protective (Zoning) Bylaw and other Town Bylaw sections. I will provide a simple description of each below with some commentary below that.

Senior Residential Development Summaries – As a means to continue to advance substantive Bylaw amendments related to senior housing, it is recommended that we address the following this October:

- a. **Section 125-2, Definitions:** Add several definitions related to CCRC.
- b. **Section 125-18.2, Affordable Accessory Apartment:** Delete this section from the Bylaw due to lack of need and effectiveness.
- c. **Section 125-21, Permitted uses in AR Districts:** Change accessory apartment to accessory dwelling unit based on amendments at ATM in May.
- d. **Section 125-52, Ayer Road Village Special Permit:** Remove Assisted Living and place in Section 125-57.
- e. **Section 125-57, Senior Residential Development:** Move assisted living to this section and add CCRC.

Senior Residential Development Selected Detailed Analysis

Sec. 125-2, Definitions – This article will merely add a set of definitions that relate to the senior housing bylaws (specifically CCRC) that we will be presenting.

Section 125-57, Senior Housing Development – This will enhance the original 125-57 passed in May. It included adding the text for Assisted Living moved from 125-52 and adding a new section on Continuing Care Retirement Community (CCRC)—something indicated as a need in the senior housing surveys. The following will be elements of the CCRC that could be more sensitive:

- [1] Scale: Project size is noted as between 5-12 acres. These are bigger developments than any one type of senior housing because they contain multiple types and need a certain scale for viability. Density targeted at 10 units/acre which is 50% less than what a multifamily district would have to have. Therefore, developments would be between 50 and 120 units overall.
- [2] Uses: A list of uses was provided that are typically a part of CCRD developments. I checked with several people in the industry and they largely confirm that such uses are standard and valuable in marketing the facility to prospective residents. None of the proposed uses should be controversial or undesirable.
- [3] Open Space: Projects will have to have from at least 40-50% of open space to provide buffers, scenic areas, and recreational lands. If we pass OSRD, we can tie the open space criteria to this OS requirement.
- [4] Types: Independent living, congregate care, assisted living, and nursing care are the four primary unit categories and only independent living is proposed to have multiple unit types because of the general range of users for such units. So single-family cottages, duplexes or townhouses, and apartments are all possible. Again, this mix is needed for marketability and should not create concerns.
- [5] Note on Infrastructure: Many residents are concerned that without water and sewer, most developments of this type could not be built. In fact, the smaller scale CCRC developments could be built with a public water supply and a septic system. It would just require a lot of land and much of that could also be calculated as part of their required open space. But yes, water and sewer would allow the larger developments. As with the Ayer Road Vision Plan, I still recommend that the zoning be put in place first before water and sewer are hooked up.

Other Fall Bylaws

Erosion Control – This would be brought back for the 3rd time seeking to address any of the remaining public concerns and a better outreach program.

Scenic Roads – Liz will be the Project manager (PM) for this effort to modify a few minor issues.

■ **Re-Introduction of Open Space Residential Development Bylaw**

The next session on the Open Space Residential Development Bylaw will be conducted on Monday. The topic will be development density and this is a fairly dry topic (as I guess all zoning is) but essentially there are two ways in OSRD to calculate density—one is formulaic and the other is based on a Yield Plan.

1. **Formula Method** – After subtracting all primary and secondary open space, the base density (that allowed under the district regulations) is applied to the remaining lands plus any units awarded by density bonus.
2. **Yield Plan** – The Yield Plan method uses the four-step process advocated by concept pioneer Randall Arendt. Density is determined by the yield of a

conventional subdivision on the same parcel. For example, if a 100-acre parcel could yield 58 house lots, then density is determined by applying 58 units to the buildable area after primary and secondary open space is set aside.

The Yield Plan method may be a bit more expensive than the Formula Method because the developer must spend the money to establish a plan that will never be used. This is one reason why our current Bylaw has not been used much.

I will provide a PowerPoint slide show in conjunction with this UPDATE for Monday and can go through it if time allows.

■ Other Issues of Relevance to the Board

Draft RFP for Market Analysis and Fiscal Impact Analysis

The accompanying draft RFP has been reviewed by the Chair twice and by a group of interested Town leaders once. Their feedback and edits have been incorporated in this version. I want to emphasize that in developing this document, I sought to balance the need for brevity, clarity, and the need to fit within a scope equal or less than \$45,000, and the need to articulate in detail exactly what the Town wanted and needed related to data needed to allow us to make a decision regarding proceeding to Phase 2—the vision plan.

I look forward to any additional comments or edits that would make this a better document and elicit the responses that we require. The hope is to be able to get the RFP out in the next 1-2 weeks.

Community Compact Cabinet Best Practices

The state, through the Governor's office, has a program called Community Compact Cabinet where communities can identify a best practice they want to focus on, get those best practices (2 at most) accepted by the state, and then apply for grant funding for specific projects in that area.

I have long sought the Town Administrator's assistance in maybe seeking best practices for both zoning and economic development. The FY22 application period is now open.

1. For zoning, we could apply for funding to do our full zoning rewrite.
2. For economic development, we could apply for funding of our Phase 2 Vision Plan.

Certainly, there are other areas of best practice we could consider. But if you have any interest in these two, perhaps we could vote to authorize me to pursue. Let me know if you have any questions.
