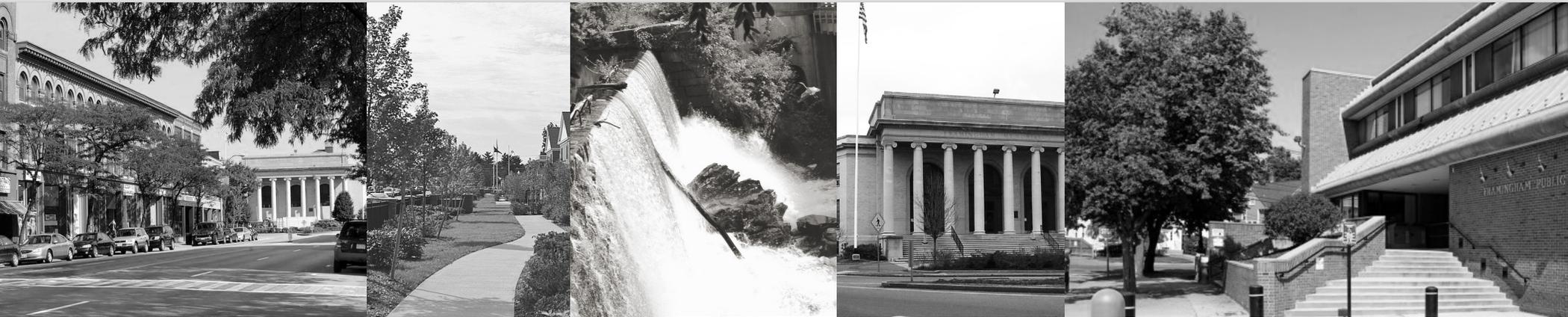


# TOWN OF FRAMINGHAM

Master Plan, Part 2: Land Use Master Plan



Prepared for:  
**The Framingham Planning Board**

Prepared by:  
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September 2012



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# 1 INTRODUCTION

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*Purpose and Intent*  
*Contents and Layout*

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## 1.1 PURPOSE AND INTENT

The purpose of drafting this Master Plan, the first in 23 years, is to harness the energies, insights and lessons learned both from governance of the Town and from the public about how to improve the quality of life in Framingham through better land use policies. A Master Plan is a living document that provides the Planning Board and Town as a whole with a set of goals to influence and guide all governmental policy decisions with land use impacts.

Through the Master Plan process and by using this Master Plan, Framingham can approach the next decade with a commitment to enhancing Framingham's unique character, cultural assets and natural resources with an informed plan for guiding investment in public and private land uses for the general well being of the community as it changes over time. Framingham is a mature community, and therefore most of its new land uses will occur on already developed land. The Master Plan provides the ways and means for Framingham to address issues that come with redevelopment.

The importance of this Master Plan is partly based on case law, which has determined that significant amendments to community regulations for development are legitimate when preceded by thoughtful planning such as a master plan. The Master Land Use Plan may also be required by future revisions to state land use law.

## 1.2 CONTENTS AND LAYOUT

The Framingham Master Plan includes two parts. Part I is the Baseline Report, which provides an inventory and analysis for the recommendations in Part II. Part II provides the Master Land Use Plan, Goals and Policies, Implementation Strategies, and Actions.

This Master Plan should be read from the highest level of land use analysis, mapping, goals and policies through to the steps for implementation. The following sections in Part II are ordered according to increasing detail and focus.

### 1.2.1 Goals and Policies

The Goals focus on Town land use programs. Under the Goals are related Policies with the next level of specificity. The Goals and their related Policies are divided into sections, including a focus on

certain specific areas of the Town. The Specific Area Policies address commercial centers and neighborhoods throughout the Town.

### 1.2.2 Master Land Use Plan

The Master Land Use Plan is partnered with the other elements of the Master Plan as a graphical interface that indicates the geographical extent of future land use and reinforces the land use management approach to an area, neighborhood or district. The Master Land Use Plan is populated with a list of land use categories, and it maps out the areas for proposed development, conservation and preservation of land, and land uses in the Town.

### 1.2.3 Implementation Strategies

The Implementation Strategies section follows the direction provided by the other elements of the Master Plan, and it makes a series of recommended steps to fulfill those initiatives. This section includes new land use and zoning programs, amendments to existing regulations, and a listing of tax, grant and government programs that could assist the implementation of the land use initiatives. These implementation strategies will require procedural steps to be followed before enactment, such as hearings and votes by boards and Town Meeting.

### 1.2.4 Implementation of Land Use Actions

The Land Use Actions outline and list steps to implement this Plan over the next several years. This chapter outlines the work that needs to be completed to enact the Master Plan as it incorporates guidance through land use priorities, strategies and recommendations to revise and update the Zoning By-Laws and also sets the stage for implementation actions and maintenance of the Plan.

### 1.2.5 New and Innovative Approaches to Zoning, Land Use Management, and Land Use Programs

The chapter with new approaches to Land Use Management, Zoning and Land Use Programs provides innovative methods and techniques being used throughout the country as options for positive change. This section includes ideas such as Low Impact Development Standards, Form Based Codes, Sustainable Site Design and Green Infrastructure,

and Institutional Master Plans, as well as lesser used methods of financing infrastructure that could be incorporated into the Zoning By-Laws, Town regulations, and project developments and can be utilized by the Town Government in other programs. As the Town proceeds with implementation, these ideas may be further developed and implemented, as appropriate.



# 2 MASTER LAND USE PLAN

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*Purpose and Intent*

*Master Land Use Map Categories: Descriptions*

*Application of the Categories to the Master Land Use Map*

*Master Land Use Map*

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# 2

## Master Land Use Plan

### 2.1 PURPOSE AND INTENT

The purpose of the Master Land Use Map is to provide a graphic vision of the future of Framingham. The Master Land Use Plan is a representation of land use patterns in the Town, which is a basis for the goals and policies in this plan. The result is that some areas are identified and conserved in their present state for future use, while other areas are programmed for improvements that could mean a change of use or new development. The Master Land Use Plan will be used to encourage a discussion on choices for land use programs and as a basis for advancing zoning amendments.

The mapping of the Land Use categories on the Master Land Use Map show recommendations for maintaining existing land patterns and proposed areas for change.

An additional purpose is to further provide a protocol for the planning of new districts. The mapping of districts allows the Town to consider the potential of areas for conservation or change, and to show geographic relationships. The Planning Board will implement new zoning amendments which ensure that the Town is in a position to have the resources to review and apply appropriate controls to these areas through their special designation, carefully guiding any development proposals. This will ensure that the quality of residential life and redevelopment or change in use is balanced appropriately.

### 2.2 MASTER LAND USE MAP CATEGORIES: DESCRIPTIONS

The Master Land Use Map Categories are the means to designate a present and future vision of the Master Land Use Map. There are twenty categories of land uses. These are not zoning districts. Instead, they are a way to categorize and distinguish the range of land use and development within Framingham for application of the land use plan that suggests programs for development, including zoning that would result in the creation of this vision over the long term.

Below are descriptions of each of the Master Land Use Map Categories shown on the Master Land Use Map.

### 2.2.1 Residential Categories

The residential categories are proposed largely to preserve neighborhood character by reinforcing the existing development density. Where reinvestment occurs, the character of the neighborhoods could change, such as shifts from older single-story dwellings to new multi-story buildings. However, the overall density of build-out will remain the same, unless suggestions for change have been included in the Master Land Use Map.

- a. Very low density residential – One residential unit on one or more acres. This is the lowest density of residential development. It is intended to denote areas where conservation or cluster development may be most appropriate by allowing attached accessory units with restrictions and better cluster development design without compromising neighborhood character or land values. [Equivalent to the R-4 Zoning District]
- b. Low density residential – One or two residential units on one acre or more. This density may be best served by conservation or cluster development as determined by the size and character of the property under consideration. [Equivalent to the R-3 Zoning Districts]
- c. Medium density single-family residential – Three to five dwellings per one or more acres. This designation is for areas of the densest single-family neighborhoods or cluster development. [Equivalent to the R-1 and R-2 Zoning District]
- d. Medium density multi-family residential – Five to ten dwellings per acre. This designation is for low-scale multi-family development. [Equivalent to the G Zoning District]
- e. High density residential – Multi-family with eleven to twenty units per acre, such as three story apartments and condos. Physical improvements to the developments, including changes in density, may be appropriate. The intent is to preserve a diversity of affordable unit types.
- f. Very high density residential – More than twenty dwellings per acre. These are areas for exemplary reuse and new development projects.
- g. PUD residential – Master planned residential and mixed-use development. The Planned Unit Development (PUD) permit is a special designation granted after review by the Planning Board and adoption by Town Meeting. The PUD in Saxonville has been so designated and is supported with this land use category.

## 2.2.2 Commercial Categories

The commercial categories are intended to identify the range of commercial and mixed-use development conditions found or desired within the Town. The size of the commercial or mixed-use center is one way to distinguish the smaller neighborhood centers from others. The designations require different actions to accomplish the purpose of the category.

- a. Professional Office– General commercial, professional of-ice and light industrial. This category is intended to designate areas of commercial development characterized by uses with lower traffic volumes, because the uses are office and light industrial.
- b. Neighborhood Commercial – Small-scale center. This category is for the residential, small retail and mixed commercial centers primarily serving a neighborhood market base within Framingham. [This is similar to the ‘B-1, Neighborhood Business’ zoning district.]
- c. Village Commercial Center – Medium-scale center. This category is for residential, arts and culture, institutional, retail and mixed commercial centers primarily serving a market base within Framingham but also having a stronger secondary market beyond the neighborhood and Town. [This is similar to the ‘B-2, Community Business’ zoning district.]
- d. Regional Commercial – Large-scale shopping areas. This category includes those sections of the Golden Triangle designated for serving a regional retail market. [This is similar to the ‘B, General Business’ zoning district.] It also allows medical, institutional, office, arts and housing uses.
- e. Downtown District – Central Business District. This is the largest civic and commercial center of the Town, characterized by uses including arts and culture, institution, residential, retail, commercial, office, medical, and transportation. While not developed with the same volume of commercial space as the Regional Commercial areas, the Downtown has a history, structure, density and mix of uses not replicated elsewhere. The intent is to designate areas that are currently and may in the future be identified as part of the Downtown and its revitalization. [This is similar to the ‘CB, Central Business’ zoning district.]
- f. Highway Mixed Use – Stand-alone and strip mall, retail, commercial, office, auto-service businesses and residential on an arterial road

or state highway. Outside of the shopping centers, the smaller businesses lining sections of the Route 9 corridor are considered Highway Commercial. The businesses are currently oriented and arranged for the highway traffic but could be improved to accept transit and other modes of access. Other major roads have small strip commercial areas, such as Main Street, Union Avenue and Route 135/Waverley Street that may also utilize this designation. This category allows for high density and very high density residential in the mix of uses. [This is similar to the ‘B-3 and B-4, Highway Business’ zoning districts.]

- g. Technology District – Industrial, professional office, Research and Development, and light manufacturing uses in a master planned development project. This category intends to define the long-term development goal for certain jobs and development at the existing Technology Park and 9/90 Corporate Center around I-90, Exit 12, and in portions of the Golden Triangle associated with I-90, Exit 13.
- h. Planned Industrial Reuse – Light industrial and manufacturing uses, warehousing, businesses using light equipment, and start-up businesses requiring changeable and expandable spaces. Industrial uses provide jobs with higher wages than many service jobs, and they provide a more significant contribution to the tax base. Industrial spaces are opportunities for start-ups and business expansions. The intent of this category is to improve the industrial areas under master development plans.

## 2.2.3 Agriculture/Horticulture Category

Due to the large amount of land and number of ventures committed to agriculture and horticulture in the Town, a category for these uses was considered necessary for the Master Land Use Maps.

- a. Agriculture/Horticulture – Agribusiness and farms. This is intended to identify land in agricultural use, often under a Chapter 61 tax classification, or land that should be sustained for future agricultural production.

## 2.2.4 Open and Public Land Categories

These categories are for lands considered open space that are protected conservation lands or are conserved for active recreation, and include public land that could be utilized for purposes such as schools, parks and public utilities.

# 2

## Master Land Use Plan

- a. Civic use – Government property. This general category is applied to Town-owned land developed for a use associated with government services not included in the other categories. The uses may be schools, general government offices, public parking structures or small lots, and emergency services for different levels of government.
- b. Open space – Land conserved and preserved for open space, water supply, wildlife habitat, watershed protection, and passive or limited recreation, and which is not otherwise committed to another public or private purpose. Included is the Garden in the Woods (New England Wildflower Society), the lands of the Sudbury Valley Trustees, MWRA-owned land, cemeteries and land connected to state institutions. [See the Institutional II category for designation of certain other large open land holdings by nonprofits.]
- c. Active recreation – Improved public and private recreational lands. This category includes ball fields, public beaches, public parks, golf courses and other outdoor recreation facilities owned privately and publically. The Regional Rail Trail identified on the Master Land Use Plan is included in this category.
- d. Highway corridor – Interstate highway and adjacent lands. This area constitutes the Mass Turnpike (I-90) corridor and includes the interchanges, police barracks, road maintenance garage and rest area located along the highway and within the right of way. The intentions for identifying the corridor are to note its separation of the Town along an east/west axis and to encourage preserving the quality of the highway experience, recognizing and considering the number of travelers who may only see Framingham from that vantage point.

### 2.2.5 Institutional Categories

This category is for a special class of uses for which State law provides some protections from local zoning regulations.

- a. Institutional I – Churches, hospitals, prisons, private and public education facilities. This designation is for properties that are held by those entities most frequently included in the definition of ‘institutions.’ The properties are typically fully committed or developed to maximize use and economic return. With the exception of churches, these institutions will often consider

expansion to enhance revenues. By designating the properties in their current state, the Town is encouraging the entities to divulge and discuss any plans to expand these boundaries or divest properties for reuse.

- b. Institutional II – Nonprofit and institutional uses such as re-treats, camps and meeting centers. This category recognizes certain unique institutional uses that have significant property holdings with large open land areas in the Town. The properties are used in the missions of the owners but could be intensified with new development, which would change the character of the land and surrounding neighborhoods.

### 2.2.6 Areas of Critical Planning Concern

Specific districts will be designated as Areas of Critical Planning Concern (ACPC). These ACPC’s are considered as properties that may change from their current use to an alternative use and have the potential to create substantial impacts on that area and potentially on the Town as a whole. These impacts could be changes to traffic circulation, degradation of critical environmental resources, and demands on municipal services, as well as impacts to the quality of life.

These ACPC’s will be shown on the Master Land Use Map, accompanied by a brief description of the property identifying existing zoning, historic use of the property, critical resources and general planning considerations. The Planning Board will update the list of ACPC’s if a particular ACPC changes use, and during regular Master Plan updates.

## 2.3 APPLICATION OF THE CATEGORIES TO THE MASTER LAND USE MAP

The designations are not based on specific uses but are intended to create coherent districts. Consequently, the districts may include individual properties that could be included in some other designation but meet the overall purpose for defining the district.

## 2.4 MASTER LAND USE MAP

The Master Land Use Map is included in the Attachment.

# 3 MASTER PLAN LAND USE GOALS AND POLICIES

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*General Land Use Goals*

*Creating a Sustainable Community*

*Sustainable Land Use*

*Expanding Open Space*

*Conserving Historic Resources*

*Improving Housing*

*Improving Transportation and Infrastructure*

*Building Institutional Relations*

*Celebrating Community Culture*

*Maintaining State, Federal and Inter-Municipal Relations*

*Specific Area Policies*

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# 3

## Goals and Policies

The Framingham Master Plan Goals and Policies provide an overall direction and guidance to decisions made by the Town. The Goals are divided into the elements found in a typical community master plan with additional elements added to recommend advancement of sustainable land use, economic development, conservation planning, and healthy community planning for the Town as a whole. The elements include specific areas identified as community centers as well as distinct districts.

The intent of the Goals and Policies is to reinforce all that is Framingham: a positive, dynamic, and unique town that provides a wide range of opportunities and a high quality of life for its citizens.

### 3.1 GENERAL LAND USE GOALS

During the planning process, the Planning Board solicited public input on the priorities considered most important to the future of Framingham. The Planning Board identified land use as the critical focus of the new Master Plan and identified the following general land use policies.

- a. Framingham shall continue to strive to increase the Town's wealth by supporting value added development in existing commercial centers, matching infrastructure upgrades to these areas to permit these changes, including reuse of older, outdated, vacant or underused buildings, and increasing densities where appropriate.
- b. Framingham shall support efforts to provide a wide range of job opportunities to maintain Framingham's leadership role as the economic hub of the region.
- c. Framingham shall strive to become a sustainable community through its Zoning By-Laws, land use policies, governmental decisions, and investments.
- d. Framingham shall work to update its land use regulations to reflect current and future needs of the Town in order to promote a better quality of life for residents and all who conduct their activities in Framingham.
- e. Framingham shall make it a primary goal to identify, restore, and protect its natural and historic resources in order to preserve Framingham's unique character as "a large town with villages and neighborhoods with distinct identities."

- f. Framingham shall invest in and encourage the arts and cultural economy to achieve greater public participation and awareness and to improve the quality of community life.
- g. Framingham shall act with a housing policy that maintains the value of homes, creates diverse neighborhoods, maintains the quality of neighborhood life, and the relationships between neighborhoods and Framingham's other resources.
- h. Framingham shall continue to implement policies that upgrade and maintain public infrastructure, which supports new and existing residential and business uses and ensures ecological health.
- i. Framingham's Town Government shall work to build stronger relationships with state and federal government agencies to manage the public service demands placed on Framingham as a regional hub and to develop closer working relationships with local public and private institutions that make Framingham their home.
- j. Framingham shall identify regional issues that have specific land use impacts on Framingham, and as the regional economic hub, it shall work with neighboring communities to address these issues and bring greater mutual resources to bear for the benefit of residents of both Framingham and the region.
- k. Framingham shall strive to improve the visual quality of its built environment.
- l. Framingham shall reduce traffic congestion impacts from automobiles, by actively supporting and pursuing alternative modes of transportation, including the use of public transportation, walking, and bicycling. This will be accomplished by seeking funds to provide the necessary infrastructure, including traffic calming on major roads, pedestrian foot bridges, sidewalks, and bike lanes.
- m. Framingham shall actively promote public participation in the development of land use and urban design plans and make efforts to encourage public participation in administrative decision making through Town boards, commissions, and agencies.

### 3.2 CREATING A SUSTAINABLE COMMUNITY

A sustainable community strives to establish a holistic approach that will enable a town to improve the quality of life, become healthier and

more self-reliant for energy and food, and provide economic security, in addition to being accessible to all. Sustainable communities are not only about sustaining the quality of life, but they are also about improving it.

The environment of Framingham is promoted through stewardship and proper use, recycling and disposal of resources; judicious use of public infrastructure; building when compatible with natural resources and land conditions; a comprehensive approach to energy conservation; and public policies and programs that ensure a sustainable future.

### 3.2.1 Sustainability Policies

- a. Establish economic stability, social equity, and environmental security as the foundations for a sustainable Framingham.
- b. Encourage energy efficiency and environmental conservation policies by all units of Town Government.
- c. Support sustainable business development practices.
- d. Promote programs and facilities that raise the quality of life for residents.
- e. Utilize, conserve and add to community resources to meet current needs and be a steward of these resources for future generations.
- f. Inventory physical capital, economic capital, and human capital, and determine the best uses of development and redevelopment to meet the future goals of Framingham.

### 3.2.2 Energy and Environment Policies

- a. Work to reduce the Town's waste production by encouraging the reuse and recycling of products and through Town purchasing policies for products with recycled content.
- b. Encourage reuse and rehabilitation of existing buildings and developed land.
- c. Encourage a reduction in the Town's water consumption.
- d. Encourage efficiency in Town travel through the use of fuel-efficient vehicles.
- e. Continue to encourage private businesses to undertake transportation demand management.

- f. Encourage 'green' building construction for private development. Provide incentives through zoning, and identify means to achieve green building design.
- g. Encourage large-scale development of 'greenfield' sites to be 'green' development with minimal impact on natural and energy resources.
- h. Continue to encourage reuse of Brownfield sites.
- i. Continue to encourage a reduction in the community's and Town's energy demand according to the Selectmen's 'Policy on Energy' adopted July 1, 2007.
- j. Continue to reduce the use of fossil fuels.
- k. Continue to encourage the conservation and preservation of land through conservation easements and private donations.
- l. Continue to plant new trees on public and private land for both beautification and mitigation of local carbon demand.
- m. Continue to increase the tree canopy throughout the Town. Adopt a "no net loss" policy for any removal of trees on Town-owned land.
- n. Continue to update the municipal stormwater facilities to meet state and federal regulations under the Storm Water Municipal Separate Storm Sewer System and the National Pollutant Discharge Elimination System Phase II Permit [Storm Water Phase II MS4 Regulations, 40 CFR 122 (chapters 26 and 20 - 37)].
- o. Establish a municipal standard for all new development or redevelopment to meet energy efficiency standards set by the Town through their relation with current state building code standards and recommended green building standards.
- p. Establish a comprehensive energy conservation retrofit plan, with guidelines for residential and commercial buildings. The plan will encourage buildings to be brought up to energy efficiency standards.
- q. Establish a solar access ordinance that promotes access to sunlight for all residents. Adopt design guidelines to encourage siting of structures to maximize solar gain in the winter and incorporation of building shade features to cool buildings passively in the summer.
- r. Encourage an alternative and solar energy by-law.

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## Goals and Policies

- s. Establish a reduction in parking lot areas by setting a maximum number of parking spaces and encouraging more shared parking.

### 3.2.3 Healthy Community Policies

- a. Encourage bicycle and pedestrian facilities throughout the Town to promote physical fitness through alternative modes of transportation.
- b. Provide educational health programs for residents and community members.
- c. Continue to provide general health care through Town programs for all community members, e.g., flu shots, free clinic, and medical support.
- d. Provide recreational opportunities throughout the town and public gathering places for all ages and abilities to promote well-being, cognitive development, and physical activity.
- e. Conduct a case analysis to examine the quality and delivery of public health goal and policy development, adoption, and implementation.
- f. Dedicate public and vacant land for community gardens and community-supported agriculture to grow food and serve educational purposes.
- g. Encourage and support local farmers' markets. Develop new local markets for Massachusetts farms and fisheries.
- h. Support mixed-use developments that provide open space for physical activity.
- i. Promote Safe Routes to School Programs in addition to generally safer transportation in planning locations of new schools.
- j. Increase the number of parks and playgrounds within residential areas, and incorporate Natural Playgrounds into playground design where possible.

### 3.2.4. Economic Development Policies

- a. Establish an action plan for business retention and expansion for existing businesses and companies that choose to locate in Framingham.

- b. Encourage defined and coordinated roles for all municipal entities to be involved in business recruitment and retention.
- c. Establish a regular direct outreach to regional heads of multinational corporations to establish a presence in Framingham.
- d. Develop a toolbox of resources for small companies and startup companies who are interested in locating in Framingham.
- e. Establish a Work Force Development Program.
- f. Encourage a business expansion plan.
- g. Establish a strong transportation system between the major economic hubs within the Town and regional transportation.

## 3.3 SUSTAINABLE LAND USE

### 3.3.1 Zoning District Policies

Zoning and other regulations that support the Goals of the Master Plan need to be easy both to understand and apply at all levels. The regulatory actions should reinforce the essence of Framingham – a positive, dynamic, and unique town where citizens can contribute to a community with a strong sense of pride, and a community with substantial economic, physical, and civic resources, that provides a wide variety of opportunities for its residents, the region, and the state.

The Zoning District Policies are drafted so that these directives may be used to build the land use implementation tools.

- a. Examine existing zoning districts to determine their conformance with the Master Land Use Plan and revised accordingly.
- b. Expand or modify existing zoning districts to support development and redevelopment that meets the other land use goals in this document.
- c. Consider providing zoning incentives in the Downtown, village commercial centers, and residential areas that have experienced disinvestment by allowing an increase in density for projects that provide substantial benefits to the Town and exceed or further the goals of this Master Plan.
- d. Designate mixed-use zoning for use in specific areas of the Town where redistricting from a single land use to a mixed land use is appropriate, either as an exclusive district or as an overlay zone.

- e. Prevent the encroachment of non-residential uses into established residential areas, except for planned mixed-use development.
- f. Improve procedures to provide for the expeditious enforcement of the Town's land use, building, and health regulations in all districts.
- g. Utilize zoning to improve wealth and property values for all residents.
- h. Continue to enact zoning to protect public health, safety, and welfare.
- i. Explore zoning incentives or bonuses to promote high standards in Framingham's built environment.

### 3.3.2 Edge and Transition Policies

- a. Maintain the residential quality of existing and new residential neighborhoods by delineating edges and providing transitions to adjacent commercial, industrial, and institutional uses.
- b. Protect existing residential neighborhoods with a distinct and recognized character from the visual and physical impacts of adjacent commercial and industrial uses by using adequate setbacks, buffering, and screening of parking areas, storage areas, and outdoor equipment, and by also using design criteria to evaluate the appropriateness of proposed development within these areas.
- c. Provide pedestrian connections between residential neighborhoods and adjacent commercial and industrial areas by providing high quality pedestrian and bicycle access.
- d. Protect a sense of place in existing neighborhoods and establish new community character by recognizing the value of entrances and gateways.
- e. Identify unique characteristics and historical attributes to help neighborhoods define themselves, renew themselves, or become reinvigorated.

### 3.3.3 Commercial Center Policies

- a. Define the character of each commercial business area by further refining a hierarchy of business districts in the Zoning By-Law that include development standards differentiating each center.

- b. Establish priorities for revitalization, improvements, and public investment for the Downtown and the Town's village commercial centers.
- c. Continue to improve the Town's Drive-thru By-Law and limit drive-thru businesses in the Central Business District. Exempt financial institutions and retail pharmacies from the restriction in Neighborhood Business Districts.
- d. Establish a building street edge by locating off-street parking behind buildings; and preserve on-street parking and municipal satellite lots throughout commercial centers.
- e. Encourage structured parking, and locate structured parking and surface parking lots behind buildings and not on the street edge in the Central Business District. Allow but do not encourage stand-alone structured parking in the Neighborhood Business Districts.
- f. Establish development standards and intermodal access standards for commercial centers.
- g. Promote the use of existing architectural patterns within commercial corridors or areas.
- h. Encourage development styles that take into account existing historic buildings and good design features.
- i. Promote new construction and infill development to match or strengthen existing residential or village business centers, buildings, and land use patterns.
- j. Encourage the creation of outdoor space as part of retail and restaurant uses to expand the streetscape and foster a sense of community.

### 3.3.4 Neighborhood Policies

- a. Celebrate the unique attributes of each neighborhood in Framingham.
- b. Support and reinforce neighborhood identity and stability.
- c. Promote a high quality of life in each neighborhood.
- d. Support a stronger economic and physical link between neighborhoods and business centers.
- e. Establish community standards for new development to fit in with

# 3

## Goals and Policies

- existing neighborhood design and style, except where new design will improve the area aesthetically.
- f. Encourage the Town's residential neighborhoods to incorporate LEED-Neighborhood Development (LEED-NDTM) features to create environmentally-friendly designs and decrease residential carbon footprints throughout the Town.
  - g. Improve street lighting standards for all residential areas, especially during the months of daylight savings.
  - h. Conserve energy by setting standards and timing for street lighting.
  - i. Promote public health and recreation by improving maintenance of existing parks, adapting park features for the benefit of the variety of neighborhood demographics, and establishing additional parks, playgrounds, and common areas for neighborhoods and community members.
  - j. Promote neighborhood pride through community days, social events, and heritage days.

### 3.3.5 9/90 Corporate Center and Technology Park Policies

- a. Provide incentives to continue investment, redevelopment, reclamation, and reuse of the industrial land at the interchange areas, while distinguishing the eastern and western nodes located at Exit 12 and 13 interchanges of the Massachusetts Turnpike as different mixes of commercial and industrial uses.
- b. Preserve the Technology Park and 9/90 Corporate Center for technological, research and development, laboratory, and light industrial uses and related concierge services that support a commercial park.
- c. Encourage technological, research and development, laboratory, and light industrial uses in the area of Exit 12 off Interstate 90.
- d. Encourage technologically-advanced building design that incorporates low impact development standards, green building design, and other energy efficient and carbon-footprint reduction programs.
- e. Incorporate landscape, streetscape, open space, trails, and pathways into the design of large-scale projects and for existing commercial and industrial parks.

### 3.3.6 General Manufacturing and Industrial Polices

- a. Encourage manufacturing uses that produce value-added products.
- b. Encourage startup companies to establish within the Town.
- c. Identify and maintain an adequate level of freight rail capacity.
- d. Establish an industrial reuse strategy to maintain both large and small parcels of land and industrial uses south of Route 135, while enhancing protection for adjacent residential neighborhoods by addressing issues related to setback, access, buffering, and screening.
- e. Leverage use of Brownfield sites and set goals to remediate toxic and abandoned sites.

### 3.3.7 Natural Resource Policies

- a. Improve the quality of life and the value of property in the Town by protecting environmental resources.
- b. Develop strategies to allow the Town to respond quickly and efficiently to the impacts of natural hazards.
- c. Identify and establish priorities to protect and preserve critical natural resource areas.
- d. Encourage preservation measures that do not require the Town to purchase property while understanding important parcels of open space might not be able to be protected without a monetary contribution from the Town.
- e. Conserve wetlands through programs that ensure no net loss of total wetlands.
- f. Avoid adverse visual and environmental impacts of development on open spaces.
- g. Enhance open space functions and ecological roles as water storage and natural habitat areas.
- h. Identify and protect wildlife habitat areas and wildlife corridors.
- i. Preserve existing forests, floodplains, and wetlands.
- j. Improve the ecological quality and appearance of the public water supply lands.

- k. Encourage links between and among open space parcels, wildlife habitat, and wetlands.
- l. Utilize utility easements and corridors as wildlife habitats and green areas.
- m. Create a Town land trust to maintain and provide upkeep for donated, preserved, or purchased lands.
- n. Provide incentives for landowners and private organizations to put their land under conservation easements or other forms of land conservation or preservation.

### 3.3.8 Building and Site Design Policies for Private and Public Properties

- a. Encourage high standards of urban design throughout the Town in site planning, architecture, landscaping, streetscapes, and signage by incorporating these items into the Site Plan Review process.
- b. Improve local lighting standards utilizing “dark skies” as the standard of performance.
- c. During the months of Daylight Savings, adjust public lighting schedules for neighborhood tracts and community areas to encourage outdoor activities during the dark months of the year and to promote public health through exercise.
- d. Encourage investment in existing and new civic and public spaces that are accessible.
- e. Encourage artistic elements and art in civic spaces.
- f. Encourage sustainable and green design standards.
- g. Integrate stormwater management early in the planning process. Stormwater drainage systems and Low Impact Development Standards should be incorporated into new site designs.
- h. Encourage the removal of architectural barriers from civic and public spaces.
- i. Continue to maintain and improve the historical fabric of neighborhoods and communities through good site design and streetscapes.
- j. Incorporate energy efficiency into all site design features for new construction and redevelopment. Where appropriate, utilize ‘green building’ design throughout the project by implementing practical

and measurable green building design, construction, operations, and maintenance solutions.

- k. Incorporate bicycle and pedestrian features on and off-site through Complete Streets regulations on all projects where appropriate.

### 3.3.9 Taxation Policy

- a. Consider tax abatement incentives and special tax programs for projects that further or exceed the goals of this Master Plan.
- b. Consider further tax reductions for private lands with conservation easements.
- c. Consider further tax reductions for private land with conservation easements for public access, pathways, and trails.

### 3.3.10 Financial Policies

- a. Continue to apply for state and federal financial support for environmental remediation of properties.
- b. Use Economically Distressed Area designation to support site remediation under the State Brownfields Act.
- c. Seek and utilize volunteer grant writers, local and regional educational institutions, and local companies for assistance to further the goals of this Master Plan.

## 3.4 EXPANDING OPEN SPACE

The key goals of the Framingham Open Space and Recreation Plan, from July 2008, are:

- Maintenance and improvement of the current inventory of active recreational facilities.
- Maintenance and improvement of the current inventory of conservation and open space parcels.
- Conservation of natural resources and open space to protect water resources, wildlife habitat, horticultural, agricultural and passive recreational opportunities.
- Creation of new recreation facilities to meet unmet needs.
- Undertake other efforts that will support open space and recreation.

# 3

## Goals and Policies

### 3.4.1 Open Space Policies

The Open Space Policies of this Plan are:

#### 3.4.1.1 Preserving Agriculture, Habitat and Rural Quality Policies

- a. Preserve the existing agricultural areas, critical habitat values, and remaining areas with value for preservation.
- b. Provide additional tax incentives for maintaining agricultural lands.
- c. Promote agricultural education (e.g., 4-H), community-supported farming, and outdoor education programs.

#### 3.4.1.2 Cluster Development Policy

- a. Encourage cluster residential development as an alternative to standard platting for residential subdivisions. Design new development in the context of the physical characteristics of the land according to the existing site resources, resource values, and existing density allowances according to zoning.
- b. Consider the use of open space residential development (OSRD) By-law of residential development throughout the Town.
- c. Encourage alternatives to traditional subdivision platting for residential subdivisions, and expand applicability to appropriate residential districts in order to protect scarce open space and local ecology.
- d. Promote land use patterns and new investment that preserves tracts of open space land or creates new open space in urban areas for passive or active recreational opportunities.

#### 3.4.1.3 Active Recreation Area Policies

- a. Maintain and improve the current inventory of active recreational facilities and open space parcels.
- b. Promote conservation of natural resources and open space to protect water resources, wildlife habitat, horticultural, agricultural, and sylvan opportunities and passive recreational opportunities.
- c. Create new recreational facilities to fulfill unmet needs.
- d. Undertake other efforts that will support open space and recreation.
- e. Maximize use of the Town's open space and recreation areas, and

determine carrying capacity of facilities matched with population and demographics.

- f. Provide open space and recreation opportunities for individuals of all ages, socioeconomic levels and physical abilities now and for future generations.
- g. Make capital improvements and improve maintenance of recreation facilities to meet demands.
- h. Acquire land for future recreation needs.
- i. Promote recreational fields or courts throughout the Town. Plan parks within close proximity to neighborhoods that allow residents to walk or bicycle to them.

## 3.5 CONSERVING HISTORIC RESOURCES

The key goals of the Framingham Historic Preservation Plan, from July 2002, are:

- Identify historic, archeological, and natural resources significant to the Town.
- Protect historic resources, natural sites, and landscapes.
- Invest in the historic Downtown to ensure its continuing viability as a community center.
- Make Town-owned historic buildings and sites accessible.
- Educate the public about historic resources and heighten its awareness of historic preservation.
- Encourage the adaptive reuse of historic buildings whenever possible. Provide incentives when available.
- Develop a mechanism to protect and enhance historic buildings, sites, and their settings.

### 3.5.1 Historic Preservation Policies

The Historic Preservation Policies of this Plan are:

- a. Support town boards, commissions, departments, and local organizations that have an effect on historic resources.
- b. Identify, evaluate, and protect the Town's historic resources, natural sites, landscapes, stonewalls, and streetscapes.

- c. Make protection of historic resources a municipal policy that is implemented through effective legislation, regulatory measures and departmental procedures. List all historically and architecturally significant property controlled by the Department of Corrections in Framingham on the National Register of Historic Places. Consider additional historic district designations.
- d. Invest in the historic Downtown to ensure its continuing viability as a community and civic center.
- e. Educate the public about historic resources and heighten its awareness of historic preservation through public events, signage, and restoration.
- f. Encourage the adaptive reuse of historic buildings whenever possible. Provide incentives when needed to encourage reuse.
- g. Seek state and federal aid in revitalizing historic village centers.
- h. Protect Town-owned buildings and sites.
- i. Provide incentives and financial aid to preserve and revitalize Framingham's historic buildings and places.
- j. Obtain better maintenance and protections for town, state and federal owned historic properties in Framingham.
- k. Utilize historic events, persons, and places (i.e. Crispus Attucks, Boston Massacre, Salem End Road, Knox Trail, Harmony Grove, Village of Saxonville, etc.) to establish Framingham as a tourist historical destination to visit and explore the significant local landmarks.
- l. Work with local historic committees, other towns with shared history, local historians, Massachusetts Historic Commission and with the National Parks Service for the preservation of these historic resources in the Town and region, in order to obtain state and federal designation.
- m. Recognize historic and scenic ways in Town. Increase the length of legally designated scenic ways.

### 3.6 IMPROVING HOUSING

The key goals of the Framingham Housing Plan, from May 2007, are:

- Preserve the Town's existing inventory of affordable housing.
- Continue to meet the 10% statutory minimum under Chapter 40B.

- Continue to provide housing for a diverse mix of households.
- Encourage regional solutions to regional housing needs.
- Encourage neighborhood conservation.

#### 3.6.1 Housing Policies

The economic viability of Framingham relies directly on the provision of an appropriate mix of housing; this is a high priority of the Town. To maintain and preserve Framingham as a town with a high quality of life for residents, the supply of housing in Framingham will address the needs of households in accordance with the following policies:

- a. Promote Framingham as a place that offers a high quality of life and work opportunities.
- b. Protect and enhance the character of residential neighborhoods and small business centers, and encourage the individual identities of Framingham's neighborhoods.
- c. Encourage the adoption of zoning, regulatory, permitting, and other procedures that promote residential reinvestment and development that is appropriate to its location and is in accordance with the Housing Plan.
- d. Support rehabilitation code compliance for a diverse housing stock to ensure that quality housing is available to a variety of household types and individuals at all age, economic, and social levels.
- e. Actively promote the elimination of substandard, overcrowded, or other undesirable living conditions.
- f. Encourage the creation of and compliance with a barrier free architectural environment.
- g. Encourage housing that preserves and protects open space and marginal lands.
- h. Support the preservation and physical improvement of existing public and privately-owned affordable housing.
- i. Join local consortiums and organizations to develop creative approaches to housing of all types and price ranges in surrounding towns.
- j. Create policies for specific neighborhood areas with a clear objective to improve the quality of the existing housing stock.

# 3

## Goals and Policies

- k. Provide housing opportunities for special needs and at-risk populations such as the elderly, homeless, and people with disabilities.
- l. Preserve and maintain the existing housing stock as a valuable source of housing and neighborhood strength, particularly in the older sections of the Town, recognizing that the existing housing stock is a very valuable asset and the most efficient way to meet the goals of the Housing Plan.
- m. Encourage homeowners and landlords to invest in the energy efficiency of their homes and increased landscaping to enhance the streetscape.
- n. Promote owner-occupied housing.

### 3.7 IMPROVING TRANSPORTATION AND INFRASTRUCTURE

Linking appropriate access and other infrastructure to higher value land uses and development is a key objective of this Plan. The transportation goals are found within the Capital Investment and Infrastructure policies that promote transit, Complete Streets, and decisions linking land use and transit.

Transportation elements of the Master Plan promote transportation links by identifying commercial centers and densities which can be associated with different transit options. Major public ways for pedestrian and bicycle traffic can be identified as 'Rail Trails,' sidewalks, and pedestrian lanes, while transit centers and major roadways are identified as part of a complete program of multi-modal access.

#### 3.7.1 Transportation and Infrastructure Design Policies

- a. Develop a Town-wide Strategic Transportation Plan to further the policies and recommendations of the Master Plan related to Transportation. Incorporate 'Complete Streets' and 'Healthy Communities' policies. Establish a MassDOT 'Complete Streets' classification system. Based upon this system, improve travel conditions throughout the Town for drivers and pedestrians by a variety of measures that focus on upgrading the existing system, including physical improvements at key intersections, traffic signal modifications, traffic pattern modifications and facilities

for improved bicycle, pedestrian and universal accessibility in addition to new construction. [See Appendix C for a description of Complete Streets.] [See Appendix F for Healthy Communities.] [See Appendix E for the Bicycle Path system.]

- b. Build new and maintain existing Town infrastructure with sustainable design standards that reduce the amount of stormwater runoff, and improve the quality of the street environment.
- c. Introduce traffic calming features into roadways that serve residential neighborhoods and along traffic corridors that have become dangerous to pedestrians and bicyclists. Conduct traffic analyses to determine needs for traffic calming features.
- d. Make bicycle, pedestrian and public transportation in the rights-of-way of equal importance to vehicles.
- e. Provide a network of pedestrian paths and sidewalks throughout the Town. Promote 'road diets' for streets and ways throughout the Town as a way to increase pedestrian and bicycle access and build in traffic calming features.
- f. Work with abutting towns to expand connections to neighboring towns and landmarks.

#### 3.7.2 Public Transit and Intermodal Policies

- a. Provide a rational transit system. Improve efficiencies and increase public transit to link between all the major commercial nodes; the village centers, the Downtown, the Golden Triangle, and the existing transit nodes, i.e. Metrowest Regional Transit Authority, Logan Express and the MBTA train station.
- b. Establish light rail service in Framingham. Expand the MBTA or similar public transportation infrastructure system as a more efficient way to provide expanded public transit service.
- c. Enhance existing public transportation options within Framingham by strengthening the local services, i.e. Logan Express and the MBTA station facilities and services. Create non-automobile dependent modes of transportation between major nodes such as the train station, Logan Express, major employment centers, educational institutions, and medical services. Improve intermodal links between the public transit options through public investments and private development projects.

### 3.7.3 Infrastructure Policies

- a. Extend public water and sewer utilities only when required for a new commercial project if the project is fully funded by the project proponent, is in a currently developed area, meets the other goals of the Master Land Use Plan, and conforms to the underlying zoning district, or is considered a more desirable alternative to the zoning district. This does not apply to low density residential areas.
- b. Place utilities underground. Existing overhead utilities should be subject to a long-term plan for financing their placement underground.
- c. Upgrade telecommunications and internet infrastructure and access for all Town residents, businesses, and Town Government.
- d. Encourage infrastructure projects to include elements that improve aesthetics, reduce traffic congestion, mitigate noise and light pollution, preserve natural and cultural resources, and coincide with the policies of this Plan.
- e. Incorporate Complete Streets concepts into new construction and redevelopment.
- f. Encourage the use of alternative energy sources in Town-owned buildings and projects.

### 3.7.4 Capital Program and Maintenance Policies

- a. Continue to draft the annual Capital Improvement Program that lays out the business and financial plans for the Town's expenditures.
- b. Continue to improve the Town's existing infrastructure with pavement management and utility maintenance plans that set policies and standards for regular and long-term maintenance through a program of capital planning and budgeting, maintenance agreements, and financial incentives for private development.
- c. Improve multi-disciplinary design reviews for capital construction projects proposed by the Town, state or federal agency to improve the quality of project design and maintenance.

### 3.7.5 Air Rights Policy

- a. Consider allowing the use of "air rights" for development over public highways where appropriate, in order to provide important

public benefits such as promoting better connections between neighborhoods.

### 3.7.6 Public Building and Facilities Use Policies

- a. Program the use of public buildings and facilities to maximize their use, efficiency, and provide support to district revitalization.
- b. Create a facilities management plan to address long-term operational and maintenance needs for buildings and facilities.

### 3.7.7 State Highway Corridor Policies

- a. Improve the design and performance quality of the Massachusetts State Highway corridors, particularly within the business areas of Route 135, Route 126, Route 30 and Route 9, by providing zoning that encourages pedestrian connections, greater FAR, mixed-use development and shared parking; reduces traffic congestion; reduces the need for auto travel between activities; encourages public transportation; and provides bicycle trails and bicycle facilities.

Adopt a physical improvement plan to enhance the appearance of Route 9 utilizing both hardscape and softscape development standards.

- b. Improve the physical crossings over Route 9 by constructing physical improvements to visually and physically reconnect the community, providing for streetscape improvements and intermodal pathways.

### 3.7.8 Complete Streets Policies

- a. Encourage all Town projects to incorporate sidewalks, walking paths, and bicycle accommodations.
- b. Improve streets and roadways to incorporate MassDOT "Complete Streets" features that are safe, comfortable and convenient for travel via automobile, foot, bicycle, and transit.
- c. Incorporate Safe Routes to School throughout the Town.
- d. Improve the connection of transit to places of employment, homes, schools, and shops through appropriate planning and design.

# 3

## Goals and Policies

- e. Incorporate bicycle lanes throughout the Town through designated bicycle lanes, sharrows, or shared bicycle/pedestrian accommodations. [See Appendix E for the Bicycle Path system.]
- f. Require residential projects to incorporate sidewalks and pedestrian features into their site design.
- g. Ensure that pathways for multimodal access connect the main attractions and activity areas within Framingham.
- h. Develop a plan for future streetscape improvements using a Complete Streets model. Use these improvements to make locations more attractive for reinvestment, redevelopment, reclamation and reuse.
- i. Maximize the development and use of internal connectors and service roads to improve connections among uses.

### 3.8 BUILDING INSTITUTIONAL RELATIONS

Encourage communication and relationships between Town leaders, businesses, residents and local institutions (colleges, foundations, hospitals) to meet the goals of this Plan.

#### 3.8.1 Land Planning Policies

- a. Direct future expansion of institutions to areas within Framingham, which are compatible with the facility and Town plans.
- b. Develop institutional master and/or strategic plans to allow a basis for discussion of expansion projects and links to village commercial areas.

### 3.9 CELEBRATING COMMUNITY CULTURE

Community Culture is promoted through the maintenance of historic resources; expansion of commercial centers that offer employment opportunity; enhancement of open spaces, recreational and park lands; the maintenance and promotion of the arts, cultural and higher education facilities; and support for a wide range of diversity among the community's populations.

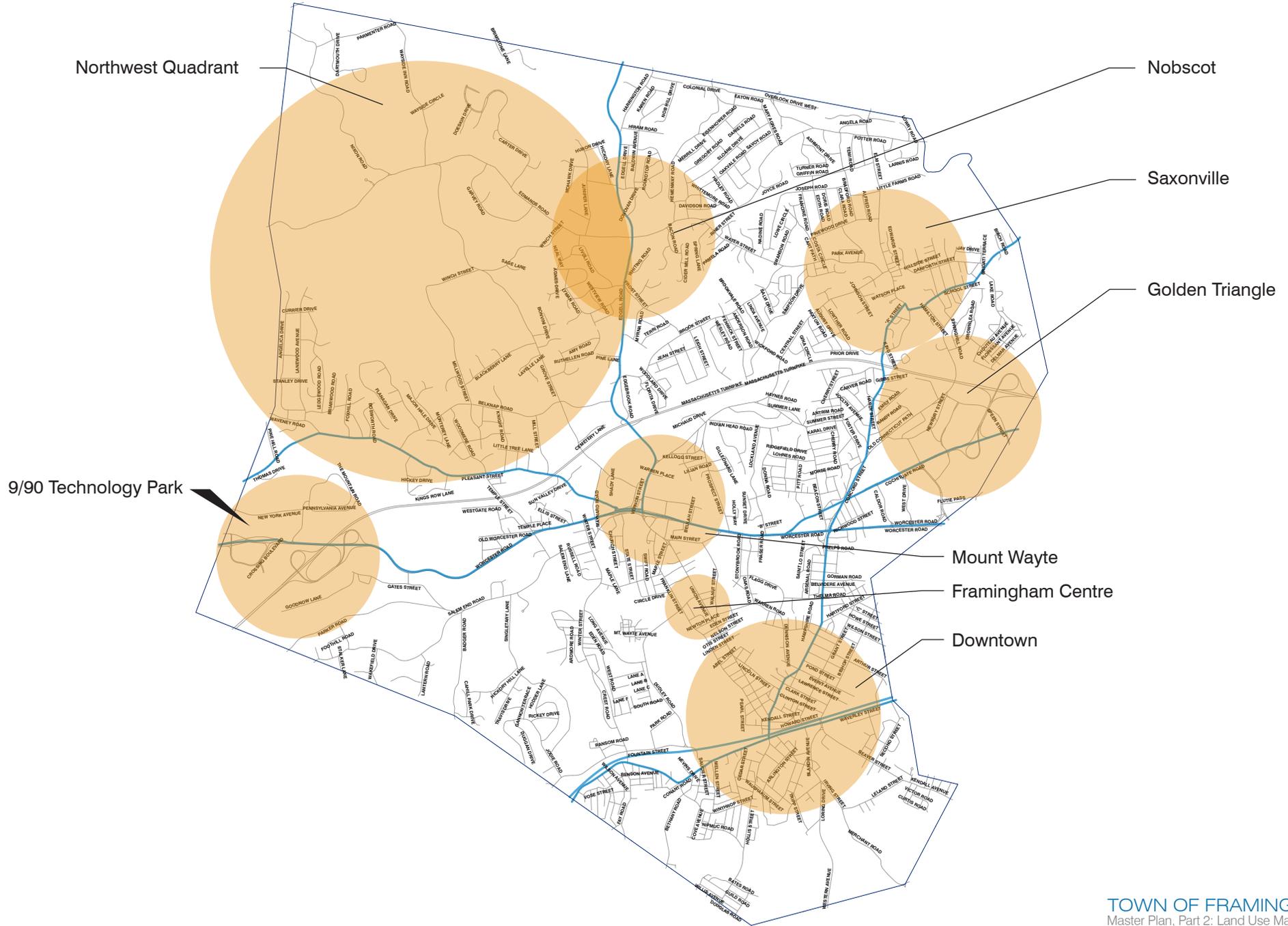
#### 3.9.1 Arts and Culture Policies

- a. Encourage and expand the arts, cultural, expression and entertainment venues in Town, particularly in the Downtown area and village commercial areas.
- b. Develop cross connections between various sectors within the creative economy such as artists, designers, college art and theater programs, and new technologies to strengthen the overall vitality of cultural life in Framingham.
- c. Facilitate greater communication and collaboration among cultural organizations, artists, the business community, nonprofit organizations and Town government.
- d. Provide new spaces and locations in existing civic spaces to allow the creative economy to thrive.
- e. Increase the availability of affordable studio, live-work, performance, and rehearsal space to retain artists, cultural organizations and businesses.
- f. Determine the infrastructure that will further the creative economy and provide it.
- g. Utilize the local art community to enhance neighborhoods, Town parks and commercial areas by displaying local public art.

#### 3.9.2 Community Culture Policies

- a. Promote outdoor entertainment, e.g. art in the park, community movie night and local concert series that provide a mixture of diverse performing arts.
- b. Host Community Days, e.g. Framingham Fest, Green-up Day and Marathon Monday.
- c. Encourage ethnic and cultural festivals throughout the Town that embrace Framingham's diverse culture and historical background; e.g. celebrate Framingham's rich historical experience with the Anti-slavery / Abolitionist Movement, and Suffrage Movement.
- d. Encourage neighborhood events and festivals throughout the town.

Figure 1: Specific Area Policy locations



# Downtown Framingham



### 3.10 MAINTAINING STATE, FEDERAL AND INTER-MUNICIPAL RELATIONS

Framingham should maintain a relationship with its federal and state legislators and agencies to further discussion on the issues of importance within the Town and region. The Town should also update local regulations to be current with state and federal laws and regulations.

#### 3.10.1 Regional Policy

- a. Continue to participate in the regional planning efforts through established groups such as Metropolitan Area Planning Council (MAPC) and MetroWest Regional Collaborative, and new organizations that may be formed.

#### 3.10.2 Inter-municipal Policies

- a. Continue to explore options for more sharing and efficient delivery of government services across municipal boundaries. Consider sharing public works, social programs and public building use as options to reduce costs and travel on local roads.
- b. Develop public safety policies for inter-municipal land use at Town borders.

### 3.11 SPECIFIC AREA POLICIES

The following are the goals and policies to apply and distinguish the areas identified by the Planning Board.

#### 3.11.1 Downtown Framingham

##### 3.11.1.1 Land Use Policies

- a. Establish a Main Street Program.
- b. Create a vibrant Downtown destination that provides a unique urban experience for residents and visitors.
- c. Encourage a plan for Downtown that mutually supports activities and land uses as follows: arts and culture, education, medical, government, specialized retail stores, and higher density residential development.

- d. Create opportunities for new investment, redevelopment, reclamation, and reuse. Mitigate the impacts of the rail line while increasing transit ridership. Improve access to the train station.
- e. Promote reinvestment and redevelopment of existing housing stock and build new units to increase housing opportunities for a diversity of incomes.
- f. Support existing and new businesses to improve the physical built environment and housing stock generally, while keeping the scale and character of the surrounding neighborhood.
- g. Provide physical links that provide an alternative to single occupancy vehicle travel between neighborhoods and the Downtown.
- h. Establish Transit Oriented Development (TOD) nodes linked to the West Natick and Framingham MBTA Stations.
- i. Recognize Farm Pond, Cedar Swamp and MWRA lands as important water and wetland habitat. Continue to invest in Cushing Memorial Park, and contribute to environmental stewardship of the Town's water bodies in the Downtown, including Farm Pond, Cedar Swamp, and MWRA holdings. Plan for appropriate public access to these resource areas.
- j. Provide increased open space and parks, and enhance linkage to Farm Pond and Cushing Park.
- k. Encourage redevelopment of existing buildings to meet the architectural standards of the area, allowing for retrofitting of existing buildings and building on vacant lots.
- l. Encourage streetscape that incorporates furniture and amenities in the pedestrian realm to support local businesses, promote outdoor activity and create new outdoor civic space.
- m. Embrace cultural diversity in the design features and accents throughout the streetscape.

##### 3.11.1.2 Parking Policies

- a. Implement a parking management plan. Improve the functioning and convenience of the Downtown by managing the supply of parking spaces to meet the varied needs of customers, employees, commuters, and residents. Increase the amount of parking spaces where possible.

# 3

## Goals and Policies

- b. Consider a neighborhood parking permit policy. Reduce over parking in setbacks on residential properties.
- c. Encourage and support the use of alternative modes of transportation to reduce the demand on parking.
- d. Provide parking facilities for all types of transportation options.
- e. Utilize alternative transport services such as shared vehicles and shuttle buses to reduce parking demand and traffic.
- f. Assess existing winter parking regulations.

### **3.11.1.3 Transportation and Destinations Policies**

- a. Reduce Downtown truck and vehicle through traffic congestion while improving or providing alternative modes of transportation within the Downtown.
- b. Provide multi-modal options for accessing Downtown, including pedestrian, bicycle, motor bike, and motor vehicles.
- c. Provide support for ADA improvements for buildings and streets.

### **3.11.1.4 Institutions and Culture Policies**

- a. Establish an overlay zoning district and other land use policies that guide institutional investment and expansion of the Downtown.
- b. Support state and/or federal historical designations to acknowledge Framingham's unique and historic involvement with the Anti-slavery / Abolitionist Movement and Suffrage Movement.
- c. Encourage opportunities for tourism, culture, arts, entertainment, recreation, food and health.
- d. Support the cultural economy and multi-cultural businesses to foster a vibrant Downtown.

### **3.11.1.5 Railroad Yard Policies**

- a. Utilize the rail yards as a potential economic and valuable logistic resource for the Downtown.
- b. Redevelop the existing Marshalling Rail Yards (North Yards) in the Downtown for alternative urban land uses to support revitalization and reinvestment efforts.
- c. Consolidate rail yard services into the existing Marshalling Rail Yard in South Framingham.

- d. Create new development opportunities for the existing Marshalling Rail Yard in South Framingham by establishing a limited access roadway along existing regional utility easements and/or existing right-of-ways to support freight transportation services for commercial enterprises that rely on truck and rail services.

### **3.11.1.6 Environmental and Open Space Standards**

- a. Restoration and improvement of Farm Pond to improve wildlife habitat and open space planning to provide passive recreation opportunities, so that this natural resource can become an asset for Downtown revitalization efforts.
- b. Encourage water features, installation art and community gardens to attract residents and visitors to Farm Pond and other open space within the Downtown.

## **3.11.2 Mount Wayte/Franklin Avenue**

### **3.11.2.1 Land Use Policies**

- a. Offer a new mix of land uses that will bring new investment to the Mt. Wayte Avenue and Franklin Street District in support of the Downtown with smaller-scale retail and office and medium-density residential development.
- b. Reconcile existing land uses of governmental and private properties and facilities.
- c. Establish land use regulations and other initiatives to further the environmental, open space and cultural policies for this District.
- d. Conduct an economic market analysis to determine the business needs of the area to specifically meet the potential demand of the residents and community members within this area. Promote outdoor restaurants on Farm Pond, a supermarket and other needs if determined feasible by the economic and market analysis.
- e. Enhance the value of the existing single-family neighborhoods within this area.

### **3.11.2.2 Transportation and Destinations Policies**

- a. Ensure that the pathways for multimodal access lead to the main attractions and activity in this area such as Farm Pond, Cushing

Mount Wayte/Franklin Street



# 3

## Goals and Policies

Memorial Park, Bowditch Athletic Complex, Keefe Technical High School and Callahan Senior Center.

Improve public transportation linkages to this area.

### **3.11.2.3 Environmental and Open Space Corridor Policies**

- a. Connect the open spaces and Massachusetts Water Resources Authority (MWRA) properties to create a continuous corridor linking river corridors with Farm Pond, the surrounding public lands and other wetlands.
- b. Improve view sheds of the natural areas and water resource areas where physical access is not possible.

### **3.11.2.4 Arts and Culture Policies**

- a. Restore the historic, social, cultural history and architecture of the area, i.e. Eames Family Farm, Harmony Grove, New England Branch of Chautauqua (Lake View) and Cushing Memorial Park.
- b. Support education about the social and cultural history of the area.

## **3.11.3 South Framingham**

### **3.11.3.1 Land Use Policies**

- a. Apply Open Space Policies.
- b. Apply Housing Policies that support rehabilitation of existing housing stock and infill development to enhance and improve the quality of life within the Town.
- c. Consolidate rail yard services into the existing Marshalling Rail Yard in South Framingham. Modernize the existing Marshalling Rail Yard in South Framingham by establishing a limited access roadway along existing regional utility easements and/or existing right-of-ways to provide freight transportation services for commercial enterprises that rely on truck and rail services.
- d. Encourage investment in Brownfields and other existing industrial sites by emphasizing redevelopment, reclamation and reuse.
- e. Promote investments to retrofit existing buildings with energy efficient features to improve the economic values of these structures and promote a sustainable economy.

### **3.11.3.2 Environmental and Open Space Corridor Policies**

- a. Provide connections between open spaces and aqueduct properties to create a continuous corridor to improve the quality of life in existing residential neighborhoods.
- b. Improve view sheds of the natural and water resource areas where physical access is not possible such as Beaver Dam Brook and Washakum Pond.

### **3.11.3.3 Buffers and Transitions Policies**

- a. Redevelopment, reclaim and reuse the industrial lands under appropriate design standards.
- b. Recognize the need for special care along the edges of zoning districts whose uses are not compatible.
- c. Provide design elements along industrial corridors that pass through non-industrial zones, i.e. boulevards, linear parks and pocket parks, to improve the appearance of the built environment and quality of life.
- d. Improve visual physical and environmental buffers between non-residential uses and existing or new residential uses to protect residential neighborhoods.
- e. Protect residential neighborhoods in South Framingham by adjusting zoning districts to more closely reflect actual usage.
- f. Establish Town Capital Program policies to support the infrastructure for buffers and transitions.

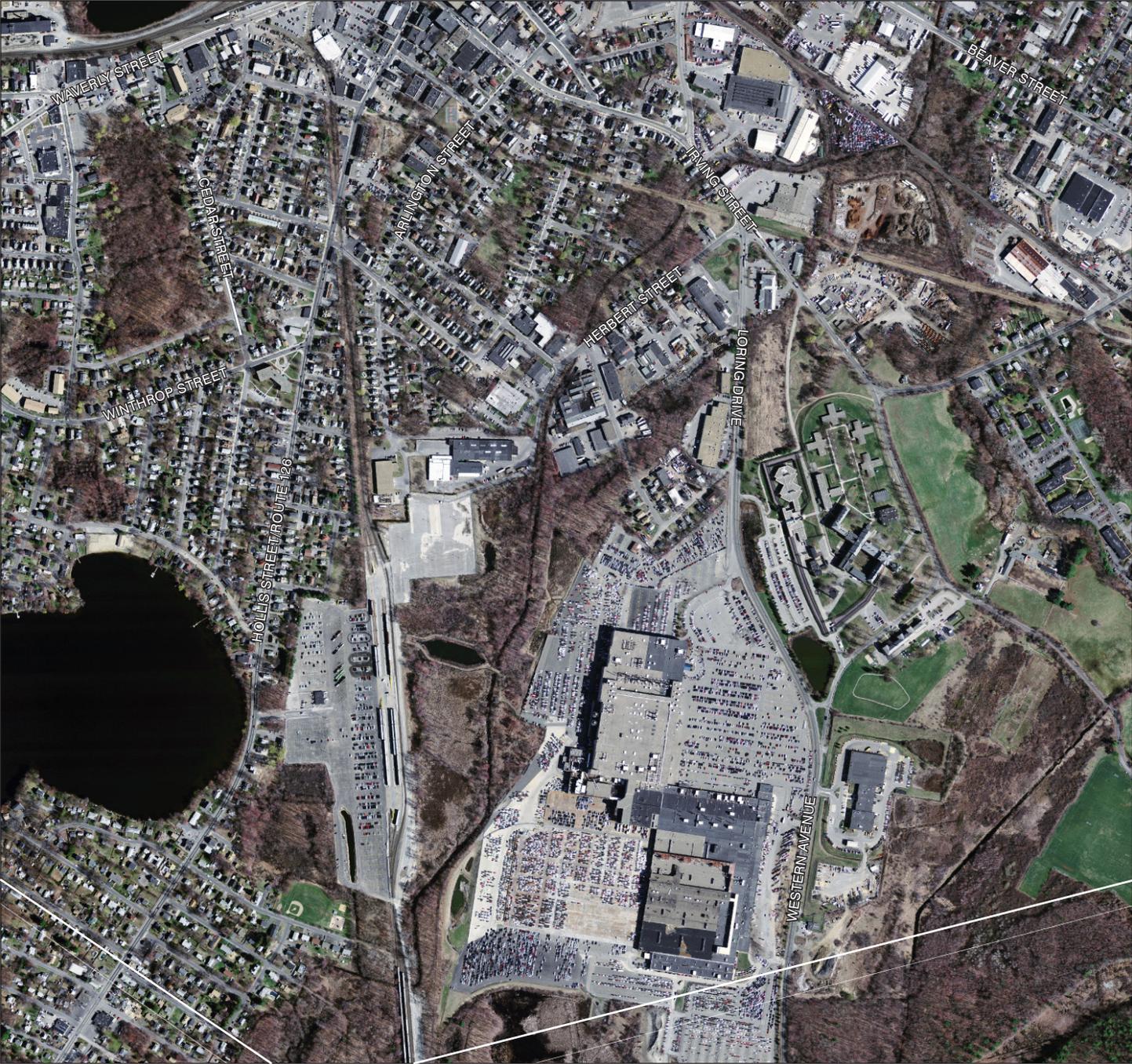
### **3.11.3.4 Transportation and Destinations Policies**

- a. Apply Infrastructure Policies.
- b. Increase links to the parks and playgrounds located within South Framingham and surrounding areas. These links will allow residents to safely and enjoyably walk to the parks.

### **3.11.3.5 Brownfields Policy**

- a. Apply Brownfields programs and funding to encourage investment, redevelopment, reclamation and reuse of the industrial lands and structures.

South Framingham



# 3

## Goals and Policies

### **3.11.3.6 Parking Policies**

- a. Reduce the congestion in residential neighborhoods in the South Framingham by improving public transit, parking design and use requirements in the General Residence District.
- b. Improve public facilities for overnight parking, off-street parking and winter parking bans.
- c. Continue to discourage parking on the front lawns of properties. Encourage parking to be located to the side or rear of the property.
- d. Improve neighborhood access to the trains, Logan Express and Route 9.
- e. Consider a neighborhood parking permit program.

### **3.11.4 Framingham Centre**

#### **3.11.4.1 Land Use Policies**

- a. Review and redistrict the Framingham Centre area to define and encourage mixed-use transitions between the Common and exiting Route 9 corridor development.
- b. Ensure that the location, height, architectural character, and scale of non-residential development are appropriate to the existing pattern of small-scale and historic buildings.
- c. Define clear edges to the historic district.
- d. Expand the historic district to its former size to protect nearby and threatened structures and open space.
- e. Encourage small-scale, unique commercial shops, home offices, and small medical offices in the context of expanding the historic land use patterns while protecting this area. Incorporate pedestrian and bicycle features for safe travel within and from this neighborhood.

#### **3.11.4.2 Accessibility Policies**

- a. Visually and physically connect Framingham Centre with Framingham State University and surrounding streets and neighborhoods south of Route 9, to repair the geographic heart of the Town, which was damaged by the widening of Route 9.
- b. Encourage residents, college students and others to use the

Centre for shopping, dining and other activities by improving safety, environmental quality and pedestrian access from both the north and south of Route 9.

- c. Explore options for air rights above Route 9 as a means to create a better connection between the north and south portions of the Centre.
- d. Introduce traffic calming features to slow traffic around the Town Common.

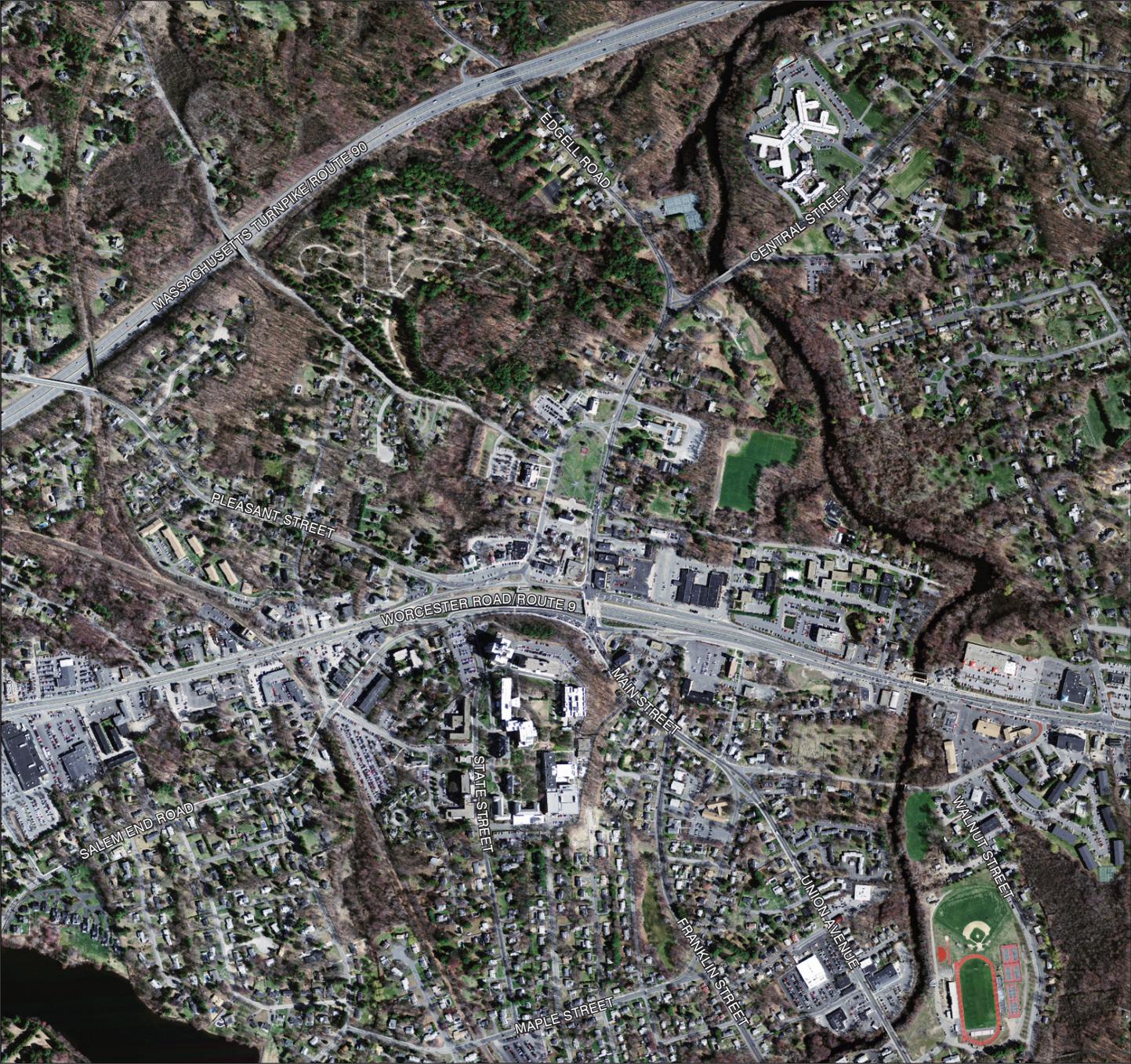
#### **3.11.4.3 Preservation Policies**

- a. Continue to improve the Framingham Centre Common, surrounding structures, pedestrian path and throughways to restore the historic center.
- b. Implement the Framingham Centre Common Master Plan.
- c. Encourage and expand cultural uses and activities throughout the year.
- d. Consider expansion of the historic districts, infrastructure improvements and zoning revisions between the two districts to link the two areas as a larger historic center. Strengthen the urban design of Framingham Centre to become the geographic center of the Town again.

#### **3.11.4.4 Institutional Relations Policies**

- a. Encourage improved economic and social ties between the Town government, businesses, nonprofits entities and residents of the Town and Framingham State University.
- b. Allow future expansion of Framingham State University to areas within Framingham that are compatible with this facility and Town plans to provide for long-term relationships between existing neighborhoods and the University.
- c. Encourage institutional Master Plans to be submitted for review by the Town in order to permit land use planning that coincides with the Town's goals.
- d. Consider Framingham Centre for off-campus facilities.

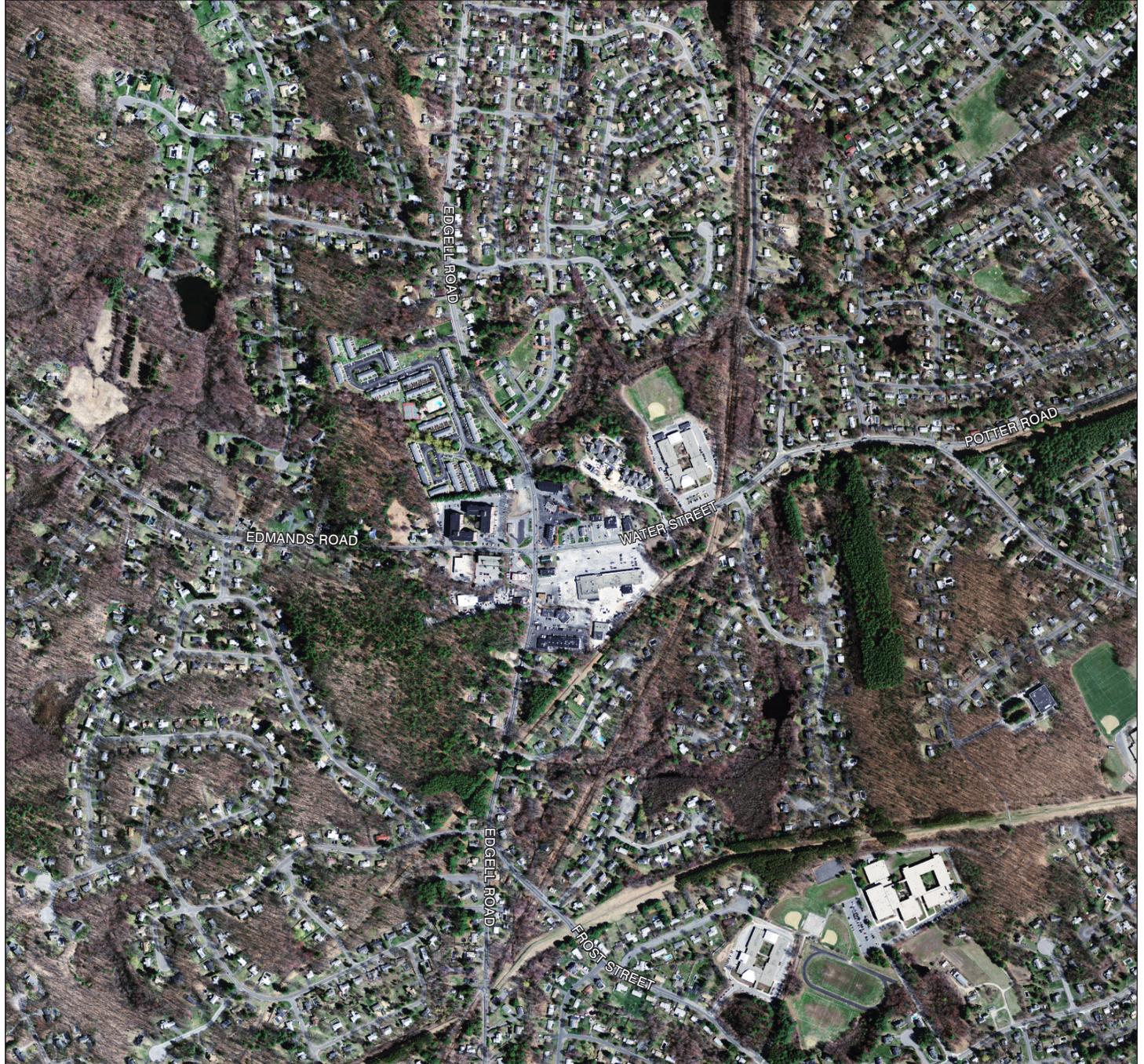
Framingham Centre



# 3

## Goals and Policies

### Nobscot



### 3.11.5 Nobscot

#### 3.11.5.1 Land Use Policies

- a. Define the types and character of development most similar to the New England tradition that is most successful for revitalizing the center, and determine the zoning amendments and public incentives needed to effectuate that change.
- b. Offer a new mix of land uses that will bring new investment to the commercial parcels on Water Street, Edmands Road and Edgell Road District. Support smaller-scale retail and office on these parcels.
- c. Conduct an economic market analysis to determine the business needs of the area to specifically meet the potential demand of the residents and community members within this area.
- d. Encourage pedestrian and bicycle friendly environments and road designs.
- e. Discourage large paved parking fields on frontages through zoning standards and incentives.

#### 3.11.5.2 Civic and Cultural Improvement Policies

- a. Establish a neighborhood plan that encourages civic space and cultural attractions in and around the commercial center. Determine locations for pocket parks that add relief to the business center.
- b. Provide links to public and private open space such as MWRA lands, the Boy Scout Reservation, Garden in the Woods and Callahan State Park.

#### 3.11.5.3 Transportation Policies

- a. Identify the need for bus stops and public transit links to the train station and Logan Express, along with the expansion of sidewalks to surrounding neighborhoods.
- b. Improve street signage and way finding to identify Nobscot.
- c. Encourage a pedestrian-oriented shopping and gathering place.

### 3.11.6 Northwest Quadrant

#### 3.11.6.1 Land Use Policies

- a. Consider decreasing the allowable density of development for conventional subdivision development in the Northwest Quadrant through changes in zoning to preserve valuable agricultural and open space land through Open Space Residential Development land use patterns.
- b. Require alternatives to conventional subdivision platting, i.e. Open Space Residential Development, so that open space is conserved.
- c. Require an analysis before extending water and sewer in the Northwest Quadrant.

#### 3.11.6.2 Extension of Utilities Policy

- a. Only extend water and sewer utilities through and into undeveloped areas when there are significant health and safety emergencies or where the extension creates opportunities to improve the character and quality of the built and natural environments.

#### 3.11.6.3 Preservation Policies

- a. Protect the rural quality of the Northwest Quadrant, while at the same time, accommodating development by allowing cluster residential development when open space is preserved in perpetuity.
- b. Protect key scenic and natural resource areas such as open meadows visible from the roadside, farms, trail ways and view sheds through a variety of means, including conservation restrictions, land donations and preservation related to cluster development.
- c. Establish greenways through the Northwest Quadrant to provide public access and protect wildlife habitat.
- d. Establish protected connections between fragmented open space to promote wildlife and habitat preservation.
- e. Protect and support agricultural enterprises with a set plan on how to manage, maintain and finance the land use.
- f. Support local agriculture with state and federal programs. Provide local support through agri-tourism, scenic farm loop and other programs.

# 3

## Goals and Policies

Northwest Quadrant



Saxonville



# 3

## Goals and Policies

### 3.11.7 Saxonville

#### 3.11.7.1 Land Use Policies

- a. Continue to revitalize Saxonville as a mixed-use village center composed of stores, shops and small businesses. Include rehabilitation of existing housing and new infill housing in the mix of uses. Promote multifamily mixed-use projects at a scale appropriate to the village center. Ensure that any new development, investment, redevelopment, reclamation or reuse in Saxonville respects the existing building patterns and encourages parking located behind buildings.
- b. Develop on-site and on-street parking plans.
- c. Recognize the need to create links between 'new' and 'old' Saxonville neighborhoods, specifically Pinefield, the Saxonville Mill neighborhood and the Danforth Bridge neighborhoods.
- d. Promote the historic character of primary corridors such as Water Street, Central Street, Elm Street and Danforth Street. Utilize an urban designer for the review of capital projects.
- e. Develop a streetscape improvement program.
- f. Ensure Zoning By-Laws preserve historic character.
- g. Promote the historic neighborhood scale of secondary roads such as Potter, Old Connecticut Path, School Street and Hamilton Street.
- h. Encourage mixed use in the Roxbury Mill complex as a means of providing increased economic vitality to the area.
- i. Consider public parking to support more complete reuse of older structures with no on-site parking and to preserve historic structures and land use patterns.
- j. Provide civic spaces and pedestrian links in the village center.
- k. Preserve the historic mill houses that surround the center, within and outside the historic district.
- l. Provide outdoor civic spaces to enhance the natural resources and community spaces within this area.
- m. Ensure a connection between Saxonville and the Planned Unit Development.
- n. Conduct an economic market analysis to determine the business

### 3.11.8 Golden Triangle, Major Collector, Arterial and Highway Corridors

#### 3.11.8.1 Development Policies

- a. Continue to require improved visual quality of commercial development with respect to architecture, site planning and streetscape.
- b. Reposition remaining underutilized and underdeveloped land to diversify the mix of commercial and industrial uses, and provide opportunities for housing.
- c. Provide incentives for redevelopment opportunities that diversify the mix of uses.
- d. Obtain regional and MassDOT cooperation on future goals and development plans for the Route 9 corridor.
- e. Update the boundaries of the Golden Triangle overlay district within Framingham, and obtain consistent changes within the surrounding communities.

#### 3.11.8.2 Infrastructure Policies

Provide increased development opportunities in exchange for public improvements.

- a. Link public infrastructure upgrades to land use goals.

#### 3.11.8.3 Environmental Policies

- a. Minimize adverse visual and environmental impacts of development on wetlands and other open spaces in the area, and enhance their functions as water storage and natural habitat areas.
- b. Encourage restoration of damaged habitats along natural resources and buffer areas.

#### 3.11.8.4 Access and Parking Policies

- a. Maximize the development and use of internal connectors and service roads, and improve pedestrian connections among uses. Adopt a Complete Streets approach for the area.
- b. Encourage shared parking within mixed-use projects and with adjacent commercial uses.

Golden Triangle



# 3

## Goals and Policies

- c. Encourage developers to reduce the size and impact of project parking fields.
- d. Encourage parking garages to reduce surface parking fields and increase building development.
- e. Facilitate the expansion of the Massport Logan Express Service at an existing or nearby location as part of new investment in the Golden Triangle.
- f. Improve access to Interstate 90.

### 3.11.9 9/90 Corporate Center and Technology Parks

#### 3.11.9.1 Land Use Policies

- a. Continue to support high technology and light manufacturing uses with zoning and infrastructure improvements.
- b. Encourage high standards for architecture, urban design, landscaping and streetscape.
- c. Reposition remaining underutilized and underdeveloped land to provide new opportunities for commercial uses.
- d. Provide incentives to encourage the highest and best use of older developed parcels in the Technology Park.

#### 3.11.9.2 Access and Parking Policies

- a. Encourage a reduction in parking by promoting shared parking with adjacent uses.
- b. Encourage parking garages to reduce surface parking fields and increase building development.
- c. Facilitate the expansion of local and regional public transportation connections to Framingham MBTA Station and the Massport Logan Express Service.
- d. In collaboration with MassDOT, improve access to the Park and Ride on the southern side of Route 9 and promote the development of this site as a structured parking facility and a public transportation node. Explore opportunities presented by adjoining vacant commercial property to improve public parking and public transit.
- e. Improve access to Interstate 90.

#### 3.11.9.3 Infrastructure Policy

- a. Provide increased development opportunities in exchange for public improvements.
- b. Improve the telecommunications infrastructure.

#### 3.11.9.4 Environmental and Open Space Corridor Policy

- a. Minimize adverse visual and environmental impacts of development on open spaces in the area, and enhance their functions as water storage, natural habitat, and areas for passive recreational use.

9/90 Corporate Center and Technology Park





# 4 MASTER PLAN IMPLEMENTATION STRATEGIES

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*Tenets of Land Use Management*

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# 4

## Implementation Strategies

Implementation of this Master Plan will be complex in that the decision-making process is fully vetted and involves multiple bodies, and will be continuous in that the Planning Board must become the long-term stewards of the plan and the Town as a whole must be fully engaged in its implementation and require the plan to be fully integrated into the Town's organizational management structure. Further analysis, changes in market conditions and programs, and feedback from proposing these actions could all be used to modify the steps of implementation. Consequently, a number of strategies presented as tenets are recommended to set the stage for action and provide overall direction to the process of implementation.

The Tenets of Land Use Management recommend the basic approach to accomplish the Goals and Policies expressed in Chapter 3 of the Master Plan, the development of the Town suggested on the Master Land Use Plan Maps in Chapter 2, and the steps in the Land Use Actions. While many related actions support the Goals and Policies, this condensed set of strategies and actions represent what the Town can accomplish through its land use management powers. Some of the tools and steps to complete these actions are provided in the next chapter.

### 4.1 TENETS OF LAND USE MANAGEMENT

The effectiveness of the Framingham Master Plan will be in implementation of the core land use planning rules, laws and regulations that express the goals and policies of the Master Land Use Plan and General Land Use Goals. The land use actions suggested for implementation in this Master Plan are advanced under five interrelated tenets, which are as follows:

- Community Character – Support existing neighborhoods, village centers, landmarks and natural features as well as unique historic sites that contribute to why residents and visitors value Framingham.
- Environmental Values – Maintain the quality of the environment, natural resource ecology, public health, living conditions and property values.
- Economic Development – Promote economic development through public investment and private redevelopment with a focus on infusions of new capital to improve the built and natural environment.

- Network of Transportation – Create links both within the community and to major transportation systems outside the community to support Framingham as the region's hub.
- Clear Planning and Development Processes – Develop clear and consistent standards for land use projects, both private and public, that enable projects to receive municipal review in a rational, managed process. Provide a hierarchy of review based on scale and intensity of the project while ensuring that projects enhance the quality of the built environment in Framingham.
- Sustainable Community – Consider how each action meets the needs of the present without compromising the needs of future generations.

These tenets should be applied to all Town processes. For the Planning Board, these tenets will be interpreted as follows:

#### 4.1.1 Community Character

Community character grows from a unique set of built conditions, history, natural resources and people. Framingham is especially diverse in so many ways and provides a wide variety of potentially defining elements such as many different neighborhoods, villages, regional commercial centers, art and culture, educational institutions, health care, open spaces and major water bodies. It is this diversity that defines the character of Framingham. This should be celebrated and used to promote the values of living, working, learning and recreating in the Town. The issue is how to maintain and further enhance these conditions and elements of Community Character that come under pressure at times of economic growth and decline. The role of the Master Plan is to identify ways to maintain and enhance the Community Character through land use management which involves certain aspects of its jurisdiction as follows:

##### 4.1.1.1 Balance Land Use and Development

- a. Preserve historic elements and land use patterns of the built environment through zoning and development regulations that value preservation.
- b. Encourage new investment that reinforces the existing unique characteristics of each neighborhood and business area in the Town through rehabilitation of existing buildings, including reuse and expansion.

- c. Balance open space and natural resource values with alterations of the built environment to restore damaged open space, improve habitat around natural resources and protect remaining natural resources.
- d. Acknowledge that the impacts from alterations in the built environment will need to be accepted in some form but preferably in ways that conform to community goals and values.

#### **4.1.1.2 Community Character Elements of the Master Land Use Plan**

The Master Land Use Plan encourages the recognition and preservation of the local identities of Framingham's neighborhoods and commercial centers. Through this Plan, the Town will establish site planning and design standards that contribute to the Town's uniqueness and community character. The Master Plan recognizes the economic pressures on Framingham's infrastructure and built environment.

### **4.1.2 Environmental Values**

The quality of the Town's environment is essential to the quality of life, a vibrant healthy community and the value of land. High quality living conditions will be found within a healthy environment and a varied landscape of development matched with natural resources. While this plan does not set a goal to fully restore all original natural conditions, a realistic goal is proposed: to identify opportunities for restoration, maintain and stabilize the present natural environmental qualities, and incorporate these resources into new development projects so that these conditions may be sustained over the long term.

The Town enjoys a significant percentage of quality open space and linked water resources: 1,627 acres of open water, 869 acres in open space tax classification, 179 acres in recreational use, 109 acres of conservation land, and additional acres of conservation restrictions as well as public and nonprofit lands. Not all of these lands, however, are under restrictions to remain as open space. Adding new protections and purchasing lands identified for acquisition as open space will require continued funding. Other means to preserve land will occur by ensuring that conservation values are included in all project designs and by supporting third party stewardship.

#### **4.1.2.1 Enhance the Quality of Life and Property Values**

The Planning Board's role in the future environment of the Town will be in applying these land use objectives.

- a. Require a scale and type of development compatible with topography, existing habitat and water resources.
- b. Use public infrastructure to play a key role in all the development, redevelopment and revitalization plans by using access to encourage a certain quality of development. Particularly using combinations of public water and sewer lines to encourage more appropriate use of the Town's remaining open lands and protection of natural resources.
- c. Emphasize three areas for public action which include the regional trails and links; preservation of open space through the multiple means available, including third party stewardship; and low impact and green project design for all new construction.

#### **4.1.2.2 Environmental Elements of the Master Land Use Plan**

The Master Land Use Plan promotes preservation of water resources and their land side edges, preservation and conservation of open space and agricultural lands, and building densities appropriate to the infrastructure and context of surrounding development.

- a. The Master Land Use Plan recognizes the impacts of road construction on the Town's natural resources and encourages interdisciplinary review of road construction, layout and traffic calming devices.

### **4.1.3 Economic Development**

As Framingham is predominantly "built out" – only 4 percent or about 719 acres in the Town are listed as undeveloped land – the next significant land use changes will occur predominantly from redevelopment. Actions should be taken to attract redevelopment, which will be generated through private and public investments.

#### **4.1.3.1 Economic Development Land Use Approach**

The findings from this Master Plan are that the future success of the Town will be supported by a multi-pronged approach that addresses the following areas of community and regional scale changes:

# 4

## Implementation Strategies

- a. Improve business attraction, business retention and expansion efforts through Town planning efforts and an Economic Development Plan.
- b. Continued attention to the Technology Park by advancing project proposals that provide additional high tech, research and development, and light industrial jobs.
- c. Support the “Golden Triangle” as a vital regional commercial and mixed-use center by acting on the zoning that allows flexibility and promotes high quality, mixed use design.
- d. Improve the Downtown as the civic and commercial center of Framingham through implementation of the Downtown Master Plan and support institutions such as the Framingham Public Library and the MetroWest Medical Center. Establish new institutions such as a Framingham Children’s’ Museum.
- e. Support the arts and higher educational institutions by creating an atmosphere that feels inviting to creative professionals. That includes the use of existing industrial and warehousing areas to encourage the transitional use of spaces as artisan live-work spaces.
- f. Encourage small startups and local businesses, and promote the training and retraining of local people to become those entrepreneurs who will revitalize the Town. Support micro-entrepreneurs with live-work spaces clustered in the Downtown area, and support cooperatives and other structures that help businesses share resources such as “server farms” to support small business computing needs or retail and commercial storage facilities. Also encourage the use of light industrial facilities to import, export or assemble materials.

### *4.1.3.2 Economic Development Elements of the Master Land Use Plan*

The Master Land Use Plan promotes commercial and industrial development in Framingham by district or neighborhood with distinctions for a different type and character of development in each district. The recommendations for the Technology Park are a dedicated set of policies. The recommendations for other areas in Town are to support small business enterprises, the cultural economy and entrepreneurs to foster growth overall. This policy direction also

requires job training to redirect the employees who previously relied on the industrial and manufacturing sector. Therefore, the land use regulations should not only support but also encourage projects for job training and retraining facilities.

### **4.1.4 Network of Transportation**

The effective linking of neighborhoods, residents, institutions and businesses to each other within the community requires a comprehensive land use and urban design approach. Designs for vehicles, public transit, pedestrians and bicyclists are essential to meet ADA and other access standards. In addition to the regional and national network of highways, rail lines and air routes must be accessible to Framingham residents and workers via passenger vehicle, public transportation and pedestrian and bicycle travel to support economic development. Lastly, telecommunication and related technology must be considered a part of the necessary information “highway” network, as this option provides an opportunity to connect people to jobs and commerce with a lower capital investment in hard infrastructure.

#### ***4.1.4.1 Accessibility, Convenience and Choice***

- a. Encourage and zone for Transit Oriented Development.
- b. Adopt Complete Streets design standards.
- c. Link land use plans with transportation systems, including pedestrian, bicycle and public and private transit systems.
- d. Reexamine the efficiency of the existing bus system and plan a public bus route that complements existing transit resources. Advocate for light rail within Framingham and outside linking to the MBTA green line.
- e. Update Town building and construction standards to match state policies for bicycles, pedestrians to further the “Healthy Community” initiatives and Complete Streets Concepts.

### **4.1.5 Permitting and Developmental Review Processes**

The permitting processes can be complex and expensive for the town and all participants. By improving developmental review processes and providing education on the standards for both the development

community and the Town at large, actions by all Town officials and boards will be better understood by the public even if still debated.

#### **4.1.5.1 Land Use Approach**

- a. Identify and publish the scope and purpose of the local, state and federal laws related to land use, development and federal constitutional rights.
- b. Ensure that the Master Land Use Plan is consistent with land use regulations and the regulations are consistent with case law.
- c. Encourage strong public participation in development planning where greater participation will create a feeling of ownership by the community in land use decisions.
- d. Encourage objective and predictable town regulations.
- e. Encourage pre-planning efforts for specific areas and projects.
- f. Permit electronic submissions and online review of content to keep the public informed during the permit review process.
- g. Ensure that zoning regulations do not conflict with local land use policies, business practices and design standards.
- h. Maintain an objective review process that achieves the appropriate balance between private and public interests.
- i. Clearly articulate the parameters for review from legal and regulatory perspectives for all participants in the process.
- j. Continue to include strong findings for all town permits and decisions.
- k. Award developers with extra building density or building height in exchange for good design, open space, affordable housing, or other community benefits.

#### **4.1.5.2 Permitting and Development Process Elements of the Master Land Use Plan**

The Master Plan is a public document that indicates suggested areas of preservation, conservation and development. The Master Plan may be amended as new needs arise. The public is invited to review, discuss and debate the land use categories and mapping recommendations of the Master Plan as a precursor to participating in the administrative and adjudicative process of land use entitlement.

### **4.1.6 Creating a Sustainable Community**

The approach to creating a sustainable community is one of considering the long-range impacts of current decisions. Resources should be utilized prudently in ways that do not burden the future. A key example is the consideration of the local energy demands and use of current technologies to reduce energy consumption and costs now and into the future.

#### **4.1.6.1 Define Framingham's Approach to Being a Sustainable Community**

- a. Create a definition of a sustainable community that applies to all actions of Town Government.

#### **4.1.6.2 Encourage Energy Independence**

- a. Continue energy and environmental education in the community.
- b. Continue participation in state and federal programs.
- c. Support alternative energy system development when not in conflict with the character of the surrounding neighborhood.
- d. Distinguish renewable and alternative energy sources such as geothermal, solar and wind turbines, gain a full understanding of their design implications and incorporate into the regulations the necessary design criteria, as appropriate for the size, use and location.
- e. Include requirements in the land use regulations and local programs for green infrastructure and buildings, public and private.

#### **4.1.6.3 Sustainable Community Elements of the Master Land Use Plan**

The Master Plan incorporates sustainable policies and programs throughout the document. The concept is one of making decisions within the context of a long-range view. The Planning Board has adopted this concept and will review all decisions based on this approach. In addition, participation in the Green Communities and Sustainable Communities Consortium regional programs will strengthen local goals for sustainability.



# 5 IMPLEMENTATION OF LAND USE ACTIONS

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*Chapter Five: Implementation of Land Use Actions*

*Purpose of the Land Use Actions*

*Implementation of the Land Use Actions*

*Short Term Actions*

*Longer Term Actions*

*Implementation Timeline for Land Use Actions*

*Maintenance of the Master Plan*

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# 5

## Implementation of Land Use Actions

### 5.1 PURPOSE OF THE LAND USE ACTIONS

The Town shall use the Goals, Policies, Implementation Strategies, and Land Use Actions as a guide for identifying actions to carry out the Master Plan. Through the use of these Actions, the Master Plan can be successfully utilized to implement the short term (1-4 years) actions. The work program addresses the current land use management needs of the Town. Mid-term and long-term actions are also included in this plan but no work plan for them has been developed yet. These future work plans will be developed as the Planning Board progresses with the Actions and regularly reviews progress. Newer approaches to land use management could also be used to address certain Town issues, but are recommended to be more fully evaluated before acting on them. These alternative methods are described in the next chapter.

The Master Plan recognizes the necessary changes needed to successfully bring Framingham up to current best land use practices. These actions will require participation by the Town as a whole to successfully integrate the Master Plan into the workings of the Town. The Planning Board is the statutorily responsible governmental body under state law (MGL Chapter 41 sec 81-D) for creation of the Master Plan, and the Board will continue to oversee the implementation of the recommended land use actions of this Plan. As noted in these Land Use Actions, input from the public and Town officials will be required, and the Planning Board shall work in collaboration with other Town departments, Standing Committees of Town Meeting, and consultants to integrate the Master Plan into Town government and implement the Actions. The Planning Board, through an open and transparent process, will ensure that the priorities identified in the Master Plan are carried out in a manner consistent with the intent of state law and the public.

### 5.2 IMPLEMENTATION OF THE LAND USE ACTIONS

Implementation of this Master Plan will require a number of actions; particularly action on by-laws. The process of zoning amendments requires formal public hearings and ultimately requires 2/3 of Town Meeting voting for approval to adopt any new zoning. In addition to working with Town departments under the direction of the Town

Manager, the Planning Board envisions a close working relationship with Town Meeting and its respective Standing Committees on the adoption of zoning changes recommended in the Master Plan. This relationship between Town Meeting, Standing Committees and the Planning Board will require continual communication and input to ensure successful adoption of these changes. The Planning Board will provide an annual report to Town Meeting on the progress being made on the implementation of the Master Plan.

The Actions prescribes the necessary tasks and the process needed to carry out each of the recommended action items set forth in the Master Plan. The Planning Board will need to formalize an ongoing process with senior Town management to coordinate efforts to ensure these actions of the Master Plan are carried out in an efficient and timely manner.

The Planning Board has prioritized the recommended actions and designated some as high priority items that should be addressed within the short term, the next four years. The list of high priority actions follows in the next section. While it is possible to accomplish these actions on schedule, the effort must take into account Town Hall staffing levels, workloads and other priorities.

### 5.3 SHORT TERM ACTIONS

These are the first priority actions, which the Planning Board has determined need to be addressed within the next 1 to 4 years. These actions mainly focus on the Town's current land use regulations and suggest where zoning should be analyzed and reconsidered in light of current conditions and opportunities.

#### 5.3.1 Comprehensive Revisions to Town Land Use Regulations

The Town of Framingham has a comprehensive set of Zoning By-Laws, which include residential, commercial, industrial and special districts that specify the allowed uses with dimensional standards. The Zoning By-Laws were first enacted on March 15, 1939 and have been amended many times over the years to meet the needs and goals of the community and to respond to changes in federal and state laws and regulations as well as court cases. The land use goals, policies

and programs included in this document, have suggested different approaches to land use regulation. As a consequence, the existing Zoning By-law does not fully represent the Town's current land use goals.

### 5.3.1.1 Review, Evaluation and Recodification of the Zoning By-Law and Amendments to the Zoning Map

The Planning Board should review and evaluate the Town's current Zoning By-Laws, update existing regulations and incorporate and consider the advantage of different and newer approaches to land use regulations. The Planning Board should identify the strengths and shortcomings based on the review of the local development process and the projects that have resulted from application of these regulations. In addition, a review of national best land use practices will be used in combination to recommend potential revisions.

This comprehensive approach will not be used to postpone other improvements to the Zoning By-Laws, which have already been identified as needed. During this process, the recommended revision of several key Zoning By-Laws may be developed and advanced, or they may be acted upon to take advantage of land use changes and opportunities that may occur in the short term.

The Planning Board shall develop and test any recommended Zoning By-Law changes prior to adoption. Further, technical assistance and training may be required for staff to use and administer some newer forms of regulation that are adopted. The format and content of the updated Zoning By-Law is envisioned by the Planning Board to include a number of improvements of which the following are being considered as high priority action items.

*Staff: Lead Department - Planning Board*

*Supporting Department/ Organizations(s) - Town Counsel, Building Department, and others as appropriate*

### 5.3.2 Zoning Overlay Districts for the Key Commercial Centers and Corridors

The first proposed short-term actions related to zoning and map amendments are to create new overlay districts for the key commercial areas. These areas create an identity for the Town, provide opportunities

for new local jobs and taxes, and further the economic development goals of this Master Plan.

#### 5.3.2.1 Rezoning Key Districts

The first tasks proposed are to create new overlay districts for the key commercial areas. The following tasks represent the proposed work plan.

Task 1: Complete a zoning analysis and land use study of the commercial districts

- Collect Assessor records, property information and current zoning information to accurately identify properties within the target rezoning areas or corridor.
- Collect and create maps to graphically represent the current zoning in addition to an appropriate area outside the corridors depicting the abutting corridor properties.
- Identify vacant and underutilized land for potential redevelopment or conservation
- Identify the priority commercial areas for overlay rezoning
- Deliverables:
  - Inventory Analysis binder with all property information for the area or corridor; and
  - Existing Conditions Maps
  - Listing of Key Commercial Districts

Task 2: Prepare potential zoning overlay districts

- Using the Task 1 information, develop new zoning or overlay districts for the area or corridor
- Identify allowed uses
- Include incentives to encourage new investment
- Develop Potential Area or Corridor Zoning Maps to depict the proposed zoning district
- Deliverables:
  - Proposed Zoning By-Law overlay districts; and
  - Potential Area or Corridor Zoning Maps.

# 5

## Implementation of Land Use Actions

Task 3: Rezone the target areas or corridors through the Town Meeting process

- Complete the public hearing process for input for the proposed zoning district changes
- Meet with the Standing Committee on Planning and Zoning for further input
- Deliverables:
- Town Meeting presentation and background material; and
- Zoning District By-Law amendments.

*Staff:* Lead Department - Planning Board

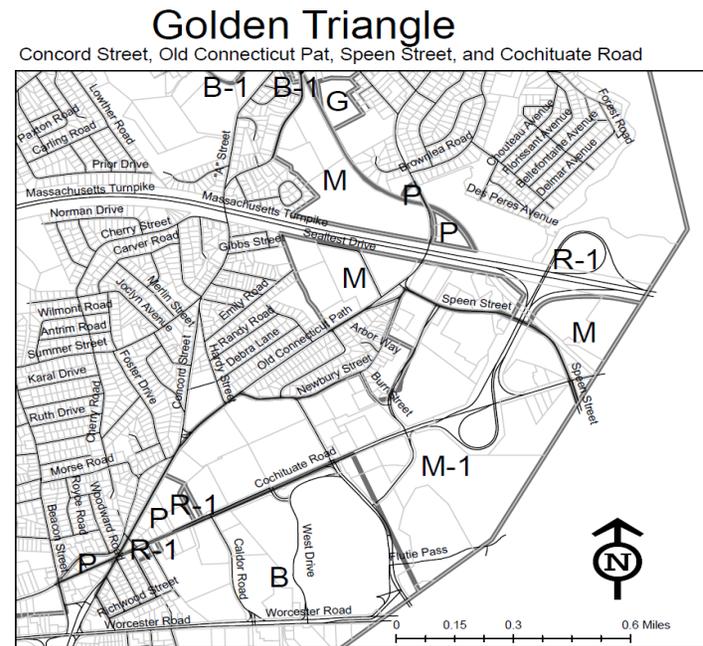
*Supporting Department/ Organizations(s) - Department of Public Works and Community and Economic Development Department*

### 5.3.2.2 Target Areas or Corridors Identified for Rezoning

Seven Target Areas and Corridors within Framingham have been identified by the Planning Board as areas to be rezoned with new district regulations. These areas include:

1. The General Manufacturing District and General Business District for the Golden Triangle;
2. The General Business District for the Waverly Street (Route 135) corridor and General Manufacturing District in South Framingham;
3. The Downtown Framingham;
4. The Framingham Centre District;
5. The Concord Street Corridor;
6. 9/90 and Technology Parks; and
7. Route 9 Metrowest Corridor.

Below, each Target Area and Corridor has been identified with additional sub-tasks specific for the areas for successful rezoning of these districts. The Route 9 MetroWest Corridor is to be designated as a Smart Growth Plan prepared under the auspices of the Sustainable Communities Consortium. This is described separately in section 5.3.2.3.



**FIGURE 5.1**

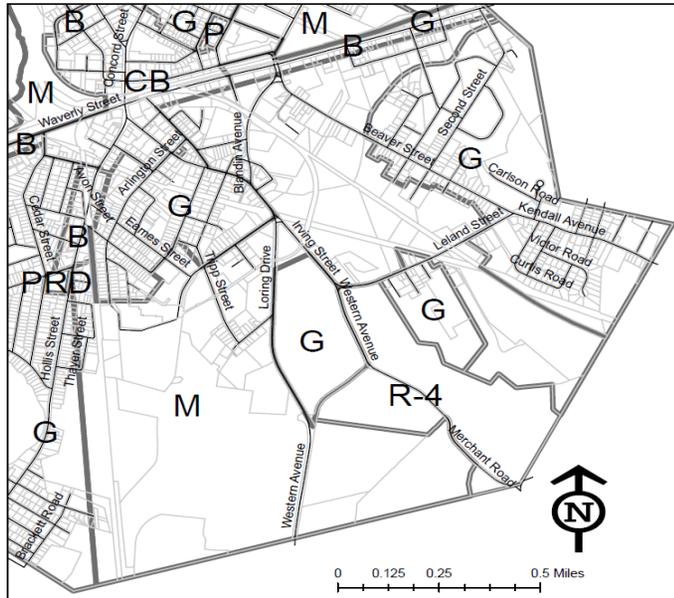
#### 5.3.2.2.1 Golden Triangle

Rezoning of the General Manufacturing District (M) and General Business District (B) in the Golden Triangle [Figure 5.1]. The General Manufacturing district adjacent to Concord Street, Old Connecticut Path, Speen Street, Worcester Road (Route 9) and Cochituate Road (Route 30) and within the Golden Triangle is some of the most valuable, highly-sought-after property within Framingham for development and business growth. With direct access to the Massachusetts Turnpike (Interstate 90) at Interchange 13, this land is a priority for business development for the Town and region.

The existing zoning within this area also consists of Single Family Residence Zoning Districts directly adjacent to the General Manufacturing Zoning District and General Business District. Large active recreational areas of State protected land, including Lake Cochituate, local Reardon Park, and the Cochituate Rail Trail are adjacent to and bisect the General Manufacturing District. Therefore, the rezoning of the General Manufacturing Zoning District and General Business District is critical to soften the transitions between residential,

## Waverly Street - South Framingham

General Business Waverly Street (Route 135) and  
General Manufacturing District South Framingham



**FIGURE 5.2**

active recreational, manufacturing, and commercial properties and provide for redevelopment of land for uses better suited for these key properties, which include professional office, telecommunication, research and development, and high tech manufacturing.

Task items in addition to 5.3.2.1.:

- Identify large parcels of land and businesses within the Target Area
- Develop a plan to work with large corporations and large parcel owners to develop a strong buffer between changes in use
- Commence a joint planning effort with the Town of Natick to identify future long-term transportation system improvements needed in the Golden Triangle to improve traffic circulation for existing development and accommodate future growth, providing improved access to the Massachusetts Turnpike, Interstate 90

*Staff: Lead Department – Framingham Planning Board in partnership with Natick Community Development Department*

*Supporting Department/ Organization(s) - Department of Public Works, Community and Economic Development Department*

### 5.3.2.2.2 South Framingham

General Business District (B) Rezoning Waverly Street (Route 135) and General Manufacturing District (M) Rezoning South Framingham [Figure 5.2]. Potential development sites and areas that may be subject to future redevelopment can be identified through a susceptibility-to-change analysis. Potential development sites and redevelopment areas could possibly emerge under certain conditions at some of the locations identified through analysis. The area of focus is along Waverly Street east of the Central Business District encompassing commercial properties and neighborhoods along Blandin Avenue, Leland Avenue and Kendall Avenue and east to the Natick.

The existing zoning within this area consists of General Manufacturing, Light Manufacturing, Single Family Residential, Office and Professional and Business Zoning Districts.

Task items in addition to 5.3.2.1.:

- Consider an Overlay Zoning that provides Form-Based Zoning, Traditional Neighborhood Design.
- Consider rezoning to B-1, B-2, B-3, and B-4 Zoning Districts.
- Create an entrepreneurial zoning district that supports a creative professional workforce and small startup businesses through a Live-Work District.
- Identify vacant and underutilized land isolated by intersecting rail lines for redevelopment and reinvestment.
- Identify sensitive habitat and wetlands for restoration and preservation.

*Staff: Lead Department - Planning Board*

*Supporting Department/ Organizations(s) - Department of Public Works and Community and Economic Development Department*

# 5

## Implementation of Land Use Actions

### Downtown Framingham

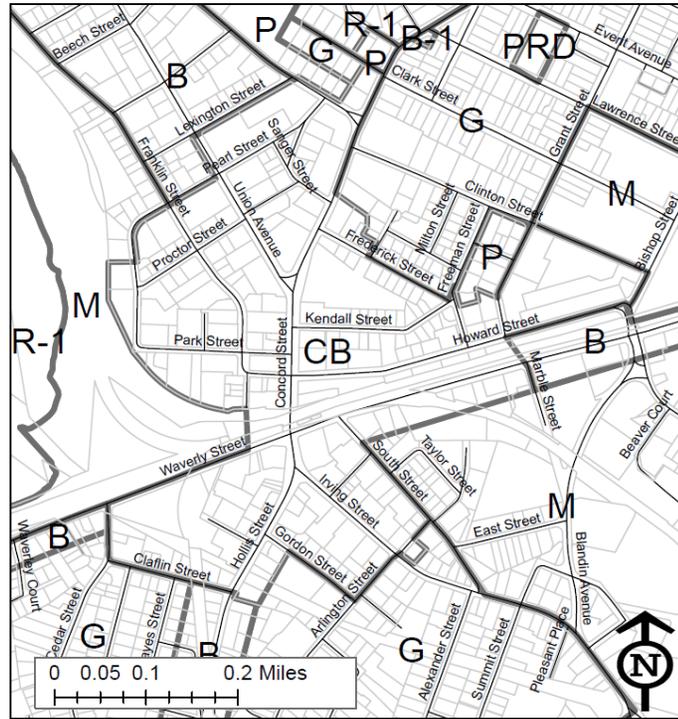


FIGURE 5.3

#### 5.3.2.2.3 Downtown Framingham [Figure 5.3].

The MBTA commuter rail service from Downtown Framingham to Worcester and Boston is an asset that attracts potential buyers and renters for particular types of new residential uses and for the limited amount of commercial office spaces available for tech-based businesses, entrepreneurs and professional services. The Town has embarked on an ambitious Transit Oriented Development program to improve pedestrian connections between the Downtown and the commuter rail station and parking facilities, as well as improving signage, the streetscape, and the public realm.

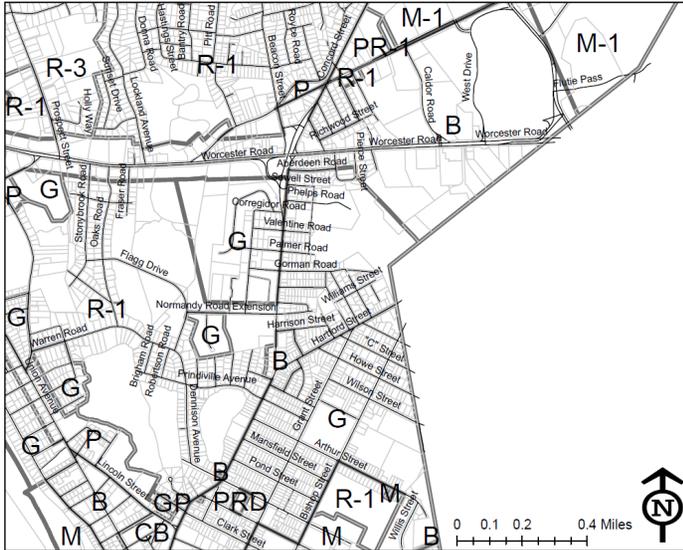
Task items in addition to 5.3.2.1.:

- The Community and Economic Development Department should

continue to pursue state grants to finance studies and initiatives supportive of new Transit Oriented Development within walking distance of the existing transportation facilities and the MBTA station. These will result in pedestrian and bicycle enhancements and other improvements aimed at promoting the redevelopment of potential development sites located within ¼-mile of Downtown Crossing at the intersection of Route 135 and Concord Street.

- Identify and inventory existing buildings and tenants for each building space in the Downtown. There are opportunities to convert a few obsolete commercial buildings into moderately-priced condominiums, apartments, lofts or live-work space for artists. Affordable space in Downtown Framingham may be an attractive alternative to Boston and Cambridge to meet the need for affordable space for middle-income artists, artisans and other creative professionals.
- Identify geographic descriptions relative to who is located within the area, including governmental, hospital, etc.
- Articulate a cohesive Economic Development Strategy for the Downtown as recommended in the Downtown Market Analysis (March 2008). This strategy would need to be evaluated in the context of a comprehensive downtown economic development strategy that examines buildings or site-specific potential and financial feasibility for reuse/redevelopment as well as the existing and projected supply of similar property in the MetroWest area. In that regard, an attractive feature of Downtown Framingham is easy access by road and commuter rail to educational institutions in the Boston, Worcester and Pioneer Valley areas where many artists and creative professionals are employed.
- Coordinate the efforts of the Town and the MetroWest Regional Hospital Master Plan to develop physical improvements to the campus to utilize the connection between medical care and the Downtown to improve the physical, visual and social expansion of the area.
- Take advantage of visitors to the area's medical centers, specifically the hospital, to encourage business success in the Downtown revitalization efforts to attract people to the area.
- Utilize the Urban Design and Land Use and Market Analysis to identify a new mix of uses that would increase the likelihood of

## Concord Street Corridor



**FIGURE 5.4**

reinvestment and redevelopment in the Downtown. The Town should promulgate a new zoning initiative for the Downtown, the Central Business District and adjacent environs. A Downtown Transit Oriented Development Overlay District, DTOD, with appropriate development standards guiding the intensity of development that incorporates Form Based Zoning principles should be formulated by the Town. The overlay district should be accompanied with appropriate development incentives based on a project's performance relative to achieving the more global objective for a revitalized Downtown and South Framingham.

*Staff: Lead Department - Planning Board*

*Supporting Department/ Organization(s) - MetroWest Medical Center, Community and Economic Development Department, Department of Public Works, and Framingham Downtown Renaissance*

### 5.3.2.2.49/90 Corporate Center and Technology Park

The 9/90 Corporate Center and Technology Park area contain some of Framingham's largest employers and economic base within the

Town. Potential for further development is likely and can be realized at a higher intensity with new zoning within this area. The Town should consider rezoning that allows an increase intensity of development for area, bulk and/or height standards.

This area is envisioned to attract professional office, telecommunication operations, research and development facilities, and high tech manufacturers.

Task items in addition to 5.3.2.1.

- Conduct an inventory analysis of all properties within this area of Town.
- Create a work plan with the businesses, corporations, and large parcel owners to develop a Technology Park Master Plan, Streetscape Improvement Plan, and update the Technology Park Zoning District.
- Commence a joint planning effort with the Town of Southborough to identify future long term infrastructure, traffic and roadway safety efforts, and increase accessibility to the 9/90 Corporate Center and Technology Park.
- Utilize the large tracts of open space for active or passive recreation throughout the area and consider the development of an employee and community recreation area.

*Staff: Lead Department – Framingham Planning Board in partnership with Southborough Planning Department*

*Supporting Department/ Organization(s) - Department of Public Works, Community and Economic Development Department*

### 5.3.2.2.5 Concord Street Corridor Rezoning [Figure 5.4].

Recent revitalization of the Concord Street Corridor includes The Musterfield at Concord Place that serves as a gateway to the Downtown. To support ongoing redevelopment efforts for the Downtown, rezoning opportunities should be examined throughout the Concord Street corridor to facilitate physical improvements to properties. Existing zoning along this corridor ranges from General Business, General Residential, Single Family Residential, Office and Professional, and Planned Reuse Zoning Districts.

# 5

## Implementation of Land Use Actions

Buildings whose facades face Concord Street are envisioned as becoming small offices for business professionals, neighborhood-based shops and restaurants. Side streets which are perpendicular to Concord Street are envisioned to remain as single-family housing.

Task items in addition to 5.3.2.1.:

- To ensure that the proper rezoning is identified for this corridor, conduct an inventory of all existing small shops, professional offices and vacant buildings along the Concord Street Corridor.
- Create a close working relationship with the directors and managers at the Framingham Housing Authority, Mass Bay Community College and other property owners to ensure that the Concord Street Corridor is a livable and workable place for all residents and community members.

Staff: *Lead Department - Planning Board*

### Framingham Centre

Framingham Town Center- Framingham State University

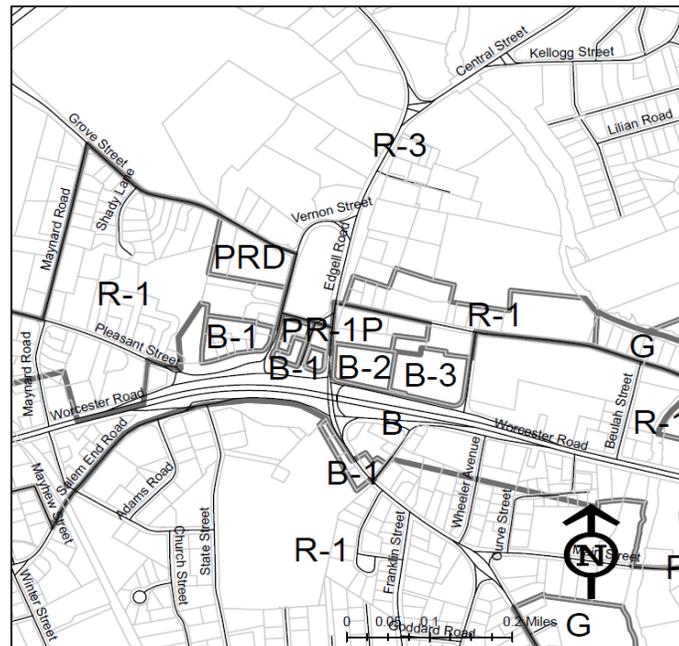


FIGURE 5.5

*Supporting Department/ Organization(s) - Department of Public Works and Community and Economic Development Department*

### 5.3.2.2.6 Framingham Centre Rezoning [Figure 5.5].

Framingham Centre is home to the Framingham Centre Common, Framingham Historic Museum and early municipal governmental buildings, including the former Town Hall, Framingham State University and the former central library. The principal land use and development challenges for Framingham Centre are two-fold consisting of overcoming the physical division of the area by the major highway, Route 9 (Worcester Road) and zoning regulations that cannot support the desired changes. The roadway has disconnected the center into two distinct islands with poor physical and visual connectivity. The regulatory challenge is to reconnect both sides of Route 9 and further to preserve and restore the historic buildings and landscape, while providing the zoning tools necessary to provide an economic future for the area that would result in the continued active use of buildings and properties.

Task items in addition to 5.3.2.1.:

- Coordinate the efforts of the Town and the Framingham State University under their own Master Plan to develop physical improvements to reattach both north and south areas of the center physically, visually and socially. This effort should take advantage of the Route 9 MetroWest Smart Growth Plan under the Sustainable Communities Consortium program (see section 5.3.2.3).
- Coordinate and implement any future considerations related to the above objectives with the Framingham Centre Master Plan and Historic Preservation Plan.
- Utilize the Community and Neighborhood Business District to encourage a mix of small-scale neighborhood-based businesses to complement existing residential, governmental and educational uses, and then utilize that synergy to enhance the Framingham Centre's function as a gathering place for the community.
- Consult with MassDOT directly about air rights over Route 9 to link the two sides of Framingham Centre, and include the Mass Department of Higher Education regarding participation by Framingham State University.

- Encourage a pedestrian and bicycle-oriented center with excellent public transit facilities and services.
- Encourage land use development on infill and vacant properties that complements the period architecture and land use patterns of the Framingham Centre before Route 9 was expanded.

*Staff: Lead Department - Planning Board*

*Supporting Department/Organization(s) - Framingham State University, Historic District Commission, Historic Commission, Community and Economic Development Department, and Department of Public Works*

### **5.3.2.3 Route 9 MetroWest Smart Growth Plan- Sustainable Communities Consortium**

MetroWest Regional Collaborative (MWRC) proposes to work with Metropolitan Area Planning Council (MAPC) and the communities of Framingham, Natick, Southborough and Wellesley on a Route 9 MetroWest Smart Growth Plan. This plan would further develop the recommendations outlined in a recently-completed Route 9 Corridor Analysis, which determined that the development potential of the Route 9 corridor under current zoning could result in almost doubling the current floor area, which would severely exacerbate traffic congestion. The study suggested that future development on Route 9 should include a more mixed pedestrian and bicycle friendly environment. The planning concept is to create denser Smart Growth Opportunity Areas that could be better served by public transportation and generate fewer automobile trips than the current development pattern. The future growth/redevelopment patterns illustrated by these Smart Growth Opportunity Areas, and as enabled by the zoning/regulatory change expected as a product of this project, would also provide more diversity of housing, more equitable access to housing and jobs, and more efficient use of land and improved air quality.

The Route 9 MetroWest Smart Growth Plan will include alternative designs and land uses for several Smart Growth Opportunity Areas along with computer visualizations, traffic analysis, design guidelines and zoning recommendations. The principles of “Sprawl Repair,” which encourage turning strip developments into more compact urban forms, will be applied to the extent possible. Sprawl repair entails retrofitting auto-dependent strip developments and malls surrounded with seas of parking into denser, more walkable, mixed-use developments that

are more urban in form with buildings close to the streets, parking behind buildings and a pedestrian-friendly environment. This will be done in the context of a robust and inclusive public process. It will conclude with a final report documenting existing conditions and proposed improvements. The recommendations will cover topics relevant to the corridor including, but not limited to, traffic, land use and quality of life. An implementation-based document, the final report will identify necessary actions to execute the recommendations and goals. The final report will be used as a benchmark for implementing smart growth at each Smart Growth Opportunity Area and the corridor as a whole.

*Staff: Lead Department – Community and Economic Development*

*Supporting Department/Organization(s) - Planning Board and Department of Public Works*

### **5.3.3 Conservation of Open Space, Agricultural Lands, Natural and Historic Resources**

Certain changes to the land use regulations are necessary to preserve the health, environmental quality and character of Framingham. The following are considered the critical short-term needs for conserving the remaining natural and historic resources.

#### **5.3.3.1 Agricultural Preservation**

The intent of the Agricultural Preservation District is to encourage the preservation of agricultural lands in active agricultural production and/or as open space for active and passive recreation while accommodating new residential development in a pattern of land development that is sensitive to the preservation in perpetuity of natural features and historic sites and structures, by allowing the Planning Board as the Special Permit Granting Authority (SPGA) under this Section, by grant of a special permit, to allow an alternative use and pattern of land development for single, two-family and multi-family residential use to promote more efficient use of land.

*Staff: Lead Department - Planning Board*

*Supporting Department/ Organizations(s) – Agricultural Commission, Conservation Commission and Community and Economic Development*

# 5

## Implementation of Land Use Actions

### 5.3.3.2 Open Space Residential Development

Open Space within the Town is limited compared to the amount of land that has been developed and dedicated to infrastructure. To help conserve and protect the limited amount of open space that remains, the Town has to work collaboratively with developers and landowners.

An Open Space Residential Development (OSRD) By-Law is an important tool to encourage development that conserves natural resources. However, currently the OSRD By-law is an elected option obtained by a grant of a Special Permit by the Planning Board in R-3 and R-4 zoning districts. Consequently, this is not a required development type, although it could be highly effective in meeting the goals of the Master Plan. To meet the goals of the Master Plan and to better manage residential and land consumption, the recommendation is to expand the applicability of the OSRD into additional zoning districts. Other communities have adopted OSRD Zoning By-laws with density bonuses to provide effective protections for important resources. To mitigate the demands of the additional requirements that come with an Open Space Residential District project, the recommendation is to amend the OSRD as follows:

#### Task 1: OSRD in Single-Family Residence Zoning Districts.

- Expand the applicability of the OSRD to R-1, R-2, R-3 and R-4 Single-Family Residence Zoning Districts.
- Within each of the Single-Family Residence Zoning Districts, identify appropriate lot sizes, frontage and side setbacks in addition to the building envelope size.
- Utilize zero lot lines within R-1 and R-2 Single Family Zoning Districts, where appropriate.
- Create an OSRD Overlay District.

#### Task 2: OSRD By-law standards.

- Test the By-law standards to ensure that the dimensional requirements are practical and will be effective in providing protections to important resource areas in smaller size development plans.

#### Task 3: Submittal Requirements.

- Modify the Yield Plan requirements and replace the first step with an identification of the site resources, an analysis of the resource values and a delineation of the potential building area.
- Require the contents of OSRD Site Plan or Special Permit Applications to be prepared by a Registered Landscape Architect or a Professional Engineer. The applicant shall be required to submit the following:
  - Identify all conservation areas, including primary conservation areas, secondary conservation areas and potentially developable areas;
  - Identify the location of house sites that are appropriate for development;
  - Align the streets and trails to access the house lots. Any new trails shall be laid out to create internal and external connections to existing and/or potential future streets, sidewalks, bicycle paths and trails;
  - Identify lot lines for private yards, exclusive easement areas, and shared amenities, with a design that encourages an integrated community within the proposed development and further the goals of the Master Plan and the Open Space and Recreation Plan; and
- Prepare and submit the Existing Conditions (Site Analysis) Plan, Concept Plan, Locus Plan, Management Plan for the Common Open Space, and a narrative for the entire project.

#### Task 4: Unit Type and Number

- Provide flexibility in the unit type and number to accommodate different options for building typology.
- Research a density bonus or incentives option for the modification of lot sizes, unit placement, shape and other dimensional requirements for the lots within the OSRD that meet these objectives.
- Traffic and pedestrian improvements;
- Open space that is landscaped or has unusual values to the community;
- Units that permanently contribute to the Town's Affordable Housing Goals and Plan; and/or

- Units that are comprised of senior adult housing.

Task 5: Maintenance and Preservation

- Maintain and continue to preserve agriculture, habitat and rural lands the Master Plan by means of tax incentives, land trusts and education for the Community of Framingham.
- Develop or improve Common Open Space Design Standards.
- Identify the use of the common open space.
- Identify options for common open space ownership and maintenance that coincides with the goals of the Master Plan and the Town's Open Space Plan.
- Develop resources both private and/or public to manage dedicated open space.

Task 6: Recreational Opportunities

- Ensure that the greatest amount of open space is preserved so that a portion of the open space can be devoted to active and passive recreation areas.

*Staff: Lead Department - Planning Board*

*Supporting Department/ Organizations(s) - Conservation Commission*

**5.3.3.3 Critical Areas Mapping**

The residents and community of Framingham are aware of the value and importance of protecting open space and the environment in order to maintain a high quality of life in Framingham. In addition to the efforts such as the Open Space Residential Development Zoning By-law that preserve land for agriculture, recreation and wildlife habitat, there is a need to protect the critical areas and resources of the Town from less sensitive land development practices through new zoning district initiatives.

For the Key Area and Corridor Zoning Districts mentioned in 5.3.2.1., several of the areas or corridors will require an analysis for identification of critical areas that shall be prioritized for special planning consideration. Utilization of the Critical Areas Maps will be instrumental

to the identification and evaluation of future rezoning initiatives within these Key Areas or Corridors to ensure protection or to enhance the surrounding areas of these Critical Areas. With the Areas of Critical Planning Concern maps, the Planning Board has identified historic overlay districts, scenic ways and buildings with significant historical importance to Framingham.

The process of rezoning several of the Key Areas or Corridors will require consideration and intensive review of these critical areas to ensure successful and proper utilization of the new or proposed zoning district(s).

Task 1: Zoning analysis/study to identify different types of Open Space Areas.

- Review and assess the Areas of Critical Planning Concerns maps, identify and update the maps with any natural resources, open space, scenic-ways, historic properties, homes and areas that should be on the maps.
- Collect Assessor records, property information and current zoning information for the identification of such properties.
- Collect and create maps to graphically represent the current zoning.
- Create a ranking system, and rank Areas of Critical Planning Concern (ACPC).
- Utilize the ACPC maps to compare existing zoning to potential zoning or overlay districts.
- Create a land database for the identified area within Framingham, identifying the specific Areas of Critical Planning Concerns with current and potential zoning and the factors contributing to its designation for special planning consideration.

Task 2: Develop new Zoning Overlay Districts.

- Establish Wildlife Habitat Corridor Overlay Districts, which require areas for wildlife habitat corridors to connect existing conservation areas as land is developed.
- Consider a Greater Callahan Overlay District (GCOD) in which cluster subdivisions could be the required form of development for any development over a specified size or number of lots.

# 5

## Implementation of Land Use Actions

- Collect and create maps to graphically represent the current zoning in addition to an appropriate area outside the corridors depicting the abutting corridor properties and land uses.

*Staff: Lead Department - Planning Board*

*Supporting Department/ Organizations(s) - Board of Health, Community and Economic Development Department, Conservation Commission, Public Works, and Historic Commission*

### **5.3.3.4 National Park and Historic Site Development**

The Town should implement the recommendations of the Framingham Historic Preservation Plan of July of 2002 to encourage increased sensitivity to historic resources and character and to utilize the Town's historic features to maintain and attract tourism. Further, a goal of historic preservation is to identify opportunities for adaptive reuse of historic buildings and properties to ensure their long-term preservation and functionality.

Framingham has been directly part of many of America's significant historical events, including the Boston Massacre, Salem Witch Trials, Abolition Movement and Industrial Revolution lands. Residents and community members of the Town are not fully aware of Framingham's significant history. Framingham should work with other towns and cities with similar historical experience; particularly Salem and Danvers, to fully develop opportunities to be identified as a linked tourist destination. This will potentially help protect historical structures and landmarks within Framingham. The Town should explore the possibility of establishing a relationship with the U.S. National Parks Service and these other communities not only to preserve historical resources but to become a connecting destination for visitors interested in the Town's part in the regional history.

The following work plan is recommended to accomplish this:

#### Task 1: Historic Building and Property Identification

- Enumerate historic buildings and properties, areas or points of interest within Framingham.
- Create a database for all buildings and properties currently on and off the historic registry.

- Create a plan for town-wide historic identification of buildings and properties.
- Expand and add additional Historic Districts within the Town.
- Establish protection for historic properties and roads.

#### Task 2: Historical Municipal Collaboration

- Create a working relationship with abutting towns and cities for the development of a historic collaboration network.
- Create a working relationship with towns and cities within Massachusetts that share common history that directly influenced Framingham's development, i.e. Salem-Danvers-Framingham Connection.
- Collaborate with towns and cities with connected histories to establish a trail or destination system as a means of using that synergy to promote tourism.

#### Task 3: Historic Site Development

- Develop a plan for the development of historic locations, walking trails to historic and natural locations, and park within Framingham to be utilized as a National Parks System.
- Work with the United States National Parks Service to identify national programs and funding sources for the conservation and preservation of historic buildings and properties, both areas and points of interest. Support State and Federal designation and/or recognition as a heritage site or other special historic/cultural status through the National Parks Service related to Framingham's unique and historical involvement with the Abolitionist Movement / Anti-slavery Movement and Suffrage Movement.

#### Task 4: Framingham as a Destination within Massachusetts

- Publicize and market Framingham's historical significance throughout the state.
- Encourage school, organizations and community groups to utilize Framingham's unique history as a learning classroom or tourist destination.

#### Task 5: Historic Reuse of Buildings and Properties

- Through the zoning By-Law and map revisions, encourage adaptive reuse and continued functionality for historic, buildings, properties and neighborhoods.
- Preserve the architecture of historical buildings.

*Staff: Lead Department - Planning Board*

*Supporting Department/Organization(s) - Planning and Economic Development Department, Historic Commission, Board of Selectmen, Parks and Recreation Department*

### 5.3.4 Transportation

The Town must ensure full accessibility and support a mobile population throughout the community. This requires looking comprehensively at all aspects of transportation such as infrastructure, modes, and land use implications. The short-term needs are to develop a Town-wide Transportation Master Plan and within that Plan, focus on Complete Streets as an infrastructure design program.

#### 5.3.4.1 Town-wide Transportation Plan

The Town shall work to provide the Framingham community with an easy-to-use transportation system (public and private), move all utilities underground, and provide accessible public transportation. Programs like Complete Streets, healthy communities, land preservation, alternative energy and sustainable land development approaches should be incorporated as programs into the Town's Capital Improvement Plans to make Framingham a healthy, energy efficient, and carbon neutral community.

Task 1: Implement transportation and infrastructure design policies and include an emphasis on placing utilities underground.

Task 2: Plan for alternative modes of public transportation.

Task 3: Develop infrastructure policies to incorporate new approaches to traffic management.

Task 4: Incorporate Low Impact Development [LID] Techniques and

Complete Streets features into town-wide design standards to reduce the impact of the Town's roadways and provide access for all roadway users.

Task 5: Develop Air Rights and Public Building Programs over highways.

Task 6: Develop plans to take public utilities, i.e. street lights, illuminated crosswalk signs, trash compactors, etc., off the electrical grid and rely on solar panels and alternative energy sources.

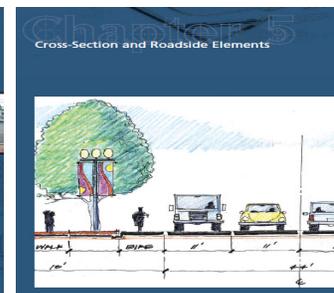
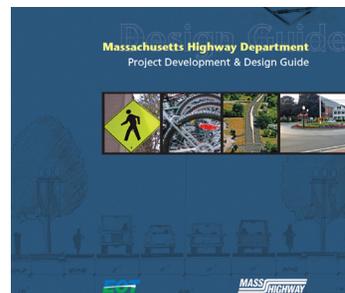
*Staff: Lead Department - Department of Public Works*

*Supporting Department/Organization(s) - Planning Board*

#### 5.3.4.2 Complete Streets

Complete Streets is a program to create the safest and most reliable transportation system in a way that strengthens our economy and quality of life. On average, most Americans would rather drive less and walk more if safe, reliable and convenient options existed. Transit in the United States is currently growing faster than the population or numbers of people driving. Roughly 50 percent of trips taken by car are less than 3 miles; 28 percent of all automobile trips are less than one mile; and 65 percent of trips less than 1 mile are taken by car. Consequently, the Complete Streets program is in concert with current trends.

Incorporating Complete Streets into roadway improvement projects, private projects and the Framingham Zoning By-Law will help the community reduce traffic congestion, increase physical activity and improve the physical appeal of the Town.



# 5

## Implementation of Land Use Actions

MassDOT is currently working to apply complete streets, community-oriented ideas into plans and future street projects to make the Complete Streets concept a livable and mainstream concept in the following ways:

- Adopt a broad complete streets policy. MassDOT proposes requiring that all “open access roads” be built as complete streets with accommodation for bicycle and pedestrian travel.
- Combine intercity rail with transit-oriented development (TOD). Substantial funding is provided for inter-city rail, buttressed by a policy that would promote transit-oriented development and community revitalization around station areas.

For Framingham the specific Complete Streets program actions would include:

### Task 1: Hold Workshop and Community Education Events

- Host Complete Streets Workshops for public education through MassDOT.

### Task 2: Adopt MassDOT Complete Streets Design Guidelines

- Through the use of MassDOT Complete Streets Design Guidelines, develop Framingham-Specific Design Guidelines for all projects (private or public) within the Town.

### Task 3: Complete Roadway Analysis and Plan

- Conduct an inventory and analysis of all major roads, arteries, throughways, sidewalks and major connections within Framingham with a close look at zoning and major landmarks within the Town and adjacent towns.
- Work to develop a Complete Streets project schedule for public projects.
- Incorporate Complete Streets design techniques into the Town-wide Transportation Master Plan [see section 5.3.4.1, above].

### Task 4: Incorporate into Planning Board Reviews and Regulations

- Design a Complete Streets checklist for Planning Board Project Reviews.

- Incorporate Complete Streets into the Planning Board’s Site Plan Review process and Subdivision Rules and Regulations.
- Adopt Complete Street Design techniques as an article within the Planning Board’s Rules and Regulations.

### Task 5: Create an Enterprise Fund

- Consider an Enterprise Fund for bicycle, pedestrian and public roadway infrastructure related to Complete Streets and roadway safety. The Enterprise Fund may also be designated for the relocation of utilities underground.

*Staff: Lead Department - Planning Board*

*Supporting Department/ Organization(s) - Department of Public Works, Board of Health, Planning and Economic Development Department*

## 5.3.5 Technology Park Comprehensive Infrastructure

The Town, with its consultants and the Technology Park business community, will be working together to develop a 25 percent Design Plans for Streetscape and Open Space Improvements for the Framingham Technology Park. The Design for Streetscape and Open Space Improvements for the Technology Park will provide in the public rights of way recommendations for paved street widths, sidewalks and bicycle accommodations, entry signage and landscape treatment, and crosswalk treatment as well as recommendations for street lighting and furniture. The design will also identify recreational amenity including trails, access points and construction details for the Open Space area adjacent to the Foss Reservoir owned and managed by the Massachusetts Department of Conservation Resources.

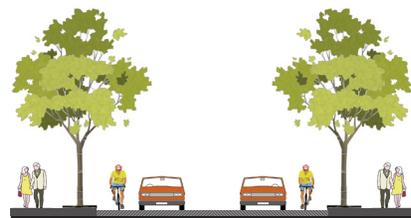
As a condition of the Town of Framingham Planning Board’s Site Plan Approval for Genzyme’s Biologics Center Expansion, Genzyme has agreed to assist the Town in its planning and engineering efforts related to the Framingham Technology Park. Specifically, Genzyme funded an Infrastructure Improvement Plan for the Technology Park (TPIIP) that addresses key planning-level considerations and provides a clear vision for future development within the park. The TPIIP identified several initiatives related to streetscape and open space planning that the Framingham Planning Board would like to explore further and develop 25% Design plans incorporating those initiatives to achieve the following objectives:

## Case 1: Separate Accommodation for All Users



- Often the preferred option to provide safe, convenient, and comfortable travel for all users.
- Appropriate for areas with moderate to high levels of pedestrians and bicycle activity.
- Appropriate for roadways with moderate to high motor vehicle speeds.
- Appropriate in areas without substantial environmental or right-of-way constraints.

## Case 2: Shared Bike/Car Accommodation



- Under Case 2, pedestrians remain separate but bicycle and motor vehicle space is shared.
- Used in densely developed areas where right-of-way is constrained.
- Also applicable to most residential/local streets where speeds and traffic volumes are low.

## Case 3: Shared Bike/Car/Pedestrian Accommodation



- Under Case 3, pedestrians and bicyclists share the shoulder.
- Common in rural or sparsely developed areas.
- Appropriate for areas with infrequent pedestrian and bicycle use.

1. Improve the visual appearance of the Technology Park and image of California Avenue, New York Avenue, Mountain Road and Pennsylvania Avenue.
2. Establish a continuity of treatment of the public right of way and adjacent landscape buffer zones within the Technology Park
3. Create a plan suitable to the Planning Board which is consistent and workable so that it could be implemented in discrete phases through currently available funding mechanisms.
4. Utilize “Complete Streets” concepts to provide for vehicle, bicycle

and pedestrian access and connectivity and identify and remove architectural access barriers.

5. Provide a conceptual layout of the re-alignment of California/New York and Mountain/California/Pennsylvania intersections to explore feasibility of consolidating/simplifying intersections.

### Task 1: Base Plan Development

Research available record information to determine and depict the record street layout and conduct a field survey to locate critical surface features such as curb line, roadway centerline, visible utility structures, sidewalks, fences, driveways and critical landscape features.

For the purposes of this design, detailed grading or underground utility information will not be collected but rather interpolated from visible surface details and information readily available from the Town’s Department of Public Works records.

### Task 2: Complete Design Process

Complete the standard design process according to Town and MassDOT procedures, generally as follows:

- Determine design goals
- Prepare Conceptual and Draft Designs for “25%” plans
- Complete consensus building for the 25% plans

*Staff: Lead Department - Planning Board and Department of Public Works*

*Supporting Department/Organization(s) - Conservation Commission*

## 5.3.6 Healthy Communities Initiative

Through the Mass in Motion/ Community Transformation Grant (CTG), the Town will be working in collaboration with the communities of Hudson and Marlborough to incorporate the Healthy Communities Initiative into each community. The purpose of the Community Transformation Grant is to implement policy, systems and environmental change strategies to increase healthy eating and active living. CTG strategies include broad policy, environmental, programmatic or infrastructure changes to promote health. [See Appendix F]

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An increasing number of Americans suffer from chronic disease like obesity, heart disease, diabetes and asthma. Trends of poor nutrition and the lack of physical activity have continued to increase every year since 1976, and they are a major contributor to chronic disease.

The work plan to address the initiative is as follows:

### Task 1: Inventory and Analysis

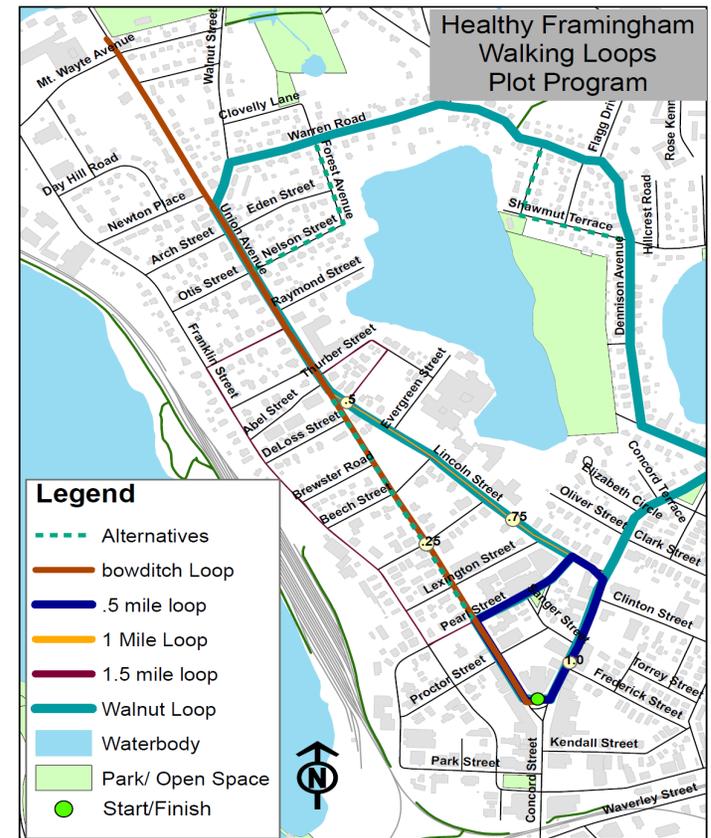
- Conduct a town-wide inventory and analysis of all existing sidewalks within Framingham to support the efforts of the other two communities.
- After all sidewalks within the Town have been identified, break down the Town into sections and look specifically at neighborhoods, urban centers and commercial areas. Identify the connections between these areas with sidewalks and major landmarks.
- Deliverables:
  - Town Sidewalk Inventory Map;
  - Specific areas Sidewalk-Connection Map; and
  - A written narrative of findings.

### Task 2: Walking System

- Utilizing the sidewalk inventory and information collected about specific areas of Town, section off Framingham into Key Areas, and then for each Key Area, identify the edges, nodes and landmarks that tend to attract people.
- Map walking routes that incorporate the nodes, landmarks and sidewalks.
- Deliverables:
  - Area Walking Map.

### Task 3: Coordination

- Present Walking Systems Maps to the Mass in Motion Council for input and finalization of the Mapping system.
- Distribute the maps to Walk MetroWest and the towns involved in the Community Transformation Grant.



### Task 4: Update Subdivision Rules and Regulations, Zoning By-Laws, Site Plan Review and other Town regulations

- Upon completion of the Mass in Motion Grant, update the Planning Board's Rules and Regulations to incorporate walkable streets within all private projects as a condition of site plan review.
- Update the Subdivision Rules and Regulations to include sidewalks, appropriate road widths and design standards to ensure that all residential neighborhoods are designed to encourage walkable streets.
- Update the Zoning By-Laws to include walkable streets, and take into consideration public health work efforts and Healthy Framingham programs.

Staff: *Lead Department - Board of Health and Planning Board*

*Supporting Department/Organization(s) - Department of Public Works and Community Development and Economic Department*

### 5.3.7 Other Infrastructure

Access to high quality potable water and the options for alternative energy sources are as important as vehicular access for proper and efficient use of land. Two By-Laws are included as part of the short-term work plans of Actions for addressing these considerations.

#### 5.3.7.1 Alternative and Solar Energy By-Law

In the United States, nearly one-third of all energy consumers are able to choose between purchasing renewable energy through green pricing programs offered by utilities companies or through independent suppliers. Companies like National Grid are working towards:

- A target of 80% greenhouse gas reduction across their businesses by at least 2050, with a mid-term reduction target of 45% by 2020.
- Reshaping markets by aligning regulatory and public policy incentives, such as removing the revenue drivers for energy companies to encourage greater energy use by their customers, and moving to a low-carbon economy through carbon trading mechanisms and clear legislation.
- Encouraging businesses, organizations and individuals to meet the climate change challenge and embrace energy efficiency.

Many towns and cities within Massachusetts have started to develop or have adopted a Commercial Solar Photovoltaic Renewable Energy Installation By-Law specifically for solar power to aid energy companies in installing alternative sources of energy services, i.e. solar panels. Massachusetts Department of Energy Resources (DOER) and the Massachusetts Executive Office of Environmental Affairs (EOEEA) have been working together to develop siting models to guide the development of large-scale solar development within Massachusetts.

The purpose of this By-Law is to promote the creation of new solar photovoltaic renewable energy installations by providing standards for the placement, design, construction, operation, monitoring, modification and removal of such installations that address and protect public safety, minimize undesirable impacts on residential property

and neighborhoods, do not diminish abutting property values, provide adequate financial assurance for the eventual decommissioning of such installations, and protect scenic, natural and historic resources.

The work plan is as follows:

#### Task 1: Research and Analysis

- Research and assess other Massachusetts towns' and cities' zoning for alternative energy By-Laws, specifically related to solar energy.
- Conduct a site inventory analysis within Framingham to determine appropriate locations for solar zoning or zoning districts that are already designed for solar fields, i.e. light manufacturing, manufacturing, and office and professional.

#### Task 2: Create a By-Law Purpose Statement

- The provisions set forth in this section should at least apply to the construction, operation, and/or repair of commercial, solar photovoltaic, renewable energy installations.

#### Task 3: Develop By-Law Standards

- Develop an applicability statement specific to the Town's Zoning By-Laws and Regulations.
- Develop general requirements which include, but are not limited to:
- Efficient use of existing developed land, including parking lots and building surfaces;
- Lot requirements;
- Visual impacts;
- Compliance with laws, ordinances and regulations;
- Utility notification;
- Maintenance;
- Emergency services; and
- Safety and security.
- Develop design standards which include, but are not limited to:
- Lighting;

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- Signs and advertising;
- Utility connections;
- Land clearing, soil erosion, and habitat impacts;
- Appurtenant structures; and
- Modifications.
- Develop a section on Abandonment and Removal where absent notice of a proposed date of decommissioning or written notice of extenuating circumstances, the Commercial Solar Photovoltaic Renewable Energy Installation shall be considered abandoned. An option is to specify that when the installation fails to operate for more than one year without the written consent of the Special Permit and Site Plan Approval Granting Authority, the facility is abandoned. If the owner or operator of the Commercial Solar Photovoltaic Renewable Energy Installation fails to remove the installation within 150 days of abandonment or the proposed date of decommissioning, the Town may enter the property and physically remove the installation. This or a similar section would be included.
- Develop a section on Financial Surety where all projects must provide a form of surety to cover the cost of removal in the event the Town must remove the installation and remediate the landscape.

*Staff: Lead Department – Planning Board*

*Supporting Department/Organization(s) – Building Department, Department of Public Works, Board of Health, Zoning Board of Appeals*

### **5.3.7.2 Minimum Sanitation Standard for Private and Semi-Public Water Supplies**

The Board of Health's regulations adopted in 1977; "Minimum Sanitation Standard for Private Semi-Public Water Supplies" are outdated and in need of immediate updating. The Subdivision Rules and Regulations adopted in 1997 also need updating. These regulations set the standards for new subdivisions that require private or semi-public water supply. Currently, there are no provisions for community water supplies or the additional recommended standards and testing to ensure an adequate water supply in terms of quality and reliability.

Task 1: Update both the Subdivision Rules and Regulations and Board of Health Regulations for minimum sanitation standards for private and semi-public water supply including community water supply system to be current with State and Federal requirements related to private drinking water supplies.

Task 2: Incorporate special regulations as applicable for properties located in the Interim Groundwater Protection District.

Task 3: Evaluate the success and failure rate of private water supplies. Decide whether programs, regulations, or public infrastructure could address problems discovered and act accordingly.

*Staff: Lead Department - Board of Health*

*Supporting Department/Organization(s) - Planning Board, Department of Public Works, and others as appropriate*

## **5.3.8 Economic Development**

### **5.3.8.1 Town-wide Economic Development Plan**

Framingham remains a major employment center in MetroWest and is a hub for technology-based manufacturing, Research and Development, and Retail Commercial Sectors for both the regional and state economy. The MetroWest Region and Framingham in particular has experienced increased economic expansion and substantial increased wealth due principally to the Town's strategic location within the Boston Metropolitan Area situated along Interstate 90 between the Route 128 and 495 beltways. Framingham is home to the corporate headquarters of several Fortune 500 corporations in addition to train, both commuter and freight.

In stark contrast to this prosperity, there exists in the Town some areas of blighted and Brownfield properties with, in many cases, functionality obsolescent buildings that are considered by today's standards not Class A properties and/or locations. These buildings and properties are not updated to current building codes and are more geographically isolated in terms of proximity to major highways. These buildings and properties have gone through decades of neglect

and disinvestment. The Town must develop a strategy to identify and encourage reinvestment and redevelopment opportunities for these identified uses. To achieve this objective, the Town needs to fully understand the market for these buildings and properties in terms of future use in order to increase the likelihood of reinvestment and redevelopment. This effort should also be accompanied by an overall economic strategic plan that enhances the Town's ability to encourage business retention and identify opportunities that encourage existing businesses to expand within Framingham.

Task 1: Conduct an economic analysis for the Town as a whole and for key commercial centers identified for reinvestment and redevelopment, i.e. Nobscot, Saxonville, and Mount Wayte.

Task 2: Enumerate the uses that the economic analysis determine economically feasible to attract or expand on an area specific basis.

Task 3: Through an open and transparent public participation process, determine the types of uses that residents would view positively in terms of providing needed commercial services and retail opportunities that ultimately will improve the quality of life for residents while increasing the wealth of the community.

Task 4: The Planning Board will then provide recommendations for the necessary zoning changes to encourage economic growth in appropriate areas that is consistent with the aspiration of Town residents and economic analysis.

Task 5: Through a Town-wide Economic Development Plan set goals and actions for business recruitment, retention, and expansion, in addition to work force development.

*Staff: Lead Department - Community Planning and Economic Development Department*

*Supporting Department/ Organization(s) - Planning Board*

### **5.3.8.2 National Trust for Historic Preservation- Main Street Program**

Through the National Trust for Historic Preservation (NTHP), the Town of Framingham, in coordination with Framingham Downtown Renaissance (FDR), will work towards implementing the Main Street Program. The Main Street Program provides a proven strategy for revitalization, a powerful network of linked communities, and a national support program that leads the field.

Participation in the National Trust Main Street Network membership program connects local programs to their counterparts throughout the nation, providing them with valuable resources and creating a sense of community.

A proven strategy utilized by other Main Street-designated towns or cities is the Four Point Approach and the 8 principles. The Four Point Approach corresponds with the four forces of real estate value, which are social, political, physical and economic. The Four Points are:

Organization: Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. By getting everyone working toward the same goal, the Main Street program can provide effective, ongoing management and advocacy for the Downtown or neighborhood business district. Through volunteer recruitment and collaboration with partners representing a broad cross section of the community, the program can incorporate a wide range of perspectives into its efforts. A governing board of directors and standing committees make up the fundamental organizational structure of volunteer-driven revitalization programs. Volunteers are coordinated and supported by



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a paid program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

**Promotion:** Promotion takes many forms, but the goal is to create a positive image that will rekindle community pride and improve consumer and investor confidence in the commercial district. Advertising, retail promotions, special events and marketing campaigns help sell the image and promise of Main Street to the community and surrounding region. Promotions communicate the commercial district's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners and visitors.

**Design:** Design means getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers and visitors. It takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the district's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

**Economic Restructuring:** Economic restructuring strengthens the community's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Converting unused or underused commercial space into economically-productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's businesses and consumers.

*Staff: Lead Department – Framingham Downtown Renaissance*

*Supporting Department/Organization(s) - Planning Board, Planning and Economic Development Department*

## 5.4 LONGER TERM ACTIONS

While the above actions are specific to certain programs and are desired to be completed in the short-term (1-4 years), there are concurrent and longer term actions that need to be considered in a way that allows these strategies to be acted upon when needed and re-prioritized when the issue needs to be addressed in some manner. When the Planning Board determines the timing is correct, these strategies will have work plans drafted to guide the Town into action.

### 5.4.1 Sustainable Community Implementation Strategies

#### 5.4.1.1 Encourage Energy Independence

- Continue community energy and environmental education.
- Continue participation and seek designation of the Town in the Green Communities Act program administered by the Green Communities Division of Energy and Environmental Affairs.

#### 5.4.1.2 Support Green Business Growth

- Support business development that enhances the environmental and long-term sustainability of the community including 'biotech,' 'high tech,' 'green' businesses and energy-related firms by ensuring that these uses are identified and allowed within the commercial and industrial zoning districts. In the Light Manufacturing District, for example, include these uses, ensure their production activities fall within the performance standards of the district, and remove older style industrial uses that may conflict such as a waste incinerator.

#### 5.4.1.3 Build Green

Include requirements for green infrastructure in the land use regulations:

- Incorporate Low Impact Design (LID) standards in subdivision (see section 5.4.2.2) and site plan regulations.
- Consider a performance-based program such as the 'Green Factor' [see Appendix G] or an overlay zoning district for sustainable site and façade design.
- Encourage 'green' building standards for buildings such as

LEED™ certification for all new buildings, or consider adopting the state’s “stretch code” energy standards for new commercial and residential construction. Include these same standards in the Zoning By-Laws and capital programs for all public buildings.

#### **5.4.1.4 Support Residential Alternative Energy Systems**

- Support alternative energy system development when not in conflict with the character of the surrounding neighborhood.
- Adopt an updated Wind Energy Conversion By-Law that preserves the quality of neighborhoods, recognizes building-mounted design issues and allows for changing technologies.
- Adopt standards that specify terms for allowance of building-mounted and land-based solar energy collection arrays.
- Adopt regulatory standards for other renewable and alternative energy system structures that could be sited outside of buildings such as geothermal, solar and wind turbines.

### **5.4.2 Improve the Land Use and Development, Regulations, Process, and Incentives**

#### **5.4.2.1 Revise Open Space Residential Development Regulations**

Revise the Open Space Residential Development (OSRD) Overlay districts regulations to require that the design of cluster or conservation subdivisions consider the existing site resources, resource values and existing density allowances according to zoning and to include performance standards for preservation of agricultural lands, critical habitat and historic landscape. Modify Town Subdivision Rules and Regulations to accommodate the changes in OSRD regulations, and test the regulatory requirements to determine if the standards result in appropriate designs. Modifications to the Subdivision Rules and Regulations may be as follows:

- Improve Design Standards for the conservation subdivision review process.
- Emphasize identification of critical natural resources in the review process to protect the Town’s natural resources.
- Draft stronger or clearer regulations to limit pavement for off-street

parking within front and side yard setbacks, particularly within the smaller lot zoning districts.

- In concert with regulatory changes, consider resident-only parking sticker program for dense neighborhoods.
- Draft stronger or clearer performance standards for transition buffers between established residential areas, new commercial and industrial development.
- Specify noise, visibility and light control performance standards
- Ensure the regulations do not unduly restrict pedestrian and bicycle access between adjacent areas.

#### **5.4.2.2 Reinforce Low Impact Development (LID) Program Standards**

Provide additional standards beyond State Best Management Practices in the Subdivision Rules and Regulations:

- Add program goals for LID.
- Expand grading design recommendations.
- Update Annual Rainfall data and design software programs for calculating stormwater events.

#### **5.4.2.3 Review Design Standards and Process**

Review existing design standards, design guidelines and performance standards for improvements and additional criteria to be included in the Zoning By-Laws and Subdivision Rules and Regulations.

- Consider Neighborhood Design, [Traditional Neighborhood Design (TND)], Form-Based Codes and Transit Oriented Development By-Laws.
- Add standards for alternative energy sources, i.e. wind conversion systems, solar systems and co-generation facilities that protect public health and safety and preserve neighborhood quality and character.
- Expand the Street Classifications to include mixed use and Planned Industrial streets to coincide with Zoning By-Law changes.
- Define the desired character of design elements in subdivisions, such as Exterior Lighting referred to in Section VII.N. of the Rules and Regulations, and amend accordingly.

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- Mandate a multidisciplinary review process at each design step for capital projects undertaken by the Town, including roadway maintenance and other projects undertaken by municipal and school officials.

### *5.4.2.4 Create a New Planned Industrial Area Redevelopment District*

- Include requirements for master planned development within large industrial areas.
- List uses that allow mixed use, including live-work and incubator spaces.
- Include design standards for buffers and landscaping that use street designs and landscaped boulevards to separate industrial areas from residential districts.
- Include design standards for circulation and traffic management.
- Provide a process for parking relief.

### *5.4.2.5 Continue to Implement the Framingham Technology Park Improvement Plan*

- Review and compare zoning with the latest directions in manufacturing processes and technologies, and match accordingly.
- Implement a streetscape and way finding improvement plan.

### *5.4.2.6 Incentivize Development and Practice Reciprocity*

- Develop higher quality development standards that, when applied, will allow greater densities or more valuable uses within development projects.
- Specify uses, architectural character, energy reduction and low impact design in design standards for new development as characteristics of higher value projects.
- Allow the addition of facilities dedicated for municipal purposes as mitigation and incentives in development projects.
- Develop tax and other financial incentive programs that encourage desired development projects.

### *5.4.2.7 Implement the Specific Area Strategies*

- See Implementation Strategies in section 5.4.9.

### *5.4.2.8 Consider New and Innovative Approaches to Land Use Management*

Review the newer and innovative approaches being considered by other communities that could address the land use issues in Framingham. Analyze their applicability and effects, and develop local regulations as appropriate. A summary of some of the new approaches, such as Traditional Neighborhood Design, Live-Work Space, Form Based Codes and financing tools are included in Chapter 6.

## 5.4.3 Open Space, Recreation and Historic Resources Strategies

### *5.4.3.1 Implement the Open Space and Recreation Plan*

- Continue acquisition and other permanent land preservation tools.
- Continue improvements, maintenance and management of open spaces within developments.
- Create a town-wide plan for all types of recreational trails, access to lakes, ponds or rivers as well as municipal playing fields.
- Map locations of public access to and along the river and aqueduct, and determine opportunities for access points and new facilities that link to the village center.

### *5.4.3.2 Support Agricultural and Horticultural Land Uses as Part of the Character and Traditions of Framingham*

- Promote a "Farm Trail" that maps farms and specifies linking paths and streets with rural characteristics to encourage tours of the area.
- Provide opportunities to expand markets for local produce and products.
- Create business relationships and internships for public schools and local farms.

### *5.4.3.3 Increase Sensitivity to Historic Resources and Community Character*

- Identify historic resources as well as farm land and critical habitat areas as resources for potential preservation in the OSRD By-Law.
- In the design review process, include traditional scale and massing of buildings particularly within the villages, and encourage the use of the village and town historic architecture to guide the size, shape, style, materials and detailing of new buildings to ensure that new construction will be compatible with the village environment.
- Ensure that the zoning regulations allow and encourage the adaptive reuse of historic buildings, and provide incentives whenever possible.
- Adjust the Zoning By-Laws to encourage the use of shared driveways and rear exits in the villages to preserve the historic street front character of the village.
- Add a standard that the Framingham Historical Commission is notified of pending recommendations from any source for input and comment.
- Use historic preservation consultants in review of development proposals, as authorized under Ch. 593 of the General Laws.
- Identify historic meadow lands, forest and farms to set preservation goals.
- Expand and consider adding historic districts.
- Expand scenic road designations.

#### 5.4.3.4 Consider Historic Preservation Incentives

- Consider local financial incentives, and apply state and federal tax credits to make it more economically feasible to preserve historic buildings.
- Adopt the National Park Service's architectural standards for historic building modifications such as penthouse floors and building additions.

#### 5.4.4 Housing Strategies

- Implement the Housing Plan
- Consider the mixed-use development option that currently exists in the Central Business District for other commercial areas. Allow multifamily development in some business zoning districts such

as the Regional Center Overlay District (Golden Triangle) and B-2 districts provided that these developments are compatible with their surrounding context.

- Consider zoning to allow accessory apartments in the single-family residence districts.
- Consider housing goals that could be achieved by adding a density bonus in the OSRD By-Law.
- Amend the Affordable Housing By-Law to also require or allow a project to include a percentage of units priced for middle income families (80% - 100% Annual Median Income).
- Establish design guidelines for mixed-income development so that new construction blends with existing housing types and integrates with the existing fabric of the neighborhood.
- Adopt zoning to allow artist and small business live-work spaces in appropriate locations. Determine the level of interest, identify potentially suitable locations, and identify design standards and other requirements that should be addressed in live-work space regulations. (see model By-Law in the attachments)

#### 5.4.5 Transportation and Infrastructure Strategies

##### 5.4.5.1 Improve Transportation Quality and Choices

- Allow for the creation of non-motorized transportation corridors that serve as greenways and provide access to passive and active recreation facilities, places of work, school, public transportation connections, or other points of interest in Town within the development review process and regulations.
- Maintain consistency between the Town's subdivision road construction standards and the quality of the Town's street system. Prepare standards that include context-sensitive facilities for bicycles and pedestrians as well as vehicles.

##### 5.4.5.2 Incentivize Planned Development with Infrastructure

- Continue to implement the Water Distribution System and Wastewater System Master Plans. Develop a policy for extension of utility lines for development that meets Town goals for preservation of resources, land use and economic development.

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### 5.4.5.3 *Municipal Buildings and Facilities*

- Utilize and include municipal buildings and facilities as supporting elements of mixed-use development projects.
- Allow the addition of facilities dedicated for municipal purposes as mitigation in mixed-use projects.

### 5.4.5.4 *Air Rights Policy and Program*

- Develop an Air Rights Policy and Program and streetscape improvements for primary crossings over Route 9, particularly for a Framingham Centre and Route 9 crossing to reconnect visually and physically Framingham Centre to Framingham State University and residential neighborhoods to the South of Route 9. [See Framingham Centre strategies, 5.4.9.4]

## 5.4.6 Institutions Strategies

### 5.4.6.1 *Establish Institutional Master Plans*

- Request the preparation of Institutional Master Plans (IMP) for long-range development on each institutional property to publicize the long-term goals for change at the institution. As described in the Boston Zoning Code:

“The purpose of Institutional Master Plan Review is to provide for the well-planned development of Institutional Uses in order to enhance their public service and economic development role in the surrounding neighborhoods. Institutional Master Plan Review recognizes that Institutional Uses need to expand and renovate their facilities more frequently than do other uses, and that the cumulative effects of incremental expansion may be greater than, or different from, the effects of each project individually. To assess these cumulative impacts and determine appropriate community benefits, Institutional Master Plan Review examines the combined impacts of an Institution’s overall development program and affords the public the opportunity for review and comment.” [Excerpt from Boston Code, Article 80, Section 80D-1]

### 5.4.6.2 *Improve Town-Institution Relations*

- Ensure positive relationships between the Town and institutions in the master plan process by forming joint institution and community committees to meet on a regular basis.

- Establish governing committees made up of elected officials and institution directors to coordinate all joint efforts.
- Establish Economic Development committees to encourage economic development and revitalization through improvements to students’ and professionals’ lives combined with improvements to business center vitality.
- Establish Community Relations committees to fortify relations between the institutions and the Town by sharing resources (cultural, academic, facilities) and information.
- Establish Institutional Engagement committees to improve the lives of the students and professionals at the institutions in ways that encourage people to move off campus and into the community.

## 5.4.7 Arts and Culture Strategies

- Adopt a live-work space regulation that is specific for small businesses and artists. Distinguish the use from a Home Occupation because the residential use may be secondary to the artist or business use, and it may occupy a larger square footage. Include arts and cultural institutions and facilities as allowed uses, and encourage these uses within the mixed-use sections of the Zoning By-Laws. [see Appendix H for Live/Work Model By-Law]
- Ensure the Zoning By-Laws allow arts and cultural uses to expand and grow within the commercial and mixed-use districts.
- Review local regulations to ensure that cultural and neighborhood activities may be easily organized.

## 5.4.8 State and Regional Planning Strategy

Reinvigorate regional planning with a review of regional planning efforts to determine the methods that are successful. Propose new planning strategies based on the findings.

## 5.4.9 Specific Areas Strategies

### 5.4.9.1 *Downtown*

- Implement the Downtown Plan.
- Redevelop the existing Marshalling Rail Yards for alternative

commercial and residential uses in order to support Downtown, Mt. Wayte/Franklin and South Framingham; improve public transit; and improve vehicle, bicycle and pedestrian traffic flow, while maintaining sufficient freight transportation services for existing commercial enterprises that rely on rail.

- Encourage small businesses and entrepreneurs to site and grow in the Downtown area by allowing these uses as-of-right or with limited review.
- Encourage career development programs in cooperation with educational institutions and employers by specifically listing this item in the permitted use tables.
- Encourage and support use of the Public Library including programs and facility improvements.

#### **5.4.9.2 Mt. Wayte Avenue/Franklin Street**

- Consider a new zoning district to encourage mixed-use, residential and professional office development. Potential rezoning may include a revision in the M-1: Light Industrial zoning district to include mixed-use and multifamily residential. Rezoning may also include an expansion of the P: Professional Office zoning district.
- Define a redevelopment plan for the Shopping Plaza and vacant properties within the sub district, and implement through zoning and capital program.

#### **5.4.9.3 South Framingham**

- Develop a Master Redevelopment Plan for vacant, contaminated or underutilized industrial land to reverse disinvestment trends. Identify expected build out and development, and conduct a build out land use analysis for future planning efforts.
- Create an overlay district, or include standards in the existing By-Law sections that require conservation of critical open space, natural resources and habitat areas as part of sustainable commercial and industrial development projects.
- Review the zoning standards for the General Residence District to determine if the regulations achieve the intended results related to the character of neighborhood development.

#### **5.4.9.4 Framingham Centre**

- Rezone according to the policies of this Master Plan under which consideration is given to improvement of historic character and better links across Route 9.
- Develop an infrastructure improvement plan to improve both the visual and physical connection of Framingham Centre with Framingham State University and the surrounding area to the south that are presently separated by Route 9 (Worcester Road). This includes the potential use of air rights development over Route 9 to reconnect the Town's neighborhoods and centers.
- Ensure the protection of the historic properties in Framingham Centre, and consider adding additional historic properties and lands to the historic registry.
- Continue to coordinate with the Framingham State University administration long-range plans for growth. Identify opportunities with the state through the administration regarding opportunities for compatible economic development and institutional growth.
- Also see Institutional Implementation Strategies in section 4.8.

#### **5.4.9.5 Nobscot**

Consider establishing a Village Center or Traditional Neighborhood Design overlay district. Related actions include:

- Utilize the market-based analysis to determine businesses and amenities that best fit the neighborhood's needs.
- Improve the infrastructure by implementing a streetscape improvement program that includes adding hardscape improvements and landscape elements. Create a list of approved streetscape elements, and implement a program of improvements through grant programs, the capital program and private investment.
- Define the types of character development from other neighborhoods that have similar characteristics as Nobscot neighborhood that have proven to be most successful in their revitalizations efforts.

#### **5.4.9.6 Northwest Quadrant**

Preserve the character of the neighborhood, and preserve open space in the Northwest Quadrant through the following actions:

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- Use the Agriculture Preservation Restriction program to obtain development rights on farmland.
- Support market expansion for agricultural and horticultural produce and products.
- Leverage other state funds to assist with the purchase of open space or conservation restrictions.
- Use other funds to purchase less than fee simple options on land regulated under MGL c.61 prior to having to act on purchase in the event of sale of the subject properties. Improve the character of development that does move forward by creating incentives and disincentives that support conservation development (OSRD) for new projects in the quadrant.
- Make the OSRD (Zoning By-Laws section IV.M) subdivisions as of right, or amend the By-Law to encourage greater use of the option with incentives such as higher density by special permit. [See OSRD section 5.4.2.1]
- Set policy for utilities and regulations for subdivisions that only allow use of the excess or future expanded capacity in the public water supply system for OSRD projects in these low density areas.

### 5.4.9.7 Saxonville

- Support small business development by providing public parking, public transportations, pedestrian and bicycle accommodations.
- Zone public land for new parking, and make the parking available to meet zoning requirements to support small business development in the commercial center.
- Amend the B-2 zoning to specifically allow mixed uses, particularly for live-work units.
- Continue to encourage the reclamation and redevelopment of the PUD site. Review the PUD regulations, and negotiate permit revisions to encourage develop of the approved site.
- Establish a “Saxonville” recreational walking trail (such as the Gloucester Maritime Trail). Review underlying zoning to maximize open space dedication along the Sudbury River.
- Establish a registered, commercial and/or residential historic district to highlight the quality and character of the center. Also improve protections for historic buildings in the project reviews specified in the By-Laws. Related actions include improving the infrastructure by:

- o Creating a list of approved streetscape elements that fit the historic character, and implementing a program of improvements through grant programs, the capital program and private investment.
- o Encouraging and identifying public access to and along the rivers and aqueducts.

### 5.4.9.8 Golden Triangle, Major Arterials and Highway Corridors

- Adopt policies on urban character and design review specific for each area.
- Initiate a regional meeting to discuss reviewing and updating the Golden Triangle overlay district.

Rezone portions of the Golden Triangle as appropriate from General Manufacturing, Light Manufacturing and General Business to new Technology, Research and Development, and Laboratory Districts. Potentially create new zoning for the northerly end of Speen Street/Old Connecticut Path to distinguish it from the rest of the Golden Triangle.

- Create design standards for parking garages and lots that require them to be “coated” with other uses or designed to reduce the visual impact of parking structures.
- To encourage mixed use, rezone portions of the General Business District to the new designations of B-3 and B-4 zoning districts.

### 5.4.9.9 9/90 Corporate Center and Technology Parks

- Continue to implement the recommendations of the Town’s water and sewer master plans
- Encourage intermodal access to these employment areas.
- Implement the recommended actions of the Technology Park Comprehensive Infrastructure Plan.
- Promote Green Development, LID and LEED building, streetscape and landscape design within these areas. [see Sustainable Community section 5.4.1]
- Improve zoning in the Technology Park to attract higher value uses.
- Improve the telecommunications infrastructure to attract new businesses.

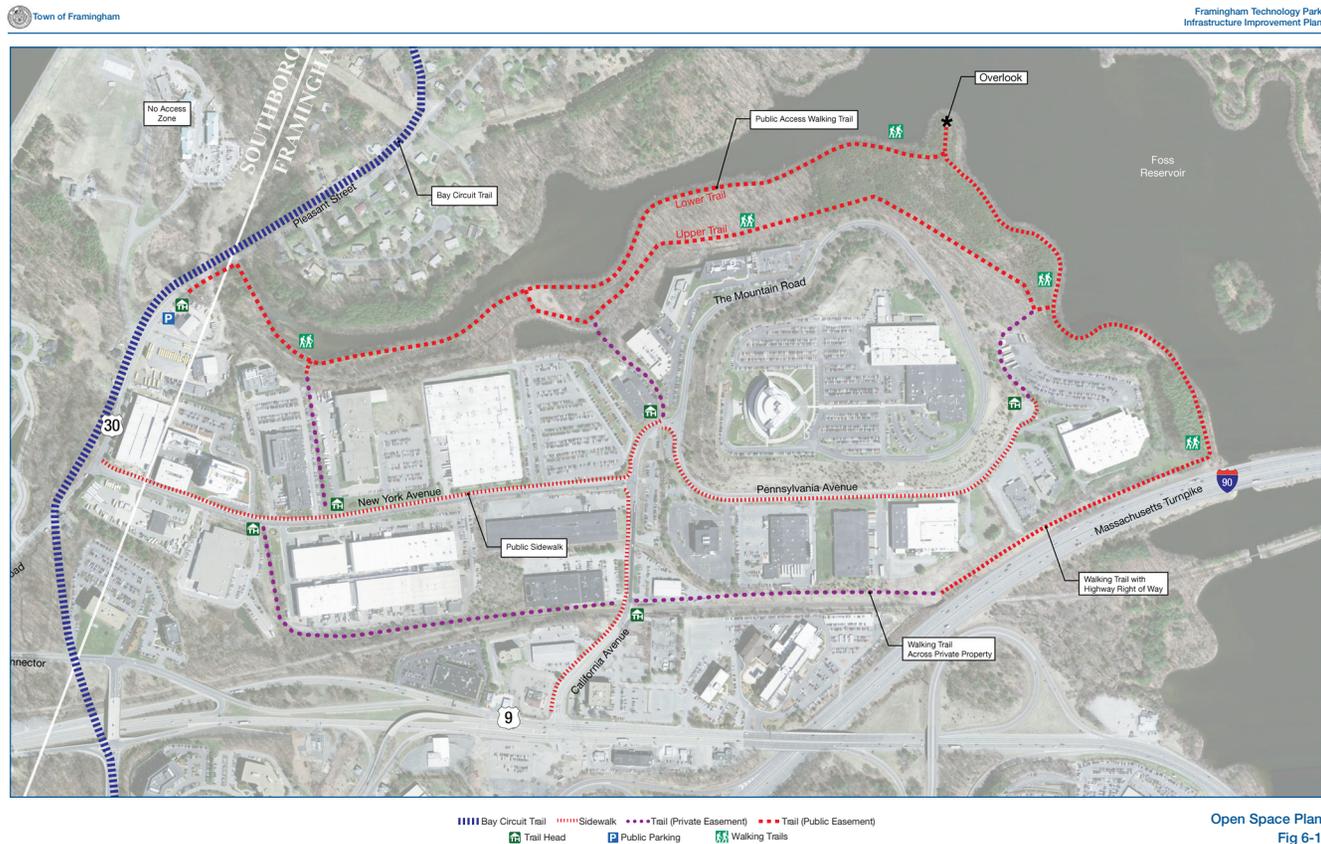
## 5.5 IMPLEMENTATION TIMELINE FOR LAND USE ACTIONS

The Planning Board will refine the above recommendations and related work programs on a continual basis. The review of the work schedule will be completed on different bases: a short-term (1-4 year) basis as stated above, and on midterm (5-7 years), long-term (8-10 years), and extended Master Plan term (more than 10 years). The Planning Board will take the short-term work programs in a certain order and begin tasking this work as may be necessary to appropriate Town departments, and further develop any needed Request for Qualifications and/or Request for Proposals to hire consultants to carry out elements that require special technical assistance. Any consultants to assist with the implementation of the Master Plan will be engaged through a competitive process that will attract well-qualified professional planning consultants to assist the Planning Board and

Town in the completion of the Land Use Action Program and Schedule. The Planning Board will authorize various elements of the actions that are not already underway to proceed accordingly, subject to available funds for implementation of the recommended actions.

### 5.6 Maintenance of the Master Plan

The Planning Board will diligently work to carry out the above Land Use Action Plan within the next four years. To evaluate the Town's progress, the Planning Board will prepare an update on the Actions in a report to Town Meeting annually. This will provide a measure of what progress has been made on the implementation of the Master Plan to Town Meeting. The Planning Board will also update Town Meeting on any new priorities that have arisen, action items, or the need to recalibrate the priorities enumerated in the Land Use Actions. The Planning Board will undertake a periodic comprehensive review and update of the entire Master Plan every five years.



# 5

## Implementation of Land Use Actions

Short-term Actions			Longer-Term Actions		
Section	Action	Completion/Measurement	Section	Action	Completion/Measurement
5.3.1	Comprehensive Revisions to Town Land Use Regulations	Review, Evaluation and Recodification of the Zoning By-Law and Amendments to the Zoning Map	5.4.1	Sustainable Community Implementation Strategies	Decision on implementation strategy priorities
5.3.2	Zoning Overlay Districts for the Key Commercial Centers and Corridors	Completing work plans in Master Plan	5.4.1.1	Encourage Energy Independence	Energy reductions and use of alternative energy sources
5.3.2.1	Rezoning Key Districts	Decisions on Key Districts and completing work plans listed in Master Plan	5.4.1.2	Support Green Business Growth	New clean-tech and other green-related businesses starting
5.3.2.2	Rezoning Identified Target Areas and Corridors	Completing work plans for target areas and corridors	5.4.1.3	Build Green	Changes in building specifications and codes
5.3.2.2.1	Rezoning of the General Manufacturing District (M) and General Business District (B) in the Golden Triangle	Rezoning of the General Manufacturing District (M) and General Business District (B) in the Golden Triangle	5.4.1.4	Support Residential Alternative Energy Systems	New zoning regulations to support residential systems
5.3.2.2.2	General Business District (B) Rezoning Waverly Street (Route 135) and General Manufacturing District (M) Rezoning South Framingham	General Business District (B) Rezoning Waverly Street (Route 135) and General Manufacturing District (M) Rezoning South Framingham	5.4.2	Improve the Land Use and Development, Regulations, Process, and Incentives	Revised regulations, procedures, and communications
5.3.2.2.3	Rezoning Downtown Framingham	Rezoning Downtown Framingham	5.4.2.1	Revise Open Space Residential Development Regulations	Revised OSRD regulations
5.3.2.2.4	9/90 Corporate Center and Technology Park	Improving infrastructure and rezoning at 9/90 Corporate Center and Technology Park	5.4.2.2	Reinforce Low Impact Development (LID) Program Standards	Revised LID regulations
5.3.2.2.5	Concord Street Corridor Rezoning	Rezoning Concord Street Corridor	5.4.2.3	Review Design Standards and Process	Revised Design Standards and procedures
5.3.2.2.6	Framingham Centre Rezoning	Rezoning Framingham Centre	5.4.2.4	Create a New Planned Industrial Area Redevelopment District	Revised Planned Industrial Area Redevelopment bylaw
5.3.2.3.7	Completion of Route 9 MetroWest Smart Growth Plan-Sustainable Communities Consortium	Completion of Route 9 MetroWest Smart Growth Plan-Sustainable Communities Consortium	5.4.2.5	Continue to Implement the Framingham Technology Park Improvement Plan	Infrastructure investments at Technology Park
5.3.3	Conservation of Open Space, Agricultural Lands, Natural and Historic Resources	Completing work plans below	5.4.2.6	Incentivize Development and Practice Reciprocity	New incentives in the bylaws

Short-term Actions			Longer-Term Actions		
Section	Action	Completion/Measurement	Section	Action	Completion/Measurement
5.3.3.1	Agricultural Preservation	Productive farms continue to thrive	5.4.2.7	Implement the Specific Area Strategies	Redevelopment and improvement in the Specific Areas
5.3.3.2	Open Space Residential Development	Permits issued for OSRD	5.4.2.8	Consider New and Innovative Approaches to Land Use Management	Decisions on regulations and management techniques to advance regulations
5.3.3.3	Critical Areas Mapping	Critical Areas mapped	5.4.3	Open Space, Recreation and Historic Resources Strategies	Preservation of town resources
5.3.3.4	National Park and Historic Site Development	Agreement with National Parks and other communities to proceed	5.4.3.1	Implement the Open Space and Recreation Plan	Completion of actions listed in the Open Space and Recreation Plan
5.3.4	Transportation	Completion of Town-wide Transportation Plan and adoption of Complete Streets program	5.4.3.2	Support Agricultural and Horticultural Land Uses as Part of the Character and Traditions of Framingham	Continued operation of the town farms
5.3.4.1	Town-wide Transportation Plan	Completion of Town-wide Transportation Plan	5.4.3.3	Increase Sensitivity to Historic Resources and Community Character	Publications and educational programs
5.3.4.2	Complete Streets	Adoption of Complete Streets Program	5.4.3.4	Consider Historic Preservation Incentives	Changes in Historic Preservation bylaws or incentive programs
5.3.5	Technology Park Comprehensive Infrastructure	Completion of comprehensive infrastructure plan and construction	5.4.4	Housing Strategies	Construction of housing that meets goals
5.3.6	Healthy Communities Initiative	Adoption of Healthy Communities programs	5.4.5	Transportation and Infrastructure Strategies	Decisions on development of transportation and infrastructure
5.3.7	Other Infrastructure	Completion of alternative energy bylaw and sanitation standards	5.4.5.1	Improve Transportation Quality and Choices	Increases in alternative transportation
5.3.7.1	Alternative and Solar Energy By-Law	Adoption of alternative energy bylaw	5.4.5.2	Incentivize Planned Development with Infrastructure	Priorities set for infrastructure improvements
5.3.7.2	Minimum Sanitation Standard for Private and Semi-Public Water Supplies	Adoption of minimum sanitation standards	5.4.5.3	Municipal Buildings and Facilities	Increased use and improved management of town facilities
5.3.8	Economic Development	Action on programs for economic development in Master Plan	5.4.5.4	Air Rights Policy and Program	Decision on Air Rights Policy
5.3.8.1	Town-wide Economic Development Plan	Completion of town-wide economic development plan	5.4.6	Institutions Strategies	Planning partnerships with local institutions

# 5

## Implementation of Land Use Actions

Short-term Actions			Longer-Term Actions		
Section	Action	Completion/Measurement	Section	Action	Completion/Measurement
5.3.8.2	National Trust for Historic Preservation- Main Street Program	Adoption of Main Streets program	5.4.6.1	Establish Institutional Master Plans	Adoption of IMP process
			5.4.6.2	Improve Town-Institution Relations	Planning partnerships created with local institutions
			5.4.7	Arts and Culture Strategies	Increases in arts and cultural activities
			5.4.8	State and Regional Planning Strategy	Increase in communications with State and Regional planning agencies
			5.4.9	Specific Areas Strategies	Completion of the improvements below
			5.4.9.1	Downtown	Redevelopment and improvement in the Downtown
			5.4.9.2	Mt. Wayte Avenue/Franklin Street	Redevelopment and improvement in the Mt. Wayte Avenue/Franklin Street Area
			5.4.9.3	South Framingham	Redevelopment and improvement in South Framingham
			5.4.9.4	Framingham Centre	Redevelopment and improvement in Framingham Centre
			5.4.9.5	Nobscot	Redevelopment and improvement in Nobscot
			5.4.9.6	Northwest Quadrant	Directed development and improvement in the Northwest Quadrant
			5.4.9.7	Saxonville	Redevelopment and improvement in Saxonville
			5.4.9.8	Golden Triangle, Major Arterials and Highway Corridors	Redevelopment and improvement in the Golden Triangle, Major Arterials and Highway Corridors
			5.4.9.9	9/90 Corporate Center and Technology Parks	Redevelopment and improvement in the 9/90 Corporate Center and Technology Parks

# 6 NEW APPROACHES FOR ZONING AND LAND USE MANAGEMENT

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*New Approaches: Improving the Character of  
Framingham  
Land Use and Finances*

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# 6

## New Approaches for Zoning and Land Use Management

The land use management powers provided to communities through state legislation are powerful when used in a coherent and planned fashion. The changes in the local regulations proposed here are both programmatic in that the recommendations suggest ways to improve the methods for regulating land use and technical in that the recommendations suggest specific amendments and additions to the local zoning By-Law to direct the physical development of the Town. These concepts could be added into a recodification of the zoning By-Laws.

### 6.1 NEW APPROACHES: IMPROVING THE CHARACTER OF FRAMINGHAM

Several land use programs have been developed in recent years or may be new to Framingham that could be very effective in directing land development according to the proposals of this Master Plan.

#### 6.1.1 Design Standards, Design Guidelines and Performance Standards

Communities typically use a range of standards and guidelines to define a character of development acceptable to the community. Where a design standard is a specific requirement; e.g., “buildings shall have a 10-foot setback,” a design guideline is a recommendation that may require interpretation in the context of the project; e.g., “design the roofline to relate to adjacent buildings.”

Performance Standards are Goals that require some measurement of the standard and the success of the project in achieving that standard; e.g., “provide landscaping to buffer the visual impact of the parking lot.” Common performance standards are found in the industrial zoning districts; such as, “2. Uses which would be offensive because of injurious or obnoxious noise, vibration, smoke, gas, fumes, odors, dust, or other objectionable features, or because hazardous to the community on account of fire or explosion or any other cause shall require a special permit from the Zoning Board of Appeals” (General Manufacturing District, section III.G.). Some communities have also included performance standards for job creation within developer agreements; e.g. a certain number of jobs are expected to be available for a certain period of time in return for provision of infrastructure and other community services.

Well-drafted performance standards include: the values or goals to achieve, the determinants of compliance, means for measurement and assessment of compliance, and the actions resulting from different levels of performance. In some cases, a ‘point system’ is appropriate because it allows easier administration of the By-Law and project reviews. A certain number of points are needed to achieve the standard for acceptance of the design. The points may be accumulated in several ways. Typically, there is a base line of design requirements, above which more points are added according to the addition of higher-quality design elements. The Green Area Factor, described in the next section, is an example of a point system.

The Town has set a precedent for design guidelines with Article 17.2 of the Planning Board Rules and Regulation, Central Business District Design Standards. These types of standards should be advanced more fully as a comprehensive design program to be more enforceable requirement.

#### 6.1.2 Sustainable Site Design and Green Infrastructure

Many of the programs for sustainable design deal with a building’s energy efficiency. This would include the EnergyStar program of the U.S. Environmental Protection Agency (EPA) and the U.S. Green Building Council’s LEED™ program. However, these are programs that go beyond zoning into building improvements associated with the Building Code, an area of regulation specifically separated by law from zoning. Zoning only deals with the outside dimensions of a building but can be very specific about the site conditions. This is where the Town could develop standards for ‘green infrastructure’ associated with site and road improvements.

To address sustainable site design issues, many communities have used Low Impact Design (LID) regulations to improve the environmental impacts of construction. The LID program was first developed in Prince Georges County, Maryland. The Massachusetts Smart Growth Toolkit describes LID as “...a more sustainable land development approach that begins with a site planning process that first identifies critical natural resource areas for preservation. Then, once the building envelope is established, LID techniques, such as maintaining natural drainage flow paths, minimizing land clearance, clustering buildings, and reducing impervious surfaces are incorporated into the project design. A series of small stormwater best management practices

(BMPs) that preserve the natural features and hydrology of the land are used instead of the conventional methods of collecting, conveying, and piping away runoff.”

The LID program works very well for reducing and handling stormwater, particularly where there is sufficient land area to provide for vegetative systems to support evapotranspiration. This would be an important consideration for new development, particularly in the lower density areas and especially in the Northwest Quadrant. The U.S. EPA has proposed that LID techniques be transferable to ‘ultra-urban’ environments. Consideration should also be given to another program, the Green Area Factor, to address sustainable, low impact design for the urbanized areas of the Town.

The Green Area Factor program was initiated in Sweden and Germany and has been adopted in Seattle, Washington as the Seattle Green Factor program. The program requires mostly vegetative, landscaping for buildings in the city’s neighborhood commercial areas. The Green Area Factor is a “point system” type of performance standards program. A spreadsheet is provided to calculate the score. The spreadsheet accepts inputs of proposed areas of types of landscaping and numbers of trees. These are weighted in importance by multipliers ranging from 0.1 to 0.7. These are added together and divided by the total area of the site. A minimum score of 0.3 is required, or as a weighted comparable of 30% of the site with plantings. The key factors are:

- Depth of soil – a distinction is made between soil depths less than 24” and more than 24”
- Size of vegetation – shrubs are categorized between less than 3’ high and more than 3’ high, and a listing of trees is provided with weighting for small (0.3), large (0.4) and exceptional (0.5) trees
- Permeable pavement – “that drains only itself” and is at grade
- Vegetated walls and roofs – the highest weighting (0.7) is given to vegetated roofs and walls
- Water features – the highest weighting (0.7) is also given to fountains and stormwater rain garden features
- Drought tolerant plants and plants visible to the street are provided bonuses but with the lowest weighting (0.1)

Meeting the standard allows a reduction in the standard percentage of open space requirements. As a program designed for urbanized

or developed areas, the Green Factor may be appropriate for consideration in Framingham. The 495/MetroWest Partnership has created the Green Infrastructure Toolkit, which could be used to help determine the appropriate standards for the regulations.

### 6.1.3 Traditional Neighborhood Design

Traditional Neighborhood Design (TND) is a program for traditional design advanced principally by The Congress for New Urbanism. It suggests a number of formulas for design based on a review of historically successful developments from many locations. Short, walkable blocks and a full mix of uses in the development are typical of some of the standards. It is currently developed as a U.S. Green Building Council’s LEED™ program with sustainable design criteria incorporated into the standards to allow certification under the LEED™ program. The program may have a place to consider in the Town where substantial change may occur. However, as a predominantly ‘built-out’ community, the application of the TND program may be very limited except in special cases. If a special case occurs, the LEED-ND program could be used for a third-party assessment of the project rather than having to develop local standards.

### 6.1.4 Form-Based Codes

Form Based Codes (FBC) are a relatively new form of land use regulation that encourages the focus on the complete form of development - architecture, sites and streets - under a master plan of development called the Regulating Plan. An important aspect of FBCs is that the program is comprehensive, including coordinated building and street development under an overarching plan, which is very similar to an urban renewal plan developed under private investment but without any public financing.

A Form Based Code typically includes the following elements:

#### 6.1.4.1 General Provisions

The general provisions will explain the regulations and review process in clear, user-friendly language and terms.

# 6

## New Approaches for Zoning and Land Use Management

### 6.1.4.2 The Regulating Plan

The Regulating Plan illustrates the location of streets, blocks, public spaces (such as commons, greens, squares, and parks) and other special features. It also clarifies dimensional characteristics such as building envelopes, setback requirements (minimum and maximum or as build-to-lines), façade zones and building type or use designations. The Regulating Plan illustrates the following design and development elements:

- Street Hierarchy and Design –This includes design elements for intersections and cross streets within the sub districts of the Regulating Plan. Graphic representations of existing and future design elements, including transects (showing the street cross sections in relation to adjacent private development), and photo simulations are included.
- Streetscape Design - Specific streetscape design elements for each street type in the hierarchy above (i.e. boulevards to al-leys) such as proposed surface treatments, tree location (species and placement), planters, lighting, and other street furniture elements.
- Preferred Public Amenities - This includes existing and potential new open space, pedestrian and bicycle corridors, parks, access points (physical and visual) and other public amenities in the redevelopment area intended for active and passive recreational uses.
- Building Patterns and Form – Detailed illustrations and diagrams depict standards for public frontages, building dispositions, building uses (vertical and horizontal), accessory structures, lot and structure dimensional standards (i.e. heights, FAR, architectural elements), landscaping, location and amount of parking, general architectural themes, signage and relationship of private development to public realm.
- Additional Regulating Plan Elements – Other elements that may be included in the Regulating Plan are:
  - Linkages - building, pedestrian, vehicular, bicycle and other linkages;
  - Transitional areas - between public and private spaces;
  - Movement – pedestrian/vehicular interaction, walkable and bikeable;
  - Site Lines - Preservation and creation of lines of sight; and

- Landmarks - key places, routes, entranceways and gateways.

### 6.1.4.3 Allowable Uses Matrix

The allowed and required uses are in broad general categories. The basis of a FBC is the form of development rather than the use. Instead of a detailed list of uses, the table may contain performance standards that address the potential impacts of adjacent uses (horizontally or vertically) that could be incompatible without specific regulation.

### 6.1.4.4 Building Form Standards

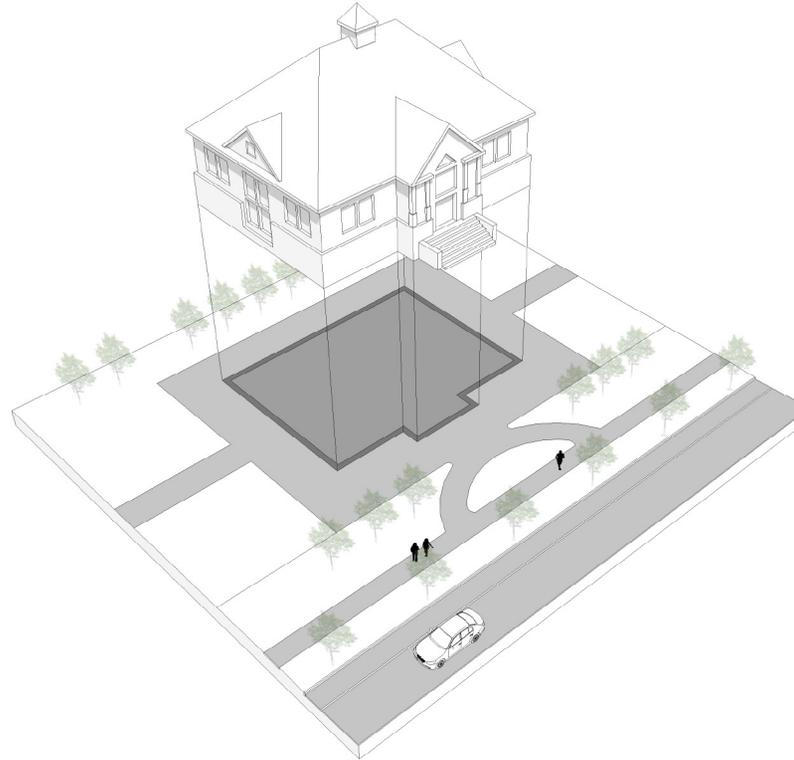
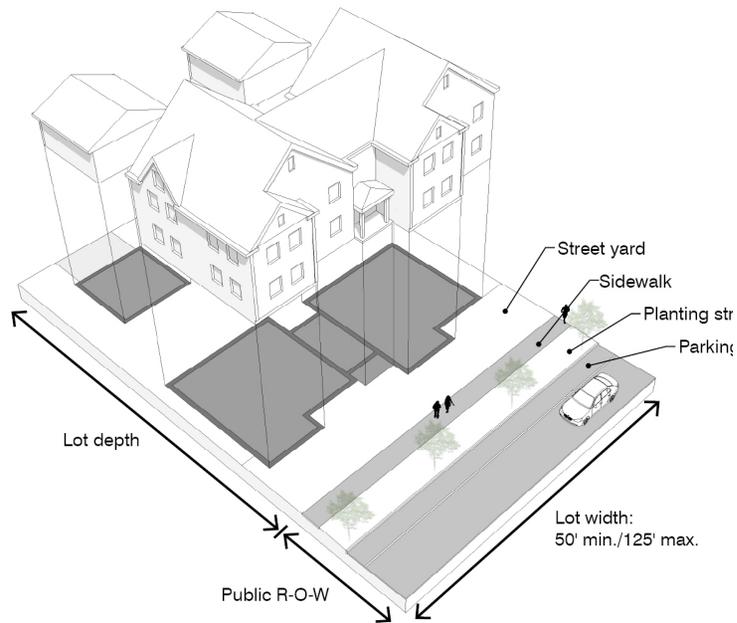
Standards governing basic building form, placement and fundamental urban design elements ensure that all buildings complement neighboring structures and the street. These standards should be based on study of building types appropriate for the region, climate and neighborhood. This includes:

- Lot size, frontage and densities;
- Vertical mix of uses (residential, retail, office);
- Building height and articulation (positioning of building, accessories and open spaces on lots);
- Build-to-lines or setbacks at streets and interior spaces;
- Land and building uses (including vertical requirements);
- Yard requirements and out-buildings;
- On-site parking layout; and
- Public and private signage and displays.

### 6.1.4.5 Architectural Standards and Guidelines

Architectural design standards for non-historic and new buildings address issues such as appropriate size, orientation and construction details that are compatible with settings and other defining characteristics in the Regulating Plan area:

- General architectural style and themes;
- Building mass, including height, length, setbacks and coverage;
- Bulk, scale and materials (in keeping with desired patterns)
- Site coverage by buildings, walkways, landscaping and parking areas;



- Connections to public spaces (i.e. sidewalks, alleys, parking lots);
- Façade treatments, business signage and placement;
- Access and loading locations, types and widths;
- Design continuity;
- Materials and colors;
- Accessories (i.e. awnings, canopies, etc.);
- Permitted encroachments (i.e. balconies, stoops, covered walkways, etc.);
- Solar guidelines (relating building heights to setback and street widths); and
- Other parameters appropriate for new construction.

#### 6.1.4.6 Complete Street Design Hierarchy

This section defines the hierarchy of streets in the Regulating Plan with cross sections illustrating the desired character of these public spaces.

Street section illustrations are used to define building relationship with the street, width of travel and parking lanes, placement of street trees and lighting, and sidewalk widths based on the setting and desired character. The hierarchy of street types includes:

- A street listing such as Avenues, Boulevards, CBD Streets and Neighborhood Streets;
- Driveways, service alleys, trash storage facilities and screening;
- Public on-street parking;
- Public gateway and directional signage (placement, materials and style);
- Bus stops, shelters and similar amenities;
- Integration of public and private spaces (outdoor dining, vendor courts, pedestrian access to private buildings and parking lots); and
- Preserving, highlighting or buffering view corridors in selected locations (adjacent neighborhoods).

# 6

## New Approaches for Zoning and Land Use Management

### **6.1.4.7 Streetscape Design Elements**

This section supplements the Complete Street Design Hierarchy and identifies and illustrates preferred streetscape improvement standards including:

- Street and pedestrian level lighting, pavement treatments, informational kiosks, trash receptacles, benches and other street furnishings;
- Recommended species for street trees and other plantings; and
- Pedestrian and bicycle safety enhancements such as bulb-outs, bike lanes, cross-walk treatments, center refuges and medians, and other design techniques.

### **6.1.4.8 Parking Standards**

New off-street (public and private) parking standards are specified in the redevelopment area with the desire for a pedestrian-friendly environment and higher density development. Surface parking in the redevelopment area should be kept to a minimum and the standards should address:

- Minimum and maximum parking requirements;
- Offset allowances to public parking (on-street and off-street) that is available within a comfortable walking distance;
- Offset allowances for private and available off-site and satellite parking;
- Reduced parking requirements for mixed-use development where parking is shared;
- Design requirements for access to public transit;
- Internal design requirements for pedestrian access from sidewalk to on-site buildings; and
- Design standards for structured parking.

### **6.1.4.9 Public Space Design Standards**

Design standards for existing and potential new open space, pedestrian and bicycle corridors, parks, access points (physical and visual), and other public amenities intended for active and passive recreational uses are specified:

- Public passive recreation and open space (parks, commons, greens);
- Public active recreation areas (ball fields, playgrounds, pocket parks);
- Private open spaces (courtyards and seating areas);
- Pedestrian and bicycle corridors;
- Vehicular and pedestrian interfaces; and
- Connectivity between the redevelopment area and the surrounding neighborhood.

### **6.1.4.10 Landscaping Standards**

Diagrams and illustrations will include a listing of native or other appropriate species, including placement for use on public and private lands. Standards for landscape design and plant materials on private property will consider the potential impact they may have on public spaces (e.g. regulations about parking lot screening and shading, maintaining sight lines, insuring unobstructed pedestrian movements, etc.). The landscaping standards are generally grouped as:

- Canopy trees and sub-canopy trees;
- Small flowering under story trees;
- Evergreen trees and shrubs; and
- Groundcovers, wild and field flowers.

### **6.1.4.11 Sustainable Design Standards**

Sustainable and Low Impact Development methodologies appropriate for the redevelopment area will be incorporated into the form-based codes, including the roadway design, streetscape design, parking, building orientation and public amenities.

Other communities that have advanced Form Based Codes include; Amherst, Weymouth, Andover and Wilmington. The development and application of FBC may be appropriate for relatively undeveloped areas and could be used in place of the PUD zoning district or for urban renewal areas.

### 6.1.5 Transit Oriented Development

The Downtown MBTA train station is an important amenity for new development that may spur uses that would take advantage of transit and potentially help the revitalization of the Downtown. However, the geographic definitions of the areas that may be influenced by Transit Oriented Development (TOD) require some examination.

TOD generally refers to land use and activities that are advantaged by a close proximity and access to transit – without requiring the intermediate mode of the automobile. In simple terms, pedestrian connections are most often considered as the basis for transit orientation. Rules of thumb are often invoked using specific distances from transit stations (one-half mile for commuter rail stations, for example). However, there are a number of factors that actually come into play. It is not simply a matter of how far one might walk between destinations, but convenience, attractiveness and perceptions of safety all play key roles. Increasingly, bicycles, motor bikes and other modes are expanding the area of influence.

Other communities in similar circumstances have also emphasized the key role that can be played by shuttle connections. Employment centers including businesses and institutions can be connected to the train station and substantially shift the travel patterns of employees and visitors, reinforce existing development and invite expansion. Consequently, TOD and the transit system go beyond the train station.

TOD has the potential to have a transformative influence in a district. The ability to have a shorter commute than other available alternatives will lead to market demand for new development. A fundamental component in establishing the desirability of an area is the character and quality of the neighborhood itself. The Framingham Downtown Urban Design and Development Plan confirms a comprehensive approach to the physical plan that should be supplemented with other programs, supporting transit modes and economic development to take advantage of the train station.

There are many communities taking advantage of TOD options because of existing transit systems. The Chapter 40R program of the state has provided support to many communities creating mixed-use TOD projects around MBTA stations, including Andover, Kingston and Plymouth.

### 6.1.6 Institutional Master Plans

Institutional Master Plans (IMP) are used to present a comprehensive, long-term vision of an institution so that a community can understand the relationship of the institution's plans to the community master plan. The typical institutions that prepare these plans are hospitals and universities due to fundraising and budgeting needs as well as the fact that they are often looking for income growth. Communities that request publication of these plans recognize the potential impact these institutions have on the neighborhoods and communities, and they successfully frame these plans as the basis for a dialog between the parties. There are a number of important institutions in Framingham, such as Framingham State University, MetroWest Medical Center Framingham Union Hospital and the Leonard Morse Hospital. The IMP could be presented to and accepted by the Town with recognition of the limits on public regulation of religious and educational institutions. The IMP is also the basis for designation of an institutional district. This would be a defined boundary that could be included on the Master Land Use Plan and/or the Official Zoning Map dependent on the status of the district and based on current projections of growth for the institution. The best model for Institutional Master Plans may be the City of Boston, Boston Redevelopment Authority's Article 80, which includes the IMP review process. The IMP plans are not required for smaller institutions, but for larger institutions, the IMPs become a platform for a public review process. While the city or any other community may not regulate institutions with the same scrutiny as other land uses, the IMP provides a basis for more in-depth discussion of the important issues involved in expansion of the institution.

### 6.1.7 Industrial Area Redevelopment

Industrial Building Reuse Overlay Districts, Adaptive Reuse Overlay Districts and Mill Conversion Districts are tools that many communities have used to promote the reuse of vacant industrial areas and buildings. The By-Laws are intended to provide the towns with more discretion over development and make the permitting process easier by better defining the basis for redevelopment. An overlay district can add flexibility for the redevelopment options and is typically advanced either with or without a master plan for redevelopment. New uses may be permitted incrementally and district impacts may be determined with build out of the master plan. The overlay district may also include

# 6

## New Approaches for Zoning and Land Use Management

incentives for certain desired uses, particularly those considered compatible in a mixed-use building and site. The Berkshire Regional Planning Commission recently prepared the following summary of communities that have adopted industrial re-use regulations:

- Underlying Zoning District (Properties located in a consolidated area that allowed a base zoning district to accurately describe allowed uses)
- Variety of uses, including commercial, residential industrial and municipal services allowed via the table of use regulations; most require site plan approval or a special permit.
- Proposed uses must be compatible with existing uses.
- Incompatible uses may be disapproved unless mitigating measures are provided.
- Residential uses not allowed on the first floor of new structures, or existing commercial buildings.
- Does not directly address parking or affordable housing.
- Reduction in lot area minimum (up to 10%) for donation of public amenities or access.

### 6.1.7.1 Overlay District – ‘Master Plan Approach’

The Master Plan Approach requires submission of a master site plan as follows:

- Consideration of impacts of proposed uses, including traffic, environmental and effects on existing uses.
- Allowed uses defined by underlying districts.
- All uses require a special permit, based on the master site plan.
- Consideration of history of structures, including an extensive report to the historical society.
- Maximum number of dwellings determined by Planning Board based on existing structures, trip generation and number of affordable units provided.
- No more than 10% of dwelling units can have three bedrooms.
- Allows for increase or reduction in parking requirements, on a case-by-case basis.

### 6.1.7.2 Overlay District ‘Incremental Approach’

- Does not require a Master Plan; applications submitted on a per use basis.
- Provides a list of priority uses allowed by-right; other uses are allowed by special permit or with site-plan review.
- One parking space required for each dwelling unit; no other uses require parking to be provided.
- Does not address affordable housing. Currently, the Light Manufacturing and General Manufacturing districts in the Framingham Zoning By-Laws are not clear as to what is expected from development based on public policy and plans.

It is recommended that a new Planned Industrial District By-Law for Framingham, particularly for application in the South Framingham and the Adessa property, be drafted with the following key elements:

- Master Plan requirement for larger and aggregated parcels
- Phased development allowance
- Transit-oriented site planning and demand management programs
- Limits on the percent of commercial and service uses to a portion of the building spaces, or use of an FAR restriction
- Requirements for identification and standards for mitigation of adverse impacts

### 6.1.8 Live-Work Space

Related to existing industrial building redevelopment is the Live-Work Space By-Law option, which is another way to specify a particular use of certain buildings. A model Live-Work Space By-Law prepared by others is included in the attachments. For an applied example, the City of Northampton created a Smart Growth Overlay District, within which the city included live-work space as a mixed-use option. A model by-law for Live Work Space is included as Appendix H.

### 6.1.9 Signage and Digital Signs

Commercial and public signage is changing as a result of new technologies. Highly changeable, illustrative, animated and even interactive signs have been developed. As this technology changes,

the reaction may be to regulate for specific conditions. However, case law suggests that the By-Laws must be carefully drafted to withstand constitutional scrutiny. Recommendations to consider when reviewing the Town's By-Law, Article VII, Signs and Historic Districts for amendments include the following:

- Adding a definition for digital signs, and regulating those sign types for health and safety.
- Basing regulations on health and safety over aesthetics.
- Consistency in prohibitions on types of signs and not favoring commercial signs.
- Considering a two-part ordinance: one part for private property and one for public property.

### 6.1.10 New Parking Standards

There are several reasons to consider a change in the Town's parking By-Law requirements [Zoning Bylaw, sec. IV.B.]:

- With a greater focus on linking transit to land use and development, parking for some uses in some areas could be significantly reduced;
- The cost of maintaining public parking spaces is increasing;
- The Downtown and other older commercial areas in Framingham Centre and Saxonville are not appropriate areas for expanding surface parking to accommodate new uses;
- The existing By-Law does not specifically support LID and techniques for reducing runoff and heat island effects; and
- Because of the rising costs of fuel and the impacts of burning fuel, smaller vehicles and vehicles with different propulsion systems are being developed and marketed. The majority of vehicles being built have been smaller sizes than previously, and types of propulsion systems are changing.

The response of the Town to support these changes in transportation could be to:

- Add to or redefine the parking design standards to accommodate smaller cars, while at the same time allowing more cars per area and reducing paved surfaces.
- Provide adjustments for two-wheeled motorbikes and vehicles in parking areas and on streets.

- Provide or require facilities for electric vehicle charging stations, new parking ratios, more compact spaces and lower impact designs
- Encourage the use of car sharing programs as an alternative to car rental or car ownership.

## 6.2 LAND USE AND FINANCES

Land use tools outside of zoning are considered of particular importance to the Town in advancing revitalization and redevelopment, particularly for the underutilized commercial, mill and industrial lands that are located in Saxonville, Downtown and the South Framingham. These programs are identified for consideration because some of the Master Plan's key land use objectives may not be fully achieved without a stronger real estate market or a public program that enables a project to proceed economically. In addition, the effective use of these programs may require review and revision to current Zoning By-laws and subdivision standards. The implications of these programs on land use are noted in the summary descriptions.

### 6.2.1 Tax Increment Financing

The Tax Increment Financing (TIF) program provides direct tax relief to a developer through an agreement with the Town. The quid pro quo in typical agreements requires local jobs to be created coupled to a 20-year tax abatement schedule for the new development. This program may have importance in encouraging larger-scale projects with high redevelopment costs. Zoning strategies would be to determine whether the districts allow the uses that produce those jobs.

### 6.2.2 District Improvement Financing District

District Improvement Financing (DIF) district is a means to proactively use the projected increases in taxes from new development to plan property and infrastructure improvements that support the new development within a district. This program can also be used for a single property or development. The improvements could be road and utility upgrades that connect to properties within the district, allowing the new development that will in turn provide new, higher taxes that pay for the bonds to build the infrastructure. This type of program could be

# 6

## New Approaches for Zoning and Land Use Management

used in areas such as the Downtown, South Framingham, Saxonville and Nobscot to advance infrastructure improvements that support job-producing industries. District zoning By-Laws can be examined to determine whether the higher-value, market-based development is possible prior to applying the DIF district.

### 6.2.3 Infrastructure Investment Incentive Act

The Infrastructure Investment Incentive Act (also known as I-cubed or I3) authorizes the use of state funds to invest in infrastructure in partnership with towns and developers with job-producing projects. The development project must be approved by the town, the state and MassDevelopment, the agency that will bond the improvements. The projects must be certified to be viable and job-producing developments. This program could be instrumental in the large property redevelopment in the South Framingham. Strategies for zoning and land use regulations are that the design, performance and development criteria in zoning By-Laws and subdivision regulations should define the types of improvements that would be consistent with local standards.

### 6.2.4 MassWorks Grants

The MassWorks Infrastructure Program represents an administrative consolidation of six grant programs:

- Public Works Economic Development (PWED);
- Community Development Action Grant (CDAG);
- Growth District Initiative (GDI) Grants;
- Massachusetts Opportunity Relocation and Expansion Program (MORE);
- Small Town Rural Assistance Program (STRAP); and
- Transit Oriented Development (TOD) Grant Program.

These state grant programs for infrastructure improvements under MassWorks are listed on the state web site – [www.mass.gov](http://www.mass.gov). The program grant requirements are also linked to job-producing projects but have different criteria for acquiring the funds. The links between the land use objectives determined by zoning and the infrastructure improvements to support that development are of particular importance

to the Master Plan recommendations. The one that would not apply is the STRAP program because of the population limit of 7,000 people under this program.

### 6.2.5 New Market Tax Credits

The New Market Tax Credits program assists small businesses with low-interest loans for jobs creation. The program applies to the Downtown and most of the South Framingham corner below Downtown.

Note that the administration of these grants has been streamlined into a single process. The land use strategies are about ensuring that small businesses are supported by the zoning in these areas so they may take advantage of the program within those districts.

### 6.2.6 HUB Zone

The Historically Underutilized Business Zone (HUB Zones) program allows businesses to receive preference for federal contracting opportunities. This program encourages small business development within the district, which is limited to the South Framingham corner of the town. The land use strategies are about ensuring that small businesses are supported by the zoning in these areas so they may take advantage of the program within those districts.

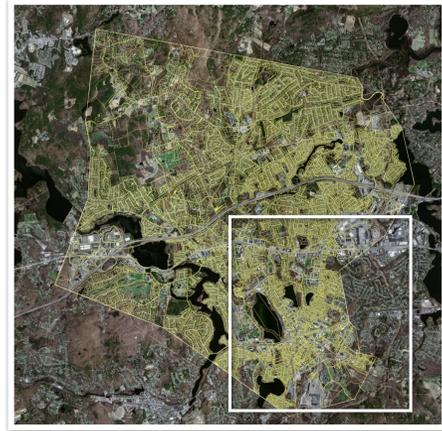
### 6.2.7 Brownfield Programs

Brownfields are properties contaminated by previous uses that are therefore more expensive to redevelop. There are a number of local, state and federal programs to take advantage of the Brownfield funds available to put contaminated lands back into productive use. The designation of Framingham as an Economically Distressed Area makes state and federal funding for assessments and cleanups and tax credits available for qualifying projects. The Town's Community and Economic Development office has information and funding to support Brownfield reuse. The land use strategy is to allow those uses permissible under the use restrictions placed on the property because of the previous contamination, and by accepting their designation, to provide financial opportunities to the owners and developers.

# *ATTACHMENT*

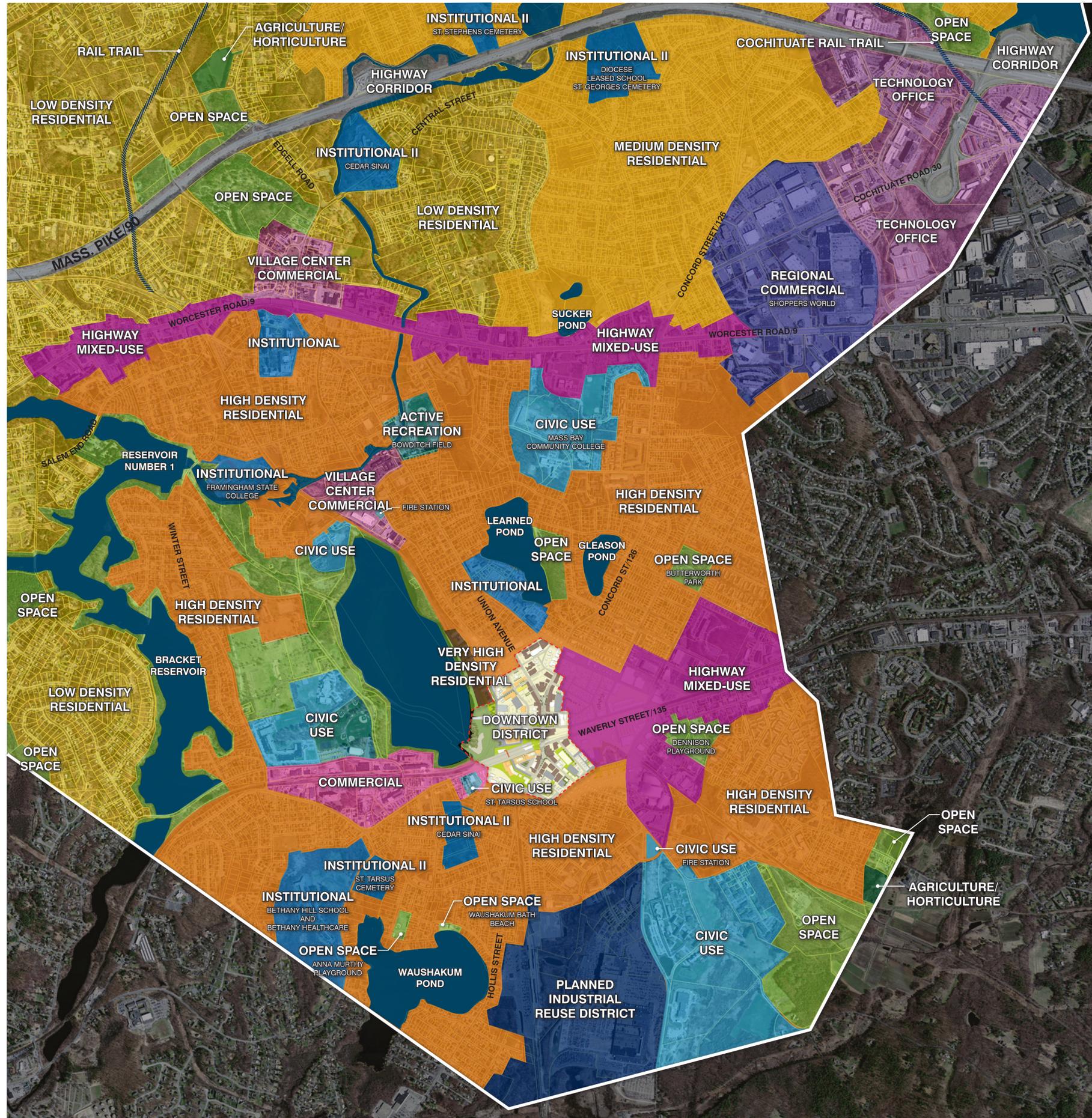
MASTER LAND USE MAP

# MASTER LAND USE MAP



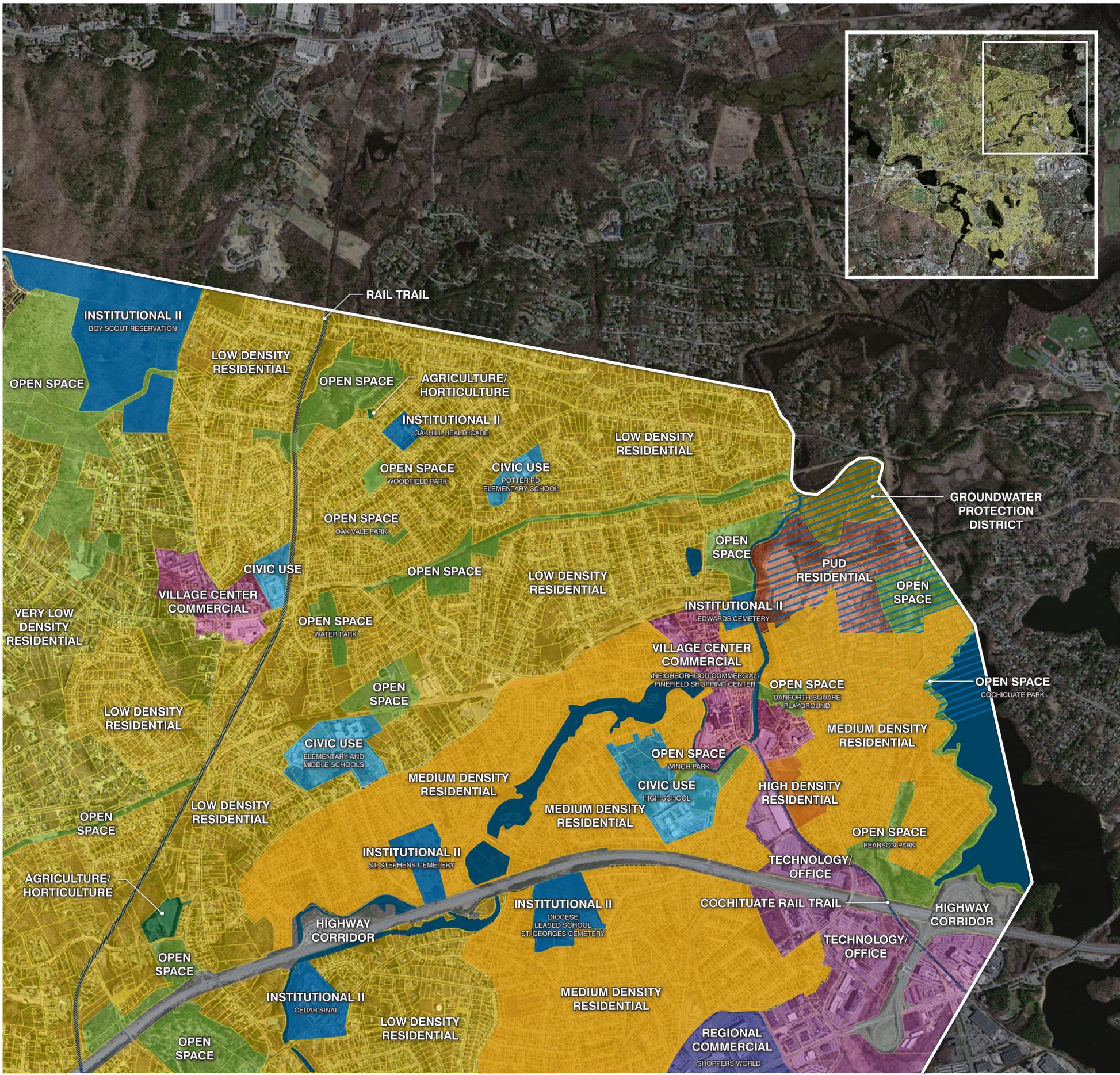
**TABLE OF USES**

	Very low density residential
	Low density residential
	Medium density residential
	High density residential
	Very high density residential
	PUD residential
	Commercial
	Village center commercial
	Regional commercial
	Technology/office
	Highway mixed-use
	Technology district
	Planned industrial reuse district
	Civic use
	Open space
	Agriculture/Horticulture
	Active recreation
	Highway corridor
	Institutional
	Institutional II
	Downtown district
	Rail trail



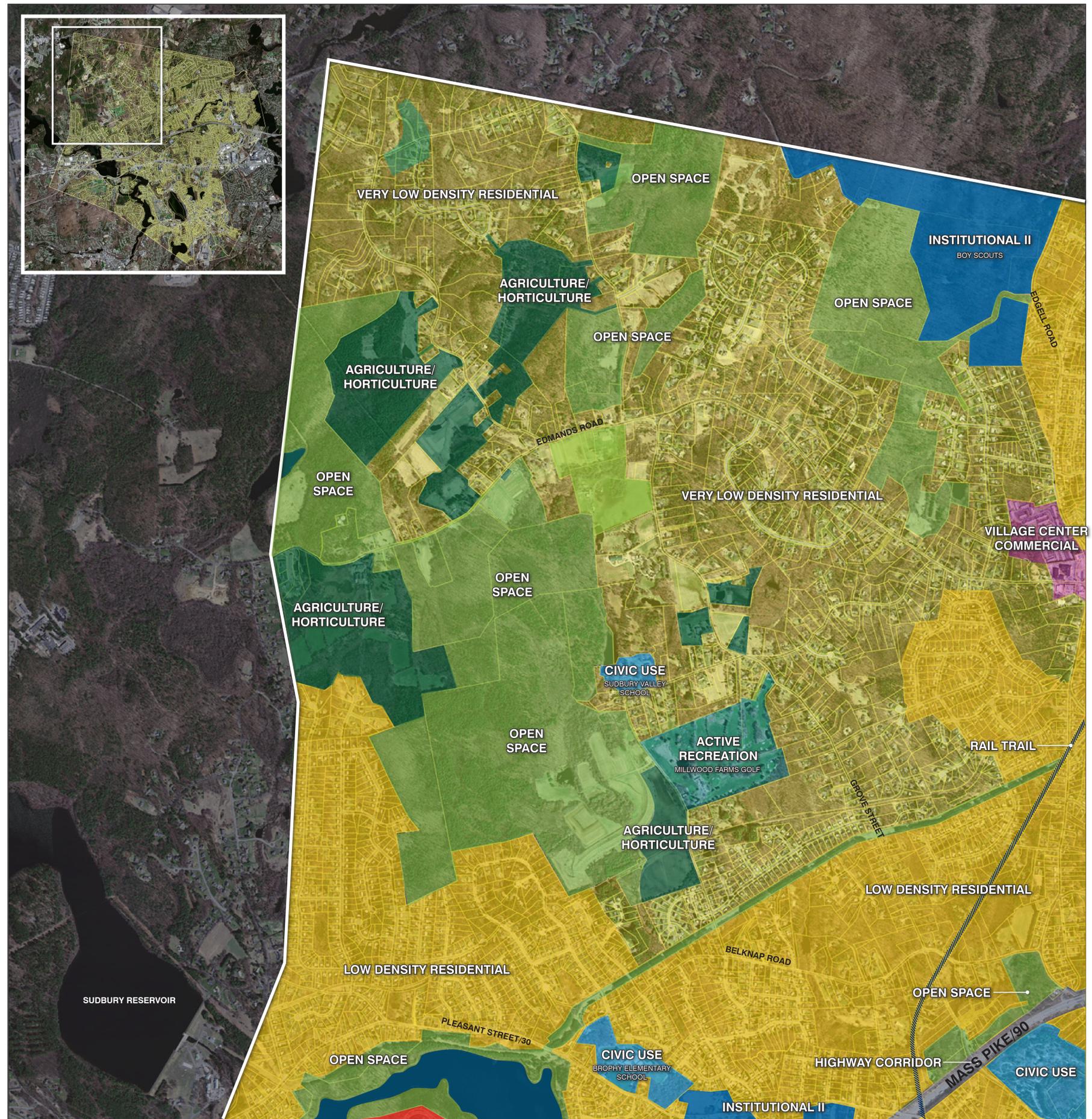
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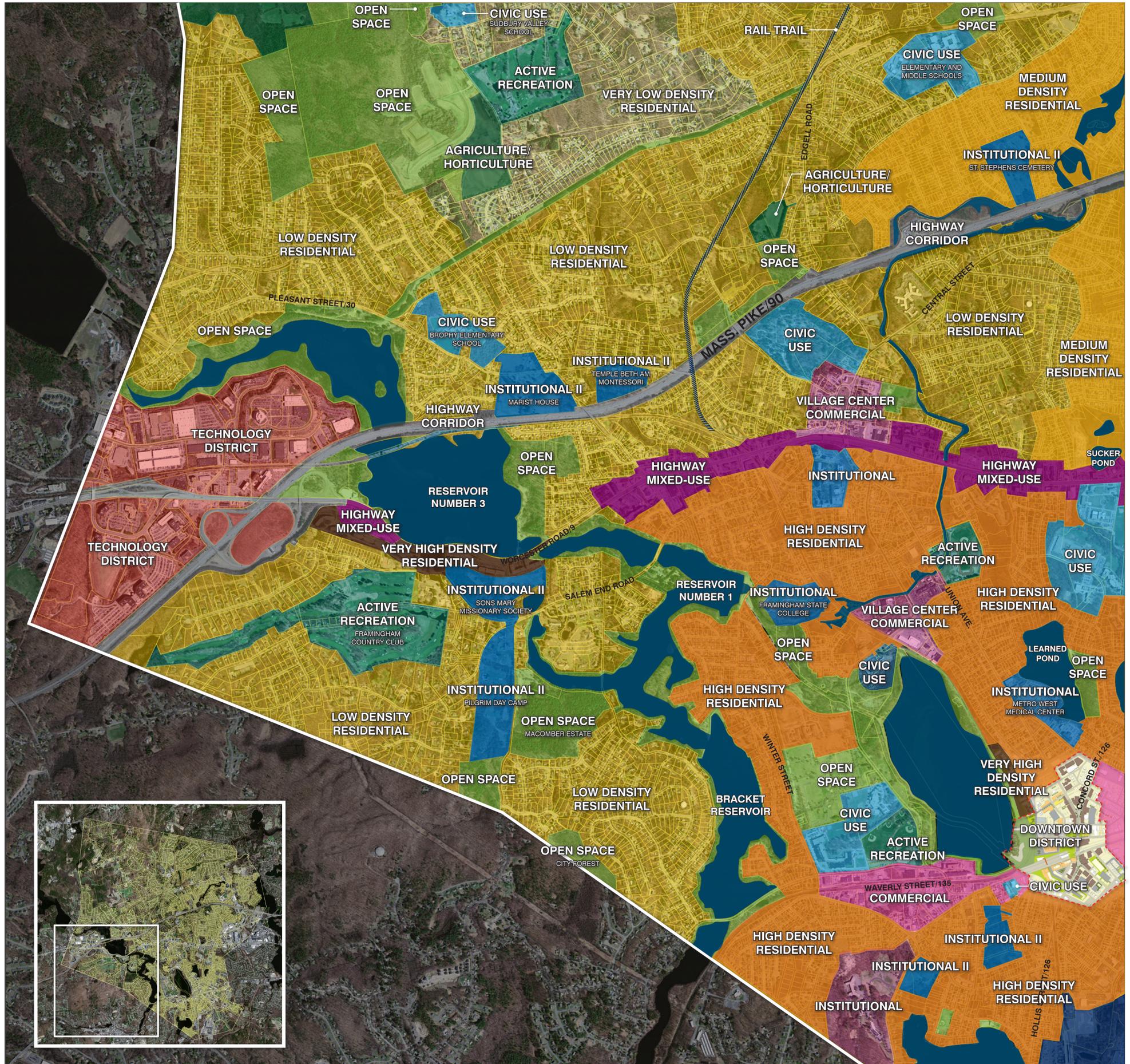
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*APPENDIX*

**A**

COMMUNITY-WIDE  
SURVEY REPORT

TOWN OF FRAMINGHAM, MASSACHUSETTS

# Master Plan Survey Results

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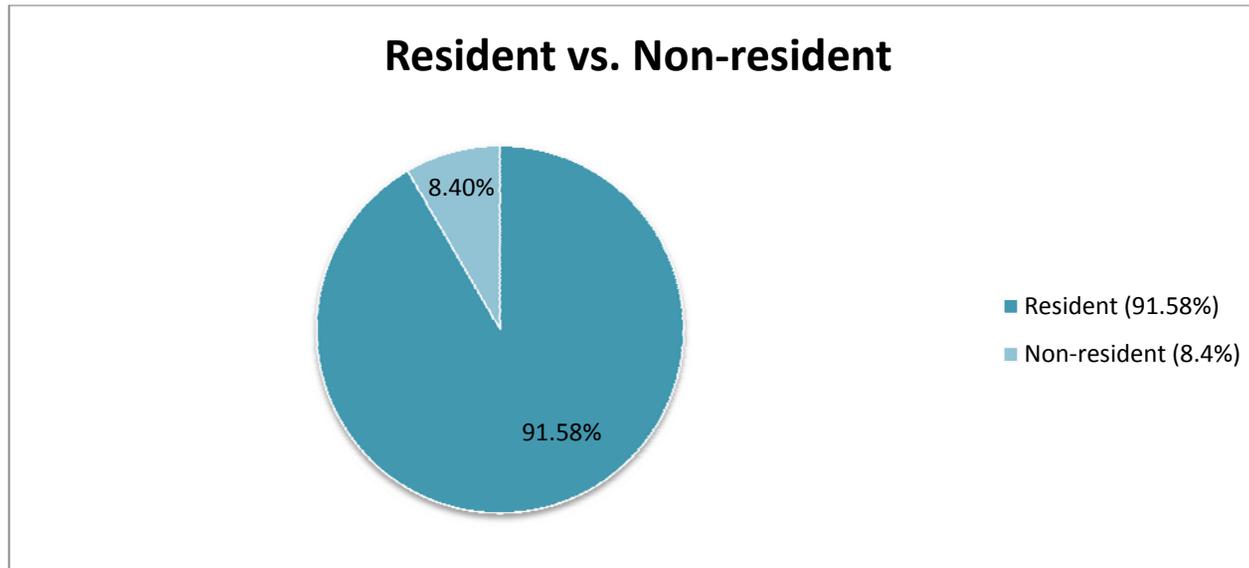
**Framingham Planning Board**

**4/1/2011**

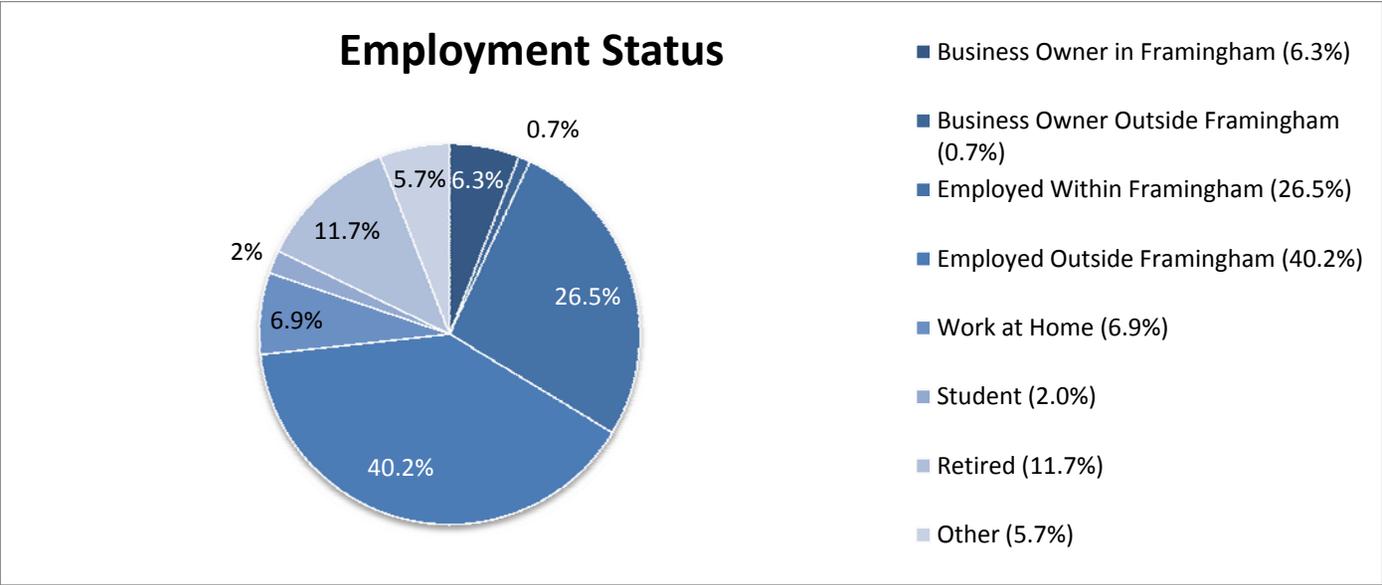
The Framingham Planning Board conducted a Master Plan Survey to aid in the drafting of the new Master Plan. A total of 876 surveys were completed. The following survey results include some preliminary observations from the collected data.

## Master Plan Survey Results (Final Results)

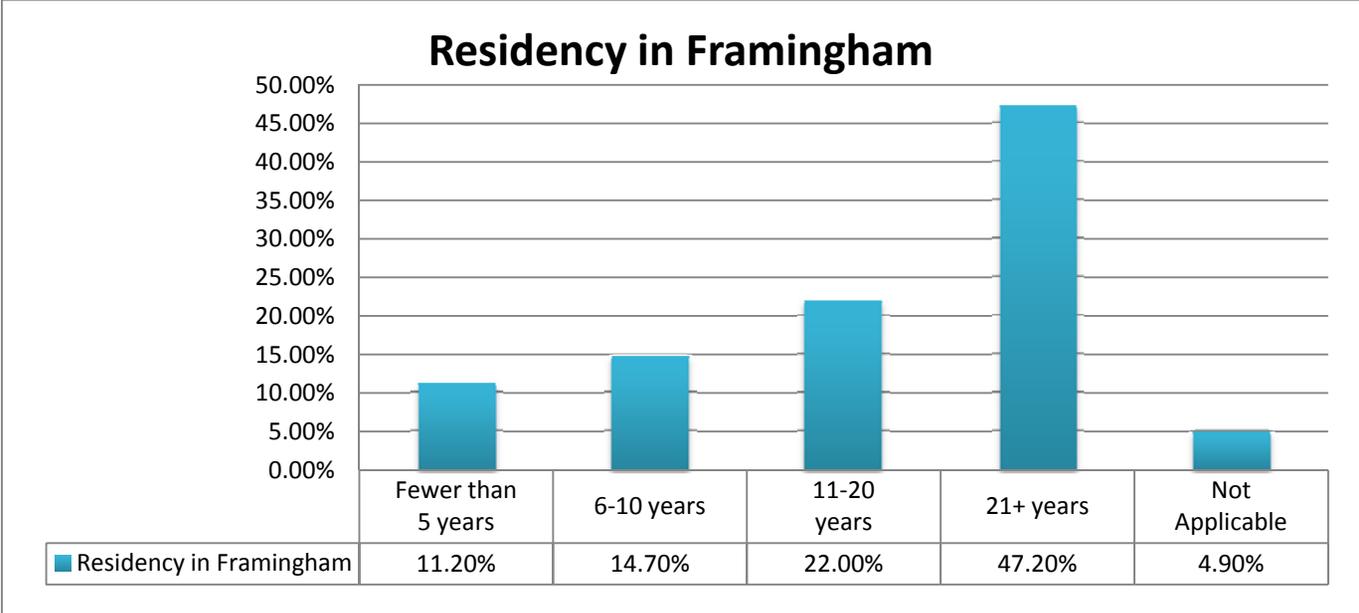
1.a. Which categories best describe you? More than 91 percent of the respondents were residents.



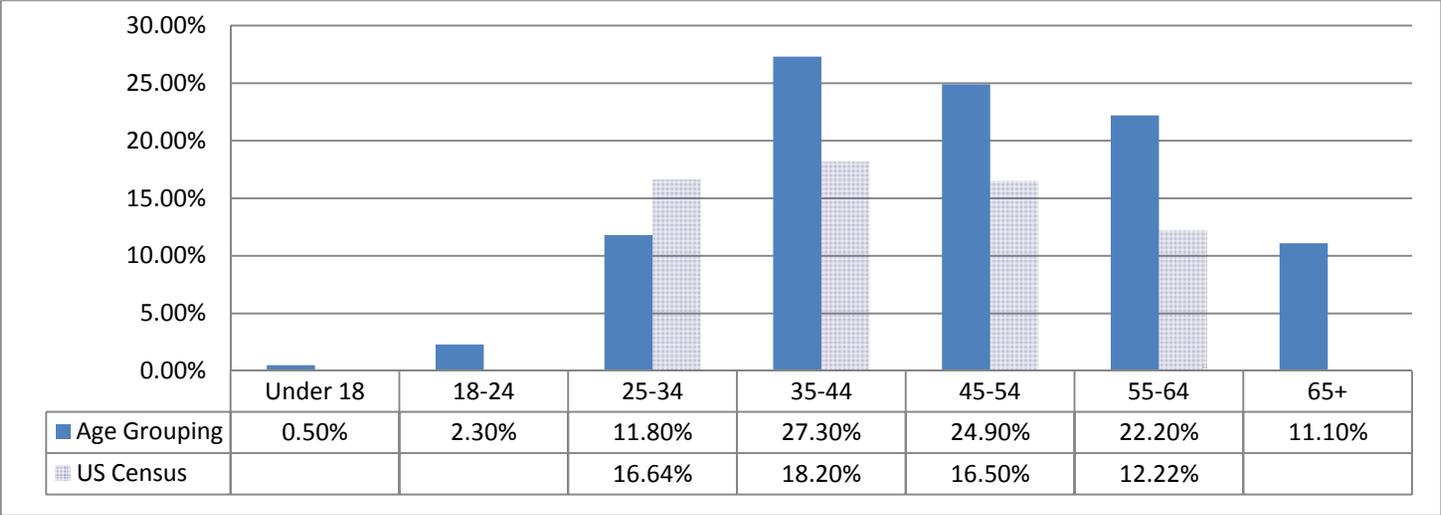
**1.b. Which categories best describe you?** Approximately 40 percent of the respondents work outside Framingham, 27 percent work in Framingham.



2. How long have you lived in Framingham? Nearly 69 percent of the respondents have lived in Framingham 11 years or more.



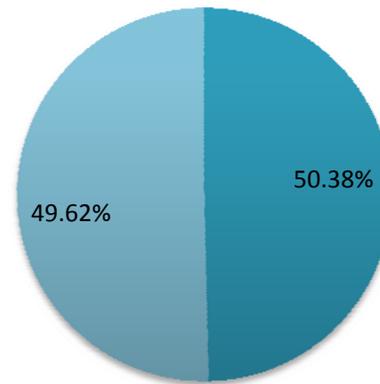
**3. What is your age group?** The percentage distribution of respondents by age cohort for the survey correlates strongly with the percentage distribution by age cohort for the general population of Framingham published by the United States Bureau of the Census.



**4. Do you have children 23 years of age or under in your home?** The results show almost an even split between respondents with or without children in the household.

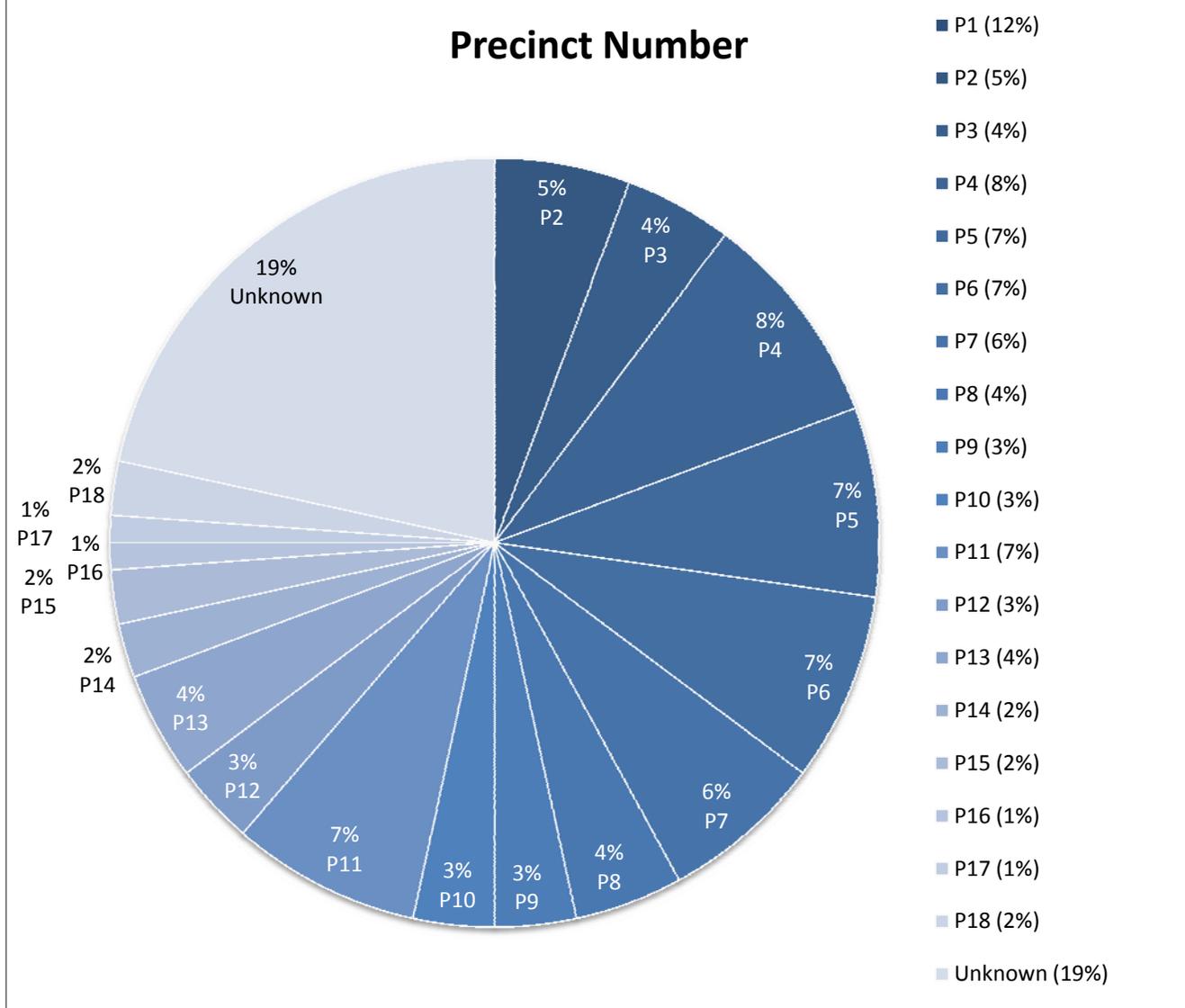
### Children 23 years of age or under living at home

■ Yes ■ No

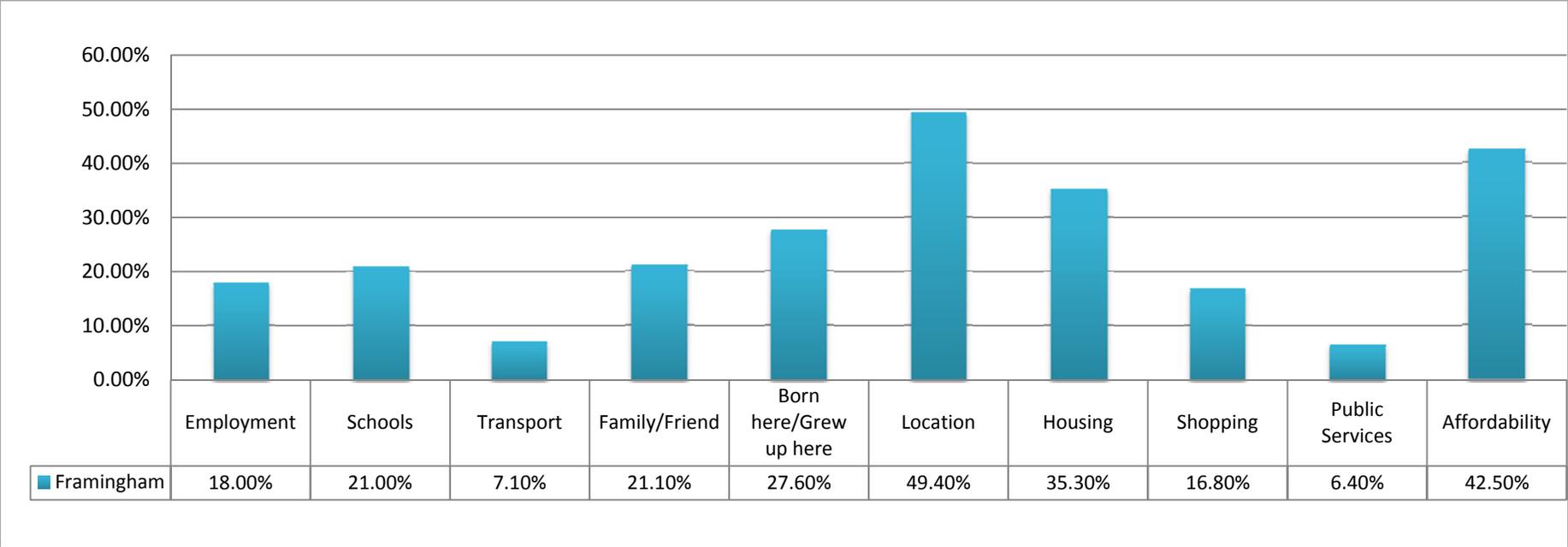




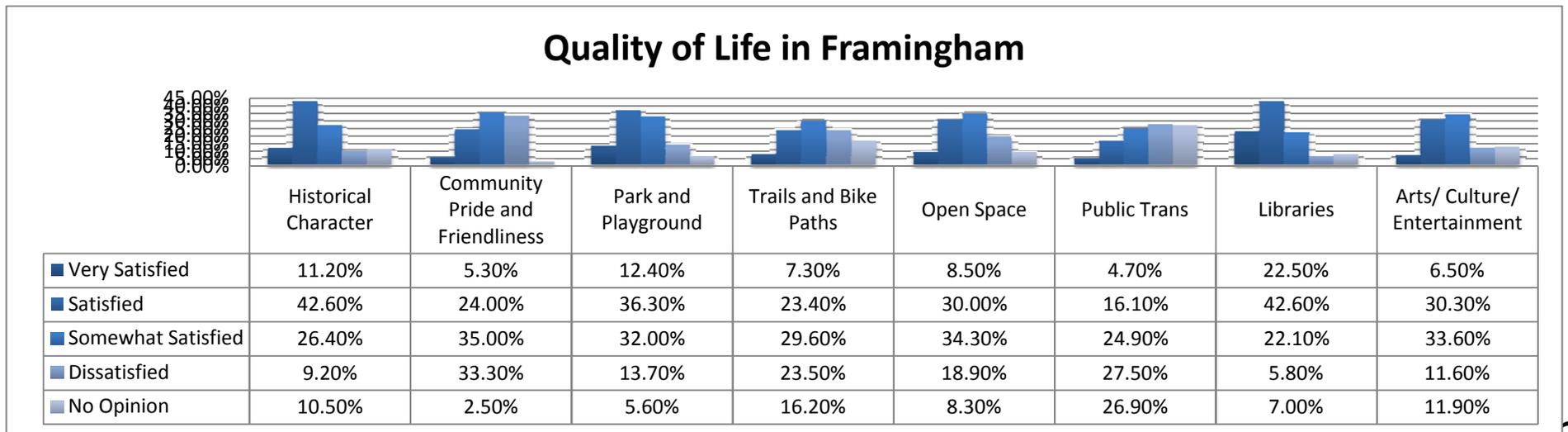
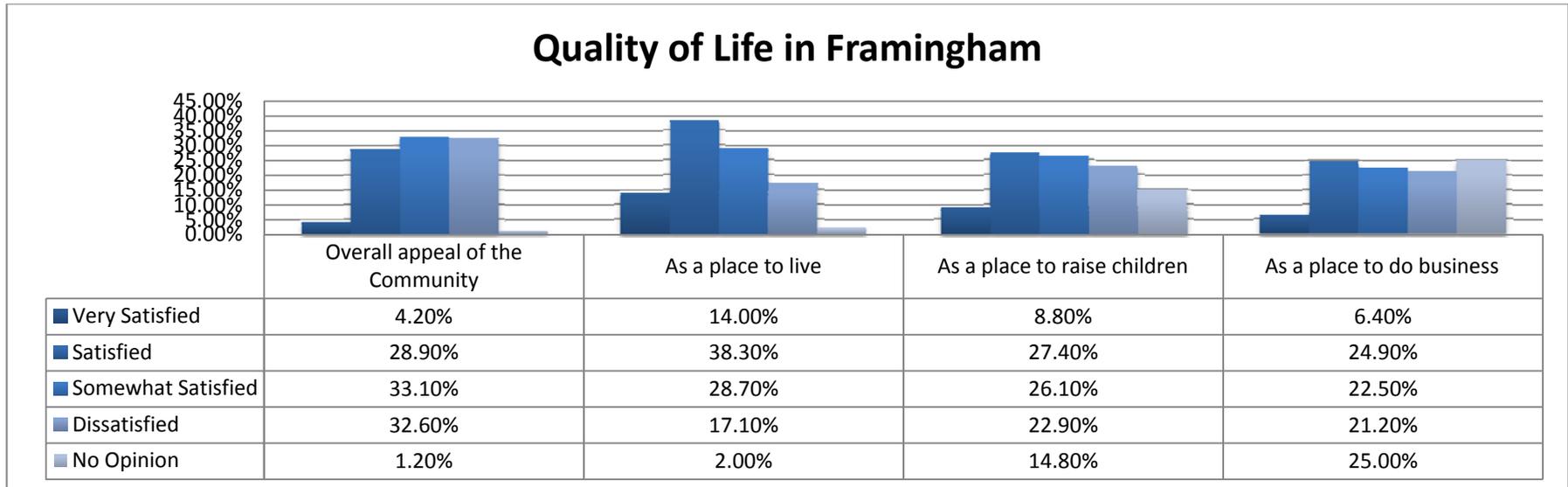
6. Please indicate your precinct, if known. Surveys were completed by individuals from all precincts.



**7. What originally attracted you to Framingham? (Check all that apply)** The top three attributes that attract people to Framingham are as follows: location at 49.41 percent, affordability at 42.54 percent and housing at 35.31 percent. See Appendix A for additional short answer responses received for this question.



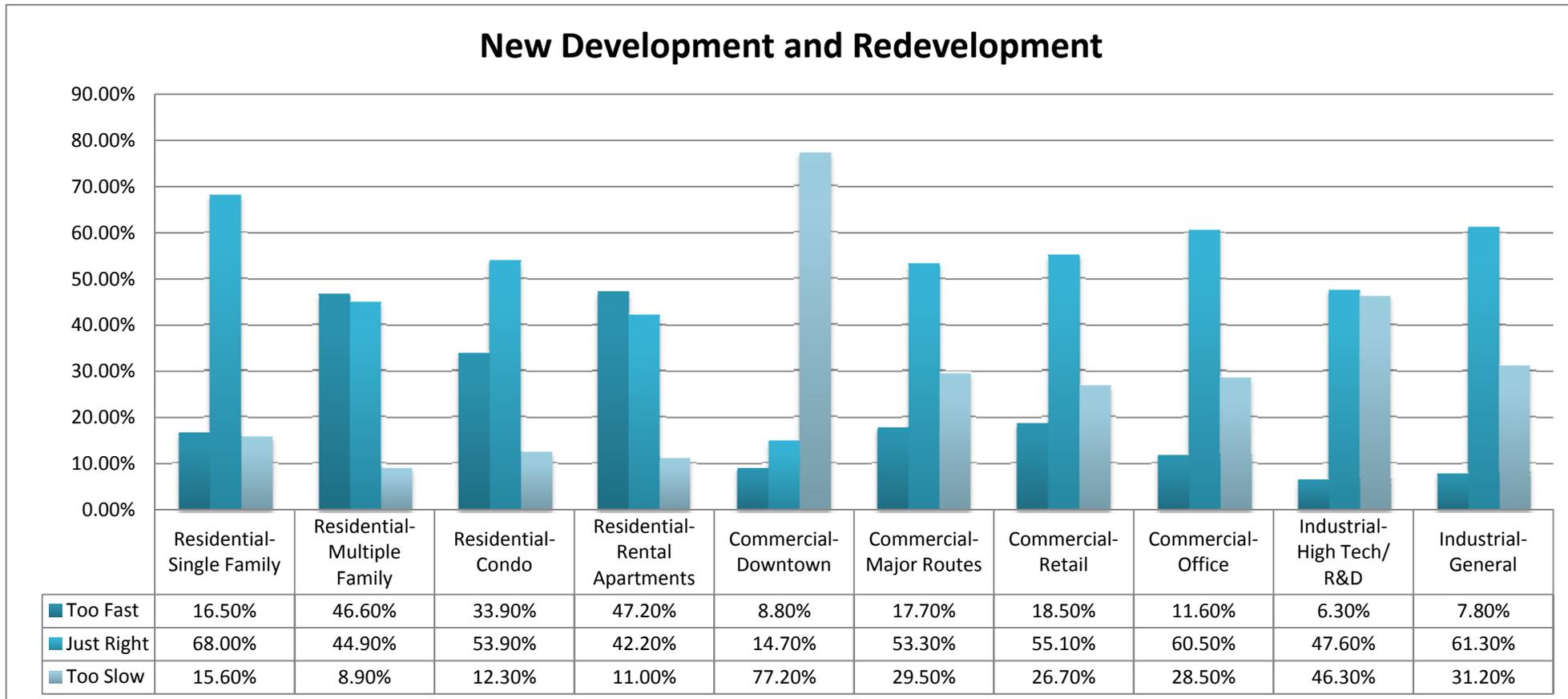
8. Please rate the following aspects/characteristics that impact the quality of life in Framingham.



The top five characteristics that influence the satisfaction of the quality of life in Framingham are as follows: a place to live, a place to raise children, historical character, parks and playgrounds, and libraries.

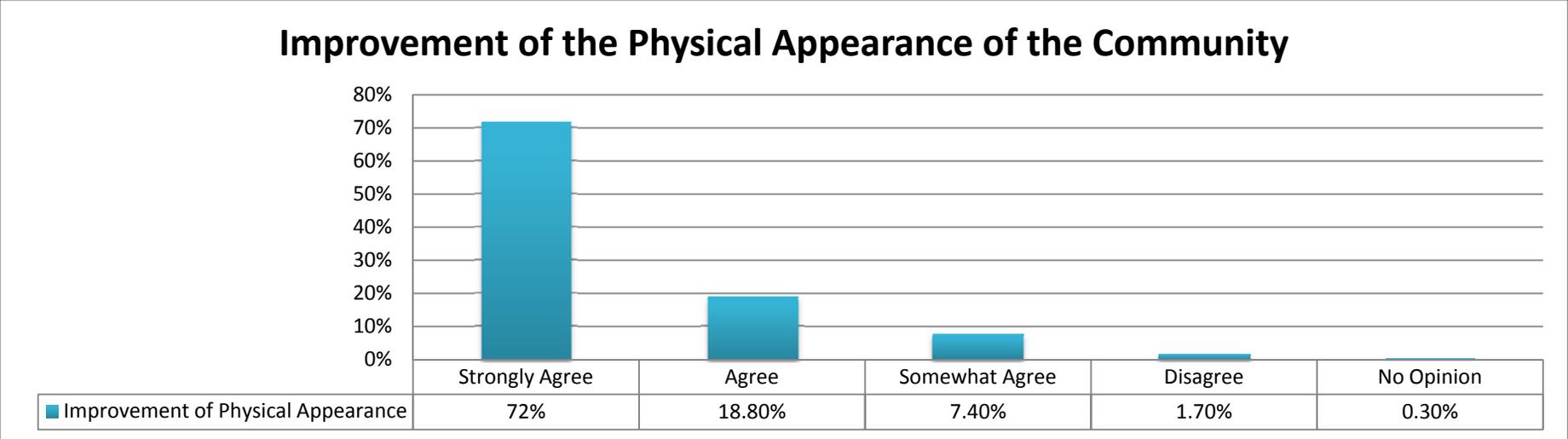
9. Based upon your answer in Question 8, what would you change about Framingham? See Appendix B for additional short answer responses received for this question.

10. Please rate the pace of growth in Framingham for the following types of new development and redevelopment.

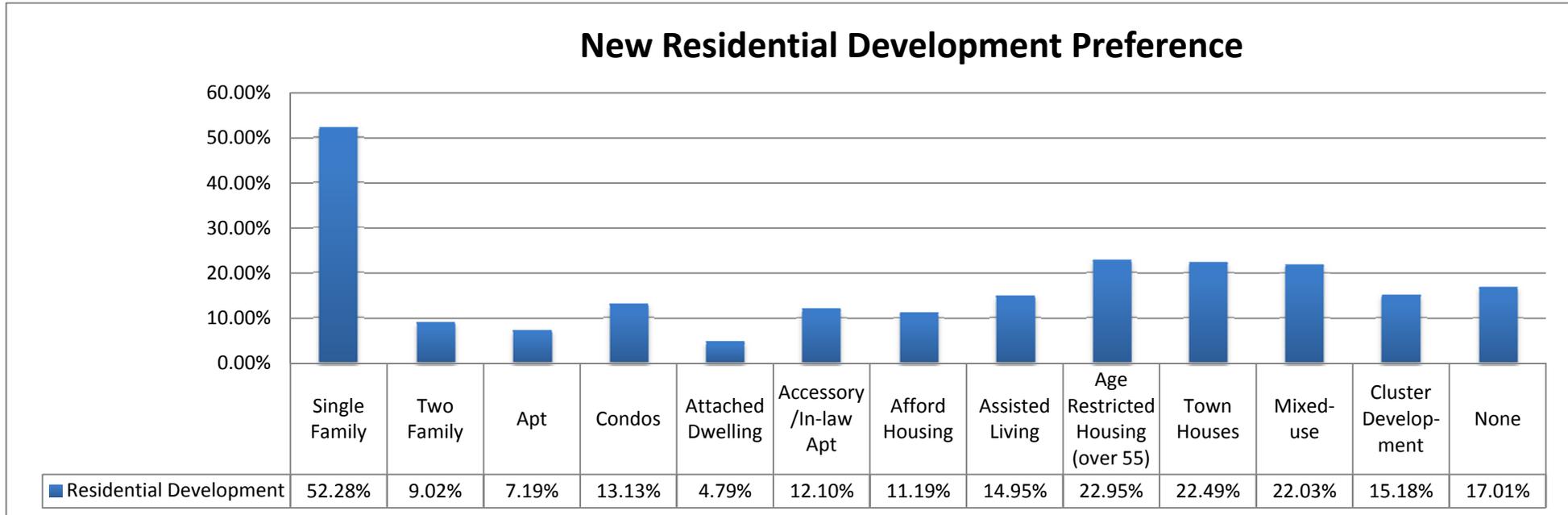


Respondents believe that residential single family and condominiums are being developed at just the right pace, while multiple family and rental apartments are being developed too fast. Respondents also believe that the commercial developments of major routes, retail, office, in addition to the development of Industrial-General are being developed at just the right pace.

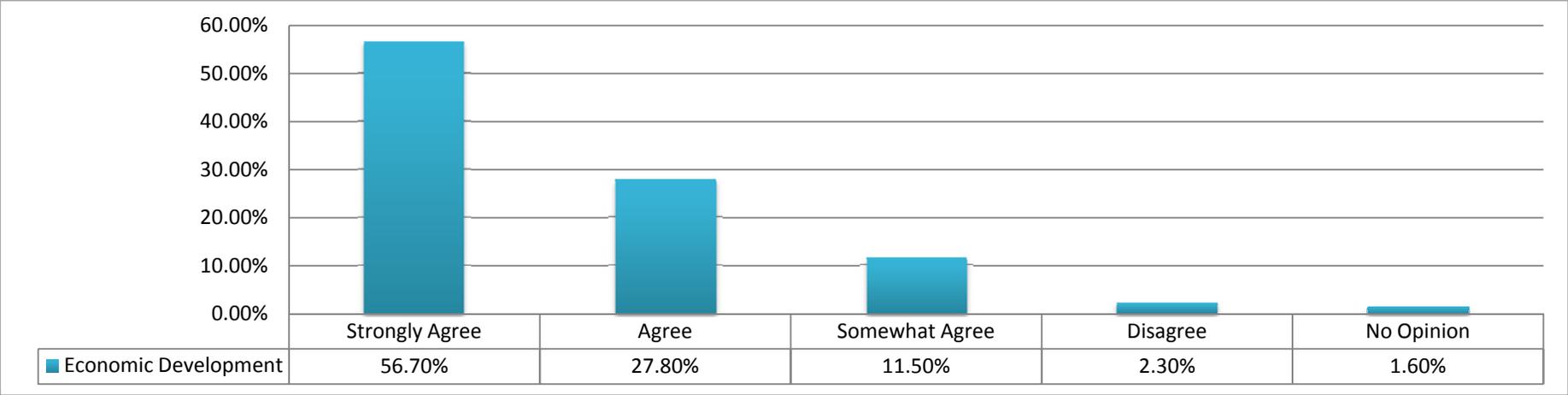
**11. Framingham should continue to improve the physical appearance of the community.** More than 90 percent of the respondents strongly agree or agree that Framingham should continue to improve the physical appearance of the town.



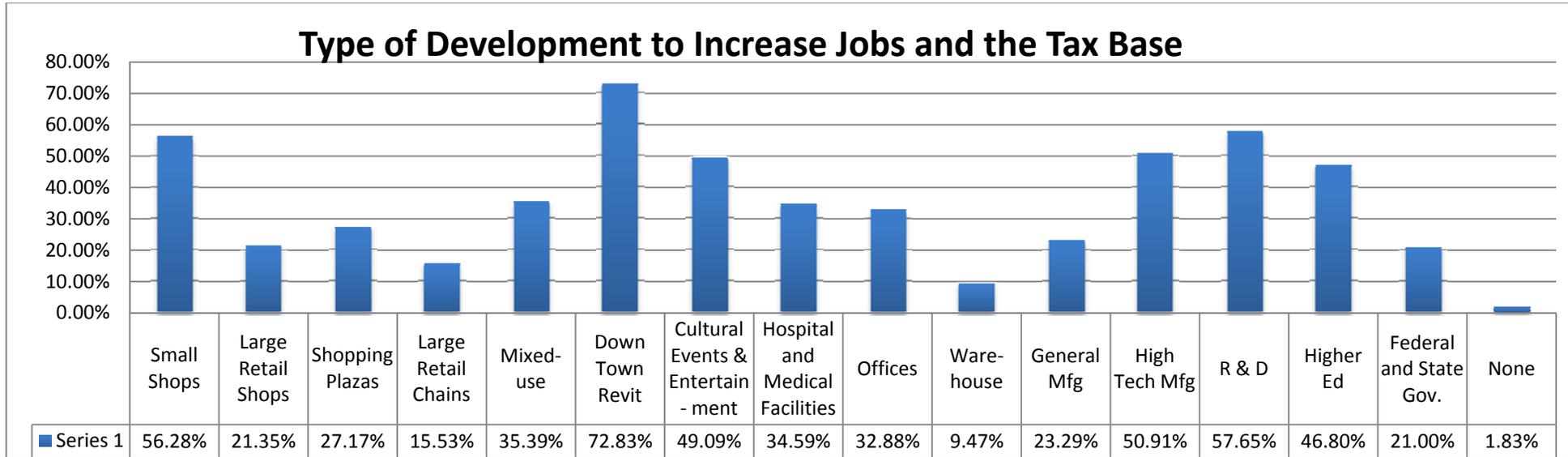
**12. What type of new residential development would you prefer? (Check all that apply)** More than 52 percent of the respondents prefer new single family residential development for new residential development.



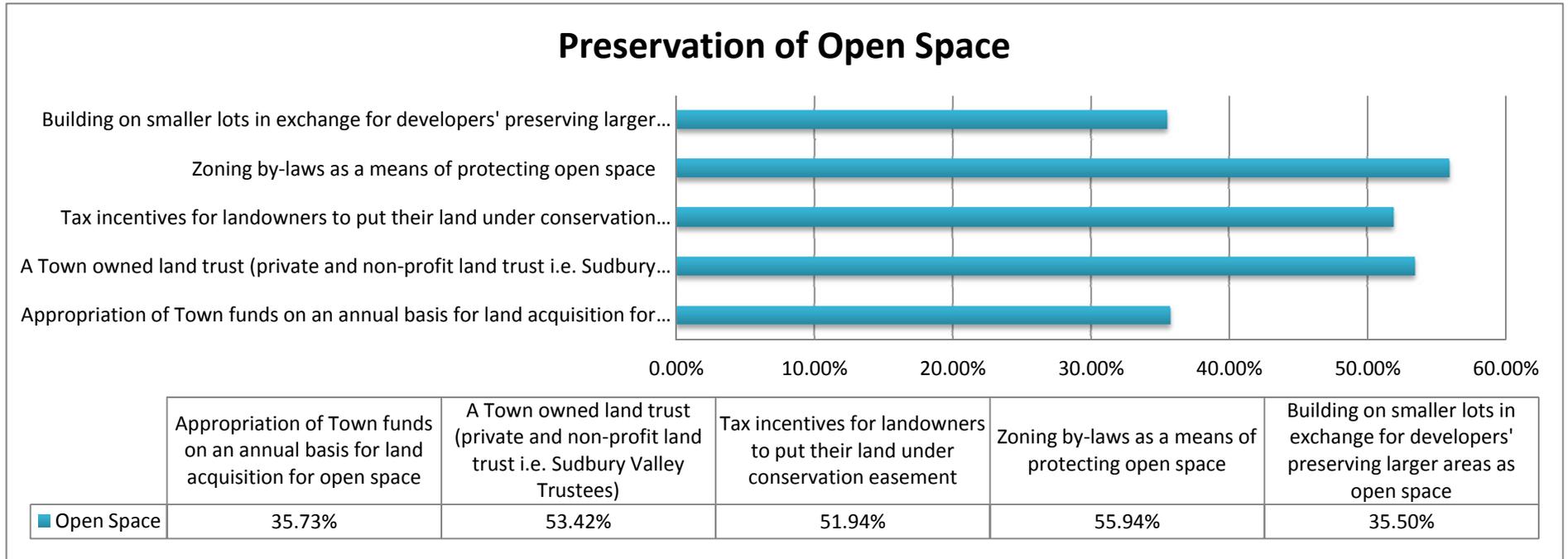
**13. Framingham should take an active role in encouraging economic development in order to increase jobs and the tax base.** More than 84 percent strongly agree or agree that Framingham should take an active role in encouraging economic development in order to increase the number of jobs and the tax base in Framingham.



**14. What type of development would you support to achieve the goal of Question 13? (Check all that apply)** More than 50 percent of respondents would support downtown revitalization, higher education, small shops, and research & development to increase the number of jobs and the tax base in Framingham.

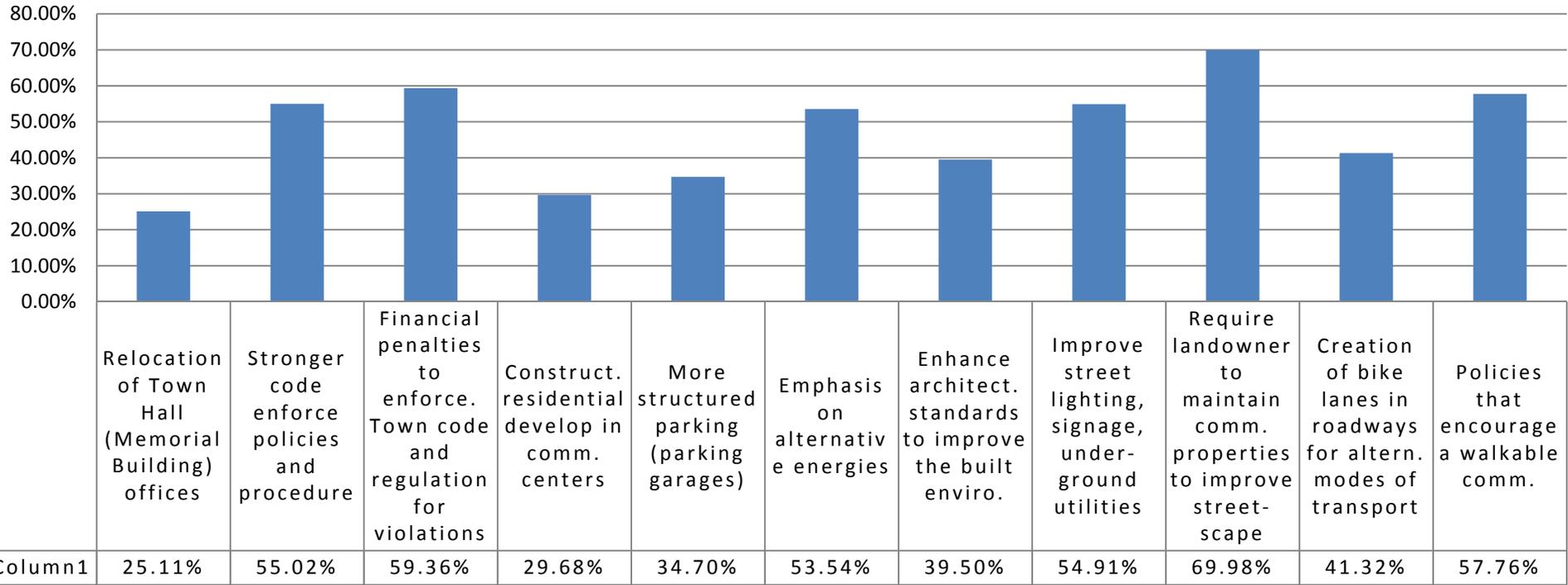


**15. In order to preserve open space (i.e. agricultural use, athletic fields, recreational trails, forest areas, meadows, and fields) would you consider any of the following options? (Check all that apply)** More than 50 percent of the respondents would support the establishment of a town owned land trust, provision for tax incentives for landowners to put their land under conservation easement, and enactment of zoning by-laws as a means of protecting open space.

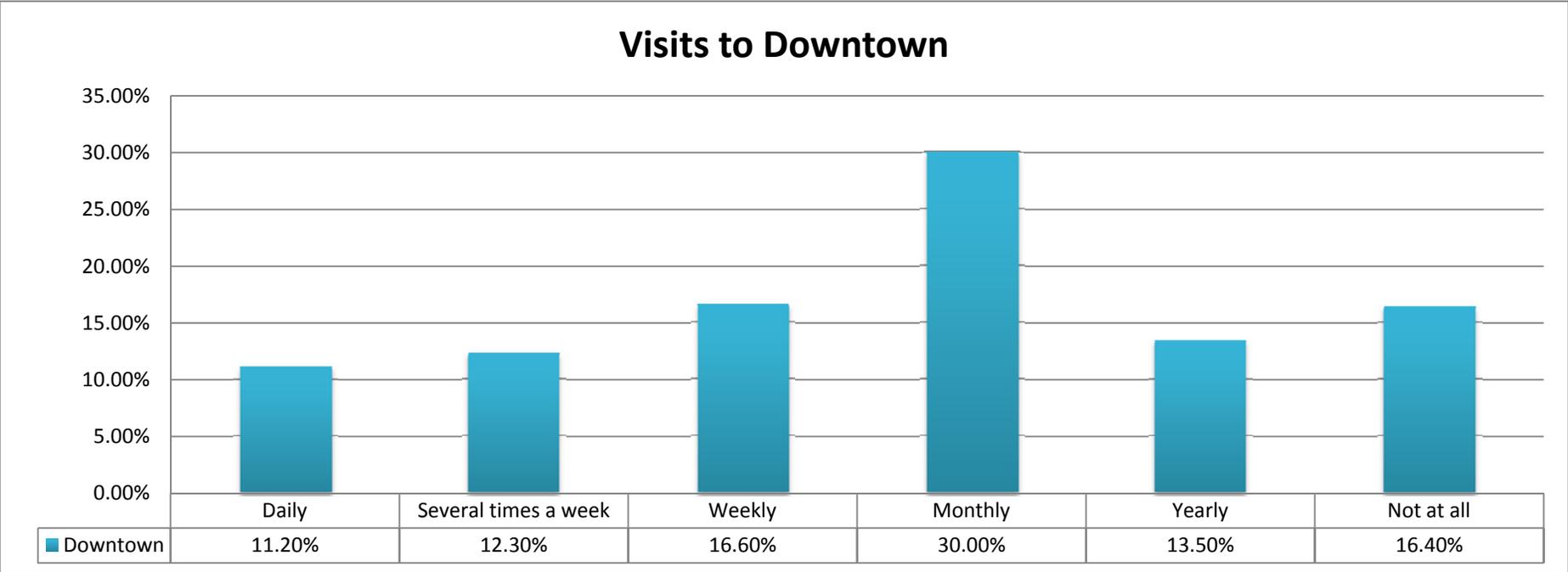


**16. Would you support any of the following? (Check all that apply)** More than 50 percent of the respondents support imposing financial penalties on violators to improve code enforcement in Framingham.

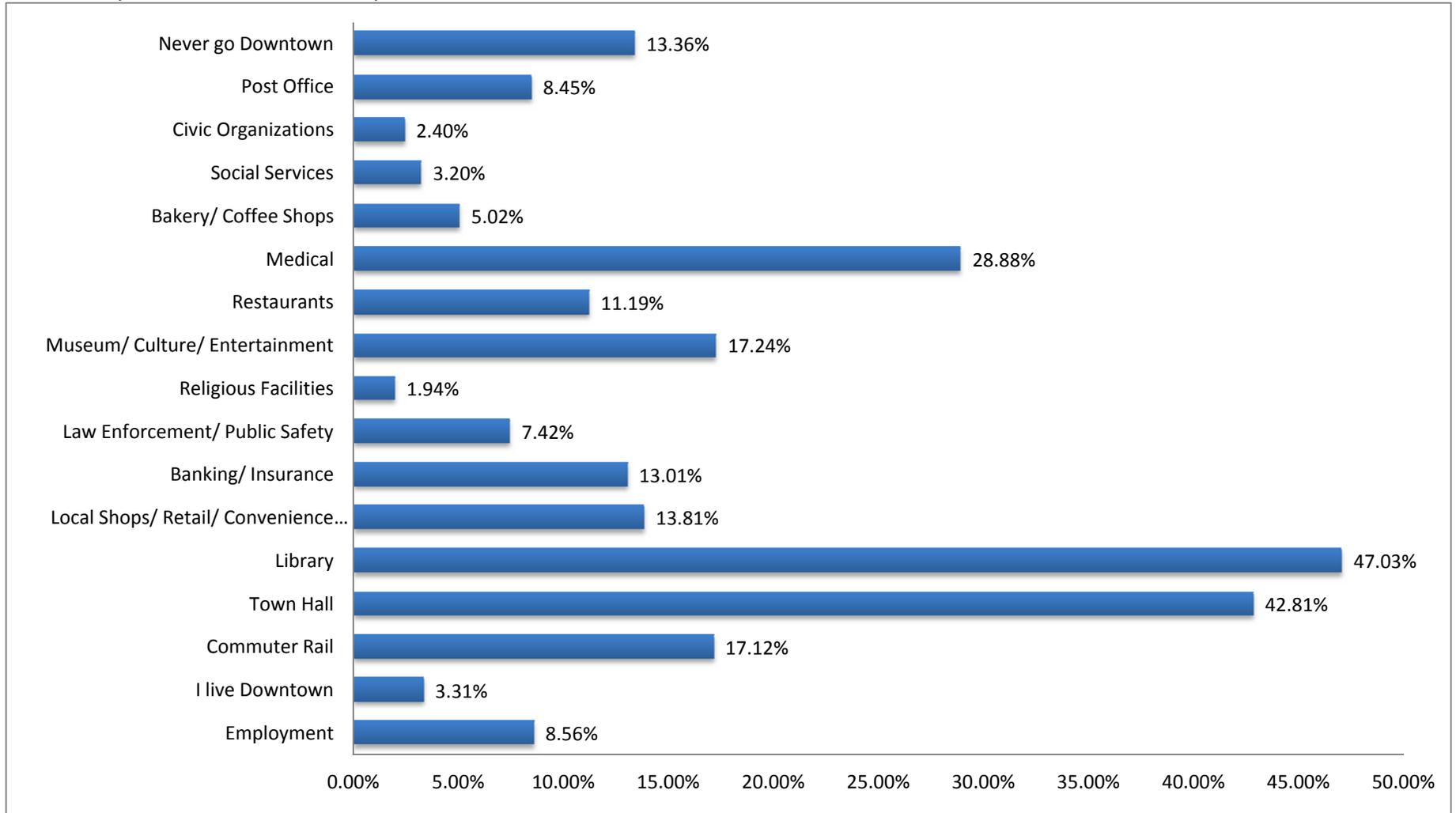
### Town Efforts to Improve Framingham



**17. How often do you go Downtown?** Nearly 70 percent of respondents go Downtown at least once a month.

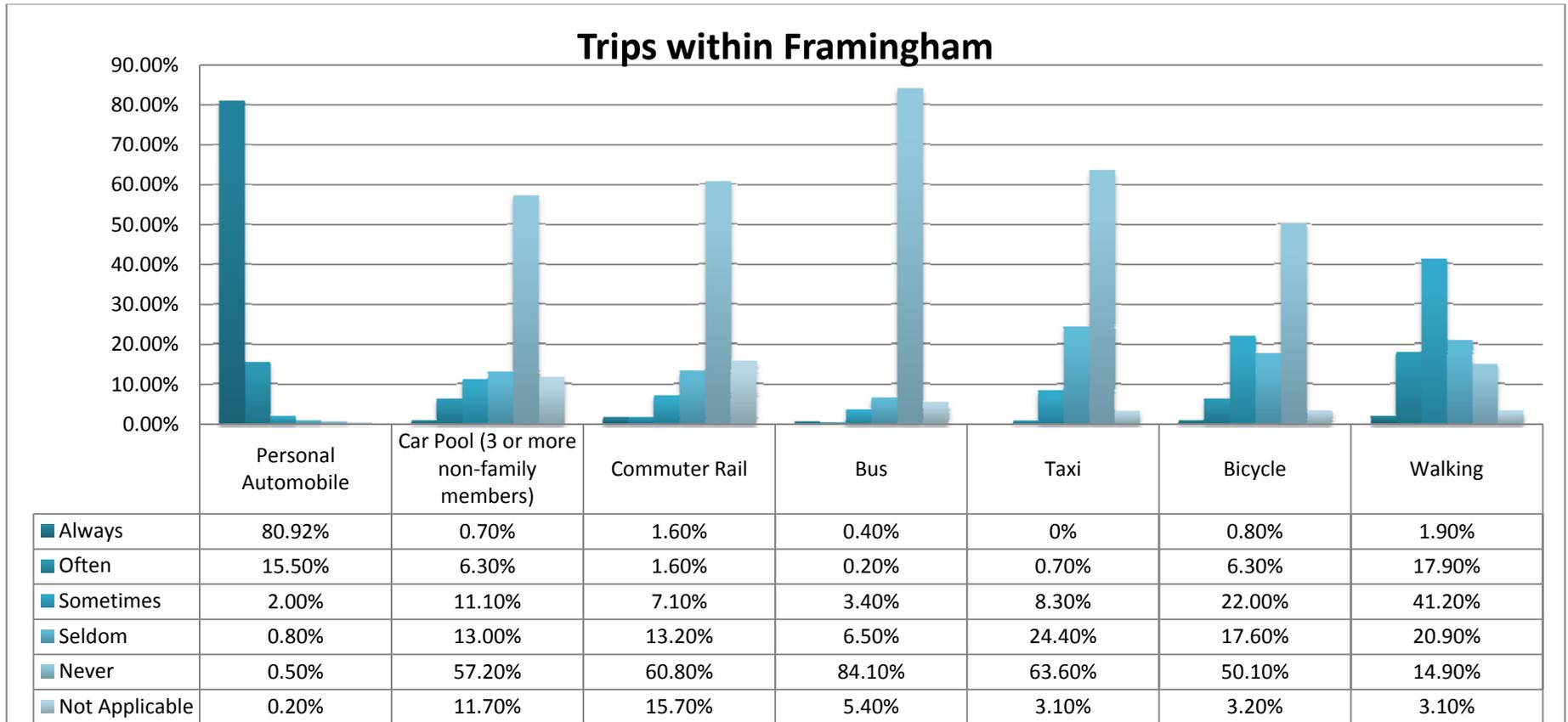


**18. Do you go Downtown for any of the following reasons? (Check all that apply)** The top five destinations to the Downtown are as follows: the Memorial Building, the Library, medical, museum/culture/entertainment, and/or the commuter rail. See Appendix C for additional short answer responses received for this question.

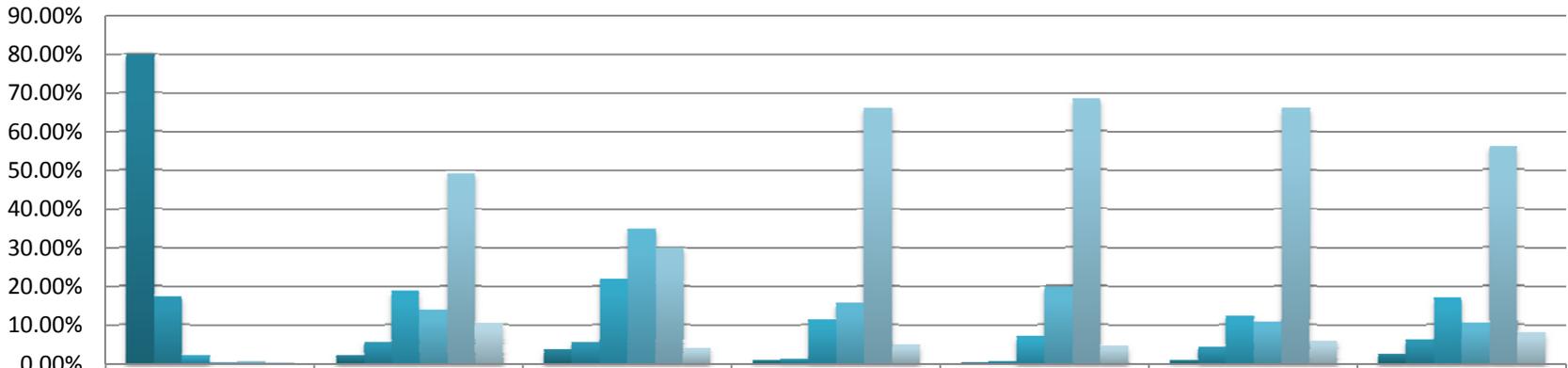


**19. What would motivate you to go Downtown more often?** See Appendix D for additional short answer responses received for this question.

**20. Which modes of transportation do you use?** More than 80 percent of the respondents rely on their personal vehicle for transportation for trips within and outside of Framingham. See Appendix E for additional short answer responses received for this question.



## Trips outside of Framingham



Always	79.90%	2.20%	3.50%	0.80%	0%	0.80%	2.50%
Often	17.20%	5.50%	5.60%	1.20%	0.40%	4.20%	6.00%
Sometimes	2.10%	18.70%	21.80%	11.40%	6.90%	12.40%	16.90%
Seldom	0.30%	13.90%	35.00%	15.60%	19.70%	10.70%	10.50%
Never	0.40%	49.30%	29.90%	66.30%	68.30%	66.10%	56.00%
Not Applicable	0.10%	10.40%	4.00%	4.80%	4.40%	5.90%	8.10%

**21. Regarding modes of transportation, please comment on the following questions.**

**a. What would encourage you to use public transportation rather than your personal automobile?**

See Appendix F for additional short answer responses received for this question.

**b. What would encourage you to walk and bike rather than use your personal automobile?**

See Appendix G for additional short answer responses received for this question.

**22. Additional Comments: please provide any additional information relative to land use and the growth of Framingham that you feel is important to the Master Plan.**

See Appendix H for additional short answer responses received for this question.

## Survey Short Answer Responses

### Short Answer Questions Addressed Below:

7. What originally attracted you to Framingham? (Check all that apply)
9. Based upon your answer in Question 8, what would you change about Framingham?
18. Do you go Downtown for any of the following reasons? (Check all that apply)
19. What would motivate you to go Downtown more often?
20. Which modes of transportation do you use?
- 21.a. What would encourage you to use public transportation rather than your personal automobile?
- 21.b. What would encourage you to walk and bike rather than use your personal automobile?
22. Additional Comments: please provide any additional information relative to land use and the growth of Framingham that you feel is important to the Master Plan.

## 7. What originally attracted you to Framingham? (Check all that apply)

### Sample of Question 7 short answer responses

- Demographics
- Diversity of community
- Social diversity, economic diversity
- Proximity to Boston
- In this area (where we wanted to live due to location/convenience to shopping, highways, Boston, etc), it was the most affordable town.
- Location to the Pike, and commute to Woburn and Boston. School system (including choice), price of homes. Retail stores.
- My family has been residents of Framingham since 1915
- Easy commute to work
- We were first time homebuyers and needed direct access to the Mass Pike to get into Boston for work each day.
- Attract to Framingham because of its proximity to shopping, Framingham Shopping Centers, Natick Mall, Logan Express Bus, Commuter Rail, and Framingham HAD a "EXCELLENT" school ranking on the Great Schools website which has since declined steadily on an annual basis in the past 5 years.
- I married a local fox, she refused to move. End of story.
- In this area (where we wanted to live due to location/convenience to shopping, highways, Boston, etc), it was the most affordable town.
- Business transfer to Framingham
- Great spot, convenient, nice parks and open spaces
- The wooded, rural feeling with accessibility to everything urban (hospitals, shopping, restaurants, major roads)
- Commuting distance to Boston. I take the train.
- A house with a yard we could afford...we thought the schools might be good.
- Transferred to MA for employment. Wanted access to Boston and extended family lived here.
- I found a house I could afford and move into without having to fix it up and also ride a bike to work in Natick.sort of...very bad for bike commuting east it turns out
- Diversity, Barbieri 2-Way Program
- Framingham State College
- Diversity. Suburb with country feel, that was close to highways and other forms of transportation (like trains)

## 9. Based upon your answer in Question 8, what would you change about Framingham?

### Sample of Question 9 short answer responses

- Revitalize the downtown. There's a lot to offer but no one goes there because it's run down with very little cultural diversity. Difficult to get to because of traffic. Too little parking. It needs to be a destination for people (diverse shops, restaurants, cultural/Movie Theater). It doesn't feel safe to go there at night. There is no central walkable hub in Framingham. Everything is so spread out. A thriving downtown would draw people to park and stay awhile. The only good thing in down town is Amazing Things and that won't last long if the rest of downtown stays as it is. Mixed use (residential/commercial) would bring growth to that area.
- We could use more small restaurants, bakeries, coffee shops and places for kids to "hang out" in northern Framingham
- Utilizing the downtown space for higher education, Master Degree Programs, expansion of Framingham State University, Mass Bay Community College, or a partnership with another college to offer courses. (i.e., the way Marlborough, MA is partnering with WPI to offer Master Programs at a satellite location at the Marlborough Industrial Park).
- More trails and outdoor opportunities plus better public transportation.
- Need more Trails and Bike Paths as well as more cultural entertainment utilizing Bowditch Field. The grand reopening celebration or event similar should take place every year.
- Framingham has all the ingredients to be a great community but isn't taking advantage of them. It's like having all the ingredients for a great cake but then putting them randomly in a bowl with no plan, no skill.
- I would change the downtown area and open more community venues in other areas of the town (not just downtown where nobody would take their children). Parks, community gardens, dog parks etc. would be nice
- Framingham could do a better job of making itself a community by utilizing its downtown space for cafes and shops that would attract a walking crowd who could drive or take to T to the area. However, maybe it's time to make a new downtown! Framingham Centre is wonderfully located ... Nobscot? We need a central space were families, wives, husbands, single people, elderly can walk around, grab a bite to eat, relax. We have nothing like that here.
- The Downtown area would be a great place for small businesses, but there seems to be a lack of businesses that have a broad-ranging appeal. I would also like to see more school programs being funded, not cut. I think Framingham would also benefit from changing its status to a "city" rather than a "town"; there seems to be a lack of checks and balances in the current Town government.
- More sidewalks outside of the downtown area. More restaurants in the downtown area. There should be schools in the downtown area too.
- Improved public transportation--clearly marked bus stops, more frequent schedules. Scenic bike paths that go between towns. More places to park downtown. Less congestion and traffic downtown--large trucks and those carrying cars should not be allowed. Train crossing busy intersection is major problem.

- Completion of the Cochituate Rail Trail Bike Path. Improve the traffic signals, roadways, etc to help alleviate traffic jams on 126 from RT 30 to downtown.
- Needs more of a smaller town feel - with better recreation activities (throughout the year and that start for younger kids not just school age), family friendly/kid-focused town events (e.g. Easter egg hunt, Halloween activities, etc). Also need to work through the elementary school issues quickly and make the right decisions for the parents and children of the town. Otherwise people are just going to move when their kids gets to school age, or shortly thereafter
- Upgrades to public buildings and areas. More positive press. Partner businesses with communities/schools.
- Encourage cluster developments such that open space is not broken up when it is developed. This would allow houses to be built closer together yet preserve some of the land for open space.

**18. Do you go Downtown for any of the following reasons? (Check all that apply)**

**Sample of Question 18 short answer responses**

- I travel downtown very infrequently, mostly just for the Library. I sometimes travel thru to get to Ashland shops/Market Basket Supermarket.
- I try to avoid downtown because of traffic and the fact there are very few destinations of interest (shopping, eating, entertainment, culture, etc.).
- I almost never go Downtown. I use Natick Center, more so, as my downtown
- I would go more but there is no parking. I do often walk but, it is a dirty area.
- Throughout the soccer season for use of Merchant Road fields.
- The only worthwhile things downtown are the library and the hospitals - and they don't even really seem like they are in the center. They should do something to put the commuter rail underground to improve traffic.
- Our business has been in the same location on 135 over 27 years - every day I deal with the nightmare that is downtown Framingham - I hear it from my customers who are very loyal to us but repeatedly say how hard it is to get around the general downtown area - and not a day goes by that I don't thank them for making the effort to support us - if I didn't have to travel through downtown I would avoid it all together
- I use to shop at the Fabric place. I shop still at Panza's Shoe and Brandolini's
- Usually drive through - live near but not in Downtown. Too traffic to make it a routine stopping destination.
- If I didn't work in the downtown area I would avoid it. It is filthy and there are few stores of interest in the area. The parking and traffic downtown make it almost impossible to shop and enjoy downtown.
- I drive through downtown (like to get to Market Basket in Ashland), but there is nothing there for me - no shops I want, no restaurants I want, and don't feel safe there. My husband uses the commuter rail and the parking lot.

- I drive through downtown weekly to shop at Market Basket in Ashland
- I drive through each day.
- I only drive through there occasionally on 135, on my way to Natick. I never go anywhere downtown.
- 85% of my infrequent trips downtown are to attend town meeting
- Actively try to avoid downtown due to traffic and crime
- Too much traffic, it does not look-feel safe in downtown area
- Drive through weekly to get to Ashland, market basket
- So glad Sew-fisticated came in! And I love Amazing Things. The Danforth is also a huge asset. And Monnick Supply.
- The marathon
- Just pass through to get to my destination

### **19. What would motivate you to go Downtown more often?**

#### **Sample of Question 19 short answer responses**

- Holistic health center, massage, yoga classes, natural foods/vitamin store, farmers market, Health food restaurant, visually beautiful coffee shops, book stores, church.
- A safer environment, better stores, an outdoor town common....maybe a skating rink in winter like Frog Pond?
- Improved parking. Some shelter and better signage for commuter rail riders. Eliminating traffic jams resulting from the rail intersection. Parking meters that work. Improving the physical appearance of and rejuvenating the old and shabby facade of most of the downtown buildings. I feel we are clinging to some of these buildings just because they're old. Not an efficient use of limited space by not allowing taller buildings downtown as well as encouraging cafe (i.e., sidewalk service) type of eateries. Create more reasons to go downtown and ease access by improving parking availability.
- More walkable; more support for variety/diversity of downtown merchants. More attention to appearance and civic pride.
- Would love to shop downtown instead of going to the mall or Shoppers world. We need to mix it up. Would like good restaurants, bakery, and so on that chatters to all peoples of Framingham. Quite frankly it is intimidating to go down there. I do not speak Portuguese -- yet most places are geared towards that group -- who on the most part are wonderful people so I have no quarrel. Would be nice to be able to mix it up.
- More diverse restaurants and small specialty shops. Coffee shops. Book stores. Less traffic congestion. Better parking. If it were less run down.
- I love the diversity of Framingham, and I would like the downtown to reflect that diversity. I would like to be able to go to a cafe where the signs are in both English and Spanish/Portuguese; I'd like to eat at restaurants that served vegetables, not just meat, and I'd like to shop at stores that sold things

other than Brazilian clothing. Make downtown attractive to an artist's coop like Five Crows in downtown Natick, or to the other restaurants and cafes that have gone in there in the past 5-10 years. It doesn't have to be upscale and gentrified, but it does have to look nice, feel safe, and appeal to a wide range of people.

- A street of specialty shops like a green grocer, a butcher, a fish monger and a dry goods store all in a row. I believe the small village style setting's time has come. A variety of factors are making the big box store and mall approach less attractive. Re-zone Framingham into a series of villages.
- A movie theater. A nice Coffee shop. A hobby Store. A chain store. An Athletic facility (Stadium or indoor stadium. An outdoor skating rink or pool. A community pool. A book store.
- Good restaurants and better variety of shops
- Less traffic. Also, the train delays things even more. I like having the train nearby - wish it ran under, over the street, though.
- Safety, lighting, traffic flow improvement, a "draw". like a walkable pedestrian mall, with maybe room for a farmers market in the summer, outdoor dining in good weather, maybe a small skating rink in the winter .... Things that will attract people of all ages.
- Downtown has very poor traffic. There are few stores that are of interest to me. The area looks very dingy and economically depressed. I don't feel safe there.
- Better traffic flow. A safer environment, more businesses.
- Better roads, better restaurants, better shops
- Less backup of traffic, better parking, more attractions
- Nicer appearance, more night life, more of a community feeling. Look at Natick, Wellesley, and Holliston. They are much nicer places. I used to like "the Coffee Klatch" and the occasional coffee house/music entertainment. Too bad we can't move a few businesses from route 9 to downtown. Sorry but our downtown looks awful. It is not inviting at all.
- A more mixed variety of restaurants and shops, and a better commuter rail schedule.

## **20. Which modes of transportation do you use?**

### **Sample of Question 20 short answer responses**

- Logan express
- I run long distance for marathon training, and bike long distances as well
- I use the Ashland Commuter Rail station to AVOID Framingham's
- Cross-country ski in winter – need to get rail trail and aqueducts fully open for formal public access!
- Our local taxis are incredibly overpriced

- Logan Express bus to Logan Airport
- Running - often
- I'd use the bike more if it wasn't so dangerous, cars.
- Sadly, where we live we are somewhat isolated and there are no sidewalks on either Fountain or Singletary. This limits our ability to safely travel by any other way but car.
- Ride my power wheelchair
- TAXI, LOGAN EXPRESS options are good in Fram.
- Cab and then Logan Express when flying
- It costs the same to commute and drive to Boston when we go as a family, so it doesn't save money to take public transportation.
- Get Bruce Freeman trail built!!

**21.a. What would encourage you to use public transportation rather than your personal automobile?**

**Sample of Question 21.a. short answer responses**

- If bus route passed near my home
- If the buses would run often and farther outside the town
- If the transportation was more available to more neighborhoods
- More frequent buses & buses that went to schools & major shopping areas
- Safer bus stops and train stations, better schedules with a larger transit system to Route 9 shopping.
- Link to green line, more frequent local transport, trolley system to each "borough"
- Cheaper, more frequent & more convenient bus trips to the commuter rail
- If there are transportations to the MBTA train station from the north side of town, I'd use the MBTA more often.
- A good, reliable and comprehensive bus system to the train or alternative way, like the green line.
- More MWTA stops, safer walking in North Framingham - streets are narrow (i.e. Edmands) and there are few sidewalks
- Better Signage of locations of stops, routes, etc.
- More direct routes to the industrial park
- Convenience of times and routes
- Safer bus stops and train stations, better schedules with a larger transit system to Route 9 shopping.
- Have public transportation options within walking distance of home

- More convenient public transport, runs more often, goes places I want it to.
- A MUCH richer network
- Better public transportation options
- More parking, safe parking near stations
- clean, safe, accessible locations from my home
- The MBTA needs to be more reliable
- Better bus system. Marked Bus stops.
- Schedule would have to be extensive and far reaching
- A stop closer to my home (current closest stop is about 1 mile away)
- Sufficient parking, train station in a safe / comfortable neighborhood
- If the bus came close to my neighborhood
- We would use the school bus if it was offered to us. It has been taken away since we live less than 2 miles from the elementary school (Brophy)
- More MWTA stops, safer walking in North Framingham - streets are narrow (i.e. Edmands) and there are few sidewalks
- Reduced parking rates
- Better service. More publicity about availability.
- Better parking availability at the train station, especially if free. Clearer info about the Lift bus, more routes.
- More convenient routes that took less time and ran more often
- Accessibility with parking, services at nodes.
- 

**21.b. What would encourage you to walk and bike rather than use your personal automobile?**

**Sample of Question 21.b. short answer responses**

- Bike trails. Walking trails and more sidewalks.
- Safe and scenic bike paths that links with downtown area
- Bicycle lanes, good sized sidewalks(plowed in winter)
- Easy accessible trails and paths, and sidewalks
- I bike to the commuter rail almost daily from April thru Oct. Traffic, especially over Rt. 9, is my worst nightmare. A bike lane would be most welcome there.
- A more walking/biking friendly town and better personal fitness
- It's not a convenient town for walking and biking on a regular basis, outside of exercising

- Areas with many attractions within walking distance (i.e. downtown)
- Putting stores in Nobscot to walk to
- Closer access to destinations we need - shopping nearby would allow walking
- Safer bike lanes and roads paved all the way to the curb.
- I live in Nobscot, so if there were more stores open in the area I would walk there
- Dedicated bike lanes and paths, more sidewalks, places to cross Route 9
- More compelling streetscape for walking; safer bicycling areas such as trails or better marked lanes for cycling
- If there was something I needed within a mile or so and if I didn't have to take my life in my hands while getting there.
- More pedestrian-friendly streets, sidewalks, etc.
- Clean safe sidewalks
- Safer bus stops and train stations and more downtown businesses or restaurants.
- More shops and restaurants in walking distance.
- Safer community as well as a more please city scape with an updated infrastructure downtown
- I bike to the commuter rail almost daily from April thru Oct. Traffic, esp over Rt. 9, is my worst nightmare. A bike lane would be most welcome there.
- Shops that were closer to my house (I'd have to ride on Winter Street == suicide)
- A more walking/biking friendly town and better personal fitness
- I walk to downtown. Biking is unsafe in Framingham. There are no bike lanes and drivers will run bikers over.
- Not feasible for the distances I travel. I only walk recreationally here.
- A safe route across Salem End/Winter to the Barbieri school
- The roads are unsafe for Bikes, walking = sidewalks
- Closer access to destinations we need - shopping nearby would allow walking
- More bike or walking paths. I don't feel that walking is safe on our streets.
- More compelling streetscape for walking; safer bicycling areas such as trails or better marked lanes for cycling
- Safe and Clear Sidewalks

**22. Additional Comments: please provide any additional information relative to land use and the growth of Framingham that you feel is important to the Master Plan.**

**Sample of Question 22 short answer responses**

- Nobscot needs a food market> something needs to be done with that old lumber yard near school street
- Some sort of uniform-look, updated look to storefronts downtown - encourage new restaurants and shops- incentives for popular places, perhaps Panera Bread and other familiar places to move downtown
- Keep what little open land is left undeveloped. Improve all the parks and green areas such as in Downtown. And please get rid of that butt-ugly "stage" in Fram. Center! There must be something more attractive available. Oh yeah, the port-a-potties are unacceptable there. Build a permanent structure if there aren't public bathrooms nearby.
- Address the unique and individual aspects of each village rather than trying to develop one master vision for all. Framingham has a wonderful bounty of things to offer. We just have to build upon our existing strengths and improve on our weaknesses.
- Making Framingham Historical again and feel safer. More like the town of Natick. Make Framingham look and feel cleaner.
- Preserve the open spaces in the Northwest Quadrant. Encourage development in our blighted areas (downtown, nobscot, saxonville mt wayte etc)
- While there is much to be improved in Framingham, we do already have lots to offer. I would love to see some sort of "Framingham Pride - Here's Why I Love Living Here" campaign to help change the way people think about Framingham. I'd also like to see the town get behind the terrific arts and culture organizations we have by helping to support and promote the wonderful things they do. I'd also like the town to recognize that programs like the Concerts on the Common are gems we need to preserve, rather than threaten the program each year with lack of funding. Events like the concerts are real Community Creators, providing obvious reasons to be proud to live here. Here's to a wonderful future for Framingham!!!
- Think ahead and strive for a more environment friendly town, with a very good balance of services and diversity, offering an excellent school system.
- Bringing in more "local or family owned" businesses - grocery, restaurant, etc., to vacant storefronts located in Nobscot and Pinefield areas.....specifically where Country Fair Star use to be, and the lumber store in Pinefield area; sprucing up intersection of Water Street @ Edgell Road, including soliciting (chain) stores or restaurants to this particular area
- Nobscott Shopping Center and the abandoned gas station are blight on the neighborhood and destroying that part of town. I would like to see commercial owners of properties like these take responsibility for what they are and what they do in the community. We need these areas revitalized and become places people want to go to.
- Love the Farmer's Market in the summer. More stuff like that would be great.
- I am happy & proud to be a native & continuing resident here in this diverse town. This questionnaire has been helpful in getting us all thinking about a healthy balance in keeping Framingham a vital, appealing place. A new vigor to bring downtown back to an area of attraction would be great place to

start. As far as land use, Framingham does over & above its fair share of apartments & affordable housing. Let's look at open land plus parks and common areas to keep it all livable!

- Build up the lots on Rt 9 and California Ave area to attract commercial tenants
- Help new and existing businesses to locate in Framingham.
- The commercial use of our town seems saturated. It would be nice to focus more on the residents that live here, rather than the shoppers who visit.
- The most important goal for Framingham is to preserve what is left of the TOWN character which makes this such a desirable place to live. We need to preserve open space and stop overdevelopment.
- Making Framingham Historical again and feel safer. More like the town of Natick. Make Framingham look and feel cleaner.



*APPENDIX* **B** STORMWATER  
MANAGEMENT

The Environmental Protection Agency (EPA) partners with the Massachusetts Department of Environmental Protection (MassDEP) to oversee the National Pollutant Discharge Elimination System (NPDES) Storm Water Municipal Separate Storm Sewer System (MS4) Phase II permitting program in Massachusetts, which is mandated through the Federal Clean Water Act. The federal regulations governing this permit are known as the Storm Water Phase II MS4 Regulations, 40 CFR 122 (chapters 26 and 20 - 37).

The purpose of the MS4 Phase II permit program is to reduce pollutants in US water bodies from stormwater systems in municipalities with fewer than 100,000 residents. The Town of Framingham qualifies as a Phase II MS4. The EPA approved the Town's MS4 permit application in 2003, renewable every 5 years. The current permit was due in 2008, but the EPA has not issued it yet. The EPA predicts it will be issued in 2012. Until it is issued, Framingham continues to operate under the 2003 permit

The Town is required under the permit to implement six minimum control measures. The goals of these measures are to improve the water quality of discharges from any drainage system into waterways and wetlands, to reduce peak flow of runoff and total volume of runoff into wetlands and waterways, to provide local groundwater recharge wherever possible, and to implement best management practices (BMPs) using low impact development (LID) techniques wherever possible. The six measures include:

1. Public Education and Outreach on Stormwater Impacts
2. Public Involvement and Participation
3. Illicit Discharge Detection and Elimination (IDDE) Program
4. Construction Site Stormwater Runoff Control
5. Post-Construction Stormwater Management in New Development and Redevelopment
6. Pollution Prevention and Good Housekeeping for Municipal Operations

The Framingham MS4, also known as the drainage system, includes about 200 miles of drainage pipe connecting 8,000 catch basins (also called drains), 2,000 drainage manholes, and 500 outfalls. The drainage system is different from the sanitary sewer system in two important ways:

- The drainage system handles only stormwater runoff. It does not handle sanitary waste, which is carried by a separate system of pipes to a central location in Framingham and from there to the MWRA facilities at Deer Island in Boston Harbor.
- The drainage system is really many small systems, each of which carries rainwater from the roadway to outfalls at brooks, ponds, rivers, and wetlands. This is why it is so important for the water going into the drains to be clean.

MassDEP is in the process of establishing numeric requirements for the rivers in the Town of Framingham, which include the Sudbury River, some of the major tributaries, and the reservoirs and major ponds. Until that time, the Town works to meet published standards for water quality.

*APPENDIX* C COMPLETE  
STREETS

## Purpose

The purpose of 'Complete Streets' is to promote roadway and land use that are designed to be safe, attractive, and provide comfortable access and travel for individuals of all ages and abilities, including pedestrians, bicyclist, transit users, and motorist. The concept of complete streets focuses not only on individual roads but on changing the decision making and design process to incorporate the planning, design, building, and operations of the entire roadway system within Framingham into the process.

### Complete Street Action Items:

- Collect data on all users and modes for performance improvements;
- Define street type and initial cross-section for the specific streets and modes of transportation within Framingham; and
- Adapt design guidelines to meet the needs of Framingham and MASSDOT Complete Street requirements.

To incorporate Complete Streets into the Framingham design and planning process, five model examples shall be used to provide guidance for the town planners, engineers, and decision makers.

**Example One: Main Street-** Main Street currently, exists as older neighborhood centers or potentially refurbished business areas. The idea of complete streets for Main Street is to develop this area as a mixed use development or as part of a pedestrian-oriented development. Main Streets are designed to complement the uses next to the street. Main Streets are people oriented, and designed at the pedestrian scaled. The ideal uses for complete Main Street include institutional, retail, offices, and public gathering places, in addition to multi-family residential on the upper floors.

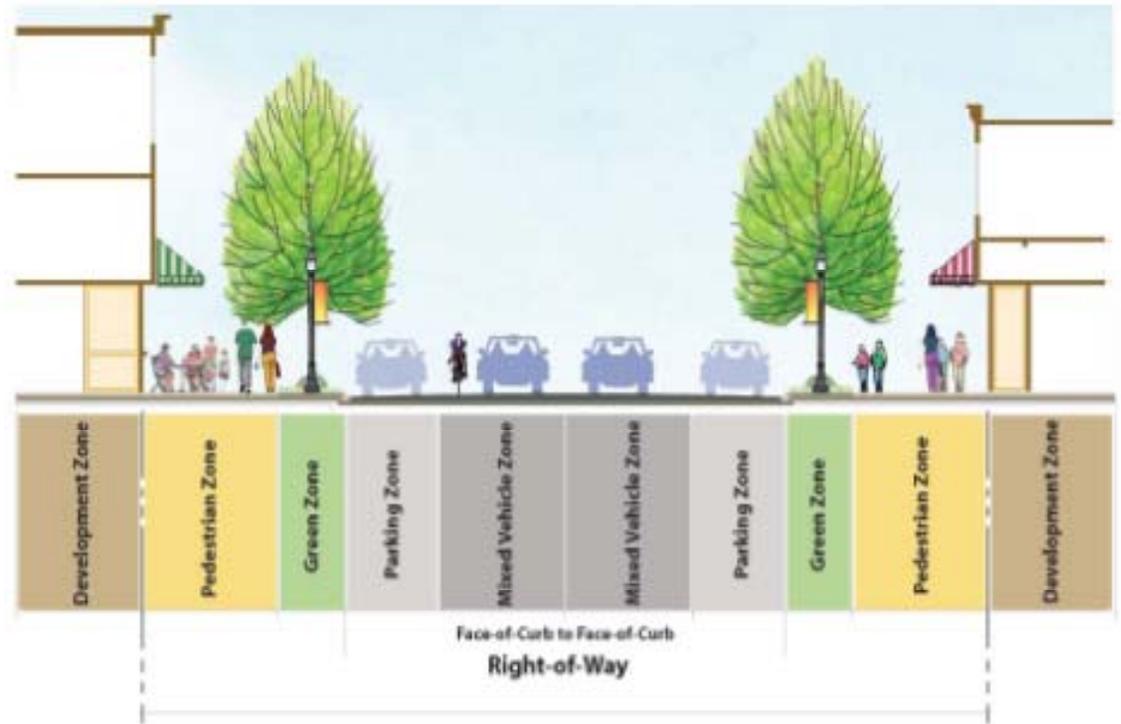
Design for a Complete Main Street typically is a narrow street to promote low traffic speeds (25-30mph) with the idea of easy pedestrian use and safety. These roadways will be two lanes with on street parking; occasionally a third turning lane will be incorporated into the design. Main Street design does not typically incorporate a bike lane due to the low speeds of traffic, which allows for bicyclist to ride with traffic in shared lanes. Sidewalks and amenity zones tend to have street furniture, trees, pedestrian scale lighting, signs, public art, while maintaining unobstructed sidewalks.

### Incorporated features of a Complete Main Street

- Design speed: 25 mph
- Number of Lanes: 1 in each direction (total of 2 lanes), or 1 lane each direction and a center turning lane (total of 3 lanes). On long streets greater than 400' the center lane should be intermittently broken with landscape features.
- Lane Width: 13' lanes for roadways designed with on-street parking (angled parking 13' wide). Where a third lane exists, this lane can be designed to be 10'. For roadways with on-street parking travel lanes shall not be less than 12'

- Bicycle accommodations: Bicyclist shall share the roadway with vehicles due to the low posted speed.
- Sidewalks: Sidewalks shall be at least 10' wide, and unobstructed. In cases where outside dining is allowed, the sidewalk width may be reduced to 8'. In no circumstance shall the unobstructed width of the sidewalk be reduced to less than 6'.
- Sidewalk Amenities: The amenity zone shall be no less than 8' and not include the sidewalk. This width allows for street trees, streetlights, benches, transit amenities, and trash receptacles. In constrained areas the amenity zones shall not be less than 5' (without trees) and 6' (with small trees).
- On-Street Parking Lanes: On-street parking lane shall be 7' wide from the face of the curb.
- Median: Typically not incorporated into the Main Street, street design unless provided as an intermittent break in the third travel lane.

## Main Streets



## Main Streets

### Development Zone:

Important to maintaining Main Street character and function, development should include pedestrian-oriented land use and design, with narrow setbacks, functioning doors and windows facing onto the sidewalk, no expanses of blank walls, and first floor active spaces.

### Pedestrian Zone:

Crucial to Main Street purpose and function; because of expected high pedestrian volumes, this zone should include spacious, unobstructed sidewalks and pedestrian scale lighting.

### Green Zone:

Very important for supporting the pedestrian character of the Main Street, this zone includes street trees and other landscaping in appropriately designed planters, as well as interspersed street furnishings in a hardscaped amenity zone. This zone also provides extra buffering between pedestrians and vehicles.

### Parking Zone:

Important for supporting Main Street pedestrians and businesses, the parking zone calms traffic, provides parking for businesses, and buffers pedestrians from moving traffic.

### Mixed Vehicle Zone:

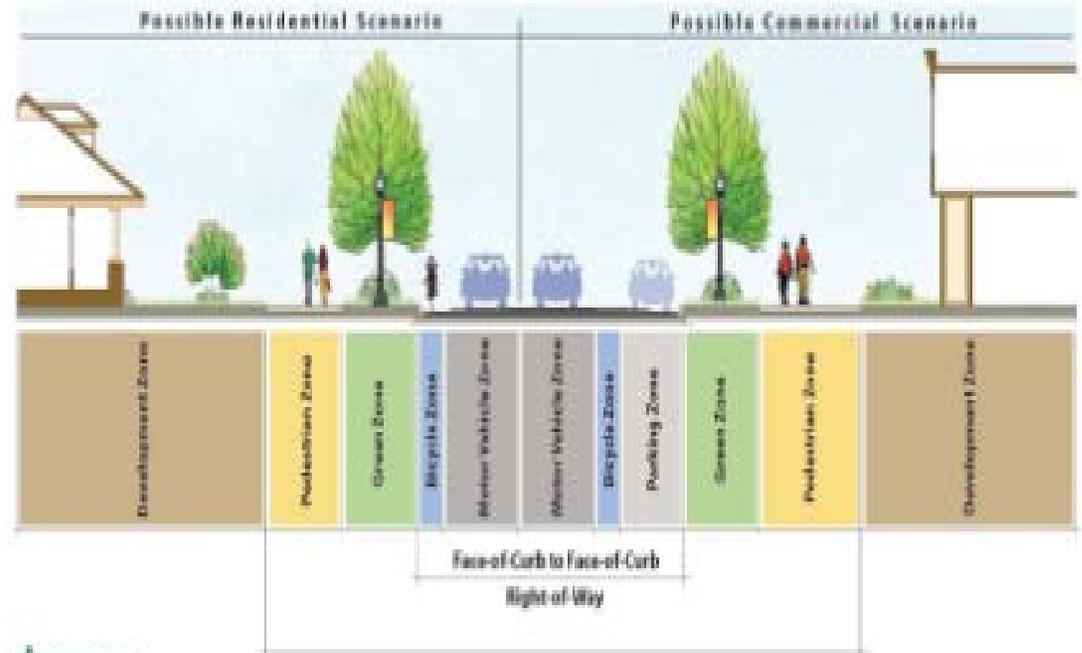
Because the Main Street emphasis is on the pedestrian, this zone serves cars, trucks, buses, and bicycles as mixed traffic in a limited number of travel lanes. Main Streets are low-speed, relatively low-volume streets.

**Example Two: Avenues-** Avenues are common, nonlocal streets that provide access from neighborhoods to commercial area, or through neighborhoods. Avenues provide a variety of transportation choices which can include high-quality pedestrian access, high levels of transit accessibility, and bicycle accommodations.

Avenues are designed to provide high functioning use for automobiles, while providing comfort and convenience to the pedestrian and bicyclist. The average speed for Complete Avenues is 25 to 35 mph. Parking should typically be located on private property, to the sides or rears of the buildings. Single Family residential buildings should be located further from the street with direct pedestrian access to the street front sidewalk. Roadways can have two, three, or four lanes; continuous medians are allowed on Avenues but are not typical. Signalized intersections are designed with the pedestrian in mind. Common pedestrian street features include sidewalks, planting strips or amenity zones with street trees, and bike lands along both sides of the street.

## Incorporated features of a Complete Avenue

- Design speed: 30-40 mph
- Number of Lanes: 1 in each direction (total of 2 lanes), 1 in each direction with a back-to-back turn lane (total of 3 lanes), or 1 in each direction with a intermittently landscaped island, or 2 in each direction with a with a intermittently landscaped island.
- Bicycle accommodations: Designated bicycle lanes are typically incorporated into the street design. A minimum of 4' wide and striped when on-street parking is not permitted. In cases of on-street parking a minimum of 6' wide and striped lane should be provided.
- Lane Width: 10' wide lanes, in addition to a gutter and a curb, 11' wide lanes are acceptable. 12' wide outside lanes should be provided where a vertical curb, but no bicycle lane or on-street parking. 14' wide lane shall be provided where on-street parking is permitted while no bicycle lanes is installed. Streets designed with median (landscaped or turning lane) lanes should be 14' wide.
- Sidewalks: A minimum of a 6' wide unobstructed sidewalk should be installed. For areas of retail or mixed use a minimum of an 8' sidewalk should be provided.
- Sidewalk Amenities: Are not necessary, provided that the aesthetic enhancements and separation between pedestrian and vehicles is provided through street trees and plantings.
- Median: When medians are provided they should be landscaped accordingly. When possible should be designed as a pedestrian refuge.



# Avenues

**Development Zone:**

Setbacks, design, and land uses will vary, but the basic intent for this zone is that development orients toward and has good functional and visual connections to the street.

**Pedestrian Zone:**

Very important for modal balance, pedestrian travel should be comfortable on Avenues; this zone should include unobstructed sidewalks, at appropriate widths for adjacent and surrounding land uses.

**Green Zone:**

To maintain comfortable pedestrian travel and serve an important buffer function, as well as enhancing the street for other users, this zone should include grass, landscaping, and shade trees in spacious planting strips or, in some cases, replaced by or interspersed with landscaped amenity zones. **In some Avenue configurations, this zone will also include a median or intermittent "islands" with trees and landscaping.**

**Parking Zone:**

The need for this zone varies on Avenues, but the potential for traffic calming, buffering between vehicles and pedestrians, and access to adjacent land uses should be considered. **Some Avenues will have on-street parking and some will not.**

**Exclusive Bicycle Zone:**

Avenues are higher-speed and volume streets than Main Streets, so cyclists are less likely to feel comfortable in mixed traffic; this zone is important and should be considered for modal balance, safety, and additional buffering for other modes.

**Motor Vehicle Zone:**

This zone serves motor vehicles, in a variety of possible lane configurations, to accommodate higher volumes than Main Streets, while maintaining modal balance.

## Avenues



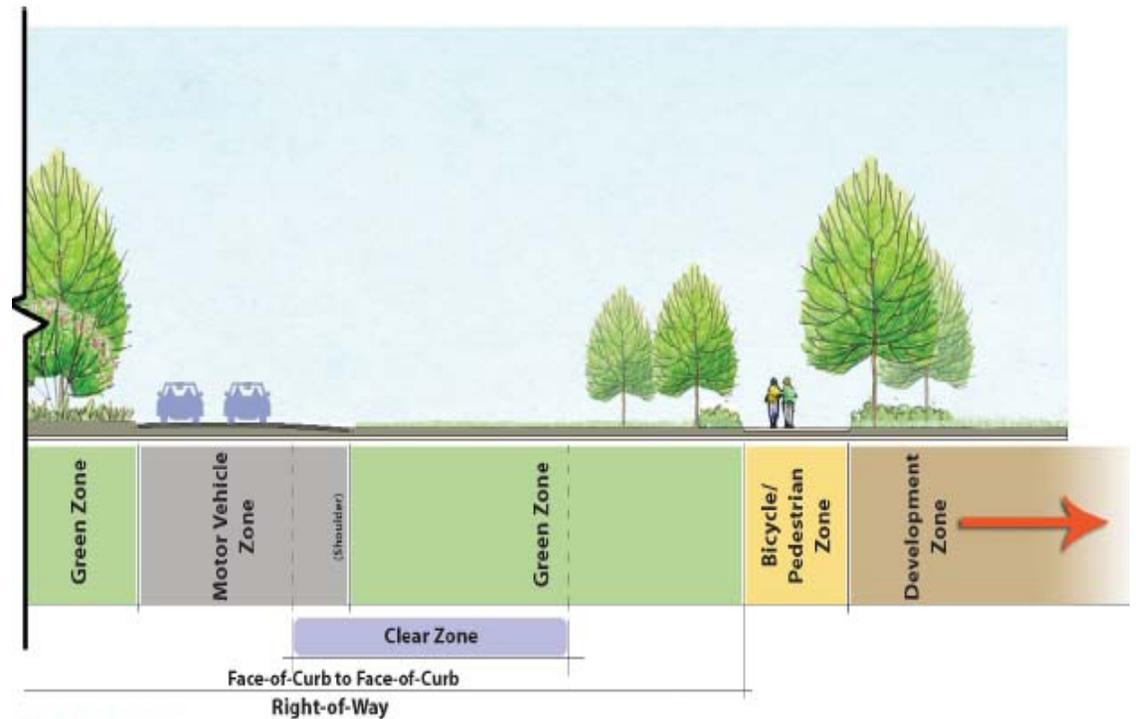
*The 3-lane cross-section with intermittent landscaped islands, not to be confused with 2-lanes and a median. This configuration can also be used for a 5-lane cross-section. The advantages of this configuration include: better access, while removing turning traffic from through lanes; opportunities for pedestrian refuge; lower right-of-way requirements; and an additional source for the "green zone".*

**Example Three: Parkways-** The function of parkways is to move large volumes of automobile traffic efficiently from one part of Town to the next. Parkways are typically designed to accommodate traffic flowing at high speeds of 40-55mph. Pedestrian features are often located adjacent to the Parkway. Uses along a parkway include regional or community malls, industrial or office parks, and some type of office/mixed use/multi-use centers.

Complete Parkways should promote access, landscape treatments and buffers for pedestrians and businesses. Complete Parkways will include two to three through lanes in each direction, in addition to separate turn lanes. Wide landscape median and shoulders shall be incorporated as an essential design feature. In addition, there should be a “clear zone” to allow motorist unobstructed vision. Bicycle and pedestrian are typically not incorporated into the design due to high posted speeds; therefore should be located on separate facilities nearby.

#### Incorporated features of a Complete Parkways

- Design speed: 45-50 mph, with a top design speed of 55mph
- Number of Lanes: 2 lanes in each direction (total of 4 lanes) or 3 in each direction (total of 6 lanes).
- Lane Width: 12’ lanes, with a minimum of 11’ lanes
- Bicycle accommodations: Designated bicycle lanes incorporated into the street design. A minimum of 4’ wide and striped when on-street parking is not permitted. In cases of on-street parking a minimum of 6’ wide and striped lane should be provided.
- Sidewalks: Pedestrian and bicycle features should be designed away from the parkway on a parallel facility.
- Sidewalk Amenities: Are not necessary and should not be incorporated into the parkway design.
- Median: Should be a major part of the Parkway design. The median should be a at least of 20’ wide; where a 20’ wide median exists a minimum of a 9’ pedestrian refuge should exist in addition to a 11’ left turn lane. The median should be landscaped, including trees and shrub but should not obstruct the clear zone.
- Shoulder: A should shall be provided on all parkways with a minimum width of 8’



### Parkway

*For specific dimensional information refer to the guidelines in this section.*

- **Lighting:** Incorporation of street lights, in cases where pedestrian facilities exist along the parkway, street lighting should provide for adequate pedestrian lighting. If pedestrian facility is away from parkway then space lighting shall be incorporated into the design.

## Parkways

<b>Development Zone:</b>	The land uses, along with building design and orientation to the street, are typically auto-oriented; access to this zone is limited or managed/controlled and setbacks are deep, with side or reverse frontage common; physical connections to the street are typically limited.
<b>Bicycle/Pedestrian Zone:</b>	This is a crucial zone for cyclist, pedestrian, and motorist safety, because it separates these modes; this zone should preferably be located beyond the right-of-way or on parallel streets.
<b>Green Zone:</b>	Important for buffering land uses from the high-speed, high-volume traffic, as well as enhancing the aesthetics of this auto-oriented street, the green zone should be wide, with large maturing trees. This zone also includes the median and the areas adjacent to the Bicycle/Pedestrian Zone, if one exists.
<b>Clear Zone:</b>	Unique to the Parkway, this zone is important for motorist safety due to high volumes and speeds.
<b>Motor Vehicle Zone:</b>	Reflecting the auto-orientation of the Parkway, the number of travel lanes (2 or 3 in each direction) will depend on travel demand.

**Example Four: Local Residential Streets-** The local residential street is the most common type of street in a town. The predominant use of land along these streets includes single and multi-family residential housing. The common elements that should be incorporated into Complete Local Residential Streets are low posted speeds and volumes of traffic, and are designed to be comfortable for walking, cycling, and the living environment.

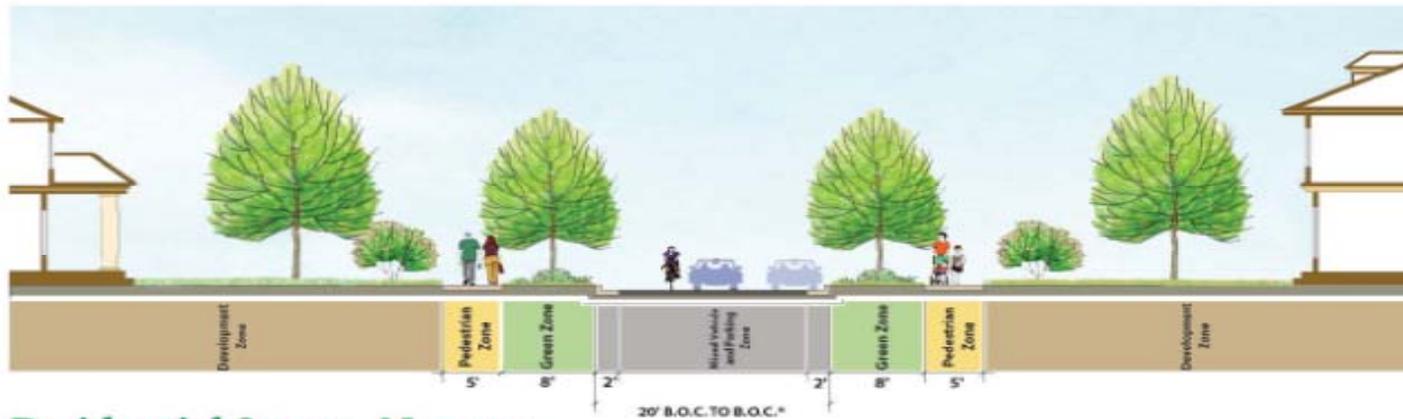
Local Residential Streets are intended to have private driveways for single and multi-family homes. To reduce the number of curb cuts, it is recommended for high-density, multi-family housing to have shared driveways, which are encouraged to reduce the amount of conflicts between pedestrians and vehicles. To

reduce the total space of imperious area, in high-density areas on-street parking should be incorporated into the street design to increase the amount of green space.

Three types of local residential streets exist and are exemplified in recommended Complete Residential Street design: Narrow (limited to no on-street parking provided- infrequent use of on-street parking), medium (on-street parking provided on both sides of the street- moderate use of on-street parking), and wide (on-street parking provided on both sides of the street- high demand for on-street parking).

#### Incorporated features of a Complete Residential Streets

- Design speed: 25 mph
- Number of Lanes: 1 lane in each direction (total of 2 lanes)
- Lane Width:
  - Narrow: 20' back-to-back lane with on-street parking allowed on one side of the street and with one 12' left as an open travel lane
  - Medium: 27' back-to-back with on-street parking allowed on both sides of the street and with one 12' left as an open travel lane.
  - Wide: 35' back-to-back lanes with on-street parking on both sides of the street with 2 10' open travel lanes.
- Sidewalks: A minimum sidewalk width of 5', that is unobstructed along narrow and medium residential streets. For wide residential streets a minimum of a 6' width that is unobstructed.
- Sidewalk Amenities: Sidewalk amenities, pedestrian refuge, curb extensions, shoulders, and bicycle lanes, and mid-block pedestrian crossings may be inappropriate for low density streets.
- Median: Medians are typically not incorporated into the complete residential street design but may be allowed for aesthetic purposes and should be a minimum of 8' wide.
- Lighting: Decorative pedestrian scale lighting should be provided where ambient light is sufficient along narrow and medium streets. Decorative pedestrian scale lighting should always be provided on wide streets. All lighting should adequately light the sidewalk and provide for pedestrian visibility and safety from crime.



## Residential Street - Narrow

\*B.O.C. - Back of Curb

## Local Residential Street - Narrow

### Development Zone:

Crucial to maintaining the functionality of the Narrow Residential Street, this zone should typically include only lower-density, large-lot housing, with ample on-site parking.

### Pedestrian Zone:

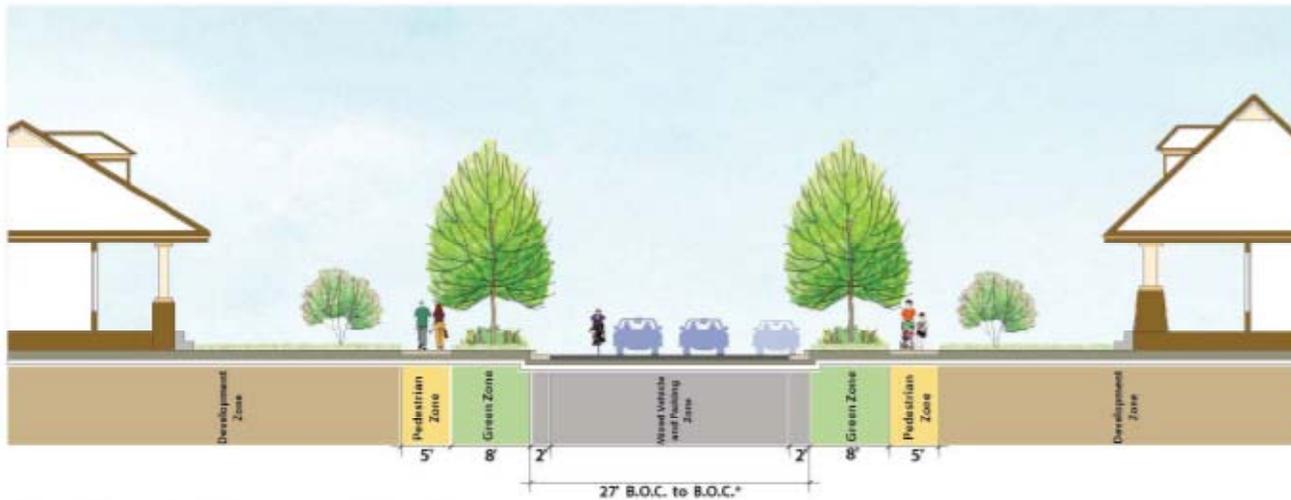
Crucial for safe, walkable neighborhoods, this zone includes sidewalks of adequate width for two adults to comfortably pass one another.

### Green Zone:

Very important for pedestrian comfort and neighborhood livability, this zone should include grass, landscaping, and street trees in spacious planting strips. The tree canopy in neighborhoods can also help to calm traffic.

### Mixed Vehicle and Parking Zone:

This zone sets the tone for the street's multiple objectives of allowing mobility and accessibility for both motor vehicles and bicycles, while maintaining low volumes and speeds and, thereby, contributing to overall neighborhood livability. Parking will be infrequent, but can help to calm traffic.



## Residential Street - Medium

\*B.O.C. - Back of Curb

## Local Residential Street - Medium

### Development Zone:

This zone is characterized by low- to medium-density residential land uses, with direct access via driveways or alleys; on-site parking should be sufficient to allow most cars to be parked off of the street.

### Pedestrian Zone:

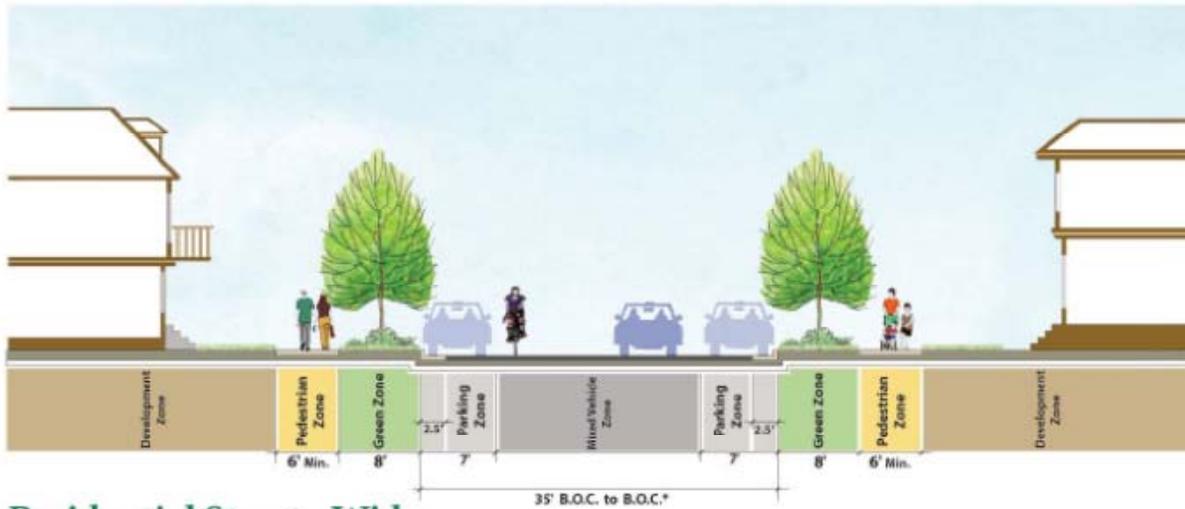
Crucial for safe, walkable neighborhoods, this zone includes sidewalks of adequate width for two adults to comfortably pass one another.

### Green Zone:

Very important for pedestrian comfort and neighborhood livability, this zone should include grass, landscaping, and street trees in spacious planting strips. The tree canopy in neighborhoods can also help to calm traffic.

### Mixed Vehicle and Parking Zone:

This zone sets the tone for the street's multiple objectives of allowing mobility and accessibility for both motor vehicles and bicycles, while maintaining low volumes and speeds and, thereby, contributing to overall neighborhood livability. Parking on the street will occur more frequently than with the Narrow cross-section, helping to calm traffic, but most parking should be on-site.



## Residential Street - Wide

\*B.O.C. - Back of Curb

## Local Residential Street - Wide

### Development Zone:

This zone is characterized by medium- to high-density residential land uses, such as townhouses and other attached, multi-family uses. These land uses have small setbacks with strong functional and visual connections to the street, thereby reinforcing the pedestrian character of this street type.

### Pedestrian Zone:

Crucial for safe and walkable neighborhoods and reflecting the higher density land uses characteristic of this street type, this zone includes wider sidewalks than do the other residential street types.

### Green Zone:

Very important for pedestrian comfort and neighborhood livability, this zone should include grass, landscaping, and street trees in spacious planting strips or, alternatively, trees and landscaping in amenity zones.

### Parking Zone:

Parking is offered in a separate zone for this residential street type, because it is expected that there will be much more demand for on-street parking in these higher-density areas.

### Mixed Vehicle Zone:

Speeds and volumes are low enough on this street type for bicycles to operate in mixed traffic.

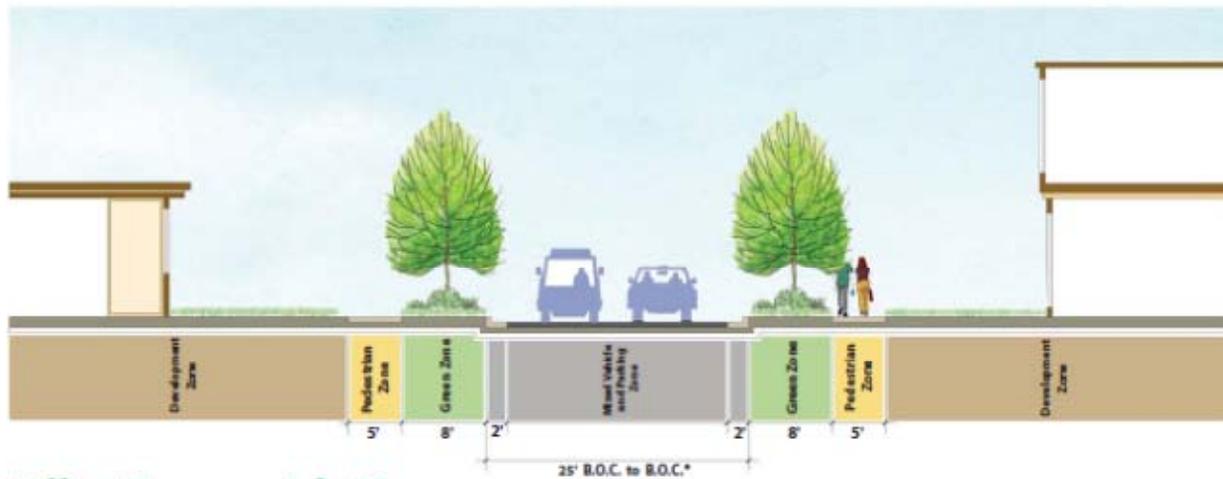
### **Example Five: Local Office/ Commercial Streets**

Local office/Commercial Street provide direct access to specific land uses or site such as office, commercial, and mixed land uses. These streets range from pedestrian to vehicle oriented to a mixture of the two. The goal of a Complete Local Office/Commercial Street is to create a safe environment and convenient for its intended use. A Complete Local Office/Commercial Street incorporate accessibility to the pedestrian environment with buildings entrances facing the street and sidewalk, and connects the street front sidewalk to adjacent buildings.

Traffic speeds for Complete Local Office/Commercial Streets tend to be lower than most avenues and are often set equal to another connecting local office/commercial street. These streets are built to be traffic calming features, with access to and from the site constant with individual driveways that are located in the appropriate direction. In addition to street design and building location, Complete Local Office/Commercial Streets incorporate safety for pedestrians, bicyclist, and vehicles traveling between destinations.

Incorporated features of a Complete Local Office/Commercial Streets

- Design speed: 25 mph
- Number of Lanes: 1 lane in each direction (total of two lanes)
- Lane Width: A minimum of 12' lanes to allow delivery trucks and other large vehicles
  - Wide: 41' back-to-back, with two 13' travel lanes and on-street parking on both sides of the street (7' wide parking lane)
  - Narrow: 25' back-to-back, with two 12' travel lanes and no on-street parking
- Sidewalks: A minimum of an 8' wide unobstructed sidewalk in areas of wide streets or high pedestrian uses. A minimum of a 5' wide unobstructed sidewalk in areas without on-street parking, low density, and little pedestrian uses.
- Sidewalk Amenities: Sidewalk amenities are not required, but are encouraged in high density commercial and mixed use areas especially where on street parking exists.
- Median: Usually not appropriate but can be incorporated for aesthetic purposes. Medians if used should be a minimum of 8' wide and the vehicle travel land should be increased to 14' wide.
- Lighting: Street lighting should be provided. Separate pedestrian lighting shall be incorporated into the design of wide streets.



## Office/Commercial - Narrow

\*B.O.C. - Back of Curb

## Local Office/Commercial Street - Narrow

### Development Zone:

Important to maintaining the functionality of the narrow street, this zone will typically include office park style development, with ample on-site parking.

### Pedestrian Zone:

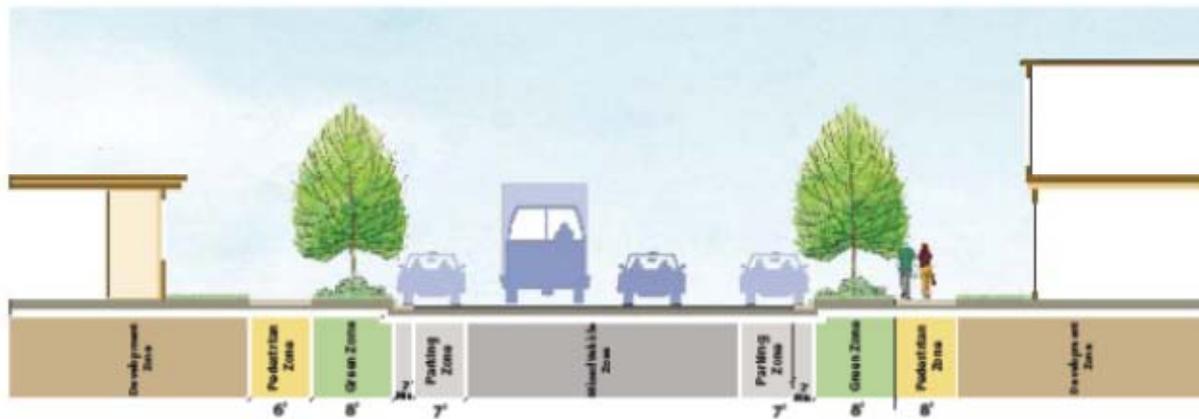
Crucial for creating a safer, walkable environment, this zone includes sidewalks of adequate width for two adults to comfortably pass one another.

### Green Zone:

Very important for pedestrian comfort, this zone should include grass, landscaping, and street trees in spacious planting strips. The tree canopy can also help to calm traffic.

### Mixed Vehicle Zone:

This zone sets the tone for the street's multiple objectives of allowing mobility and accessibility for both motor vehicles and bicycles, while maintaining low volumes and speeds. Parking will be on-site, rather than on-street.



## Office/Commercial - Wide

\*B.O.C. - Back of Curb

### Local Office/Commercial Street - Wide

#### Development Zone:

Serving a variety of commercial land uses, this zone shares some characteristics with Main Street type development, including higher intensity development, buildings that front the street, and a greater likelihood of mixed uses than with the Narrow Office/Commercial Street.

#### Pedestrian Zone:

Important for reinforcing the pedestrian nature of this street type, this zone includes spacious sidewalks to complement the pedestrian-orientation of the buildings in the development zone.

#### Green Zone:

Very important for supporting the pedestrian character of the Wide Office/Commercial Street, this zone includes street trees and other landscaping in a planting strip or, alternatively, in appropriately designed planters in a hardscaped amenity zone. This zone also provides extra buffering between the pedestrian and vehicle zones.

#### Parking Zone:

Important for supporting the pedestrian character of this street type, the marked parking zone calms traffic, provides parking for businesses, and buffers pedestrians from moving traffic.

#### Mixed Vehicle Zone:

This zone sets the tone for the street's multiple objectives of allowing mobility and accessibility for both motor vehicles and bicycles, while maintaining low volumes and speeds. Motor vehicles and bicycles operate together in the travel lanes.



*APPENDIX* **D** BICYCLE COLLECTOR  
PATH SYSTEM

Development patterns within Framingham have been dependent on the automobile. As the population spends more time sitting in traffic, the need for alternative modes of transportation will greatly increase. This Bicycle Collector Paths System will help promote safe cycling throughout Framingham; connect riders with neighboring towns and amenities, improve community health efforts, in addition to improving the quality of life for Framingham residences.

### **Purpose**

The purpose of the Bicycle Collector Path System is to promote good public health, safety, and efficient bicycling opportunities within Framingham. To achieve this, the Bicycle Collector Path System proposes major bicycle routes within Framingham, in addition to points of interest supported by the bicycle routes.

### **Goals of Bicycle Collector Path System**

- Increase bicycling within the Town of Framingham;
- Design bicycle routes that provide a safe, attractive, and accessible access for all users;
- Provide alternative modes of transportation;
- Promote healthy lifestyles by providing people with access to recreational opportunities;
- Improve the quality of life for the residence of Framingham; and
- Decrease teen driving and dependence on parent chauffeurs.

### **Implementation of the System**

The Framingham Bicycle Pathway System will require roadways built within the Town to conform to the Complete Street design patterns, ensuring bicycle lanes are incorporated into the street design. In addition to:

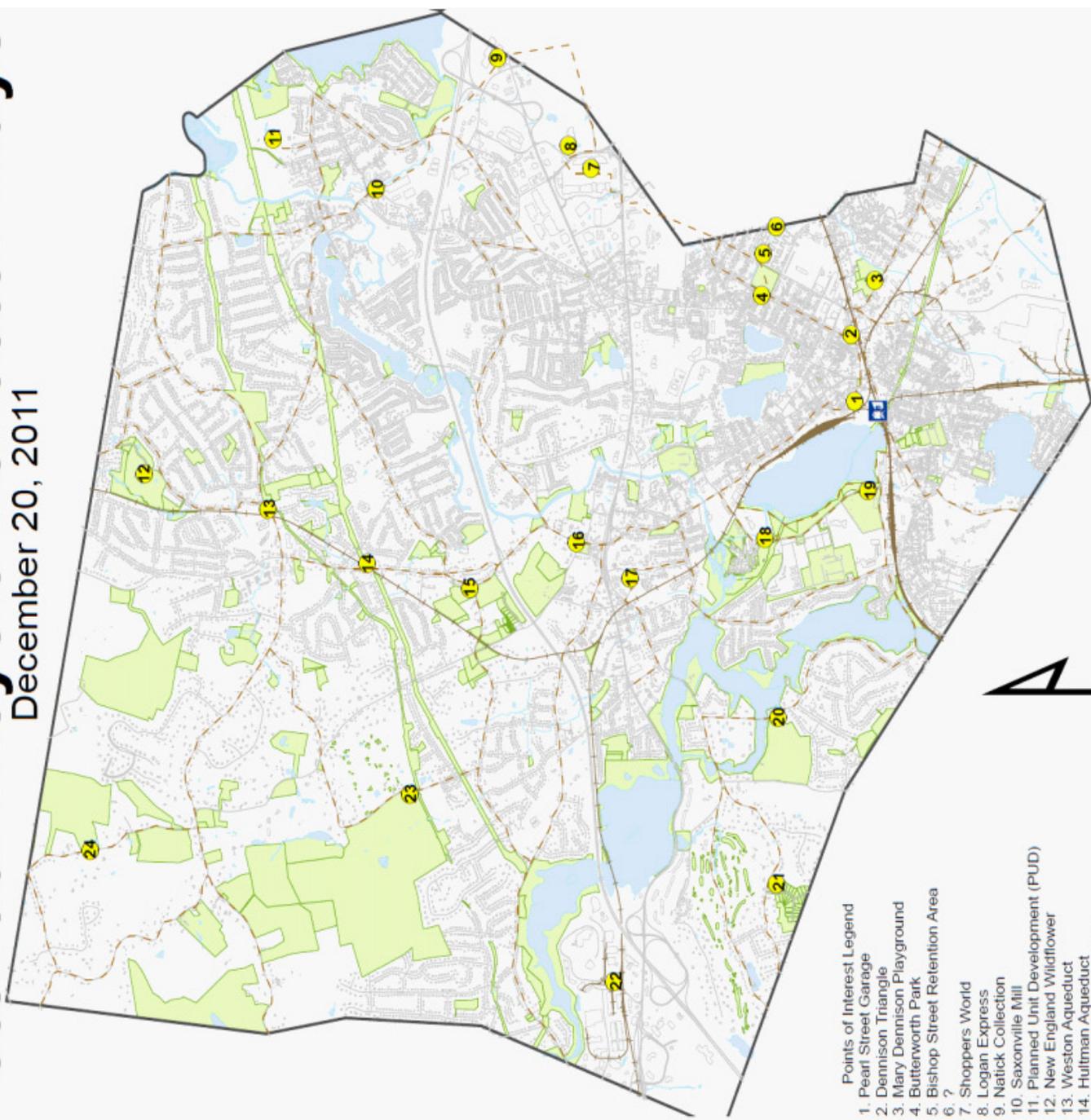
- The Town seeking funding from federal, state, and private resources to fund the Bicycle Collector Path Plan;
- The Town will create bicycle accommodations when possible during regular road construction, repair, and maintenance;
- The Town will include repair and maintenance of bicycle collector paths in the annual roadway budget.

**Bicycle Collector Path System Points of Interest Legend:**

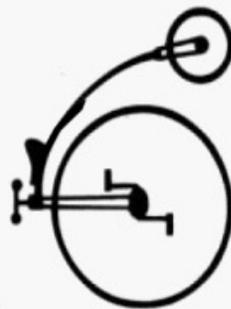
1. Pearl Street Garage
2. Dennison Triangle
3. Mary Dennison Playground
4. Butterworth Park
5. Bishop Street Retention Area
6. ?
7. Shoppers World
8. Logan Express
9. Natick Collection
10. Saxonville Mill
11. Planned Unit Development (PUD)
12. New England Wildflower
13. Weston Aqueduct
14. Hultman Aqueduct
15. Edgell Grove Cemetery
16. Framingham Common
17. Framingham State University
18. Cushing Park
19. Longs Field/ Loring Area
20. Macomber Conservation Area
21. Cowassock Woods
22. Technology Park
23. Callahan State Park
24. Wittenborg Woods

# Potential Bicycle Collector Ways

December 20, 2011



- Points of Interest Legend**
- 1. Pearl Street Garage
  - 2. Dennison Triangle
  - 3. Mary Dennison Playground
  - 4. Butterworth Park
  - 5. Bishop Street Retention Area
  - 6. ?
  - 7. Shoppers World
  - 8. Logan Express
  - 9. Natick Collection
  - 10. Saxonville Mill
  - 11. Planned Unit Development (PUD)
  - 12. New England Wildflower
  - 13. Weston Aqueduct
  - 14. Hultman Aqueduct
  - 15. Edgell Grove Cemetery
  - 16. Framingham Common
  - 17. Framingham State University
  - 18. Cushing Park
  - 19. Longs Field/ Loring Area
  - 20. Macomber Conservation Area
  - 21. Cowassock Woods
  - 22. Technology Park
  - 23. Callahan State Park
  - 24. Wittenborg Woods



**Legend**

Points of Interest	Roads
Rail Station	Buildings
Proposed Bicycle Routes	Water
Railroads	Open space

## Town of Framingham



*APPENDIX* **E** HEALTHY  
COMMUNITIES

## **Overview**

Increasing numbers of Americans suffer from chronic disease like obesity, diabetes, and asthma. Research is showing that the built environment the way communities are developed contributes to the increasing rates of these diseases,

Trends of poor nutrition and the lack of physical activity have continued to increase since 1976. Less than 1/3 of adults and ¼ of teenagers engage in the recommended 30 minutes of daily moderate physical activity; more than ½ the adults and almost 1/3 of children in Massachusetts are overweight or obese. Physical activity is one of the most important items in preventing and treating an overweight and/or obese population. In addition to physical activity, a healthy diet which incorporates whole grains, vegetables, fruits, and proteins is the key to a healthy lifestyle. According to The Act FRESH Campaign: Priorities for Healthy Places, “Evidence shows that the places where we live, learn, work, and play can support or discourage healthy choices. “

## **Purpose**

The purpose of the Framingham Healthy Communities Initiative is to make wellness a priority and promote healthy people in healthy places by upgrading infrastructure, policy, and programming.

## **Goals of Plan**

- Transform where residents live, work, play, and go to school, so that they can lead healthier, more productive lives.
- Increase the number of residents and employees within Framingham that are able to commute to work do so via alternate means, i.e. bicycling, walking, roller skating, etc. by providing them with safe and efficient trails and pathways.
- Promote local zoning and regulations that lead to healthy, inclusive, and thriving neighborhoods and commercial areas.
- Upgrade infrastructure to increase opportunities for physical activity and healthy eating.
- Create multi-disciplinary partnerships that prioritize state funding and technical assistance for Framingham to adopt higher standards that are consistent with state public health, environmental, housing, and economic goals.
- Encourage the use of new tools to review subdivision plans that encourage walkable, bikeable streets, and areas for play, recreation, and transportations.
- Promote local and healthy food options in Framingham, including Framingham Public Schools, farmers markets, restaurants, and supermarkets.
- Promote recreational opportunities that are accessible to all throughout the Town, to encourage improved physical fitness and well being.
- Protect open space to promote active and passive recreation and increase environmental conservation while encouraging compact mixed use districts.

## **Implementation of Healthy Communities**

- Incorporate Healthy Communities into the Town’s Master Plan.
- Require Zoning By-laws and Town regulations to incorporate “Complete Streets” infrastructure.
- Encourage community gardens and local farmers markets for farm to table nutrition.

- Establish a trip-reduction ordinance and encourage employers to develop practices that reduce employee vehicle trips.
- Implement “Safe Routes to School” programs where applicable
- Require accessibility, availability, affordability, and identification of healthful foods in Framingham.
- Establish policy, infrastructure, and regulations to increase physical activity, healthy food choices, and well being.



*APPENDIX* **F** SUSTAINABLE SITE  
DESIGN STANDARDS

## GREEN AREA FACTOR REGULATION

### I. Purpose

The purpose of this regulation is to work in concert with improved building code energy efficiency requirements, by installing improved landscape treatments within and adjacent to project sites and outside project buildings that fall under Planning Board review. The improved landscape treatments under this program are intended to:

- Improve aesthetics of building sites;
- Reduce "heat island" impacts from hard surfaces;
- Reduce wind and climatic impacts on buildings and pedestrians;
- Provide greater control of stormwater runoff.

### II. Application

- A. These requirements for Green Area Factor will apply to all projects submitted for review under XXX.

### III. Process Requirements

- A. In addition to other information which may be provided for review of a project, the following information must be provided as the Green Area Factor Planting Plan. Plans submitted for other review that includes this information will be found acceptable:

1. Lot dimensions and size;
2. Total square footage of required landscaped areas;
3. Number of trees, number of shrubs, and quantity of ground cover required;
4. If existing plants are to be retained, show location, size, and species; indicate how the plants will be protected during demolition and/or construction;
5. Location, size, and species of all new plants used to meet requirements;
6. A plant list with both common and botanical names of all plant material;
7. For rooftop or container landscaping, include a schematic irrigation and drainage plan, with size and

depth of plant containers;

8. For street trees, show width of planting strip; existing utility lines, poles, or meters; any structures located within the planting strip; and species and diameter of the trees;
9. Specifications for soil improvement or amendments;
10. Green Area Factor Worksheet (see Attachment "A"); and
11. Signature of landscape professional on planting plan and maintenance plan.

### IV. Standards

#### A. Minimum Score

A minimum score of XX will be required for approval of a project subject to this regulation. This score will be calculated using the Green Area Factor Calculations Worksheet. The Green Area Factor Calculations Worksheet is a spreadsheet that calculates a total score. The score shown after input of the proposed design elements must meet the required minimum.

#### B. Species Selection

Plant species shall be selected and located on the site to ensure their compatibility with site conditions and enhance long-term survival. Choice of species shall also take into account the specific purposes of the plantings in their particular locations (e.g., visual screening vs. physical buffering of incompatible uses vs. overall site enhancement).

#### C. Drought-tolerant Plants

Drought-tolerant plants are plants that can grow and thrive in very dry soil conditions and may be used to meet the required standard.

#### D. Planting in the Rights-of-way

Any plants in the right-of-way, including street trees, must be installed pursuant to planting procedures of the Framingham Public Works Department. In the event of a conflict between the requirements of Public Works Department and this guideline, the requirements of Public Works De-

partment will prevail. A project will need to be redesigned to meet the Green Area Factor in alternative ways if Public Works Department does not approve the proposed right-of-way landscaping.

#### E. Tree Sizes

##### 1. Size at the time of installation:

- a. Deciduous trees with one trunk must be at least 1-1/2 inches in diameter, measured 6 inches in height above the ground;
- b. Multi-stemmed deciduous trees must have at least 3 stems and the tree must be at least 6 feet tall; or
- c. Evergreen trees must be at least 4 feet in height above the ground.

##### 2. Size at maturity:

- a. Trees shall have a minimum mature height of at least 15 feet for small trees, 25 feet for medium/small trees, 40 feet for medium/large trees and greater than 40 feet for large trees.

#### F. Shrubs

Shrubs required for the purpose of screening such as around parking lots, loading areas, and trash pickup, shall be at least 30 inches high when planted. All other required shrubs shall be at least 9 inches high when planted.

#### G. Ground Covers

Ground covers include low-growing plants such as grass, vines, ground-hugging conifers and some herbaceous plants. For purposes of this rule, chipped wood and similar mulching materials are not acceptable substitutes for ground cover.

Spacing for ground cover plants: 2-1/2 inch pots shall be 12 inches on center (o.c.); 4 inch pots shall be 18 inches o.c.; and 1-gallon containers shall be 36 inches o.c. Different spacing of particular species to accomplish complete coverage within three years may be accepted if supporting

documentation is submitted.

#### H. Containers

Containers must be sized to meet the demands of the species to be planted, and for trees must have a soil depth of at least 36 inches; for shrubs and garden areas, at least 24 inches; and for ground cover or flowers, at least 12 inches. A watering and drainage system is required for all container-landscaped open spaces.

#### I. Garden Areas

Garden areas are for the growing of edible plants or ornamental flowers by the residents or occupants of a building. All portions of garden areas must be easily accessible by at least some residents or occupants of the building, must have a source of water that can reach all portions of the garden.

#### J. Green Roofs

Green roofs are any plantings on top of a structure that is at least one floor above the at-grade building entrance. Green roofs must have a minimum of 4 inches of soil at planting to receive green roof credit using the Green Area Factor worksheet.

#### K. Water Features

Water features are site elements such as fountains and pools. To qualify for Green Area Factor credit these water features must use roof runoff or on-site stormwater for at least 50% of the annual flow and must re-circulate the water to minimize water use. This can be demonstrated by drainage or plumbing documents that indicate that roof runoff or on-site stormwater is the major source of water for the water feature. To achieve Green Area Factor credit, the applicant may only calculate those areas of the feature that are under water at least six months of the year.

#### L. Rain Gardens

Rain gardens are vegetated swales that collect rainwater and absorb or delay stormwater runoff. Typically they are



*APPENDIX*

**G** LIVE-WORK  
MODEL ORDINANCE

## 101. DEFINITIONS

“Live and work space” or “live-work unit” means a building or spaces within a building used jointly for commercial and residential purposes where the residential use of the space is secondary or accessory to the primary use as a place of work.

[or]

“Live-Work unit” means a structure or portion of a structure:

- (a) That combines a commercial or manufacturing activity allowed in the zone with a residential living space for the owner of the commercial or manufacturing business, or the owner's employee, and that person's household;
- (b) Where the resident owner or employee of the business is responsible for the commercial or manufacturing activity performed; and
- (c) Where the commercial or manufacturing activity conducted takes place subject to a valid business license associated with the premises.

## 102. PURPOSES

The purposes of this ordinance are to:

- (a) Provide for the appropriate development of units that incorporate both living and working space;
- (b) Provide flexibility for the development of live-work units, particularly within existing buildings;
- (c) Provide locations where appropriate new businesses can start up;
- (d) Provide opportunities for people to live in mixed-use industrial and commercial areas where compatible with existing uses;
- (e) Protect existing and potential industrial uses and nearby residential uses from conflicts with each other; and
- (f) Ensure that the exterior design of live-work buildings is compatible with the exterior design of commercial, industrial, and resi-

dential buildings in the area, while remaining consistent with the predominant workspace character of live-work buildings.

## 103. WHERE LIVE-WORK UNITS ARE PERMITTED

- (1) Live-work units are permitted in all commercial and manufacturing] zones.

*Comment:* This provision allows the option of allowing live-work units in manufacturing or industrial zones. The city of Oakland authorizes this; Seattle does not. Seattle's decision to limit such uses to commercial districts reflects a city policy of protecting manufacturing districts from encroachment and displacement from residential or other uses. Seattle does, however, conditionally permit artist's studio and dwellings—which are regulated separately from general live-work units—in manufacturing zones.

- (2) Any commercial use permitted in the zoning district applicable to the property is permitted in the live-work unit.
- (3) Live-work units at street level are prohibited where single-purpose residential structures are prohibited.
- (4) Where permitted, live-work units located at street level are subject to the development standards for ground-floor retail or commercial establishments as follows, and any additional standards for ground-floor commercial establishments provided in [section \\_\\_\\_](#) of the [zoning ordinance]:

*Comment:* The purpose of the following provisions is to allow live-work units in neighborhood commercial districts without compromising the districts' vibrant commercial environment. Seattle has several neighborhood commercial streets wherein single-purpose residential buildings are prohibited. In those areas, street-level live-work units are prohibited, but are allowed in the rear or on upper floors. Seattle's ordinance also contains provisions for the appearance and function of street-level live-work units adapted for this model.

- (a) A minimum of 80% of a structure's street front facade at street level shall be occupied by nonresidential uses.
- (b) A minimum of 51% of the portion of a structure's street front facade that contains required nonresidential use shall be at or above sidewalk grade.

- (c) In districts where live-work units are permitted at street level, the live-work unit shall have a minimum floor-to-floor height of [13] feet.
- (d) In districts where live-work units are permitted at street level, parking for live-work units on neighborhood commercial streets and in mixed-use zones is prohibited in front of the building.
- (e) Live-work units that exceed [2,000] square feet must have at least two exits.
- (f) Within each live-work unit, the living area shall not exceed [one-third] of the total floor area of the unit.]

## 104. BUSINESS LICENSE REQUIRED

At least one resident in each live-work unit shall maintain a valid business license and [zoning permit] for a business on the premises.

*Comment:* Not all businesses may require a valid business license. For example, an artist may not be required to have one.

## 105. PARKING

For live-work units of less than [2,500] square feet, one parking space is required for each unit. For live-work units greater than [2,500] square feet, required parking will be based on the applicable parking standard for the nonresidential use or the closest similar use as determined by the [zoning administrator].