MASTER LAND USE PLAN
2020 UPDATE



CITY OF

Framingham

2020 MASTER LAND USE PLAN ACKNOWLEDGMENTS

Department of Planning and Community Development

Chair	Kevin Shea
Deputy Director	Erika Jerram
Senior Planner	Sam Scoppettone
Associate Planner	Nathaniel Eames
Former Planning Board Administrator	Amanda Loomis

Planning Board

Chair	Kristina Johnson
Vice Chair	Joseph Norton
Clerk	Shannon Fitzpatrick
Member	Nathaniel Eames
Member	Amanda Loomis
Former Chair	Christine Long

Production Assistance

Barrett Planning Group LLC

2020 MASTER LAND USE PLAN
TABLE OF CONTENTS

CHAPTER 1. THE MASTER LAND USE PLAN 1

1.1. Purpose and Intent 3
1.2. Authority 4
1.3. Adoption History 4
1.4. Contents and Layout 5
1.5. Plans and Engagement 6

CHAPTER 2. A VISION FOR FRAMINGHAM 7

2.1. Introduction 9
2.2. Vision 9
2.3. Mission 10
2.4. Establishing Expectations 10
2.5. Core Principles 12

CHAPTER 3. PROJECTING LAND USE IN FRAMINGHAM 15

3.1. Purpose and Intent 17
3.2. Goals for Future Land Use 17
3.3. Master Land Use Map Categories 18
3.4. Areas of Critical Planning Concern 21

CHAPTER 4. GOALS AND POLICIES 25

4.1. Land Use and Community Character Goals 27
4.2. Creating a Sustainable and Resilient COmmunity 29
4.3. Sustainable Land Use and Development Review 32
4.4. Expanding Open Space and Protecting Natural Systems 37
4.5. Conserving Historic Resources 39
4.6. Improving Housing 40
4.7. Improving Transportation and Infrastructure 41
4.8. Building Institutional Relations 45
4.9. Celebrating Community Culture 45
4.10. Maintaining Intergovernmental Relations 47
4.11. Economic Development 47
4.12. Community Engagement and Communication 48
4.13. Specific Area Goals 50

CHAPTER 5. ACTION, EXECUTION, AND IMPLEMENTATION OF PLAN 69

5.1. Ongoing Actions 72
5.2. Short-Term Actions 74
5.3. Mid-Term Actions 109
5.4. Long-Term Actions 118
5.5. New and Innovative Approaches to Land Use Management 131
5.6. Implementation Timeline for Land Use Actions 138

LAND USE MAP 139

APPENDIX 145

Appendix A. Community-Wide Survey Report 146
Appendix B. Stormwater Management 162
Appendix C. Complete Streets 163
Appendix D. Bicycle Collector Path System 181
Appendix E. Healthy Communities 184
Appendix F. Sustainable Design Standards 186
Appendix G. Form-Based Zoning/ Neighborhood Village Design 190
Appendix H. Sample Live-Work Model Ordinance 191

1

The Master Land Use Plan

Purpose and Intent **1.1**

Authority **1.2**

Adoption History **1.3**

Contents and Layout **1.4**

Plans and Engagement **1.5**

Framingham is a dynamic and diverse community located within the heart of the MetroWest region of the greater metropolitan Boston area. Strategically located approximately 30 minutes to the west of Boston, MA and 30 minutes to the east of Worcester, MA. Framingham possesses several major transportation corridors that transect the community including the Massachusetts Turnpike (I-90), Worcester Road (Route 9), Cochituate Road (Route 30), Concord Street (Route 126), Waverly Street (Route 135), and the Boston-Framingham-Worcester rail line. Framingham's many strengths and advantages include its location, innovation and entrepreneurship, economic development through its industries, cultural opportunities and resources, along with its land use diversity.

Incorporated in 1700 as a town, Framingham transitioned to a city form of government in January of 2018, with its first Mayor being elected in November of 2017.

Framingham's long history of strong community-wide commitment to continually improving municipal operations has provided the community with a strong structural framework by which to continue to build upon. Through the Master Land Use Plan (Plan), Framingham, along with its businesses, residents, and various partnerships and resources, will continue to grow and improve over the next decade. Framingham will continue to be a desirable place to live and work as well as the up and coming location targeted by prospective new businesses and residents.

1.1. PURPOSE AND INTENT

This Plan is a living, working document that is periodically amended[1] to remain up-to-date and current, while providing guidance to the municipality in all of its future endeavors. The Plan provides insight and guidance, while assisting government as a resource and necessary foundation for future decisions regarding land use. The Plan has been designed to harness the energies, resources, insights, and lessons learned by the community to change the perception of a negative business environment into a positive one leading to major revitalization through attractive land use practices and policies and realization of the City's true potential. It further allows for collaboration and the use of innovative land use efforts and initiatives. Through the use of the Plan, Framingham can approach the future with a commitment to enhance the City's unique character, retain its diverse cultural assets, maintain its historical and natural resources, and reinforce that Framingham is a place to live, work, and play, while allowing businesses to "Plan, Build, Grow" in the community.

The Plan helps create a unified action agenda for municipal government and its partners, the Mayor, the City Council, the Conservation Commission, the Planning Board, the Zoning Board of Appeals (ZBA), and respective municipal staff.

It is understood that Framingham is a mature community. Therefore, many of Framingham's new land uses will be on existing developed land. The goals, policies, and direction provided in this Plan shall provide the means and methods by which Framingham will address issues that rise from both redevelopment and new development. To improve the quality of life in Framingham, the City will need to conduct a thorough analysis of residential, commercial and community needs to better understand required land use policies. The following general goals will be reinforced throughout the Plan. It shall be the responsibility of the Planning Board, along with the Mayor to ensure that the City of Framingham is at the forefront of the following:

- Establishing a business friendly environment that attracts and retains employers, employees, and other industries that are supported by those businesses;

[1] The Planning Board shall review the Master Land Use Plan every four to five years and provide recommendations to the Mayor. The Mayor upon election/re-election shall work with the Planning Board to review and update the Master Land Use Plan, as necessary.

- Planning new communities, while reestablishing and strengthening older neighborhoods, rather than haphazardly and randomly permitting various developments causing a disrupted community as a consequence of having no strategy or thoughtful, careful development that is meaningful, and involved with an interconnected policy of planned residential and commercial use;
- Building a sustainable and healthy community that fosters retention of residents and provide opportunities to age in place while providing resources to those in need;
- Promoting Framingham's dynamic offerings through its economic development efforts that places focus on Framingham as the hub and center of MetroWest for economic success;
- Maintaining and continuously reinvesting in Framingham's vast infrastructure;
- Creating a diverse housing stock that meets the needs of all those that make Framingham their home;
- Providing an energy efficient and environmentally friendly place within the Commonwealth;
- Communicating and continuously engaging Framingham's diverse population through traditional and various innovative platforms; and
- Engaging in planning efforts that support and work with abutting communities to support regionalized land use development encouraging sustainable building practices.

1.2. AUTHORITY

The Framingham Planning Board in accordance with Massachusetts General Law (M.G.L.) Chapter 41, Section 81 is responsible for the adoption and management of a community's Master Plan[2]. It is understood that a strong Plan will be required for the City to support all land use efforts at all levels. The Planning Board is the statutorily responsible governmental body under state law (M.G.L. Chapter 41, Section 81D) and is required to retain and maintain the upkeep of the Plan as its long-term steward. The Planning Board understands that long term planning is necessary to make appropriate changes that are needed to successfully bring Framingham up to current best land use practices. Therefore, the Planning Board shall work in collaboration with the Mayor, the City Council, the community at large, municipal departments, the Framingham business community, and appropriate consultants to integrate the and implement this Master Land Use Plan into action.

1.3. ADOPTION HISTORY

Beginning in November 2019, the Planning Board began the process of updating the Framingham Master Land Use Plan. The timeline of the Plan adoption is as follows:

1998	Framingham Master Plan
SEPTEMBER 2012	Framingham Master Land Use Plan
JULY 2014	Technical Revisions of Framingham Master Land Use Plan
JULY 2020	Framingham Master Land Use Plan updated for government transition

[2] Courts have consistently been more likely to uphold local regulations when they are backed by clear planning rationale, such as a Master Plan. It is also likely that a Master Land Use Plan will be required by future revisions to state land use law.

1.4. CONTENTS AND LAYOUT

The Framingham Master Plan includes two parts. Part I is the Baseline Report, which provides an inventory and analysis. Part II is the Plan, which contains a Vision, Goals and Policies, and Implementation of Actions, Innovative Approaches to land use planning and development and Accomplishments.

1.4.1 Vision, Mission, Expectations, and Core Values (Chapter 2)

The Vision, Mission, Expectations, and Core Values Section defines the kind of place residents, businesses, and the Framingham community want and further, what is important to Framingham.

1.4.2 Master Land Use Plan (Chapter 3)

The 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 Plan is populated with a list of land use categories, maps of various areas, neighborhoods, and corridors proposed for future development, conservation and preservation of land, and land uses in the City.

1.4.3 Goals and Policies (Chapter 4)

The Goals of the Plan focus on existing land use programs within Framingham and provide direction for future land uses. The Policies provide the next level of specificity to put the goals into action. For ease of use, the Goals and their related Policies are divided into sections within this Chapter.

1.4.4 Implementation of Land Use Actions (Chapter 5)

The Land Use Actions provide an outline and list steps to implement this Plan over the next decade. This chapter outlines and provides guidance through land use priorities, strategies, and recommendations to revise and update the Zoning Ordinances, relevant General Ordinances, in addition to other relevant plans, policies and regulations. These Land Use Actions also sets the stage for implementation actions and maintenance of the Plan.

1.4.5 New Approaches to Land Use Management (Appendix)

The New Approaches to Land Use Management provide innovative methods and techniques being used throughout the country as options for positive change. This section includes ideas such as Low Impact Development (LID) Standards, Form Based Codes (FBC), Sustainable Site Design and Green Infrastructure, and Institutional Master Plans (IMP), as well as lesser-used methods of financing infrastructure that could be incorporated into the Zoning Ordinances, municipal regulations, and project developments. The information, programs, and regulations found in this section can be utilized as a platform for other municipal programs. As Framingham proceeds with Implementation, it is recommended that these ideas continue to be further developed and implemented, as appropriate from time to time.

1.4.6 Master Plan Items Completed and Annual Reporting to the City Council (Master Land Use Plan Matrix)

The Planning Board shall annually report to the Mayor and the City Council regarding the implementation status of the Master Land Use Plan and items completed and/or being worked on during the year.

1.5. PLANS AND ENGAGEMENT

1.5.1 Supplemental Plans

Traditional master plans are composed of nine elements that include 1. goals & policies, 2. land use, 3. housing, 4. economic development, 5. natural resources, 6. open space & recreation, 7. service & facilities, 8. transportation & circulation, and 9. implementation. The Plan shall incorporate the following municipal plans, as amended, which are listed below as follows:

- Framingham Housing Plan, as amended
- Framingham Historic Plan, as amended
- Framingham Open Space & Recreation Plan, as amended
- Framingham Transportation Plan, as amended
- Framingham Economic Master Plan, as amended

1.5.2 Community Engagement

As Framingham continues to transition with a new form of government, a rare opportunity has been created to engage various populations that typically would not have participated in their community previously, while maintaining engagement of those already involved. Given Framingham's unique and diverse population, the Mayor, the City Councilors, the Conservation Commission, the Planning Board, the ZBA, municipal staff, and community partners need to think outside of the traditional meeting box and engage the Framingham community at large. Past practices of public hearings continues to be necessary and will remain to be required for the success of the City but will now be accompanied by expanded community outreach efforts including "feet on the street," public forums, educational opportunities, social media, neighborhood and stakeholder meetings, multi-media productions, newsletters and information packets, rapid response to questions, up-to-date website resources, and "Stay Informed" resources for all populations.

2

A Vision for Framingham

Introduction 2.1

Vision 2.2

Mission 2.3

Establishing Expectations 2.4

Core Principles 2.5

2.1. INTRODUCTION

The Master Land Use Plan envisions Framingham as a diverse, dynamic, thriving, vibrant place. Framingham's strategic location as the heart of MetroWest Boston sets the stage for Framingham to utilize its strengths and central location to set aspirations for both its community and the region as a whole.

The City prides itself in the strengths that it possesses, which include the following:

- human, physical, and social capital and diversity;
- economic development opportunities;
- affordability of diverse housing options;
- strategic location and transportation opportunities;
- deep roots in Massachusetts history; and
- above all, both its sense of community and proud heritage.

Framingham is a community that offers diverse environments including both an urban city setting and suburban setting, as well as with various rural landscapes.

Recent efforts to enhance neighborhoods and commercial districts within the City provide increased opportunities for both residents and businesses. Both prospective residents who are thinking about making Framingham their home and those who are existing residents will experience the results of those initiatives implemented that plan to maintain a diverse housing stock. Efforts are planned to continue to maintain Framingham's status as an affordable option in the MetroWest Boston area.

Efforts will continue to support businesses of all sizes with the necessary resources to support locating in Framingham and provide opportunities for them to thrive and grow.

Framingham will work to protect its unique character --- ranging from the complexity of its population to its variety in land use – from rural to urban, historic buildings, range of housing types, and unique and varied open spaces. The actions implemented through this Plan will result in reinforcing all that is Framingham -- a positive, dynamic, and unique city where citizens can contribute to a community with a strong sense of pride and a wide variety of people, places and opportunities.

While preserving Framingham's diversity, the visual quality of the environment will be consistent in its appeal. Municipal buildings will be well-maintained, repaired and if needed, newly constructed so that they are able to support the efficient provision of municipal services. Historic buildings will be renovated, all neighborhoods will be clean and safe and landlords will be held accountable for the upkeep of their properties.

Framingham will continue to capitalize on the complexity of its population by emphasizing the benefits of this variety and enjoying the range of cultural, social, retail, culinary, linguistic and artistic opportunities provided by this unique mix.

2.2. VISION

Framingham envisions itself as the heart of MetroWest Boston that is culturally vibrant and provides members of the community access to affordable and diverse housing options, education opportunities for all, transportation that is efficient and easy to utilize, supportive of all businesses

that choose to locate in Framingham, safe and attractive neighborhoods and villages, cultural and historical resources, and a community representing its people.

2.3. MISSION

Members of the Framingham community will work together with the municipal government and its partners, the Mayor, the City Council, the Conservation Commission, the Planning Board, the Zoning Board of Appeals (ZBA), and respective municipal staff towards a unified vision in the implementation of this Plan to ensure Framingham continues to make efforts to be the heart of MetroWest Boston and a trend setter as a model community.

2.4. ESTABLISHING EXPECTATIONS

2.4.1 Neighborhoods and Community

Framingham will protect and enhance the quality of life by reinforcing the distinct identity of each of the City's villages and neighborhoods, while providing walkable and safe communities that support local housing, recreational, and open space opportunities, improved transportation, in addition to the support of appropriately sized businesses. Village and neighborhood centers will have neighborhood-oriented goods and services. Uses located in each of the respective villages and neighborhoods will be compatible with residential activities. Consistency in visual quality will be addressed though the implementation of design standards and effective code enforcement.

Imagine Framingham's Downtown … a walkable, vibrant city center with renovated historic buildings, attractive signage, easy access to parking, the rail station and other public transportation. There will be a wide variety of retail, artistic, cultural and culinary offerings during the day as well as safe and enticing evening venues. Connections to Farm Pond will provide a pleasing interconnection to enhance the downtown experience. There will also be connections to surrounding neighborhoods, the hospital and area institutions of higher education. Imagine Framingham's Downtown as a historic vibrant city center with an urban flair.

2.4.2 Culture and History

The City will have a well-developed cultural and arts program which will make Framingham a regional destination that attracts people to the Downtown and in turn contributes to its vitality. Performing and visual artists will be offered state-of-the-art facilities and a wide range of programs will be available to residents and visitors; the City's diverse residents will add a multi-cultural perspective. The City will promote and encourage the optimal use of its performance and exhibition facilities and will support city-wide celebrations that will act to market the City's unique artistic and cultural venues. Framingham will protect its historic buildings and properties, reuse them and raise awareness of the City's history among residents and visitors alike. The City will actively promote the protection and awareness of historic districts, heritage landscapes, scenic roads and vistas and historic public art.

2.4.3 Residential Community

The City will ensure that the needs of its residents are met throughout the various stages of

life. Framingham is a welcoming community that embraces all who reside here regardless of their stage in life. Special attention will be given to the needs of the increasing elderly population by supporting an active senior center and other associated amenities, while Framingham's youth will be assured of the availability and easy access to safe and wholesome activities, Framingham will work to be a place for all, regardless of age, race, ethnicity, origin, religion, gender, identification, etc.

2.4.4 Transportation and Circulation

Framingham will continue increasing its efforts on working towards addressing its traffic issues that focus on truck traffic in downtown, cut-thru traffic within neighborhoods, and congestion on regional routes. Conversations and engagement of the Mayor, City Council, and regional partners (MassDOT, MPO, MWRTA, etc.) will result in regional traffic planning and the implementation of goals and working on a plan that creates regional solutions. The City actively will create, support, and pursue alternative modes of transportation, including the use of public transportation and pedestrian and biking alternatives by providing the necessary infrastructure to support such efforts.

2.4.5 Housing

Framingham's diverse housing stock is one of the community's strengths and allows for it to be an alternative to the Boston housing market. However, efforts will be required to ensure that those presently living in Framingham will continue to be able to do so and that new residents will be able to find a variety of housing options.

Through cluster, mixed-use, historic preservation, and creative housing types of development, Framingham faces an opportunity to expand its options while encouraging affordable housing for its residents.

2.4.6 Open Space and Recreation

Framingham's variety of open space and recreational opportunities (such as Garden in the Woods, Wittenborg Woods, Macomber Estate, Arthur Morency Woods, Callahan State Park, and Cushing Park) have been preserved in perpetuity for the enjoyment of residents and visitors alike. Efforts shall be made to connect public amenities to form a system of open space and recreation lands that are linked together to establish a cohesive network for the community to utilize without the use of personal automobiles. The City shall promote awareness regarding existing open space and recreation resources that will increase the vibrancy of neighborhoods and the community alike.

Protection and management of Framingham's numerous water resources and habitat lands shall be undertaken, while increased access is provided to its waterfronts and woodlands so that they may be enjoyed by all.

2.4.7 Economic and Business Development

The City will reinforce its tax base through development and maintenance of Route 9 (Worcester Road) and Route 30 (Cochituate Road/Pleasant Street). Such corridors include some of Framingham's largest commercial, office, technology and industrial areas, as well as many small businesses. Framingham will make a concerted effort to attract a wide range of job opportunities for existing residents and the region as a whole. Existing commercial centers will be used in efficient ways to accommodate future transition, including reusing older outdated, vacant or underused buildings,

and increasing densities where appropriate. Residents will continue to enjoy a variety of shops, restaurants and services.

2.4.8 Sustainability

Recent efforts to improve environmentally friendly, best practices, provides opportunity to decrease the communities carbon footprint as a whole. Requirements to exceed existing standards relative to energy production and use will move Framingham forward as a community that cares about both the environment and its future generations. Efforts to provide incentives to utilize alternative energy will identify Framingham as a trendsetter in efforts to promote a carbon neutral community.

2.4.9 Communications

Setting high standards and expectations for increased communication from government should be the norm. Framingham continues to improve efforts to improve communication and involvement of its community in government. Members of the Framinghamw community will be strongly encouraged to get involved in both local government and their neighborhood associations to improve the places where they have chosen to make home.

2.5. CORE PRINCIPLES

Moving forward, Framingham shall work to ensure that the following core principles shall be represented in everything that Framingham does:

COMMUNITY CHARACTER	Support existing neighborhoods, village and neighborhood 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.
DOWNTOWN	Build a strong vibrant downtown with civic, retail, service, hospitality, and residential uses that provide a strong sense of place and help define Framingham.
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 & 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 AND RESILIENT COMMUNITY	Consider how each action meets the needs of the present without compromising the needs of future generations.

3

Projecting Land Use in Framingham

Purpose and Intent **3.1**

Goals for Future Land Use **3.2**

Master Land Use Map Categories **3.3**

Areas of Critical Planning Concern **3.4**

3.1. PURPOSE AND INTENT

The Master Land Use Plan represents desired land use patterns and is a basis for the Goals, Policies and Actions set forth for Framingham. This Plan will be used to encourage discussions on choices for land use programs, the basis for advancing zoning amendments, the creation of new zoning amendments and zoning districts, in addition to determining areas of appropriate growth focusing on preservation of land and priority parcels of interest.

- Framingham has three maps that consider land use that shall be the basis for consideration when undertaking efforts of zoning and development. These maps include the following:
- Framingham Zoning Map - Framingham's Zoning Map sets forth the boundaries of zoning districts, which dictates land use within a respective district. The City, land owners, and developers must abide by the uses allowed within the respective zoning district as outlined in the Framingham Zoning Ordinance.
- Master Land Use Map – Through the efforts of this Plan Framingham developed a Master Land Use Map as part of the 2012 comprehensive update of this Plan. The Master Land Use Map identifies specific areas within Framingham that are ideal for being recommended for the conservation of undeveloped land, some land areas for maintenance of existing land use patterns, while other areas are suitable for redevelopment or new development.
- Areas of Critical Planning Concern Map - The Areas of Critical Planning Concern (ACPC) map provides a graphic vision for future land preservation opportunities in Framingham.

As set forth in Chapter 41 Sec. 81 of M.G.L., the Planning Board, in concert with the Mayor's vision for Framingham, will continue to introduce zoning amendments that will aid in the implementation of this Plan. Proposed amendments to the Framingham Ordinance and Zoning Map will allow Framingham to review and apply appropriate controls to carefully guide development proposals. This will ensure that the quality of residential life and redevelopment or change in land use is balanced appropriately.

3.2. GOALS FOR FUTURE LAND USE

Framingham is viewed as a fully developed community located 30 minutes east (Worcester) and west (Boston) of two major cities within Massachusetts. Contrary to this perception, Framingham possesses great potential for development and redevelopment, in addition to opportunities for land preservation and conservation. Like many communities within the MetroWest Boston region, there is a need for more housing, decreasing traffic congestion, access to open space, and an increase in recreational opportunities. Efforts put forth by the Mayor, City Council, the Conservation Commission, the Planning Board, the Zoning Board of Appeals (ZBA), and the Framingham Community shall be reflected in the land use goals for future land uses that include the following:

- Preservation of affordability as land values continue to increase;
- Preservation of open space and recreation land areas, while promoting density for commercial properties;
- Preservation of character and diversity to ensure all have a place in Framingham;
- Preservation and improvement of land and shorelines for habitat, migration, and feeding opportunities for wildlife;
- Increase in the installation of trees and green areas along transportation corridors, along with improved streetscape appearances;

- Increase in connectivity of residential neighborhood through trails and sidewalks for alternative modes of transportation;
- Increase sense of community pride in both village and neighborhoods, along with Framingham as a whole.

3.3. MASTER LAND USE MAP CATEGORIES

The Master Land Use Map prescribes twenty-one Categories that designate existing conditions and a future vision of this Plan. The twenty-one Categories are land uses recommendations. These are not zoning districts, but rather recommendations for future revisions to zoning districts.

The twenty-one Categories categorize and distinguish the range of land uses and development that are possible within Framingham for consideration of future rezoning efforts. These Categories shall provide a foundation for the application of the land use for future development and programs, such as zoning and district and neighborhood master plans.

The Master Land Use Map, which depicts the Categories, is located in the Attachment Section of the Master Land Use Plan: Master Land Use Maps.

3.3.1 Residential Categories

The Residential Categories are proposed largely to preserve neighborhood character by reinforcing the existing and desired development density. Where reinvestment occurs, the character of the neighborhoods could change, such as shifts from older single-story homes to new multi-story or townhouse buildings. Generally, the overall density of build-out will remain the same, with specific changes shown in the Master Land Use Map. These Residential Categories shall serve as a basis for future rezoning, after a land use analysis of the area has been conducted to review, current uses, potential reuses, traffic and environmental analysis, and community character.

- ***Very Low Density Residential.*** Maximum of one residential unit per acre. 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. [This could serve as a foundation for future rezoning efforts for the Single Family Residential (R-4) Zoning District.]
- ***Low Density Residential.*** Maximum of one or two residential units per acre. This density may be best served by conservation or cluster development as determined by the size and character of the property under consideration. [This could serve as a foundation for future rezoning efforts for the Single Family Residential (R-3) Zoning Districts.]
- ***Medium Density Single-Family Residential.*** Maximum of three to five residential units per acre. This designation is for areas of the densest single-family neighborhoods or cluster development. [This could serve as a foundation for future rezoning efforts for the Single Family Residential (R-2) Zoning Districts.]
- ***Medium Density Multi-Family Residential.*** Five to ten residential units per acre. This designation is for low-scale multi-family development and urban small lot single-family. [This could serve as a foundation for future rezoning efforts for the Single Family Residential (R-1) Zoning Districts.]
- ***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. [This could serve as a foundation for future rezoning efforts for the General Residential Family (G) Zoning District.]

- ***Very High Density Residential.*** More than twenty residential units per acre. These are areas for exemplary reuse and new development projects.
- ***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 City Council. (Presently, the only designated PUD is in Saxonville and is supported with this land use category.)

3.3.2 Commercial and Mixed-Use Categories

The Commercial Categories are intended to identify the range of existing and proposed commercial and mixed-use areas. The size of the commercial or mixed-use center is one way to distinguish the smaller neighborhood centers from others. The Commercial Categories provide a foundation for future exploration of innovative rezoning of neighborhoods and business corridors and centers.

- ***Professional Office.*** General commercial, professional office and light industrial. This category is intended to designate areas of commercial development characterized by uses with lower traffic volumes.
- ***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 could serve as a foundation for future rezoning efforts for Neighborhood Business (B-1) Zoning District.]
- ***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 City. [This could serve as a foundation for future rezoning efforts for the Community Business (B-2) Zoning District.]
- ***Regional Commercial.*** Large-scale shopping areas. This category includes those sections of the Golden Triangle designated for serving a regional retail market. [This could serve as a foundation for future rezoning efforts for the Business (B) Zoning District.] It also allows medical, institutional, office, arts and culture, and housing uses.
- ***Downtown District - Central Business District.*** This is the largest civic and commercial center of the City, 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, mix of uses and transit availability, and sense of place 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 could serve as a foundation for future rezoning efforts for the Central Business (CB) Zoning District.]
- ***Highway Mixed Use.*** Standalone stores and strip malls, 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 currently are 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 Concord Street, Water Street, Franklin 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 could serve as a foundation for future rezoning efforts for the General Business (B-3 and B-4 Zoning Districts.]

- ***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 9/90 Corporate Center and Technology Park around I-90, Exit 12, and in portions of the Golden Triangle associated with I-90, Exit 13.
- ***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.

3.3.3 Agriculture/Horticulture Category

Lands in Agriculture and Horticulture Categories generally should be retained in perpetuity as agriculture and horticultural.

- ***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.
- ***Non-Chapter 61A Agriculture/Horticulture Parcels - Agribusiness and Farms.*** These are agribusinesses or farm uses that are not under Chapter 61 tax classification, but are equally important to the agriculture/horticulture nature of the City and the community.

3.3.4 Open and Public Land Categories

Open Space and Public Land Categories are lands either protected conservation lands, large areas of open space under private ownership that are not preserved, or are conserved for active recreation, and include public land that could be utilized for purposes such as schools, parks and public utilities.

- ***Civic Use.*** Government property. This general category is applied to City-owned land developed for 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.
- ***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 (SVT), 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.]
- ***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 publicly.

- ***Highway Corridor.*** Interstate highway and adjacent lands. This area constitutes the Mass Turnpike (I-90) corridor and includes the interchanges 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 City along an east/west axis and to encourage preserving the quality of the highway experience, recognizing and considering the number of travelers who may see Framingham only from that vantage point.

3.3.5 Institutional Categories

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

- ***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 often will consider expansion to enhance revenues. By designating the properties in their current state, the City is encouraging the entities to divulge and discuss any plans to expand these boundaries or divest properties for reuse.
- ***Institutional II.*** Nonprofit and institutional uses such as retreats, camps, and meeting centers. This category recognizes certain unique institutional uses that have significant property holdings with large open land areas in the City. 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.

3.4. AREAS OF CRITICAL PLANNING CONCERN

Specific properties will be designated as Areas of Critical Planning Concern (ACPC). The ACPCs 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 City 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. ACPC examples include Eastleigh Farm, Hanson Farm, Garden in the Woods, and others. The City should adopt policies such as the Community Preservation Act (CPA) as a tool to preserve ACPC. The Planning Board will update the list of ACPCs if a particular ACPC changes use, and during regular Plan updates.

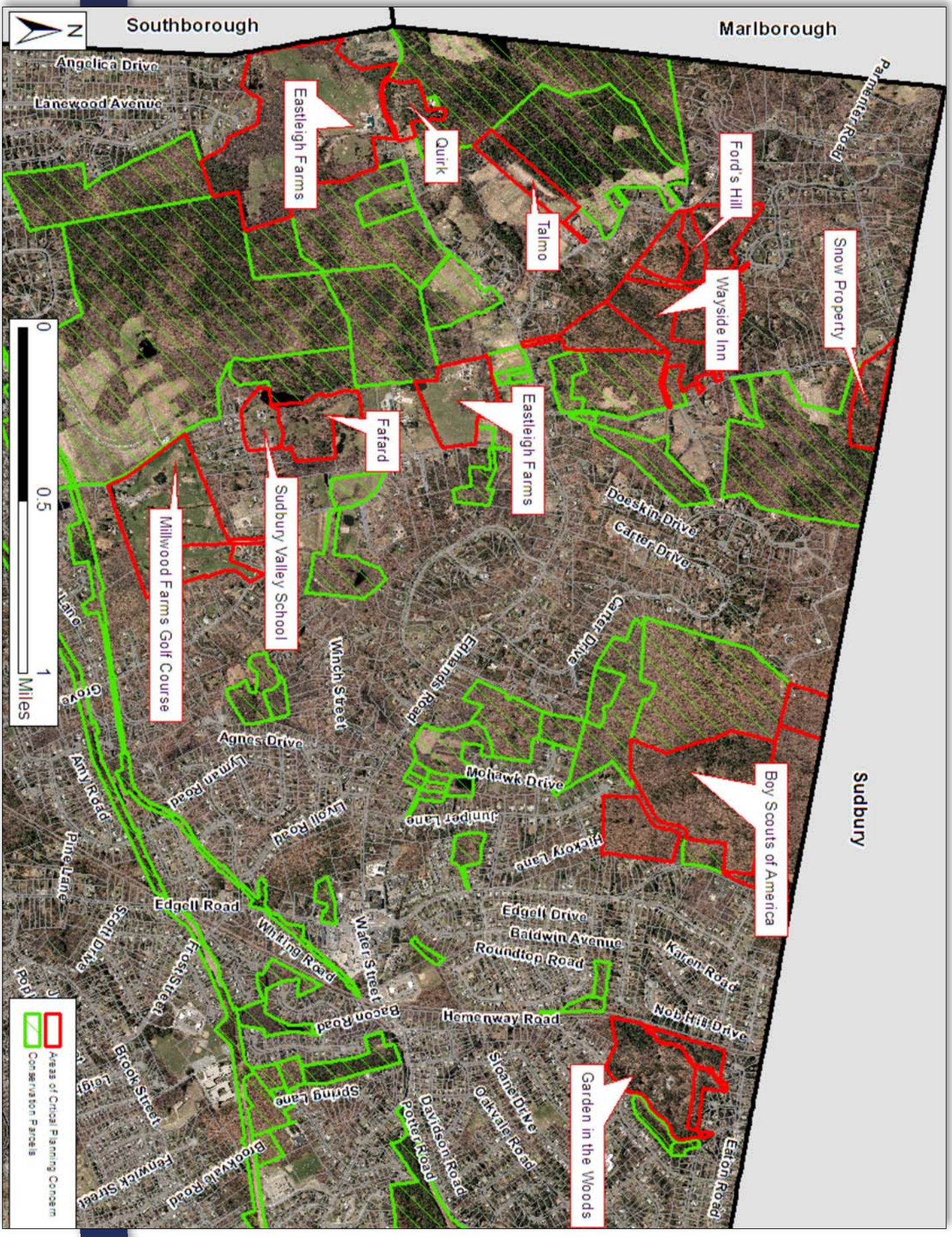
Maps of ACPCs are as follows:

MAP 3.4.1	**East Framingham** Areas of Critical Planning Concern (ACPC)
MAP 3.4.2	**Northwest Framingham** Areas of Critical Planning Concern (ACPC)
MAP 3.4.3	**South Framingham** Areas of Critical Planning Concern (ACPC)
MAP 3.4.4	**Southwest Framingham** Areas of Critical Planning Concern (ACPC)

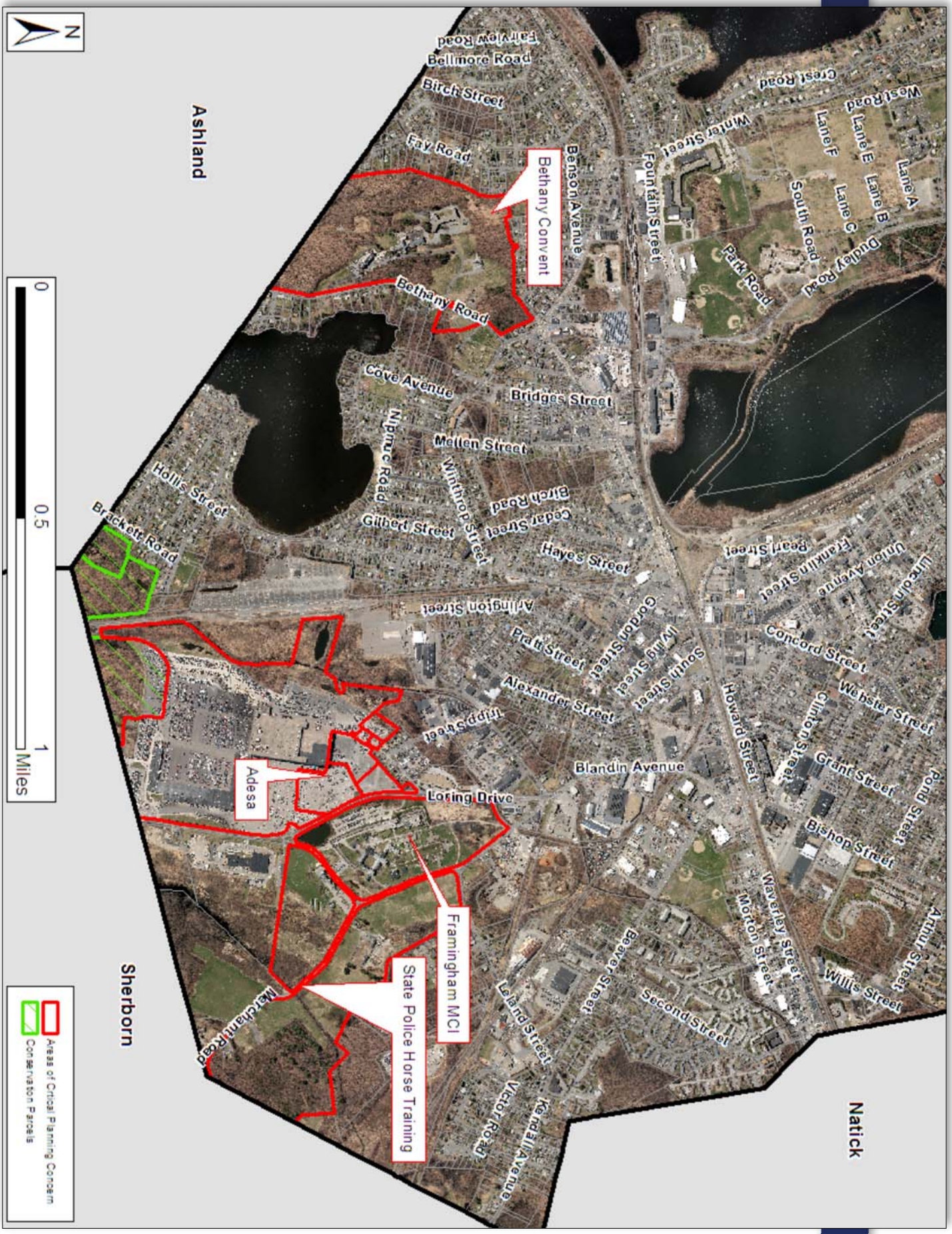
Map 3.4.1 East Framingham ACPC



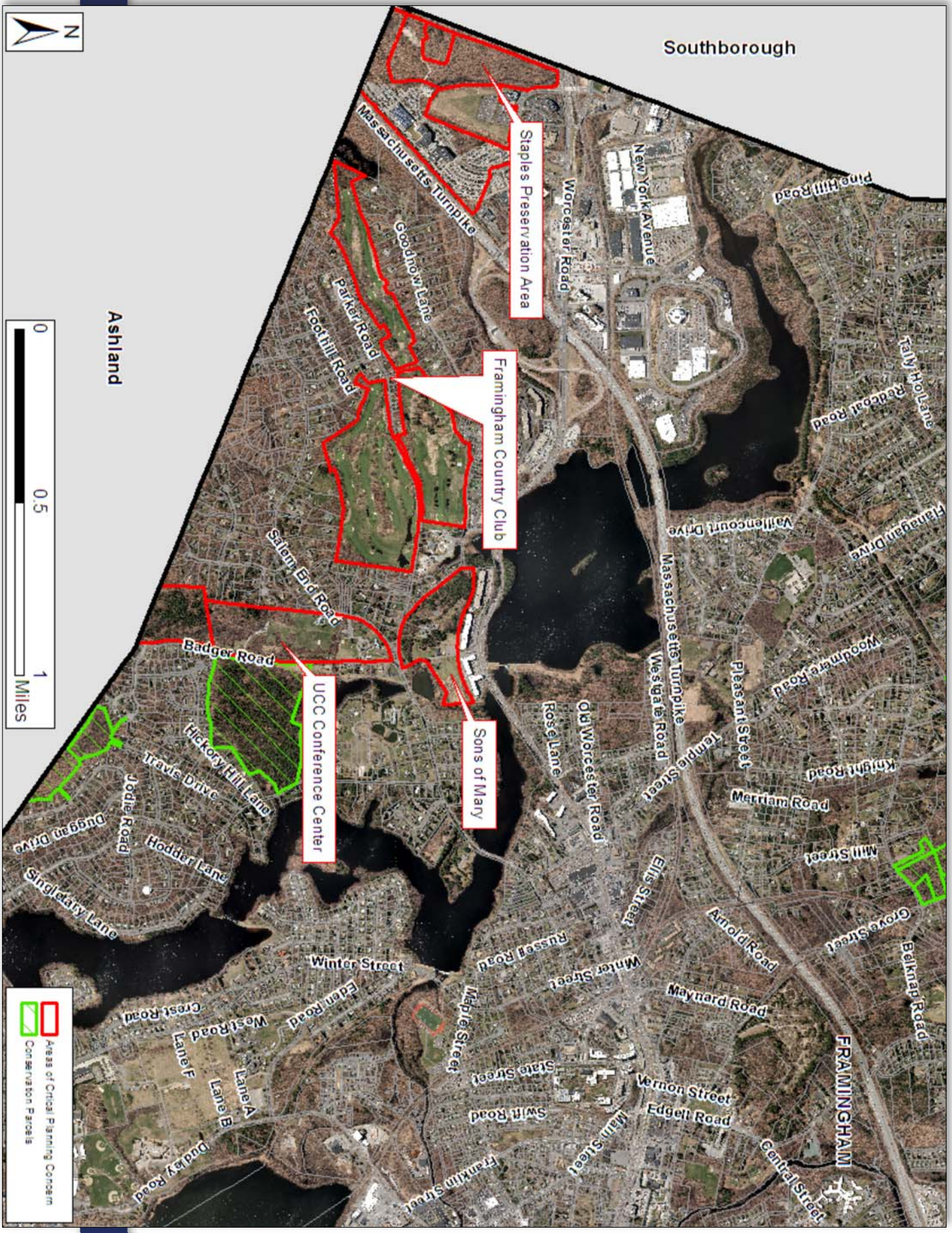
Map 3.4.2. Northwest Framingham ACPC



Map 3.4.3. South Framingham ACPC



Map 3.4.4. Southwest Framingham ACPC



4

Goals and Policies

Land Use and Community Character Goals **4.1**

Creating a Sustainable and Resilient Community **4.2**

Sustainable Land Use and Development Review **4.3**

Expanding Open Space and Protecting Natural Systems **4.4**

Conserving Historic Resources **4.5**

Improving Housing **4.6**

Improving Transportation and Infrastructure **4.7**

Building Institutional Relations **4.8**

Celebrating Community Culture **4.9**

Maintaining Intergovernmental Relations **4.10**

Economic Development **4.11**

Community Engagement and Communication **4.12**

Specific Area Goals **4.13**

The Master Land Use Plan Goals and Policies provide direction and guidance to decisions made by the City. The Goals are divided into the elements found in a typical community master plan with additional elements to meet the planning needs of Framingham: sustainable land use, transportation and infrastructure, economic development, conservation planning, healthy community planning, and community engagement. The elements include specific recommendations to implement the goals of the Plan.

The Goals and Policies are intended to shape Framingham as a community, while enhancing and reinforcing the desirability of Framingham as a whole. Framingham is a positive, dynamic, and unique City that provides a wide range of business opportunities and a high quality of life for its residents.

Section 4.1 of this Chapter outlines the goals set forth for Framingham from 2014 through 2024 (10 year Plan). The goals provide the framework in which policy and/or implementation should be achieved. Therefore, the development of policy should reflect the goals of Framingham, in addition to the unique goals that contribute to the overarching policy. Sections 4.2 through 4.11, support the goals outlined in Section 4.1, in addition to the vision of the Mayor and the Planning Board. This Chapter of the Plan should be reviewed as a way to identify the overarching policy as the sub-section header with the goals of the policy outlined below, while Chapter 5 puts such policy into motion through an action plan.

4.1. LAND USE AND COMMUNITY CHARACTER GOALS

During the preparation of the of the 2012/2014 Plan, the Planning Board solicited public input on the priorities considered most important to the future of Framingham. Community character is cultivated from a unique set of built conditions, history, natural resources, and its people. Public outreach has provided insight into the culture of Framingham as a unique and diverse community that provides a wide variety of defining elements including diverse neighborhoods, village nodes, regional commercial centers, a mix of art and culture, educational institutions, recreational hubs, health care offerings, open spaces, and major water bodies.

It is Framingham's diversity that defines its character and therefore it should be celebrated and used to promote the values of living, working, learning, and recreating within the City. Maintaining and enhancing community character is reflected in every goal and policy set forth in this section in this Chapter.

The Planning Board through its community engagement efforts identified land use and community character as the critical focus for the development of the Plan and identified the following objectives as a foundation for future land use policies.

a. Framingham shall encourage new investment that reinforces the existing unique characteristics of each neighborhood and business area in the City through rehabilitation of existing buildings, including reuse and expansion.

b. Framingham shall 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.

c. Framingham shall acknowledge the impacts from alterations in the built environment while focusing on development that conforms to community goals and values.

d. Framingham shall increase the City's wealth by supporting value added development in existing commercial centers, especially downtown and our villages, matching infrastructure upgrades to these areas, including reuse of older, outdated, vacant or underused buildings, and increasing densities where appropriate.

e. 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.

f. Framingham shall become a sustainable and resilient community through its zoning initiatives, land use policies, governmental decisions, and investments.

g. Framingham shall update its land use regulations to reflect current and future needs of the City to promote a better quality of life for residents, landowners, and the community at-large.

h. Framingham shall identify, restore, and protect its natural and historic resources to preserve Framingham's unique character as a city with small villages and neighborhoods that have distinct identities through policies, education, zoning, and regulations that value preservation and compatible development.

i. Framingham shall invest and encourage the arts and cultural economy to achieve greater public participation and awareness and to improve the quality of community life.

j. Framingham shall act with a housing policy that maintains the value of homes, creates diverse neighborhoods, establishes a high quality of neighborhood life, builds relationships between neighborhoods and utilizes Framingham's resources.

k. Framingham shall implement policies that upgrade and maintain public infrastructure, which supports new and existing residential and business uses and ensures ecological health.

l. Framingham shall work through its city form of government to build stronger relationships with state and federal government agencies, to manage the public service demands placed on Framingham as a regional hub and develop closer working relationships with local public and private institutions that make Framingham their home.

m. Framingham shall identify regional issues that have specific land use impacts on Framingham as center of the regional economic hub.

n. Framingham shall work with neighboring communities to address land use issues that serve to bring greater mutual resources to bear for the benefit of residents of both the City and the region.

o. Framingham shall strive to improve the visual quality of its built environment.

p. Framingham shall reduce traffic congestion impacts from automobiles, by actively supporting and pursuing alternative modes of transportation, including use of public transportation, walking, and bicycling. This will be accomplished by seeking funds to provide the necessary infrastructure, including traffic calming measures on major roads, pedestrian footbridges and trail systems, sidewalks, and bicycle lanes.

q. Framingham shall actively promote public participation in the development of land use and urban designs plans and make efforts to encourage public participation in administrative decision making through the Mayor, the City Council, the Conservation Commission, the Planning Board, the Zoning Board of Appeals (ZBA), affiliated partners, and the community at-large.

r. Framingham shall instill methods for public engagement for all members of the community to be an active participant in the shaping and development of their community.

s. Framingham shall work with its business, landowner, and development community to provide a predicable permitting process that supports the direction outlined within this Plan.

4.2. CREATING A SUSTAINABLE AND RESILIENT COMMUNITY

Sustainability is about ensuring that a community has a healthy environment, a vibrant economy, and a strong community with social equity (the three Es). All of the Es are equally important. A sustainable community strives to establish a holistic approach that will enable a community to improve the quality of life, become a healthier community, be 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 built environment when compatible with the natural resources and land conditions within Framingham shall provide a comprehensive approach to energy conservation and public policies and programs. Resilient communities are able to withstand natural disasters and climate change. These resources and approaches can ensure a sustainable future for Framingham.

4.2.1 Sustainability and Resiliency Polices

a. Create a definition of a sustainable community that applies to all actions and efforts of the Framingham government to follow while instilling best management practices.

b. Establish economic stability, social equity, and environmental security as the foundations for a sustainable Framingham.

c. Encourage energy efficiency and environmental conservation policies through a city form of government.

d. Support sustainable business development practices.

e. Promote programs and facilities that raise the quality of life for residents.

f. Utilize, conserve and add to community resources to meet current needs and be a steward of these resources for future generations.

g. Inventory physical capital, economic capital, and human capital, and determine the best uses of development and redevelopment to meet the future goals of Framingham.

h. Adopt policies to make the community more resilient in the face of increasing severity of natural disasters and climate change.

i. Adopt regulations and local programs for green infrastructure for public and private buildings.

j. Pursue efforts to make Framingham a carbon neutral community, in addition to decreasing its reliance on dated technology and non-environmentally sustainable practices.

4.2.2 Energy and Environment Polices

a. Reduce the City's waste production by encouraging the reuse and recycling of products through municipal purchasing policies for products with recycled content.

b. Reuse and rehabilitate existing buildings and developed land rather than promoting the development of existing green and open spaces.

c. Reduce water consumption and decrease its dependency on Massachusetts Water Resource Authority (MWRA). Continue the plan to reactivate the Birch Road wells.

d. Encourage efficiency in municipal travel through the use of fuel-efficient and alternative energy vehicles, public transportation and increased vehicle sharing.

e. Encourage private businesses to undertake transportation demand management.

f. Provide zoning incentives to encourage green building construction for private development.

g. Encourage large-scale development of Greenfield sites to be green development with minimal impact on natural and energy resources.

h. Encourage reuse of Brownfield sites.

i. Reduce energy demands in accordance with best practices and advanced energy savings techniques.

j. Reduce the use of fossil fuels, with a conservation first (conservation before renewable energy) strategy.

k. Support alternative and renewable energy system development (such as geothermal and solar) when not in conflict with the character of the surrounding neighborhood. Distinguish renewable from alternative energy sources that may not be as renewable, such as virgin biomass.

l. Encourage the conservation and preservation of land through conservation easements and private donations.

m. Plant new trees on public and private land for both beautification and mitigation of local carbon demand.

n. Increase the tree canopy throughout the City.

o. 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)].

p. Establish a municipal standard for all new development or redevelopment to meet energy efficiency standards set by the City above the currently adopted Energy Stretch Code.

q. Establish a comprehensive energy conservation retrofit plan, with guidelines for residential and commercial buildings to bring them up to energy efficiency standards.

r. Establish a solar access ordinance that promotes access to sunlight for all residents.

s. Encourage an alternative and solar energy ordinance that promotes development of alternative energy options.

t. Continue energy and environmental education in the community.

4.2.3 Healthy Community Polices

a. Encourage bicycle and pedestrian facilities to promote physical fitness and alternative modes of transportation.

b. Provide educational health programs for residents and community members.

c. Provide general health care through municipal programs for community members, e.g., flu shots, free clinic, and medical support.

d. Provide recreational opportunities throughout Framingham 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.

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 and access to such areas within residential areas.

k. Incorporate Natural Playgrounds into playground design for physical and cognitive development and conditioning.

4.2.4. Economic Development Policies

a. Improve business attraction, business retention, and expansion efforts through municipal planning efforts with the development of an economic development plan.

b. Continued attention to advance the Corporate Mixed-use (CMU) District (formerly 9/90 Corporate Center) and Technology Park 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 promotes high quality, mixed use design through flexible zoning.

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, the MetroWest Medical Center, and increased presence of colleges and universities along with allied services in Downtown.

e. Establish new destinations and tourist attractions such as a children's museum, music hall, art center, etc.

f. 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.

g. Encourage small startups and local businesses, and promote the training and retraining of local people to become those entrepreneurs who will revitalize the City. 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.

h. Encourage the use of light industrial facilities to import, export or assemble materials.

i. Promote commercial and industrial development with unique character, technology clusters, focus on small business and local business enterprises, the cultural economy, and entrepreneurs to foster growth overall.

j. Enable job training and job training facilities to redirect the employees who previously relied on the industrial and manufacturing sector.

k. Establish an action plan for business outreach, retention and expansion for existing businesses

and companies that choose to locate in Framingham.

l. Encourage defined and coordinated roles for municipal entities to be involved in business recruitment and retention.

m. Establish regular direct outreach to regional heads of multinational and other corporations who have established or will establish themselves in Framingham.

n. Develop a toolbox of resources for small companies and startup companies who are interested in locating in Framingham.

o. Conduct an Economic Development Competitiveness Analysis for Framingham. Utilize baseline information provided in the Economic Development Study, Phase 1.

p. Conduct a Long-range Energy Alternative Planning Systems (LEAP) Analysis.

q. Develop a build-out analysis for the major economic hubs and neighborhoods within Framingham.

r. Develop a capacity and resources inventory to determine resources needed to make Framingham economically competitive within Massachusetts.

s. Establish a live-work plan for employment hubs within Framingham.

t. Establish a Work Force Development Program.

u. Encourage a business expansion plan.

v. Establish a strong transportation system between the major economic hubs within Framingham and regional transportation.

4.3. SUSTAINABLE LAND USE AND DEVELOPMENT REVIEW

Framingham continues to strive to be a trendsetter in land use regulation while improving permitting efficiency. Development review in Framingham is intended to be effective and efficient, while ensuring that sustainable and best practices that are consistent with case law are instilled in every project.

Since 2014, Framingham has been viewed as a progressive community for its forward thinking land use regulations in land preservation, increased best practice recommendations, in addition to being clear in its decision making. Over the next five years Framingham should continue these trends, while improving communication with landowners and the Framingham community at-large.

4.3.1 Zoning Policies

Zoning and other regulations need to be understandable and applicable at all levels. Regulatory actions should reinforce the essence of Framingham as a positive, dynamic, and unique place where citizens contribute to a community with a strong sense of pride. Framingham should be viewed as a community with substantial economic, physical, and civic resources, which provides a wide variety of opportunities for its residents, the region, and the state.

The zoning ordinance and land use regulations are drafted so that these directives may be used to build the land use implementation tools.

a. Examine existing zoning ordinances, land use regulations, and zoning districts to determine their conformance with the Plan and amend accordingly.

b. Establish zoning regulations that support neighborhoods and village centers.

c. Expand or modify existing zoning ordinances, land use regulations, and zoning districts to support development and redevelopment that meets the other land use goals in this document.

d. Provide zoning incentives in the Downtown, commercial centers, neighborhood and village centers, and residential areas that have experienced disinvestment by allowing an increase in density for projects that provide substantial benefits for Framingham and exceed or further the goals of this Plan.

e. Designate mixed-use zoning for use in areas of that will improve the vibrancy, walkability, and community health. Such designation should be imposed as a zoning district or an overlay district, especially in commercial and retail areas and former mill or industrial sites.

f. Prevent the encroachment of residential uses into manufacturing, light manufacturing, technical park, and other research & development zones and areas within Framingham.

g. Prevent the encroachment of non-residential uses into established residential areas, except for planned mixed-use development and home businesses.

h. Improve procedures to provide for the expeditious enforcement of Framingham's land use, building, and health regulations.

i. Utilize zoning to improve wealth and property values for all landowners.

j. Enact zoning to protect public health, safety, and welfare.

k. Adopt zoning incentives or bonuses to promote high standards in Framingham's built environment.

4.3.2 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 setbacks, buffering, and screening of parking areas, storage areas, and outdoor equipment, and design criteria to evaluate the appropriateness of proposed development within these areas.

c. Provide safe and attractive pedestrian and bicycle connections between residential neighborhoods and adjacent commercial and industrial areas.

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.

4.3.3 Commercial Center Policies

a. Ensure each commercial business area can serve the surrounding neighborhoods, develop its own unique and attractive character, and accommodate market demands.

b. Establish priorities for revitalization, improvements, and public investment for the Downtown and commercial centers.

c. Improve Framingham's Drive-thru Ordinance and prohibit drive-thrus in the Central Business District and other pedestrian oriented areas of Framingham.

d. Establish a pedestrian streetscape by locating off-street parking to the side and/or rear of structures and preserve on-street parking, while providing municipal satellite lots throughout commercial centers.

e. Encourage the construction of structured and/or underground off-street parking. Such structured parking and surface parking lots should be located behind buildings and not on the street edge within Framingham's commercial centers and neighborhood centers.

f. Establish development standards and intermodal access standards for commercial centers.

g. Establish master plans for commercial and neighborhood centers that provide design guidelines for architectural and construction standards specific to the history of the area.

h. Encourage reuse of historically significant buildings as commercial businesses and office space.

i. Encourage development styles that take into account existing historic buildings and contextual design features.

j. Promote new construction and infill development that strengthen existing residential or village business centers, buildings, and land use patterns.

k. Encourage the creation of outdoor space as part of retail and restaurant uses to expand the streetscape and foster a sense of community.

4.3.4 Neighborhood Policies

a. Celebrate the unique attributes of each neighborhood by supporting and reinforcing the neighborhood's identity and history.

b. Promote a high quality of life in each neighborhood.

c. Support a strong economic and physical link between neighborhoods, businesses and commercial centers.

d. Establish community standards for new development to fit in with existing neighborhood design and style, except where new design will improve the area aesthetically.

e. Encourage the community's residential neighborhoods to incorporate Leadership Energy and Environmental Design-Neighborhood Development (LEED-NDTM) features to create environmentally friendly designs to decrease residential carbon footprints throughout Framingham.

f. Improve street lighting standards for residential areas by decreasing light pollution and spillover onto adjacent properties by encouraging Light-Emitting Diode (LED) lighting, in addition to time of day and night lighting restrictions, especially during the months of daylight savings time.

g. Utilize energy efficient lighting and light schedules for all street lighting within Framingham.

h. 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.

i. Promote neighborhood pride through community days, social events, and heritage days.

4.3.5 Corporate Mixed-Use District (Formerly 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 area, while distinguishing the eastern and western nodes

located at Exit 12 interchange of the Massachusetts Turnpike (MassPike) with different mixes of commercial and industrial uses.

b. Preserve the Corporate Mixed-use (CMU) District (formerly the 9/90 Corporate Center) and Technology Park 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 the MassPike.

d. Encourage technologically advanced building design that incorporates Low Impact Development (LID) 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.

4.3.6 General Manufacturing and Industrial Policies

a. Encourage manufacturing uses that produce value-added products.

b. Encourage startup companies and encourage economic gardening to grow already established companies in Framingham.

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 (Waverly Street), 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.

4.3.7 Natural Resource Policies

a. Improve the quality of life and the value of property in the City by protecting environmental resources.

b. Develop strategies to allow the City to respond quickly and efficiently to the impacts of natural hazards.

c. Establish priorities to protect and preserve critical natural resource areas.

d. Encourage regulatory incentives, partnerships, and purchase preservation measures that do assume that the City should purchase property while understanding that preserving important parcels of open space might sometimes require City investment.

e. Conserve wetlands to ensure no net loss of total wetlands, while providing additional buffer area and increased protections through regulation.

f. Minimize 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 wild life 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, wild life habitat, and wetlands.

l. Utilize utility easements and corridors as wild life habitats and green areas.

m. Create a City land trust or cooperate with area land trusts 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 restrictions or other forms of land conservation or preservation.

4.3.8 Building and Site Design for Private and Public Properties Polices

a. Encourage high standards of urban design throughout the City in site planning, architecture, landscaping, streetscapes, and signage by incorporating these items into the Site Plan Review process.

b. Adopt lighting standards that minimize light pollution as the standard of performance.

c. Encourage investment in existing and new civic and public spaces that are accessible and remove existing architectural barriers.

d. Encourage artistic elements and art in civic spaces.

e. Encourage sustainable and green design standards.

f. Integrate stormwater management, stormwater drainage systems and LID.

g. Maintain and improve the historical fabric of neighborhoods and communities through good site design and streetscapes.

h. Incorporate energy efficiency into site design 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.

i. Incorporate bicycle and pedestrian features on and off-site through Complete Streets regulations.

j. Require a scale and type of development compatible with topography, existing habitat, and water resources.

4.3.9 Taxation Policies

a. Consider tax abatement incentives and special tax programs for projects that further or exceed the goals of this Plan.

b. Consider further tax reductions for private land with conservation easements, especially with public access, pathways, and trails.

c. During times of construction, consider a reduction in taxes for such period to allow for increased investment in the property.

4.3.10 Financial Policies

a. 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 Plan.

4.3.11 Permitting and Development Review Process

a. Expand Framingham Planning Board web presence to provide more information on local, state, and federal laws related to land use and development.

b. Ensure that zoning and other regulations are consistent with the Plan, land use regulations, business practices, design standards, and statutory and case law.

c. Encourage strong public participation in development planning, especially during the writing of regulations, where greater participation will create a feeling of ownership by the community in land use decisions.

d. Encourage straightforward and predictable municipal regulations and permitting processes.

e. Encourage pre-planning efforts for specific areas and projects to create predictability in the zoning and permitting processes.

f. Permit or require electronic permit submissions and public online review to keep the public informed.

g. Maintain a review process that achieves the appropriate balance between private and public interests.

h. Clearly articulate the parameters for review from legal and regulatory perspectives for all participants in the process.

i. Continue to include strong findings and conditions for all municipal permits and decisions.

j. Award developers with extra building density or building height in exchange for good design, open space, affordable and workforce housing, or other community benefits, including developing in the Downtown and using mixed use projects.

4.4. EXPANDING OPEN SPACE AND PROTECTING NATURAL SYSTEMS

The quality of the City's environment is essential to the quality of life, as a vibrant "Healthy Community," and to the value of land. High quality living conditions occur in a healthy environment and a varied landscape of development matched with natural resources. To achieve this, the City needs 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 City 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. However, not all of these lands are under conservation or agricultural restrictions to remain as open space. Adding new protections and purchasing lands identified for acquisition, as open space will require continued funding. Consideration of adopting the Community Preservation Act as an affordable means for the community to acquire available open space parcels. Other means to preserve land will occur by ensuring that conservation values are included in all project designs and by supporting third party stewardship.

Although Framingham has areas that are predominately built-out, there is opportunity for the creation of open space within densely developed neighborhoods. There is opportunity for the creation of pocket parks, small playgrounds, and recreational trails that serve the community in addition to creating green space. The City should focus on incorporating such open space and

recreational opportunities so that all residents have such area within walking distance of their homes.

The City is fortunate to have both a Conservation Master Plan and an Open Space and Recreation Plan. These plans are intended to guide Framingham's direction, planning, development, and/or protection of Framingham's valuable open space and recreational lands. The key goals of the Framingham Open Space and Recreation Plan include:

a. Maintenance and improvement of the current inventory of active recreational facilities;

b. Maintenance and improvement of the current inventory of conservation and open space parcels;

c. Conservation of natural resources and open space to protect water resources, wildlife habitat, and horticultural, agricultural and sylvan opportunities, and passive recreational opportunities;

d. Creation of new recreational facilities and programs to meet resident needs as appropriate; and

e. Undertake other citywide efforts that will support open space and recreation.

4.4.1 Cluster Development Policies

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. Use Open Space Cluster Development or Agriculture Preservation Development Ordinances for residential development throughout Framingham.

c. Encourage alternatives to traditional subdivision platting for residential subdivisions, and expand applicability to appropriate residential districts 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 recreation.

e. Provide opportunity for the decreased individual lots within a subdivision development that allows the balance of the lot to be combined for the purposes of open space.

f. Establish a by-right alternative to the conventional subdivision that allows for both development of land while preserving large tracks of land as open space and/or habitat lands.

4.4.2 Conservation and Active Recreation Area Policies

a. Expand the 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 throughout all areas of the community.

d. Undertake other efforts that will support open space and recreation within all neighborhoods of Framingham.

e. Maximize use of the City'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.

g. Create 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 City within close proximity to neighborhoods that allow residents to walk or bicycle to them, and provide the necessary pedestrian and bicycle infrastructure.

j. Emphasize three areas for public action: regional trails, preservation of open space, including through third party stewardship, low impact development, and green project design for all new construction.

k. Craft regulation that promotes and creates pocket parks, trail systems and neighborhood playgrounds to allow residents to walk to such amenities.

4.5. CONSERVING HISTORIC RESOURCES

Framingham is a community with deep historical roots. From the first settlers in 1647 (John Stone), involvement in the Post-Revolutionary War and Industrial Revolution, establishment of the Framingham Heart Study (1948), major events, historic people and places such as Crispus Attucks, Boston Massacre, Salem End Road, Knox Trail, Harmony Grove, Village of Saxonville, in addition to much more that has shaped the City. Framingham has always been a community that continuously evolves with the times and provides opportunity for businesses and residents. Framingham's Historic Preservation Plan should be referenced for direction as to:

a. Identify historic, archeological, and natural resources significant to the City.

b. Protect historic resources, natural sites, and landscapes.

c. Invest in the historic Downtown to ensure its continuing viability as a community center.

d. Make City-owned historic buildings and sites accessible.

e. Educate the public about historic resources and heighten its awareness of historic preservation.

f. Encourage the adaptive reuse of historic buildings. Provide incentives when available.

g. Develop a mechanism to protect and enhance historic buildings, sites, and their settings.

4.5.1 Historic Preservation Policies

a. Support municipal boards, commissions, and departments, in addition to local organizations that have an effect on historic resources.

b. Identify, evaluate, and protect Framingham's historic resources, natural sites, landscapes, stonewalls, and streetscapes.

c. Protect historic resources through effective legislation, regulatory measures, and departmental procedures.

d. Inventory all historically and architecturally significant properties, including properties controlled by the Massachusetts Department of Corrections in Framingham and any others identified on the National Register of Historic Places.

e. Adopt additional historic district designations.

f. Invest in the historic Downtown to ensure its continuing viability as a community and civic center.

g. Educate the public about historic resources and heighten its awareness of historic preservation through public events, signage, and restoration.

h. Seek state and federal aid in revitalizing historic village centers.

i. Protect City-owned buildings and sites.

j. Provide incentives and financial aid to preserve, revitalize, and adaptively reuse Framingham's historic buildings and places.

k. Maintain and protect city, state, and federal owned historic properties in Framingham.

l. 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.

m. Work with local historic committees, other towns with shared history, local historians, Massachusetts Historic Commission, and the National Parks Service for the preservation of these historic resources to obtain state and federal designation.

n. Recognize historic and scenic ways in Framingham through a review of existing roadways.

4.6. IMPROVING HOUSING

Framingham is a residential suburb of Boston that is predominately comprised of residential structures and contains pockets of job opportunities within the commercial sectors. As an affordable option to the Boston inner core, however, faces similar challenges relative to affordability for all. A separation between classes and housing affordability continues to increase, while new construction is priced out of reach for many entry-level homeowners and/or those looking to downsize. Framingham has many great opportunities. Framingham should continue to promote its goals of housing, which include:

a. Preserve the City's existing inventory of affordable housing.

b. Continue to meet the 10 percent statutory minimum under Chapter 40B.

c. Provide housing for a diverse mix of households.

d. Encourage regional solutions to regional housing needs.

e. Encourage neighborhood conservation.

In addition to housing goals set by the Framingham Housing Plan, Framingham should promote itself as a community with

a. A healthy stock of housing that meets all whom choose to making Framingham their home with an option to do so;

b. An assortment of housing affordability options (affordable housing, workforce housing, market rate housing, etc.);

c. A composition of housing style options (single family, two-family, townhouses, multi-family, accessory unit housing, etc.); and

d. A diverse neighborhood that encourages all to create a neighborhood community that supports the area.

4.6.1 Housing Policies

The economic viability of Framingham relies on the provision of an appropriate mix of housing to maintain and preserve Framingham as a community with a high quality of life for residents and a diverse workforce.

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. Adopt zoning, regulatory, permitting, and other procedures that promote residential reinvestment and development that is appropriate to its location and is in accordance with the Framingham 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. 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 land.

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 the region.

j. Create policies for specific neighborhood areas to improve the quality of the existing housing stock.

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 City, 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 as a housing option.

o. Pursue options to the creation of a Housing Trust for the creation and maintenance of Affordable Housing Units within Framingham.

p. Establish a Workforce Housing stock of housing throughout the community to bridge the gap between those living in Affordable Housing Units through to market rate units.

4.7. IMPROVING TRANSPORTATION AND INFRASTRUCTURE

Linking appropriate access and other infrastructure to support the community provide accessibility, convenience, and choice and add higher value to all land, homes, and business.

Transportation elements of the Plan promote transportation links by identifying commercial

centers and densities, which can be associated with different transit and transportation 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.

The effective linking of neighborhoods, residents, institutions, and businesses to each other within the community requires a comprehensive land use and urban design approach. The local, regional, and national network of highways, rail lines, and air routes must be accessible to Framingham residents and workers to support economic development and the local quality of life. Lastly, telecommunication and related technology must be considered as 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.

4.7.1 Transportation and Infrastructure Design Policies

a. Develop a Citywide Strategic Transportation Plan to further the policies and recommendations of the Plan related to Transportation, which incorporates Complete Streets and Healthy Communities concepts and policies.

b. Establish a Complete Streets classification system. Based upon this system, improve travel conditions throughout the City for drivers, pedestrians, and bicyclists 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.

c. Build new and maintain existing City infrastructure with sustainable design standards that reduce the amount of stormwater runoff and improve the quality of the street environment.

d. Introduce traffic calming on 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.

e. Incorporate bicycle, pedestrian, and public transportation within public rights-of-ways.

f. Provide a fully connected network of pedestrian paths and sidewalks throughout the City.

g. Promote Road Diets and lane width reductions for streets and ways throughout the City to increase pedestrian and bicycle access, in addition to building traffic calming features.

h. Work with abutting communities to expand connections to establish a regional transportation network.

i. Recognize the impacts of road construction on the City's natural resources and ensure interdisciplinary review of road construction, layout, and traffic calming devices.

j. 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 City's remaining open lands and protection of natural resources.

4.7.2 Public Transit and Intermodal Policies

a. Provide a regional transit system, which includes bicycle lanes, trails and walking paths, in addition to sidewalks and missing links between areas within the community.

b. Improve efficiencies and increase public transit to link between the major commercial nodes, the village centers, the Downtown, the Golden Triangle, Corporate Mixed-use (CMU) District and the Technology Park, and the existing transit nodes, i.e. Metrowest Regional Transit Authority (MWRTA), Logan Express and the Massachusetts Bay Transportation Authority (MBTA) train station.

c. Re-examine the efficiency of the existing bus system and plan a public bus route that complements existing transit resources.

d. Establish light rail service in Framingham and outside linking to the MBTA Green Line. Expand the MBTA or similar public transportation infrastructure system as a more efficient way to provide expanded public transit service.

e. Enhance existing public transportation options within Framingham by strengthening the local services, i.e. Logan Express and the MBTA station facilities and services.

f. 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.

g. Improve intermodal links between the public transit options through public investments and private development projects.

h. Establish a transit program that links major traffic corridors with public transportation opportunities to allow intermodal transportation within Framingham.

4.7.3 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 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. Investigate opportunities and options as to the creation of an Enterprise Fund for underground utilities.

d. Upgrade telecommunications and internet infrastructure and access for residents, businesses, and Town Government.

e. 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 the Plan.

f. Incorporate Complete Streets concepts into new construction and redevelopment.

g. Encourage the use of alternative energy sources in City-owned buildings and municipal projects.

4.7.4 Capital Program and Maintenance Policies

a. Draft the annual Capital Improvement Program that lays out the business and financial plans for the City's expenditures consistent with the Plan.

b. Improve the City's existing infrastructure with a pavement management system for roads and sidewalks and utility maintenance plans. 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 collaborative design reviews for capital construction projects proposed by the City, state or federal agency to improve the quality of project design and maintenance.

4.7.5 Link Land Use and Transportation Policies

a. Consider allowing the use of "air rights" for development over public highways where appropriate to provide important public benefits and promote better connections between neighborhoods.

b. Encourage increased infrastructure to support the Central Business District's Transit Oriented Development (TOD) model..

c. Link land use plans with transportation systems, including pedestrian, bicycle, and public and private transit.

4.7.6 Public Building and Facilities Use Policies

a. Develop a strategic plan for 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.

4.7.7 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 (Waverly Street), Route 126 (Concord Street), Route 30 (Cochituate Road/Pleasant Street) and Route 9 (Worcester Road), and Interstate 90 (Mass Turnpike) by providing zoning that encourages pedestrian connections, lot coverage rather than Floor Area Ratio (FAR), mixed-use development, shared parking, reduces traffic congestion, decreases the amount of off-street parking required, reduces the need for auto travel between activities, encourages public transportation, and provides bicycle trails and bicycle facilities.

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

c. Improve the physical crossings over Route 9 (Worcester Road) by constructing physical improvements to visually and physically reconnect the community, providing for streetscape improvements and intermodal pathways.

4.7.8 Complete Streets Policies

a. Adopt a clear and strong Complete Streets Policy that all surface road systems provide safe and adequate access so that cars, trucks, transit, pedestrians, and bicyclists are safety accommodated in the transportation system to reach to any destination.

b. Encourage City projects to incorporate sidewalks, walking paths, bicycle accommodations, and transit.

c. Improve streets and roadways to incorporate MassDOT "Complete Streets" features that are

safe, comfortable and convenient for travel via automobile, foot, bicycle, and transit, with a top priority for Safe Routes to School.

d. Improve the connection of transit to places of employment, homes, schools, and shops through planning and design.

e. Incorporate bicycle amenities throughout the City, including designated cycle tracks, bicycle lanes, sharrows, or shared bicycle/pedestrian accommodations.

f. Require all new projects to incorporate sidewalks and pedestrian features and bicycle accommodations into their site design.

g. Ensure that pathways for multi-modal access connect the main attractions and activity areas within Framingham.

h. Develop a plan for future streetscape improvements using a Complete Streets mode 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.

j. Update City building and construction standards to match state policies for bicycles and pedestrians to further the Healthy Community initiatives and Complete Streets Concepts.

4.7.9 Scenic Roads and Public Way Access Policies

a. Require all subdivision roadways provide documentation to inform the City if the long-term intention of the roadway is to remain public or private.

b. Develop and retain a comprehensive list of all accepted roadways in Framingham.

c. Review and revise the existing list of Scenic Roads within Framingham.

4.8. BUILDING INSTITUTIONAL RELATIONS

Framingham has a variety of institutional opportunities that provide assistant and opportunity for a large population of people. These institutions include colleges and universities, hospitals, foundations, non-profits, etc. These entities should be encouraged to establish ongoing communication and strong relationships between municipal leaders, businesses, residents, and other local institutions (universities, colleges, foundations, hospitals). Such efforts are intended to meet the goals of this Plan by implementing the following land planning policies.

a. Direct future expansion of institutions to areas within Framingham, which are compatible with the facility and City plans.

b. Develop institutional master and/or strategic plans to allow a basis for discussion of expansion projects and links to commercial centers and neighborhood centers.

c. Encourage all institutions to have a presence Downtown.

4.9. CELEBRATING COMMUNITY CULTURE

Community culture is promoted through the maintenance of historic resources expansion of commercial centers that offer employment opportunity and 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.

Framingham should make strides to support its diverse culture and artist population in order to provide an opportunity for the community to experience both the arts and culture that Framingham is known for. Framingham is encouraged to set a vision for the encouragement and weaving of arts and culture into the fabric of Framingham's diverse community. Many large communities capitalize on their unique attributes such as culture, in addition to establishing traditions for the community to be proud of. Policies should be developed to:

4.9.1 Arts and Culture Policies

a. Encourage and expand the arts, cultural, expression and entertainment venues in Framingham, particularly in the Downtown area, commercial and neighborhood centers.

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.

c. Facilitate greater communication and collaboration among cultural organizations, artists, the business community, nonprofit organizations, and municipal 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 accommodate, encourage, invite, promote and 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, parks and open space, and commercial areas by displaying local public art.

h. Install public art throughout the community on publicly owned land, such as the Rose Kennedy Greenway art, the painted lighthouses in Portland, Maine, the art cows in Burlington, Vermont, the decorated ballet shoes in Saratoga, New York.

i. Support the local artist and music community through scheduled event, public display space, in addition to art days and concerts throughout the community.

4.9.2 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 City 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 local neighborhood events and festivals throughout Framingham.

e. Embrace Framingham's ethnic cultures through wide spread community days and events.

f. Utilize Massachusetts Cultural Council (MCC) and Local Cultural Councils (LLC) to ensure that Framingham and its community are exposed to the various cultural experiences that are often seen in communities with strong cultural ties.

g. Encourage the use of Framingham's Local Cultural Council's grant opportunities for schools,

municipal departments, organizations, and members of the community to travel to other communities to experience other communities' offerings.

4.10. MAINTAINING INTERGOVERNMENTAL RELATIONS

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

4.10.1 Regional Policy

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

4.10.2 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 municipal borders.

4.11. ECONOMIC DEVELOPMENT

Framingham's need to promote economic development through public investment and private redevelopment with a focus on infusions of new capital to improve the built and natural environment. The need for economic development within Framingham is woven into this Plan as a necessity for the development of a strong community.

In order for Framingham to move forward as a thriving community with a strong economic sector that provides a place to live, work, learn, and play, as well as to Plan-Build-Grow, an economic development study commenced in 2018 and Phase One was completed in 2019. The first phase[1] of this important study was essential to kick start the development of a transportation plan, in addition to many other studies and work efforts that are reliant on the information provided by Phase One.

The three phases would eventually provide Framingham with the necessary tools to move forward in such areas such as programming, job training and retention, identification of the most ideal locations for targeted uses to locate, the ability to attract a variety of companies/businesses ranging in size from small to large, while maintaining the existing businesses that already are located in Framingham, in addition to providing direction for enhancements, development, and redevelopment of individual neighborhoods.

The following policies are recommendations from the Phase One Report, which was prepared by RKG Associates.

1 Phase One: Research and data gathering to support, Phases two and three. More specifically, Phase One would also consist of an existing conditions report that would inform Phase Two as a baseline. Phase two, would consist of interpreting the data collected in Phase One and preparing a projected future report. Phase Three would consist of a work plan and recommendations programming and processes for Framingham to move forward with to be competitive as a thriving employment hub.

4.11.1 Business and Commercial Sector Policies

a. Attract new businesses, while retaining existing businesses that both offer competitive wages.
b. Provide opportunity for existing businesses to expand in Framingham.
c. Establish programs that foster start-ups and innovation economy businesses.
d. Facilitate entrepreneurship opportunities for a diverse working population.

4.11.2 Quality of Life relative to Economic Development Policies

a. Utilize the existing built environment to improve public safety, but perception and reality.
b. Plan and manage impacts of future growth on existing residents and businesses.
c. Prioritize the preservation and improvement of existing neighborhoods.
d. Incorporate open space strategies into economic development, where appropriate.
e. Enhance multi-modal transportation connectivity and convenience.
f. Activate existing community amenities to maximize benefits to residents and businesses.

4.11.3 Land Use Policies Relative to Economic Development

a. Encourage location-appropriate and scale-sensitive development.
b. Enable economic growth in all commercial centers in Framingham.
c. Foster greater live/work/play opportunities with more price diversity.
d. Create opportunities to repurpose underutilized/antiquated real estate assets.
e. Ensure City facilities and infrastructure are available and adequate in growth centers.
f. Identify publicly-owned land suitable to accommodate economic development.

4.11.4. Regulatory Policies

a. Institute clear, efficient, and predicable approval processes.
b. Establish a diverse toolkit of policies and incentives that promote economic development.
c. Create a competitive tax environment for businesses.
d. Encourage development that provides a positive economic impact.
e. Utilize post-secondary education providers to strengthen the local workforce.

4.12. COMMUNITY ENGAGEMENT AND COMMUNICATION

Framingham's diverse population is what often attracts people to the community. With such diversity comes challenges of communication, in addition to engaging all who want to participate. Participation in government has many different facets, ranging from being an active member of a board or committee to attending a public meeting relative to a development project in one's neighborhood. Regardless of the mode of participation all who want to participate should have the opportunity to do so.

4.12.1 Community Engagement Policies

a. Development of a community engagement policy that establishes a framework for all community engagement activities.

b. Promote and implement an accessible, high quality community based community engagement and advocacy program for Framingham.

c. Cultivate a culture that provides opportunity for community engagement across all services provided by the City.

d. Establish a consistent but flexible approach to customer and stakeholder engagement for all sectors of government.

e. Create opportunities for communities to participate in project review, decision-making, and other facets of government actions.

f. Enhance communication through multi-modes of engagement methods.

g. Drive decision-making processes that include people from different races, cultures, gender identities, sexual orientations, socio-economic statuses, etc.

h. Establish partnerships with residents, businesses, landowners, various community groups and institutions, etc. to ensure all who want to be informed have access to information and processes.

i. Enhance residential education programs for members of the community to learn about the workings of government.

j. Ensure that all contractors and consultants of Framingham understand the goals and policies set forth in any community engagement plans and/or policies.

4.12.2 Communications Policies

a. Development of a communication plan and/or policy for all governmental communications to ensure a clear and consistent message is being reported.

b. Identify people or departments whom will be responsible for the update, implementation, and enforcement of such communication plans and/or policies.

c. Ensure that all contractors and consultants of Framingham understand the goals and policies set forth in any communication plans and/or policies.

d. Exceeding requirements sets forth by Massachusetts General Law.

e. Improved communication methods to all members of the Framingham community, through multi-modes of information distribution.

f. Promotion of accessibility, accountability, and transparency for decision making, in addition to access to information.

g. Access to opportunities for community participation in government activities.

h. Establishment of community pride through a positive image and clear communication.

i. Implementation of a uniformed logo and branding for all municipal communications.

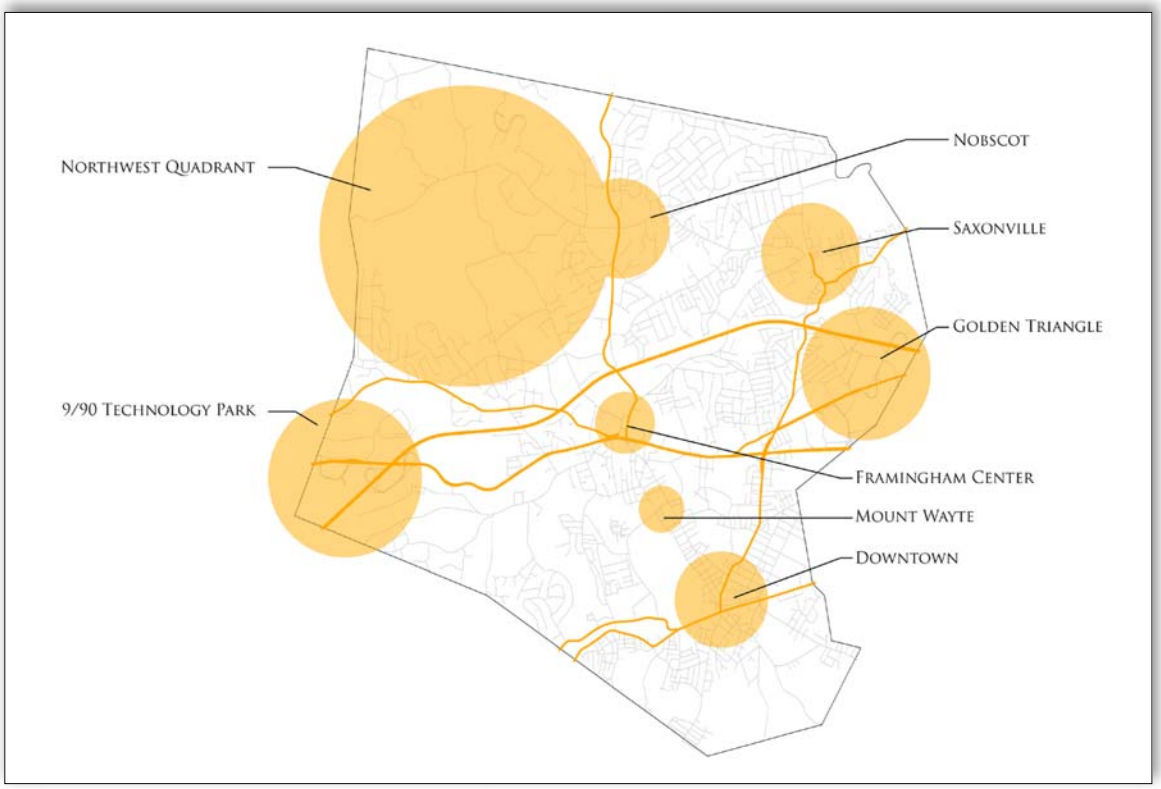
j. Proactive methods of responding to citizen inquires, which are completed in a courteous and timely manner.

k. Development and continuous updating of a written communication, media use, advertising, social media, external link policies.

4.13. SPECIFIC AREA GOALS

Framingham is comprised of many commercial, civic, and/or residential centers that require attention to ensure that they are offering residents, landowners, business owners, and the Framingham community a quality place to be. Over the years, some of these areas have experiences significant growth, development, and/or business attraction and retention, while others have seen a decline in investment and redevelopment. The focus over the next five (5) years should be on building support for landowners, in addition to creating great places to live, work, learn, play, and invest.

Figure 4.13 Specific Locations for Targeted Goals



4.13.1 Downtown Framingham

Framingham's Downtown, also known as the Central Business (CB) District, was rezoned in 2015 in an effort to promote revitalization and reinvestment to attract new residents, businesses, and visitors to this diverse area of Framingham. The rezoning focused on the stimulation of pedestrian- and transit-oriented, mixed-use environment that is supported by a mixture of residential, retail, office, and other commercial uses. The CB District encourages a compact, transit-oriented development setting while preserving the area as the City's financial, civic, cultural, and government center. The CB District is intended to generate a livable downtown environment with a strong presence of a multitude of activities that increase pedestrian access and reduce the number of auto-oriented uses. Development should preserve the historic nature and architecturally significant buildings within the CB District, while promoting new and infill development to support a multi-modal transportation, mixed-use environment.

Figure 4.13.1 Downtown Framingham



4.13.1.1. Land Use Policies

a. Create a vibrant Downtown destination that provides a unique urban experience for Framingham's community and visitors.

b. Adopt 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.

c. Create opportunities for new investment, redevelopment, reclamation, and reuse. Mitigate the impacts of the rail line while increasing transit ridership and improve access to the train station.

d. Promote reinvestment and redevelopment of existing housing stock and build new units to increase housing opportunities for a diversity of incomes.

e. 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.

f. Provide physical links that provide an alternative to single occupancy vehicle travel between neighborhoods and the Downtown.

g. Establish Transit Oriented Development (TOD) nodes linked to the West Natick and Framingham MBTA Stations.

h. Recognize Farm Pond, Cedar Swamp and Massachusetts Water Resources Authority (MWRA) lands as important water and wetland habitat.

i. Invest in Cushing Memorial Park, and contribute to environmental stewardship of water bodies in the Downtown, including Farm Pond, Cedar Swamp, and MWRA holdings. Plan for improved public access to these resource areas.

j. Provide increased open space and parks, and enhance linkage to Farm Pond and Cushing Memorial 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.

4.13.1.2 Parking Policies

a. Develop a parking management plan to meet the varied needs of customers, employees, commuters, and residents.

b. Consider a neighborhood residents-only parking or a residents-free/public-paid parking policy. Reduce parking in front setbacks on residential properties.

c. Encourage and support the use of alternative modes of transportation to reduce the demand on parking and traffic congestion, including transit, shuttle buses, shared vehicles and pedestrian and bicycle accommodations.

d. Provide parking facilities for all types of transportation options without allowing parking to dominate.

e. Assess existing winter parking regulations.

f. Establish a parking program for the Central Business District that encourages one stop parking opportunities.

g. Revise off-street parking regulations to decrease the required number of off-street parking associated with projects, while increasing the amount of green space with these areas.

4.13.1.3 Transportation and Destinations Policies

a. Reduce Downtown truck and vehicle traffic congestion while improving or providing alternative modes of transportation within the Downtown.

b. Provide multi-modal options for accessing Downtown, including pedestrian, bicycle, motorbike, and motor vehicles.

c. Provide support for Americans with Disabilities Act (ADA) improvements for buildings and streets.

d. Establish a wayfinding brand and installation of signage to provide information to both pedestrians and vehicles to find key items in Downtown. Such wayfinding should include public parking signage, kiosks, welcome signage, etc.

e. Encourage the construction of trails along Farm Pond, in addition to bridging the gap around the pump station in Farm Pond.

f. Develop a priority plan for the development of trails that would connect neighborhoods to Downtown and transit opportunities.

4.13.1.4 Institutions and Culture Policies

a. Strengthen zoning 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.

4.13.1.5 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.

4.13.1.6 Environmental and Open Space Policies

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.

c. Promote the installation of trees along roadways to increase the tree canopy within the urban setting of Downtown.

d. Construct pocket parks and small recreational parks throughout Downtown to provide a sidewalk connected chain of outdoor open space parcels for the community to enjoy.

4.13.2 Mount Wayte/Franklin Street

4.13.2.1 Land Use Policies

a. Offer a new mix of land uses that will bring new investment to the Mount Wayte Avenue and Franklin Street District in support of the Downtown with smaller-scale retail, 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.

d. Conduct an economic market analysis to determine the business needs to meet the potential demand of the residents and community members. Promote outdoor restaurants on Farm Pond, a supermarket, and other needs if determined feasible.

e. Enhance the value of the existing single-family neighborhoods within this area.

4.13.2.2 Transportation and Destinations Policies

a. Ensure that the pathways for multi-modal access lead to the main attractions and activity in this area such as Farm Pond, Cushing Memorial Park, Bowditch Athletic Complex, Keefe Technical High School and Callahan Senior Center.

b. Improve public transportation linkages to this area.

4.13.2.3 Environmental and Open Space Corridor Policies

a. Connect the open spaces and 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.

4.13.2.4 Arts and Culture Policies

a. Restore the historic, social, cultural history and architecture of the area, e.g. 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.

4.13.3 South Framingham

4.13.3.1 Land Use Policies

a. Develop and apply open space policies that are set forth in the Conservation Master Plan and the Open Space and Recreation Plan, as amended.

b. Apply Housing Policies that support rehabilitation of existing housing stock and infill development to enhance and improve the quality of life within Framingham.

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

Figure 4.13.2 Mount Wayte/Franklin Street



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. Promote investments to retrofit existing buildings with energy efficient features to improve the economic values of these structures and promote a sustainable economy.

4.13.3.2 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.

c. Encourage redevelopment and betterment of the Mary Dennison Park, in addition to the construction of other pocket parks and small neighborhood parks such as the Irving Street Park, throughout the area.

4.13.3.3 Buffers and Transitions Policies

a. Establish a redevelopment plan that reclaims and reuses 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, e.g. 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 Framingham Capital Program policies to support the infrastructure for buffers and transitions.

4.13.3.4 Transportation and Destinations Policies

a. Increase non-vehicular connections between neighborhoods, Downtown, and businesses.

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.

c. Increase street lighting and pedestrian lighting throughout the area.

4.13.3.5 Brownfield Policy

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

4.13.3.6 Parking Policies

a. Reduce the congestion in residential neighborhoods in the South Framingham by improving

public transit, parking design and use requirements.

b. Improve public facilities for overnight parking, off-street parking, and winter parking bans.

c. Discourage parking on the front lawns of properties.

d. Encourage parking to be located to the side or rear of the property.

e. Improve neighborhood access to the trains, bus routes, Logan Express, and Route 9 (Worcester Road).

f. Consider a neighborhood parking permit program.

4.13.4 Framingham Centre

4.13.4.1 Land Use Policies

a. Rezone Framingham Centre to 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 encompass and protect nearby and threatened structures. Furthermore, encourage reinvestment in historic structures and properties with language that avoids discouraging new investment.

e. Encourage small-scale, unique commercial shops, home offices, and small medical offices consistent with the historic land use patterns. Incorporate pedestrian and bicycle features for safe travel.

4.13.4.2 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 Framingham 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 Framingham Centre.

d. Introduce traffic calming features to slow traffic around the Framingham Centre.

4.13.4.3 Preservation Policies

a. Continue to improve Framingham Centre, surrounding structures, pedestrian path, and throughways to restore the historic center.

b. Develop a Framingham Centre 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.

e. Strengthen the urban design of Framingham Centre to become the geographic center of the Town again.

Figure 4.13.3 South Framingham



4.13.4.4 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 to permit land use planning that coincides with the Town's goals.

d. Encourage Framingham Centre for Framingham State University and Massachusetts Bay Community College facilities whenever possible, without displacing existing healthy commercial uses.

4.13.5 Nobscot

In 2019, the City rezoned the core area of Nobscot as Nobscot Village (B-4) Zoning District. The purpose of the Nobscot Village District is to foster revitalization by attracting redevelopment opportunities that lead to a direct investment into pivotal areas where junctions or crossroads exist. The intent is to encourage redevelopment and reinvestment into a neighborhood center in order to re-establish this area as fully integrated and functionally vibrant village center. The Nobscot Village District shall include a mixture of various uses that are able to support and promote business and community within the area. Uses are intended to complement one another and allow for different offerings such as art and cultural spaces, public community space, educational/institutional use, entertainment, residential, office space, retail, and other small business enterprises.

Figure 4.13.4 Framingham Centre



Streetscapes and façades are required to be designed to blend with the context of existing neighborhoods in accordance with the respective design standards set forth for Nobscot Village, while aggressively promoting a walkable community that incorporates the use of bicycles and other non-vehicular modes of transportation in order to reduce short-trip vehicular dependency. The Nobscot Village District is intended to provide all users with a live-work-play-learn environment that accommodates all stages of life and all ability levels.

The Nobscot Village District is surrounded by residential neighborhoods and open space lands. Any development and/or redevelopment within the Nobscot Village District shall be strongly encouraged to be designed in accordance with the requirements set forth in Section II.K Nobscot Village Zoning District Ordinance and Section IV.E.2. Table of Dimensional Regulations of these Zoning Ordinances, to ensure the intent of the Nobscot Village District is maintained as envisioned by the City of Framingham. Therefore, any relief and/or deviation from the previously stated Sections of the Framingham Zoning Ordinances is strongly discouraged to ensure a project remains in context with the vision of the Nobscot Village District.

4.13.5.1 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 offices on these parcels.

c. Discourage large paved parking fields on frontages through zoning standards and incentives. Discourage vehicular transportation by encouraging development of alternative modes of public transportation.

4.13.5.2 Civic and Cultural Improvement Policies

a. Establish a neighborhood plan that encourages civic space and cultural attractions in and around the commercial center.

b. Determine locations for pocket parks that add relief to the business center.

c. Provide links to public and private open space such as MWRA lands, Sudbury Valley Trustee (SVT) Lands, the Boy Scout Reservation, Garden in the Woods and Callahan State Park.

4.13.5.3 Transportation and Destination Policies

a. Identify the need for bus stops and public transit links to the MWRTA, commuter rail station, and Logan Express, along with the expansion of sidewalks to surrounding neighborhoods.

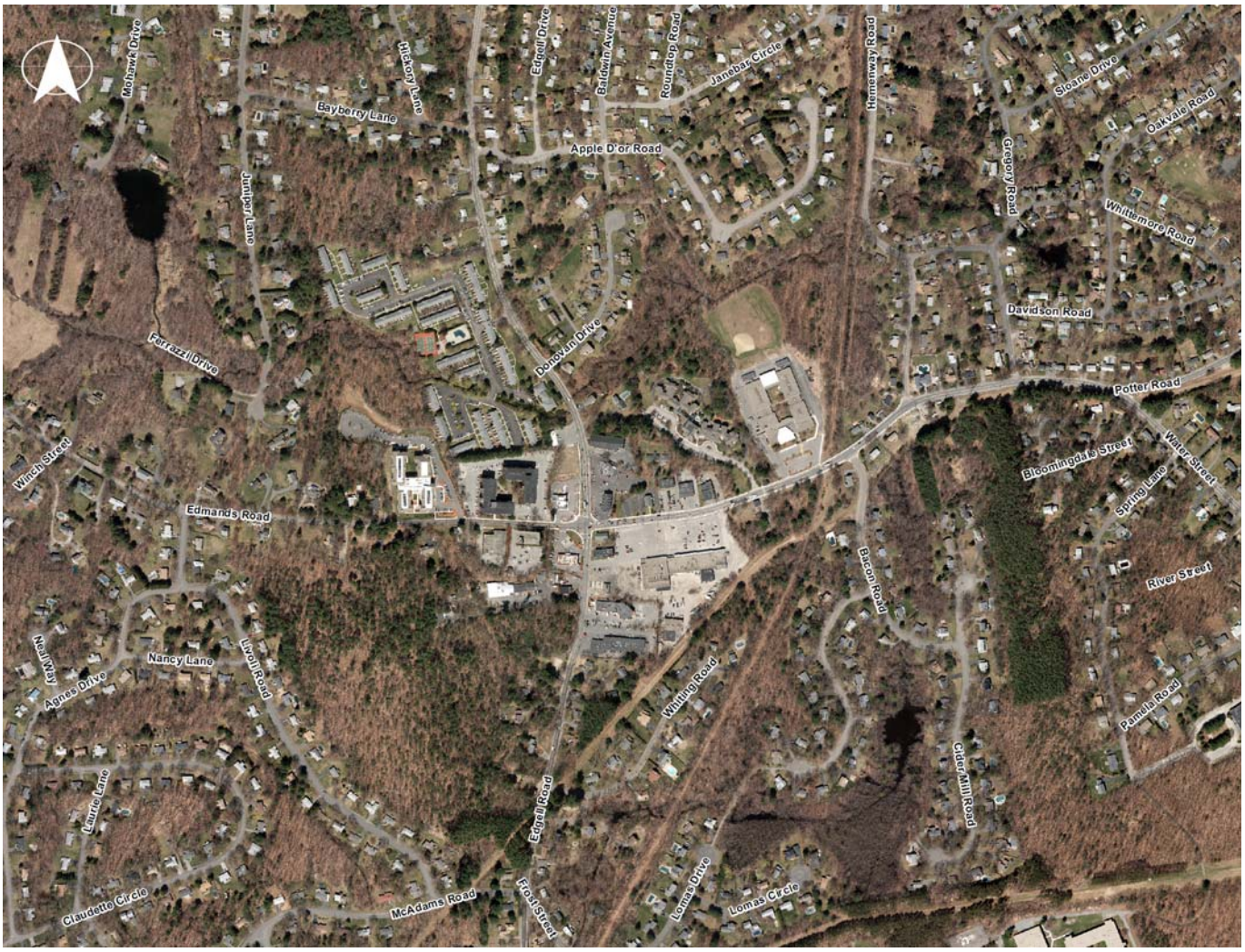
b. Improve street signage and way finding to identify Nobscot.

c. Encourage a pedestrian oriented shopping and gathering places to decrease the number of trip required by personal automobiles.

d. Improve vehicular circulation through the reconstruction of the intersection of Edgell Road/ Edmands Road/Water Street to increase flow through Nobscot.

e. Development of unique Nobscot wayfinding sign package to announce that visitors are in Nobscot, in addition to provide unique signage for private development in Nobscot.

Figure 4.13.5 Nobscot



f. Establish connections via sidewalks from abutting neighborhoods, such as Edmands Road to Genardy Way to increase pedestrian activity and decreasing need for personal automobile.

g. Encourage pedestrian and bicycle friendly environments and road designs.

4.13.5.4 Economic Development Policies

a. 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. (Completed in February of 2019)

b. Provide potential investors, commercial business, landowners, etc. with a building and space inventory for all commercial space in Nobscot to promote utilization of commercial space in Nobscot.

4.13.5.5 Open Space, Parks, and Trail Policies

a. Provide opportunity for residents and visitors to access Nobscot via trails, in addition to the use of open space options for passive and active recreation.

b. Establish playgrounds and community spaces for the Nobscot community to utilize without having to visit other area of Framingham or other communities for recreational opportunities.

c. Seek alternative funding sources for the creation of trails and trail connections, purchase of open space and/or conservation restrictions, community engagement opportunities, and other funding sources that aid in the creation of a neighborhood village.

4.13.6 Northwest Quadrant

4.13.6.1 Land Use Policies

a. Consider decreasing the allowable zoning density of development for conventional subdivision development in the Northwest Quadrant to preserve valuable agricultural and open space land through increased density through cluster development styles of land use.

b. Require alternatives to conventional subdivision platting, e.g. Open Space Cluster Development in order to conserve open space.

c. Require an analysis before extending water and sewer in the Northwest Quadrant.

4.13.6.2 Extension of Utilities Policy

a. Only extend water and sewer utilities through land 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.

4.13.6.3 Preservation Policies

a. Protect the rural quality of the Northwest Quadrant while 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, donations, and preservation related to cluster development.

c. Establish connected and continuous 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. Support local agriculture with state and federal programs.

f. Provide support to the local farms through ag-tourism, scenic farm loop, and other agriculture programs.

Figure 4.13.6 Northwest Quadrant



4.13.7 Saxonville

4.13.7.1 Land Use Policies

a. Revitalize Saxonville as a mixed-use village center composed of stores, shops, small businesses, rehabilitated existing housing, and new infill housing. 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 that parking is located behind buildings.

b. Develop on-site and on-street parking plans.

c. 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.

e. Develop a streetscape improvement program.

f. Ensure zoning ordinance and regulations preserve historic character.

g. Promote the historic neighborhood scale of secondary roads such as Potter Road, Old Connecticut Path, School Street, and Hamilton Street.

h. Encourage mixed use in the Roxbury Mill complex to provide increased economic vitality.

i. Consider public parking to support reuse of older structures, 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 (PUD).

4.13.8 Golden Triangle, Major Connectors, Arterial and Highway Corridors

4.13.8.1 Development Policies

a. 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.

4.13.8.2 Infrastructure Policies

a. Provide increased development opportunities in exchange for public improvements.

b. Link public infrastructure upgrades to land uses goals.

4.13.8.3 Environmental Policies

a. Minimize adverse visual and environmental impacts of development on wetlands and other open spaces in the area. Enhance the functions of wetlands to serve as water storage and natural habitat areas.

b. Encourage restoration of damaged habitats along natural resources and buffer areas.

Figure 4.13.7 Saxonville



4.13.8.4 Access and Parking Policies

a. Maximize the development and use of internal connectors and service roads, and improve pedestrian connections among uses.

b. Adopt a Complete Streets approach.

c. Encourage developers to reduce the size and impact of project parking.

d. Encourage parking garages to reduce surface parking and increase building development.

e. Facilitate the expansion of the Logan Express service at an existing or nearby location as part of new investment in the Golden Triangle.

f. Improve access to Interstate 90.

Figure 4.13.8 Golden Triangle


Massachusetts Turnpike
Massachusetts Turnpike
Cochituate Road
Concord Street
Flutie Pass
West Drive
Water Street
Hastings Street
Cavanaugh Road
Upland Road
Maple Road
Chubb Road
Ridgefield Drive
Ruth Drive
Heather Drive
Karen Drive
Summer Street
Wilmott Road
Upper Dudley Avenue
Cherry Street
Norman Drive
Bonds Drive
Gleason Street
Cedar Street
Angell Drive
Carleton Road
Chubb Circle
Parker Street
Cobbs Street
Fenno Road
Emily Road
Rotary Road
Leopold Lane
Old Connecticut Path
Carleton Circle
Hemenway Street
Winter Street
Speen Street
Bishop Street
Hollis Street
Irving Street
Waverly Street
Pleasant Street
Union Avenue
Dudley Road
Fay Road
Pine Road
Lohnes Road
Mayer Road
Ridge Road
Concord Street
Cochituate Road
Old Connecticut Path
Leopold Lane
Rotary Road
Emily Road
Fenno Road
Parker Street
Cherry Street
Norman Drive
Bonds Drive
Gleason Street
Cedar Street
Angell Drive
Carleton Road
Chubb Circle
Cedar Drive
Mayflower Road
Broadleaf Road
Springhill Road
Hamilton Street
LaSalle Avenue
Longmeadow Avenue
Dunham Avenue
Des Peres Avenue
Raymond Drive
Chadwick Avenue
Lochmere Avenue
Lochmere Avenue
Dunham Avenue
Des Peres Avenue
Raymond Drive
Chadwick Avenue
Longmeadow

as an innovation center for additional employment opportunities, business development, research and development enterprises, and office space that provides amenities such as employment training centers, medical education, commercial, entertainment, and recreational uses to support the business community and the region.

The Technology Park District, which is an older industrial district, is home to the Bose Headquarters, a division of Sanofi (formerly Genzyme), in addition to many other large-scale manufacturing, research and development corporations, in addition to packaging and delivery operations. The Technology Park is to allow lands suitable for technology production and development, such as biotechnology, software and hardware development, and electronics, in addition to industrial, professional office, research and development, and manufacturing uses that are part of a master planned development project. Developments within the District shall be designed to provide a pedestrian friendly environment, with a high attention to design and landscape detail.

4.13.9.1 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 Corporate Mixed-use District and the Technology Park.

e. Establishment of a mixed-use campus with opportunity to establish a vibrant commercial area, along the side of employment centers.

4.13.9.2 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 and increase building development.

c. Facilitate the expansion of local and regional public transportation connections to Framingham MBTA Station and the Logan Express service.

d. In collaboration with MassDOT, improve access to the Park-and-Ride on the southerly side of Route 9 (Worcester Road) and promote the development of this site as a structured parking facility and a public transportation node.

e. Explore opportunities presented by adjoining vacant commercial property to improve public parking and public transit.

f. Improve access to Interstate 90 (Mass TurnPike) for large businesses within the Exit 12 and 13 areas.

g. Utilize relationships with local and state entities to reconfigure roadways to allow for improved access from the Corporate Mixed-use (CMU) District (formerly 9/90 Corporate Center) and the Technology Park, in addition to the Speen Street and Route 30 (Cochituate Road) intersection.

h. Development of collaborative approaches for solving transportation issues, along with complete street requirements.

4.13.9.3 Infrastructure Policies

a. Provide increased development opportunities in exchange for public improvements.

b. Improve the telecommunications infrastructure.

c. Establish public private partnerships to increase infrastructure capacity at Exits 12 and 13 of Interstate 90 (Mass TurnPike).

4.13.9.4 Economic Development Policies

a. Establish a streamlined permitting process which guarantees 60-day review, along with consolidated submittal requirements and municipal review.

b. Increase in connections between uses and opportunities for a both entrepreneurs through large businesses to coexist, through a mixed-use environment, in addition to establishing a commuter hub and commercial center.

4.13.9.5 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.

b. Increase in development opportunities, while increasing open space for recreational opportunities, public art, events, etc.

Figure 4.13.9 9/90 Technology Park



5

Action, Execution, and Implementation of Plan

Ongoing Actions **5.1**

Short-Term Actions **5.2**

Mid-Term Actions **5.3**

Long-Term Actions **5.4**

New and Innovative Approaches to Land Use Management **5.5**

Implementation Timeline for Land Use Actions **5.6**

Action by the City and members of the Framingham community is essential to ensure that the directives of this Master Land Use Plan are implemented. Therefore, the City shall hold itself responsible for action, execution, and implementation of this Plan to ensure that Framingham reaches its full potential. This Plan has been designed so that each chapter builds upon itself. The final chapter of this Plan, Chapter 5, sets in motion the objectives, goals, and policies prescribed in previous chapters.

The Planning Board, in concert with the Mayor, the City Council, the Conservation Commission, the Zoning Board of Appeals (ZBA), and respective municipal staff, in addition to the community at-large (collaboratively known as stakeholders) shall work collaboratively to implement this Plan as envisioned. The relationship between identified stakeholders will require continual communication and input to ensure successful adoption of the prescribed changes and implementation of this Plan.

The Planning Board will continuously identify relative items and reference the Plan when reviewing land use applications, developing work plans and programs for the action items identified, in addition to updating and tracking the progress of this Plan on a continual basis. The action items, which can be executed and/implemented as permitted land use applications and projects and work programs that will require the Planning Board to do the following:

a. Advance actions, projects, and work programs set forth in this Plan as three sets of actions identified as follows:
   - Short-term actions over the first five years of the Plan;
   - Mid-term actions over the years one through ten of the adoption of this Plan; and
   - Long-term actions over the duration of the life of this Plan.

b. Prepare an annual report for the Mayor on a yearly basis that includes a status update on actions, changes, and amendments to the actions, projects, and work programs identified in this Plan.

c. Undertake a periodic comprehensive review and update of the entire Plan every five years. The Planning Board is required to conduct a comprehensive update and re-write to the Plan as necessary, but not less than every ten years.

d. Collaborate with stakeholders to ensure that the direction of the action item, project, or work program will be in the best interest of Framingham, and meet the vision set forth by the Mayor.

The implementation of this Plan, as broken down into Short-term, Mid-term, and Long-term actions, will aid Framingham in its efforts to move forward as a progressive community. Framingham as a community will work to ensure preservation of its values; engage and invest in the community; build upon its diverse attributes; promote arts and culture; protect its natural environment while investing in its built environment; advance efforts to preserve open space and improve upon its recreational lands; provide access for all; improve its transportation systems by investing in its roadways and infrastructure as a whole with a goal to reduce traffic congestion and improve pedestrian and multi-modal forms of transportation, etc.; advance efforts to provide a diverse housing stock; improve Framingham's economic climate for long-term success, while engaging with the business community to provide support and efficient opportunities for growth; in addition to placing emphasis on all things that comprise Framingham as a unique community.

The vision set forth in this Plan for the community will provide the framework needed to continue to shape Framingham as a highly desirable place to locate to for those choosing to live, work, learn, and play in the City. Through the implementation and continued execution of this Plan, Framingham will recapture and secure its place as the heart of the MetroWest area within the Boston region.

Impacts of the 2020 Update on this Plan

To ensure that this Plan is being executed, Sections 5.1 will outline Short-term Actions; Section 5.2 will outline Mid-term Actions; and Section 5.3 will outline Long-term Actions. Since the adoption of this Plan in 2014, Framingham has accomplished and worked towards accomplishing many of the actions set forth in Section 5.1. Therefore, text that has been shaded gray corresponds to action items that have been completed in the first 5 years since the enactment of this Plan.

Short-term Actions set the foundation to progress and continue to the next set of actions in the Plan. Those short term items that have not been completed during the first 5 years are required to be completed prior to undertaking the corresponding Mid-term Actions. In addition, please note that not all Mid-term and Long-term Actions have corresponding associated Short-term Actions.

During the review of this Plan, some items originally identified as Short-term actions have been relocated to the Long-term Actions sections due to the volume of work associated with their execution and implementation. Although they have been extended to become Long-term Actions, these items should remain as actions that the City should start preparing for in advance of their future implementation.

5.1. ONGOING ACTIONS

5.1.1 Communication and Community Engagement

Communication is the key element needed for the success of a community. There has been improved communication and engagement within the City since the transition from a town to a city form of government has taken place in 2018.

5.1.1.1 Communication

Development of a Communication Plan for the City which includes the planned policies identified in Section 4.12.2 of this Plan shall include the following elements:

a. Development of a communication plan and/or policy for all governmental communications to ensure that a clear and consistent message is being promoted and advanced.

b. Identify those individuals or departments that will be responsible for the update, implementation, and enforcement of such communication plans and/or policies.

c. Ensure that all contractors and consultants representing Framingham understand the goals and policies set forth in any communication plans and/or policies.

d. Exceed requirements sets forth by Massachusetts General Law.

e. Improve communication methods to all members of the Framingham community, through multi-modes of information distribution.

f. Promotion of accessibility, accountability, and transparency for decision making, in addition to access to information.

g. Access to opportunities for community participation in government activities.

h. Establishment of community pride through a positive image and clear communication.

i. Implementation of a uniformed logo and branding for all municipal communications.

j. Develop proactive methods of responding to citizen inquires which are completed in a courteous and timely manner.

k. Development and continuous updating of a written communication, media use, advertising, social media, external link policies.

5.1.1.2 Community Engagement

Development of a Community Engagement Plan for the City is recommended to include the community engagement efforts outlined in Section 4.12.1 of this Plan.

a. Development of a community engagement policy that establishes a framework for all community engagement activities.

b. Promote and implement an accessible, high quality community based engagement and advocacy program for Framingham.

c. Cultivate a culture that provides community engagement opportunities offered by all service providers by the City.

d. Establish a consistent but flexible approach to customer and stakeholder engagement for all sectors of government.

e. Create opportunities for community members to participate in project review, decision-making, and other facets of government actions. (not sure what this means or refers to since we already have public hearing process)

f. Enhance communication through an increase in methods of social media.

g. Strive to include individuals from diverse backgrounds and cultures to participate in the community.

h. Establish partnerships with residents, businesses, landowners, various community groups and institutions, etc. to ensure that all those looking to be informed have access to information and those processes.

i. Enhance residential education programs for members of the community to learn about municipal government.

j. Ensure that all contractors and consultants working within Framingham understand the goals and policies set forth in any community engagement plans and/or policies.

5.1.1.3 Community Education

The City shall make all efforts to provide equal opportunity to everyone choosing to participate in the community. Participation should include efforts to provide education, training, in addition to the inclusion of all regardless of age, race, ethnicity, orientation, culture, etc. Work efforts should be focused on the following:

a. Inclusion of youth 4 through 25 years of age; through active participation in government programs, internships, policies development, etc.

b. Development of a Children's participation plan that promotes leadership and includes sections in the importance of participation, opportunities for participation, educational opportunities, volunteer and engagement opportunities.

c. Continued education for adults relative to the workings of municipal government.

5.2. SHORT-TERM ACTIONS

The Short-term Actions set the stage for the implementation of this Plan. These first priority actions set the foundation for implementation of this Plan. These actions mainly focus on land use regulations and suggest where zoning should be analyzed and reconsidered in light of current conditions and opportunities. Short-term actions are intended to be addressed within the next 1 to 5 years, or as foundation actions prior to Mid-term and Long-term Actions.

5.2.1 Comprehensive Revisions to City Land Use Regulations

The Framingham Zoning Ordinances set forth regulations relative to residential, commercial, industrial, and special districts that specify the allowed uses, dimensional, standards, and processes associated with development. First enacted on March 15, 1939, the Framingham Zoning Ordinances 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, regulations, and case law.

It is essential for zoning and land use regulations to be amended so that they are consistent with the vision set forth in this Plan. Amendments to both the Framingham Zoning Ordinances and the General Ordinance need to be advanced to provided flexibility so that Framingham can meet the ever-changing economic market, in addition to meeting the needs and desires of the community.

The City should review, evaluate, and amend the Framingham Zoning Ordinances, in addition to relevant sections of the Framingham General Ordinances. During such review and evaluation efforts, strengths and shortcomings should be identified based on the review of the local development process and the projects that have resulted from application of these important land use regulations. Such update to existing regulations should incorporate, consider, and take advantage of different and newer approaches to land use regulations, incorporation of national best land use practice, and case law.

A comprehensive approach to amending the Framingham Zoning Ordinances should be initiated, while updates to sections should not be postponed as it essential to be at the forefront of future market and economic trends to ensure Framingham's competitive edge, , which is necessary to grow the City's tax base, employment, and housing opportunities. This Plan recommends revision of several key zoning sections that are listed below, which should be developed and advanced, along with other changes needed to take advantage of land use changes and opportunities that may occur in the short term.

5.2.1.1 Signage and Digital Signs (Framingham General Ordinances)

Commercial and public signage is evolving with highly changeable, illustrative, animated, and interactive signs. When considering amendments to various ordinances the City shall address the ever changing advances in technology and energy efficiency. Therefore, amendments to the City's General Ordinances should include the following:

a. Develop signage requirements that are content neutral and consistent with the findings of *Reed v. Town of Gilbert*;

b. Develop signage packages unique to individual neighborhood districts within Framingham i.e. Nobscot, Saxonville, Downtown, etc. and that represent both the City and the specific attributes of the neighborhood.

c. Address health and safety issues associated with lighting and visibility over aesthetics for signage;

d. Provide consistency in prohibitions of types of signs while providing commercial properties the needed signage to provide visibility necessary for business to be successful ; and

e. Consider signage standards for both private property and for public property that fulfills the goals of signage.

5.2.1.2 New Parking Standards (Framingham Zoning Ordinances)

The City performed the first phase of recodification of the Framingham Zoning Ordinances from 2014-2017 which resulted in a comprehensive zoning review and rewrite. The City should consider revising its off-street parking regulations and requirements [Zoning Ordinance, Section IV.B.] as to allow the following:

a. Parking requirements that can be reduced in transit focused areas and areas with shared parking;

b. Encourage development in Downtown and other older commercial areas in Framingham Centre and Saxonville without requiring an expansion of surface parking which is not a land use that encourages pedestrian activity;

c. Encourage Low Impact Development (LID) and techniques for reducing runoff and heat island effects;

d. Accommodate the growing use of smaller vehicles (allowing smaller parking spaces, motorbike spaces, and bicycle parking);

e. Encourage the growing use of alternative energy vehicles (by requiring electric charging stations);

f. Establish off-street parking maximums rather than minimums to allow developments to park their project based on need rather than the highest use calculation;

g. Promote the installation of pocket parks, reserved parking spaces for food trucks and vendors, and community space to reduce large surface lots;

h. Reduce drive aisles, while ensuring adequate circulation and maneuverability for public safety vehicles; and

i. Encourage the use of car sharing programs as an alternative to car rental or car ownership.

5.2.1.3 Update to Framingham Zoning Ordinances

Since the adoption of the Framingham Zoning Ordinances in 1939, such document like many communities have continuously amended and updated their plans short of a comprehensive review. In 2014, Framingham developed a work plan that would commence a comprehensive review and update to the Framingham Zoning Ordinances. Such effort was divided into Short Term Recodification Efforts (focused on efforts to update existing sections that set the framework for the entire document), Short Term Initiatives (focused more on district rezoning or new regulation development), Medium Term Recodification Efforts, Medium Term Initiatives, and Long Term Recodification Efforts. Below is the 2014 Zoning Ordinance Recodification Work Plan, which has been continually tracked and updated since initiation.

	RECODIFICATION EFFORTS	INITIATIVES
SHORT TERM UPDATES	1. Table of Use, Section II.B.; update as necessary 2. Definitions, Section I.E.; update as necessary 3. Site Plan Review, Section IV.F. 4. Parking Regulations, Section IV.A. and B. 5. Dimensional Regulations, Section IV.E. 6. Variances 7. Office and Professional Zoning District, Section II.B. 8. General House Keeping	1. Central Business (CB) Zoning District and Zoning Map Amendment 2. Transfer of Development Rights (TDR) 3. Rezoning of Framingham Centre
MID TERM UPDATES	1. Technology Park District (Section II.F.) 2. Light Manufacturing District (9/90 Crossing Blvd) 3. Affordable Housing (Section V.H.) 4. Land Disturbance (Section V.F.) 5. General House Keeping	1. Speen Street/Route 30 Intersection 2. Master Land Use Plan - ***Phase I.*** Southeast Framingham Rezoning (rezoning of the area along Route 135/Waverly Street from Blandin Avenue to Natick Town Line) - ***Phase II.*** Southeast Framingham Rezoning (Manufacturing District) - ***Phase III.*** Southeast Framingham Rezoning (Housing District Area) - Nobscot Village Zoning 3. Mixed-use Ordinance (Section V.G.)
LONG TERM UPDATES	1. Highway Overlay District (Section III.E.) 2. Historic Reuse Ordinance (Section V.B.) 3. Use Variance 4. Adult Housing (Section V.I.) 5. Pre-existing Nonconforming Use (Section I.D.) 6. Planned Reuse (Section II.E.) 7. Final Organization of the Zoning Ordinance	

5.2.1.4 Live Work Space

Encourage Live-Work space in existing older industrial building and all mixed use and commercial area. A model by-law/ordinance for Live-Work Space is included as Appendix H.

LEAD DEPARTMENT	The Planning Board
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Division of Planning and Economic Development, Department of Inspectional Services (Building Department), Fire Department, and others as appropriate

5.2.1.5 Development of Zoning Amendment Processes and Timeline

To ensure that all Zoning Ordinance and Zoning Map amendments are conducted in a consistent manor, the City shall establish a zoning amendment process and timelines. Such effort shall include the requirements of the sponsor to move the proposed zoning article through the City Council, the Planning Board, and the Mayor.

5.2.2 Zoning Districts/Amendment to Existing Zoning District Boundaries for Key Commercial Centers and Corridors

Relocated to 5.3.1 Long-term Actions

5.2.2.1 Rezoning Key Districts

Relocated to 5.3.1.1 Long-term Actions

5.2.2.2 Overlay Districts

Relocated to 5.3.1.2 Long-term Actions

5.2.2.3 Target Areas or Corridors Identified for Rezoning

The City of Framingham has many key areas that should be considered for amendments relative to the Zoning Map and the Framingham Zoning Ordinances. This Plan identifies ten target areas and corridors within Framingham as potential areas to be rezoned with new district regulations. These areas include the following:

- The Golden Triangle (Golden Triangle)
- The South Framingham (including but not limited to Waverly Street (Route 135) corridor, down the Natick Line, and the rail lines that run parallel to Kendall Avenue/Beaver Street)
- Downtown Framingham
- The Corporate Mixed-Use (CMU) Zoning District (9/90 Corporate Center)
- Nobscot Village
- Framingham Centre District

5.2.2.3.1 GOLDEN TRIANGLE

The Golden Triangle is some of the most valuable, highly sought after property within Framingham with some of the greatest opportunity for development and business growth. In 2018 under a municipal agreement, Natick and Framingham undertook a regional planning study for the Golden Triangle area. The Golden Triangle Planning Study, dated November 2018, included an intensive public process, an analysis of the history and existing conditions of the area, preparation of a build out analysis, transportation study, review of the existing and recommendations for potential zoning, in addition to an implementation plan.

The existing zoning within Framingham includes General Manufacturing (M), General Business (B), and Single Family Residence Zoning Districts, in addition to the Regional Corridor (RC) Overlay District in Framingham. In comparison, Natick was found to be comprised of numerous overlay districts. Zoning boundary lines, in addition to overlay district lines often bi-sect parcels of land creating challenges for redevelopment or on-site growth of companies.

Existing zoning conditions combined with transportation issues resulting in traffic congestion create a challenge for future redevelopment of the area. It is clear that Framingham and Natick need to work in collaboration to ensure that parcels located on the municipal boundary lines are able to redevelop in a consistent manner without the need for zoning relief from one or both communities.

TASKS

a. Identify large parcels of land and businesses within the Target Area;

b. Conduct a traffic study to determine the carrying capacity of the existing roadways and provide recommendations for traffic and Level of Services betterment;

c. Conduct a land use analysis to better understand the existing conditions of the area and to better understand the possible future growth of the area;

d. Develop a plan to work with large corporations and large parcel owners to develop a strong buffer between changes in use; and

e. 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).

DELIVERABLES

a. Continue to grow the 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). Continue to solicit

   the inclusion and assistance of transportation partners such as MADOT, and local operators to solve transportation and traffic issues.

b. Traffic Report that provides traffic recommendations for improvement within the area; Produce a land use analysis to determine the appropriate zoning and recommendations for the Golden Triangle Overlay Zoning District;

5.2.2.3.1 GOLDEN TRIANGLE

DELIVERABLES, CONTINUED	c. Revise the existing zoning to be consistent with the goals of Framingham and to be consistent with the Town of Natick's zoning; d. Produce a rezoning package based on neighborhood meetings and the public process; e. Develop a communications plan that provides direction for communication with businesses and the commercial section, in addition to a plan for communicating with residents; and f. Complete recommendations and implementation set forth in the 2018 Golden Triangle Planning Study (Chapter 8), which include actions in: • Development Vision and Urban Design; • Transportation; • Utilities; • Zoning; and • Municipal Coordination
LEAD DEPARTMENT	The Division of Planning and Economic Development in partnership with Natick Community Development Department
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Department of Public Works, MassDOT, and the MPO

5.2.2.3.2 SOUTH FRAMINGHAM

South Framingham along Waverly Street (Route 135) from the Natick and Ashland municipal boundary lines, is an important area needing to be redeveloped in the City of Framingham. This area has been heavily settled since the establishment of Framingham, once home to Dennison Manufacturing and General Motors, and is now the most densely populated area in Framingham. The existing zoning within this area consists of General Manufacturing (M), Light Manufacturing (M-1), Single Family Residential (R 1-4), Office and Professional (P), and Business (B) Zoning Districts. Key parcels for commercial redevelopment are often spilt by two or more zoning districts.

Potential development sites and areas that maybe 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 (CB) Zoning District encompassing commercial properties and neighborhoods along Blandin Avenue, Leland Avenue, Beaver Street, Kendall Avenue, and east to the Natick line.

TASKS	a. Consider updating the existing zoning, within the Southeast Framingham area that provides Form-Based Code Zoning, Traditional Neighborhood Design within commercial and manufacturing areas, while considering M.G.L. c. 40R/40S within areas of existing residential housing; b. Consider rezoning existing General Business (B) Zoning Districts as B-1, B-2, B-3, or other business zone designation;

5.2.2.3.2 SOUTH FRAMINGHAM

TASKS, CONTINUED	c. Create an entrepreneurial zoning district that supports a creative professional workforce and small startup businesses through a Live-Work District; d. Partner with state and local organizations to consider a TOD overlay district; e. Identify vacant and underutilized land isolated by intersecting rail lines for redevelopment and reinvestment; and f. Identify sensitive habitat and wetlands for restoration and preservation.
DELIVERABLES	a. Produce an update to the 2014 land use analysis for the areas of focus within Southeast Framingham along Route 135, TOD area, and Southwest Framingham along Route 135; b. Revise existing zoning as a result of the land use analysis that correlates to the area;
DELIVERABLES, CONTINUED	c. Produce a traffic study of the various study areas to be able to provide recommendations to increase the Level of Service (LOS) and incorporate Complete Street Policies into the roadways; d. Produce an open space and park lands master plan to protect existing natural resources, provide directions for future preservation of open spaces, and establish a system for seeking outside funding sources; and e. Develop a rail line and aqueduct trails master plan to guide the City in creating future trails within the area.
LEAD DEPARTMENT	The Planning Board, in concert with the Division of Planning and Economic Development
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Department of Public Works, Framingham Board of Health, Framingham Police Department, and other key Departments and Organizations

5.2.2.3.3 DOWNTOWN FRAMINGHAM

Framingham embarked on an ambitious Transit Oriented Development (TOD) program in 2014 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 as recommended by the 2014, Plan. Since such time, Downtown Framingham has flourished with new development, the attraction of new businesses, in addition to a complete overhaul to the streetscape on Concord Street and Union Avenue.

Capitalizing on the MBTA commuter rail service from Downtown Framingham to Worcester and Boston as an asset. Framingham aims to attract 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.

5.2.2.3.3 DOWNTOWN FRAMINGHAM

TASKS

a. Design and develop signage to help guide visitors and the community to destinations within Downtown Framingham;

b. The Division of Planning and Economic Development should continue to pursue state grants to finance studies and initiatives supportive of new TOD 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 1/4-mile of Downtown Crossing at the intersection of Route 135 and Concord Street;

c. 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, entrepreneurs, and young professionals. 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, entrepreneurs, and other creative professionals;

d. Identify geographic descriptions relative to who is located within the area, including governmental, hospital, etc.;

e. Articulate a cohesive Economic Development Strategy for the Downtown, as recommended in the Downtown Market Analysis (March 2008). This strategy needs 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. 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;

f. Coordinate the efforts of the City and the MetroWest Regional Hospital to develop an IMP to guide 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;

g. Provide visitors to the area's medical centers, specifically the hospital, with access to local businesses to ensure success of the Framingham's Downtown revitalization efforts, while providing visitors with walkable options for dining and entertainment; and

h. Utilize the Urban Design and Land Use and Market Analysis to identify a new mix of uses that would increase the likelihood of reinvestment and redevelopment in the Downtown. Framingham should promulgate a new zoning initiative for the Downtown, the Central Business District and adjacent environs. A Downtown Transit Oriented Development (TOD) Overlay District or a revised Central Business (CB) Zoning District, with appropriate development standards guiding the intensity of

5.2.2.3.3 DOWNTOWN FRAMINGHAM

TASKS, CONTINUED	development that incorporates Form Based Code (FBC) zoning principles should be formulated by Framingham. The zoning/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.
DELIVERABLES	a. Provide zoning and/or overlay district that support the area of critical mass required to deliver the vision of a Transit Oriented Development (TOD) b. Incorporate added density for live-work and/or mixed-use projects; c. Wayfinding and Signage: (Link http://www.fdrms.org/wayfinding/) Design and implement markers and visual aids for visitors and travelers to navigate efficiently around our downtown. The purpose of the Signage will point the way to historic gems, scenic trails, public transit and alternative vehicular routes – making Downtown Framingham an enjoyable place to visit, explore, and even rediscover; d. Front Door Framingham Project: (Link http://www.fdrms.org/front-door/) The Front Door Framingham Project seeks to establish a new identity for this historically contemporary business district with a gateway that invites visitors, commuters and travelers to shop and explore our multi-cultural, creative downtown; and e. Incorporate art, civic, and cultural events, in addition to community revitalizations efforts within Downtown, such as murals, movie nights, and cultural fairs.
LEAD DEPARTMENTS	Downtown Framingham, Inc. (DFI) and the Division of Planning and Economic Development
SUPPORTING DEPARTMENTS & ORGANIZATIONS	MetroWest Medical Center, Framingham State University, and the Department of Public Works, in addition to landowners within the CB District.

5.2.2.3.4 9/90 CORPORATE CENTER AND TECHNOLOGY PARK

The 9/90 Corporate Center and Technology Park area contains some of Framingham's and the region's largest employers and economic base. Potential for further development is likely and can be realized at a higher intensity with new zoning within this area. The City 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.

TASKS	a. Conduct an inventory analysis of all properties within this area of Framingham; b. Review the density of the existing land uses, while considering a mixed-use option for a live-work-play type environment;

5.2.2.3.4 9/90 CORPORATE CENTER AND TECHNOLOGY PARK

TASKS, CONTINUED	c. Create a work plan with the businesses, corporations, and large parcel owners to develop a Corporate Mixed-use/Technology Park Master Plan, Streetscape Improvement Plan, and d. Review and update the Technology Park Zoning District; e. Develop a Ch. 43D Streamline Permitting option with the area to allow for better promotion of parcels and increase permitting efficiency; f. Conduct a traffic review analysis of the Technology Park and 9/90 Corporate Center area, in addition to the relationship of the area with Exit 12 of the Mass Turnpike; g. Commence a joint planning effort with Southborough to identify future long- term infrastructure, traffic and roadway safety efforts, and increase accessibility to the Corporate Mixed-use (CMU) Zoning District (9/90 Corporate Center) and Technology Park; and h. 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.
DELIVERABLES	a. Produce a traffic master plan for the Technology Park and 9/90 Corporate Center area, developing strategies to connect the area with the Boston area through vanpooling and public transportation options in addition to providing direct access onto the Mass Turnpike, if found to be a viable option; and b. Produce a master plan for the area to provide for complete streets and a pedestrian friendly campus. Incorporate a mixed-use commercial – residential option if the land use analysis determines there is a market for this type of development within this area.
LEAD DEPARTMENTS	The Planning Board, in partnership with Southborough Planning Department
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Department of Public Works, the Division of Planning and and Economic Development, Framingham Police Department, MetroWest Chamber of Commerce, and other key departments and organizations

5.2.2.3.5 NOBSCOT VILLAGE

The City of Framingham recently approved new zoning for Nobscot, a neighborhood within Framingham's northwest quadrant. Such new zoning is known as Nobscot Village (B-4) Zoning and has been the center of the community's attention for well over a year. The adoption of new zoning marks the beginning of the revitalization of Nobscot for it to become a neighborhood village center that supports the visions of the community and the goals of the Plan.

The commercial center of Nobscot sits within the intersection of three major roadways, Edgell Road, Edmands Road, and Water Street. Nobscot was once a thriving commercial center over 30

5.2.2.3.5 NOBSCOT VILLAGE

years ago but has since deteriorated due to economic changes that contributed to the loss of many businesses that once occupied the area. Members of the Nobscot community often reference the many commercial offerings that once occupied storefronts in Nobscot. Currently, CVS Pharmacy, Anton's cleaners, H & R Block, two financial institutions, one gas station, an auto repair shop, two restaurants, three locations for fast food, assisted and independent living facilities, and apartments, in addition to a Framingham Fire Station and the McAuliffe Library now occupy Nobscot. It is important to note that in 2019 Nobscot is the only area within Framingham that has not seen reinvestment through new development and/or redevelopment.

Nobscot Village, originally the home of many farms within Framingham is still one of the most underdeveloped areas within Framingham. Nobscot Village contains an historic chapel, Hemenway School, Framingham Fire Station, Christa McAuliffe Branch Library, an underutilized shopping plaza, and several other small businesses.

VISION

The City of Framingham is dedicated to establishing Nobscot as a thriving neighborhood village where the community celebrates its streetscape and architectural design by creating a sense of community, walk and bike-ability. It has the opportunity to utilize open space and trail systems, while allowing businesses and local companies to locate here and thrive by developing a reciprocal relationship with the residents, providing an opportunity for residents to use their services, thus contributing to their success.

TASKS

a. Review the existing conditions of underutilized shopping plazas;

b. Conduct a land use analysis to determine the existing uses between Saxonville and Nobscot, in addition to reviewing the use of the Pinefield Shopping Plaza;

c. Water Street is primarily residential and open space, and contains a small shopping plaza. Work with the MWRA to open the aqueducts for pedestrian uses; and

d. Conduct a zoning analysis, build-out analysis, and corridor study to revise the zoning within the area to ensure the best use. By rezoning this corridor, this will allow residents and private landowners to utilize their properties by reducing the need to expand onto existing open space parcels along the corridor.

DELIVERABLES

a. Publish a strategic plan for the reuse of the mill buildings and underutilized shopping plazas;

b. Establish a corridor connection plan between Saxonville and Nobscot, utilizing the Pinefield Shopping Plaza.

c. Produce a corridor transportation plan to provide multi-modal options for vehicles, bicycles, and pedestrians to co-exist;

d. Produce an economic development plan to increase the use of the existing shopping plazas and mills within the corridor; and

5.2.2.3.5 NOBSCOT VILLAGE

DELIVERABLES, CONTINUED	e. Prepare and produce zoning to be consistent with the market demands and potential land uses as described in the zoning analysis, build-out analysis, and corridor study for Saxonville.
LEAD DEPARTMENTS	The Division of Planning and Economic Development and Department of Public Works
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Parks and Recreation Department, Friends of Saxonville, Nobscot Neighbors, Framingham Historic Commission, Framingham Historic District, and other Key Organizations

5.2.2.3.6 FRAMINGHAM CENTRE REZONING

Framingham Centre is home to the Framingham Centre Common, Framingham History Center, 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: overcoming the physical division of the area by the major highway, Route 9 (Worcester Road), and zoning 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.

TASKS

a. Coordinate the efforts of the City and the Framingham State University (FSU) under their own master plan to develop physical improvements to reattach both north and south areas of the center physically, visually and socially;

b. Coordinate and implement any future considerations related to the above objectives with the Framingham Historic Preservation Plan;

c. 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;

d. Consult with MassDOT directly about air-rights over Route 9 (Worcester Road) to link the two sides of Framingham Centre, and include the Mass Department of Higher Education regarding participation by Framingham State University (FSU);

e. Encourage a pedestrian and bicycle-oriented center with excellent public transit facilities and services; and

f. Encourage land use development on infill and vacant properties that complements the period architecture and land use patterns of Framingham Centre before Route 9 (Worcester Road) was expanded.

5.2.2.3.6 FRAMINGHAM CENTRE REZONING

DELIVERABLES	a. Produce a master plan for this corridor to help ensure the areas north and south of Route 9 (Worcester Road) are reconnected and create a pedestrian friendly environment; b. Seek federal, state, and local funding opportunities to preserve natural resources along the Sudbury River, the historic buildings within the Centre, and preservation of historic character of the corridor; c. Establish a business development organization to encourage small business to locate within the Centre and also to provide resources and support for the small businesses; and d. Publish a master plan for this corridor to ensure the historic characteristics are embraces in future development or redevelopment of the Centre.
LEAD DEPARTMENTS	The Division of Planning and Economic Development
SUPPORTING DEPARTMENTS & ORGANIZATIONS	Framingham State University (FSU), Historic District Commission, Historic Commission, and the Department of Public Works

5.2.3 Conservation of Open Space, Agricultural Lands, and Natural & Historic Resources

Since 2012, Framingham has undertaken major initiatives to provide alternative styles of development rather than the conventional subdivision. Changes to the land use regulations were and remain necessary to preserve the health, environmental quality, and character of Framingham. The preservation or conservation of agricultural land and open space parcels remain on the critical short-term list of needs sine once these lands are developed they cannot be regained. The recommendations set forth in Section 5.1.3 call for can update to recently approve zoning initiative to better understand why they work or do not work.

5.2.3.1. Agricultural and Open Space Cluster

The intent of the agricultural and open space preservation is to encourage the preservation of agricultural and open space lands that are presently engaged in active agricultural production and/or as open space for active and passive recreation.

TASKS	a. Conduct a land use analysis to determine the locations, sizes, and types of agricultural lands in Framingham. Additionally, review which agriculture parcels are enrolled in Chapter 60, 61, and 61 a, have agriculture preservation restrictions (APR) or a Conservation Restriction (CR) on them; b. Seek the input from the Agricultural Committee and the Open Space and Recreation Working Group to ensure any plans or ordinances meet the needs of the landowners and farmers within Framingham; and c. Consult with state agricultural and open space land use experts to assist in the dwevelopment of a plan or ordinances to help protect these important resources.

5.2.3.1. Agricultural and Open Space Cluster

DELIVERABLES

a. Sponsor a Town Warrant Article for Zoning Ordinance to allow for an alternative type of development to the traditional Subdivision;

b. Identify alternative options for farmers to preserve their lands;

c. Seek federal, state, and local funds to help protect and/or preserve agricultural lands and open space parcels in perpetuity;

d. Establish a trail network connecting major open space parcels through non-vehicular modes;

e. Implement alternatives preservation options to ensure that agriculture land is preserved in perpetuity, such an agriculture mitigation account, new farmers program, etc.

f. Continuously update the open space prioritization list; and

g. Conduct a review and update to present zoning ordinances, which include the Agricultural Preservation Development Ordinance, the Open Space Cluster Development, and the Neighborhood Cluster Development.

LEAD DEPARTMENTS

The Planning Board

SUPPORTING DEPARTMENTS & ORGANIZATIONS

The Division of Planning and Economic Development, the Conservation Commission, Agricultural Committee, and Sudbury Valley Trustees (SVT), in addition to other interested parties and stakeholders

5.2.3.2 Open Space Cluster Development

Open Space within Framingham is limited compared to the amount of land that has been lost to development and dedicated to infrastructure. To help conserve and protect the limited amount of open space that remains, the City has to work collaboratively with developers and landowners. The City should work in collaboration with landowners, local land trusts, and the state to preserve agricultural lands and open space parcels.

TASK 1

Existing Conditions and Ordinance Analysis

a. Expand the applicability of an open space cluster ordinance to the R-1, R-2, R-3 and R-4 Single Family Residential Zoning Districts;

b. Within each of the Single-Family Residence Zoning Districts, identify appropriate lot sizes, frontage and side setbacks in addition to the building envelope size;

c. Utilize zero lot lines within R-1 and R-2 Single Family Zoning Districts, where appropriate; and

d. Create open space overlay districts or priority open space preservation areas.

5.2.3.2 Open Space Cluster Development

TASK 2

Open Space Cluster Ordinance Standards

a. Develop zoning ordinance standards based on case studies and other community ordinances and regulations to ensure that the dimensional requirements are practical; and

b. Ensure open space cluster standards effective in providing protections to important resource areas in all developments that utilize the ordinance.

TASK 3

Submittal Requirements

Modify the definitive development 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 an open space cluster site plan or a special permit application to be prepared by a Registered Landscape Architect or a Professional Engineer. The applicant shall be required to submit the following:

a. Identify all conservation areas, including primary conservation areas, secondary conservation areas and potentially developable areas;

b. Identify the location of house sites that are appropriate for development;

c. 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;

d. 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 Land Use Plan and the Open Space and Recreation Plan; and

e. Prepare and submit the Existing Conditions (Site Analysis) Plan, Concept Plan, Locus Plan, and Management Plan for the Common Open Space, and a narrative for the entire project.

TASK 4

Unit Type and Number

a. Provide flexibility in the unit type and number to accommodate different options for building typology;

b. 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 open space cluster that meet these objectives;

c. Decrease the right-of-way requirements for Very Low Volume Roads as prescribed by Guidelines for Geometric Design of Very Low-Volume Local Roads (ADT ≤ 400) (AASTO) or other accepted standards for narrow roads. Traffic and pedestrian improvements related to Complete Streets;

d. Protect open space in perpetuity that has unusual values to the community;

e. Require developments to permanently contribute to Framingham's Affordable Housing Goals and Plan; and

f. Encourage developments that are comprised of senior housing.

5.2.3.2 Open Space Cluster Development

TASK 5	**Maintenance and Preservation** a. Maintain and continue to preserve agriculture, habitat, open space, and rural lands in the Plan by means of tax incentives, land trusts, and education for the Framingham Community; b. Consider the adoption of Community Preservation Act (CPA); c. Develop or improve common open space design standards; d. Identify and require common open space for the residents of the open space cluster; e. Identify options for common open space ownership and maintenance that coincides with the goals of the Plan and the Framingham Open Space and Recreation Plan; and f. Develop resources for both private and/or public to management of open space in perpetuity.
TASK 6	**Recreational Opportunities** a. Ensure that the greatest amount of open space area within the development is preserved to allow for active and passive recreation; b. Encourage open space preservation within the open space cluster cluster development to connect to adjacent open space parcels where possible; c. Establish trails from the open space cluster development to adjacent open space parcels, water resources, trail networks, village centers, transportation nodes, neighborhoods, and points of interest; and d. Create access to open space for the use by the community.
DELIVERABLES	a. Sponsor the revision of an open space cluster type of ordinance for the Single Family Residential (R-1 and R-2) Zoning Districts; b. Propose a revised or a new open space cluster type of ordinance for the Single Family (R-3 and R-4) Zoning Districts as recommended through the review and research of other adopted cluster type ordinances. c. Seek federal, state, and local funds for the preservation and protection of agricultural and open space parcels in perpetuity. Through funding, purchase conservation restrictions, or purchase of land for parks, trails, and/or wildlife habitat; and d. Establish a funding source or open space account for future land acquisition opportunities or purchase from large project mitigation or donations.
LEAD DEPARTMENTS	The Division of Planning and Economic Development (Conservation Commission and Planning Board)
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Conservation Commission, Sudbury Valley Trustees (SVT), Agriculture Commission, and other key Departments and Organizations

5.2.3.3 Areas of Critical Planning Concern 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 Neighborhood Cluster Development Ordinance, Open Space Cluster Development Ordinance, and Agriculture Preservation Development Ordinance that preserves land for agriculture, recreation, wildlife habitat and as open space, there is a need to protect the critical areas and resources of the City from less sensitive and poor development practices through new zoning district initiatives.

Several of the Key Area and Corridor Zoning Districts will require an analysis for identification of critical areas to be prioritized for special planning consideration. The Areas of Critical Planning Concern (ACPC) Maps will be instrumental to the identification and evaluation of future rezoning initiatives within these Key Areas or Corridors. With the Areas of ACPC maps, the Planning Board shall identify 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 ACPC**

a. Review and assess the ACPC 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. Such efforts should be conducted on a yearly basis;

b. Collect Assessor records, property information, and current zoning information for the identification of such properties;

c. Review existing land uses and zoning to create maps to graphically represent the current zoning;

d. Create a ranking system, and rank ACPC;

e. Utilize the ACPC Maps to compare existing zoning to potential zoning or overlay districts; and

f. Create a land database for the identified area within Framingham, identifying the specific ACPC with current and potential zoning and the factors contributing to its designation for special planning consideration.

TASK 2 **Develop new Zoning Overlay Districts**

a. Establish wildlife habitat corridor overlay districts, which require areas for wildlife habitat corridors to connect existing conservation areas as land is developed;

b. 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; and

c. Collect data 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.

5.2.3.3 Areas of Critical Planning Concern Mapping

DELIVERABLES	ACPC Map updated on a yearly basis.
LEAD DEPARTMENTS	Open Space and Recreation Working Group (Parks and Recreation, Conservation Commission, the Division of Planning and Economic Development, Public Works)
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Board of Health, Historic Commission, Historic District Commission, and Sudbury Valley Trustees (SVT)

5.2.3.4 National Park and Historic Development

The City should implement the recommendations of the Framingham Historic Preservation Plan, as updated, to encourage increased sensitivity to historic resources and character and to utilize the City's historic features to maintain and attract tourism. The 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 City 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 City 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 also to become a connecting destination for visitors interested in the City's part in the regional and national history.

The following work plan is recommended to accomplish this:

TASK 1	**Historic Building and Property Identification:** a. Enumerate historic buildings, properties, areas, or points of interest within Framingham; b. Create a database of all buildings and properties currently included and not included on the historic registry; c. Create a plan for city-wide historic identification of buildings and properties; d. Expand and add additional Historic Districts within Framingham; and e. Establish protection for historic properties and roads.
TASK 2	**Historical Municipal Collaboration** a. Create a working relationship with abutting municipalities for the development of a historic collaboration network; b. Create a working relationship with other municipalities within Massachusetts that share common history that directly influenced Framingham's development, i.e. Salem-Danvers-Framingham Connection; and

5.2.3.4 National Park and Historic Development

TASK 2, CONTINUED	c. Collaborate with other municipalities 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** a. Develop a list of historic locations, walking trails to historic and natural locations, and parks within Framingham to be utilized as a National Parks System; b. Work with the 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; and c. Support state and federal designation and/ or recognition as a heritage site or other special historic and/or 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** a. Publicize and market Framingham's historical significance throughout the state; and b. Encourage schools, 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** a. Through zoning and map revisions, encourage adaptive reuse and continued functionality for historic, buildings, properties, and neighborhoods; b. Develop a list of historic buildings and properties within the City; and c. Preserve the architecture of historical buildings.
DELIVERABLES	a. Provide a plan for the development of historic locations, walking trails to historic and natural locations, and parks within Framingham to be utilized as a National Parks System; b. Publish a historic reuse redevelopment and investment guide for historic buildings and properties to aid owners in preserving their investments; c. Update the Scenic Roadway list through the appropriate channels; and d. Seek federal, state, and local funding sources for the preservation of historic buildings, purchase of historic sign designations, and other associated improvements for historical resources.
LEAD DEPARTMENTS	The Historical Commission, Historic District Commission, the Division of Planning and Economic Development, Framingham
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Parks and Recreation Department, and other key Departments and Organizations

5.2.3.5 Scenic Roadway

The Administration of the Scenic Road Act (Framingham's designated roadways are identified within the Framingham General Ordinances) outlines the purpose of the Act as to protect the scenic quality and character of municipal roads designated as Scenic Roads by establishing rules and regulations governing local administration of the Scenic Road Act, M.G.L. c. 40, Section 15C. Framingham's list of Scenic Roadways was previously designated by Town Meeting and last updated in 1974.

TASKS	a. Review the existing list of scenic roadways accepted within Framingham; b. Create an inventory of all accepted streets and roadways within Framingham; and c. Conduct a review to determine which roadways meet the Scenic Road requirements set forth in the Framingham General Ordinances and the Scenic Road Act, M.G.L. c.40, Section 15C.
DELIVERABLES	Prepare and present the list of roads within Framingham that should be designated as Scenic Roads and utilize the appropriate channels to amend the existing 1974 Scenic Roadways list.
LEAD DEPARTMENTS	The Planning Board
SUPPORTING DEPARTMENTS & ORGANIZATIONS	Framingham Historical Commission, Framingham Historic District, the Department of Public Works

5.2.4 Transportation

Framingham must provide accessibility for all members of the community and support a mobile population. This requires a comprehensive review of all aspects of transportation such as infrastructure, modes, types, existing conditions, and land use implications. The short-term needs are to develop a citywide transportation master plan as a new element to add to this Plan, and within that element, focus on Complete Streets as an infrastructure design program.

5.2.4.1 Framingham-Wide Transportation Plan

The City 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 City's Capital Improvement Plans to make Framingham a healthy, energy efficient, and carbon neutral community.

TASK 1	**Transportation and Infrastructure Design Policies** Implement transportation and infrastructure design policies and include an emphasis on placing utilities underground.

5.2.4.1 Framingham-Wide Transportation Plan

TASK 2	**Alternative Modes of Public Transportation** Develop a citywide plan for alternative modes of public transportation that connects areas of City, other forms of non-vehicular transportation, and other communities.
TASK 3	**Infrastructure Policies for Traffic Management** Develop infrastructure policies to incorporate new approaches to traffic management.
TASK 4	**Best Management Practices** Incorporate Low Impact Development (LID) Techniques and Complete Streets features into citywide design standards to reduce the impact on Framingham roadways and provide access for all roadway users.
TASK 5	**Air Right Polices** Develop air-rights policy and regulations for public building programs over highways.
TASK 5	**Alternative Energy** Consider and research making public utilities, (i.e. street lights, illuminated crosswalk signs, trash compactors, etc.) Rely on solar panels and alternative energy sources.
DELIVERABLES	a. Establish a plan for locating pedestrian bridges over major arterials such as the Massachusetts Turnpike (Mass Turnpike) and Route 9 (Worcester Road); b. Produce a strategic plan to require public amenities to utilize solar and utilize Low Impact Development (LID) and Best Management Practices (BMP) features within design and/or redesign of projects; and c. Publish a Complete Streets Plan for all area of Framingham.
LEAD DEPARTMENTS	The Department of Public Works
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Division of Planning and Economic Development, the Fire Department, and Framingham Police Department

5.2.4.2 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. A complete street allows all modes of transportation including trucks, cars, transit, bicycles, and walkers, to travel safely and comfortably within the same streetscape. Most Americans would rather drive less and walk if safe, reliable, and convenient options existed. Transit in the United States is currently growing faster than the population. 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.

5.2.4.2 Complete Streets

Consequently, the Complete Streets supports a non-vehicular option for those who would rather walk or ride a bicycle to their designation.

Incorporating Complete Streets into roadway will improve both private and public projects within Framingham. Additionally, amending City's zoning to include Complete Streets will help the community reduce traffic congestion, increase physical activity, and improve the physical appeal of the City.

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:

a. 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; and

b. 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.

TASK 1 — **Workshop and Community Education Events**

Host a Complete Streets workshop, sponsored by MassDOT to provide public education to encourage bicycle and pedestrian modes of transportation.

TASK 2 — **Adopt MassDOT Complete Street Design Guidelines**

a. Research communities to assist in the development of a technical design guideline that provides guidance for both public and private projects; and

b. Through the use of MassDOT Complete Streets Design Guidelines, develop Framingham specific design guidelines for all projects (private or public) within Framingham.

TASK 3 — **Complete Roadway Analysis and Plan**

a. Conduct an inventory and analysis of all major roads, arteries, throughways, sidewalks, and major connections with Framingham with a close look at zoning and major landmarks within Framingham and adjacent municipalities;

b. Work to develop a Complete Street project schedule for public projects;

c. Encourage private development projects to contribute to Framingham's Complete Street initiative when developing or redeveloping a site; and

d. Incorporate Complete Streets design techniques into the Citywide Master Plan Transportation element.

TASK 4 — **Incorporate into Planning Board Reviews and Regulations**

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

b. Review the Site Plan review process and Subdivision Rules and Regulations to determine if Complete Streets can be incorporated into the Planning Board's review process; and

c. Adopt Complete Street Design techniques as an article within the Planning Board's Rules and Regulations.

5.2.4.2 Complete Streets

TASK 5	**Create an Enterprise Fund** a. Consider an Enterprise Fund for bicycle, pedestrian, and public roadways infrastructure related to Complete Street and roadways safety, funded from traffic mitigation fees and other defined revenue sources; and b. The Enterprise Fund may also be designated for the relocation of utilities underground.
DELIVERABLES	a. Establish a technical design guideline that provides guidance for both public and private projects; b. Produce a complete street checklist to determine which streets and roadways can be designated and designed as a complete street; c. Sponsor an enterprise fund for complete street initiatives and long term maintenance; and d. Incorporate Complete Street into the Planning Board's Site Plan Review process and Subdivision Rules and Regulation.
LEAD DEPARTMENTS	The Planning Board, Department of Public Works, and the Division of Planning and Economic Development
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Board of Health, Framingham Police Department, Parks and Recreation, Bicycle and Pedestrian Committee, and other key Departments and Organizations

5.2.5 Technology Park Comprehensive Infrastructure

The City, 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 paths, street lighting and street furniture. The design will also identify recreational amenities 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 (DCR).

As a condition of the Framingham Planning Board's Site Plan Approval for Sanofi's (formerly Genzyme) Biologics Center Expansion, Sanofi has agreed to assist the City in its planning and engineering efforts related to the Framingham Technology Park. Specifically, Sanofi (formerly 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:

a. Improve the visual appearance of the Technology Park and image of California Avenue, New York Avenue, Mountain Road, and Pennsylvania Avenue;

5.2.5 Technology Park Comprehensive Infrastructure

b. Establish a continuity of treatment of the public right of way and adjacent landscape buffer zones within the Technology Park;

c. 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;

d. Utilize Complete Streets concepts to provide for vehicle, bicycle and pedestrian access and connectivity, and identify and remove architectural access barriers; and

e. Provide a conceptual layout of the realignment of California/New York Avenue intersection and The Mountain/California/Pennsylvania Avenues intersections to explore feasibility of consolidating and/or simplifying these intersections.

TASK 1	**Base Plan Development** a. Research to determine and depict the record street layout and conduct a field survey or planimetric mapping to locate critical surface features such as curb line, roadway centerline, visible utility structures, sidewalks, fences, driveways, and critical landscape features; and b. 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 Framingham Department of Public Works records.
TASK 2	**Complete Design Process** Complete the standard design process according to Framingham and MassDOT procedures, generally as follows: c. Determine design goals; and d. Prepare Conceptual and Draft Designs for "25%" plans.
DELIVERABLES	Initiate and complete consensus building for the 25% plans.
LEAD DEPARTMENTS	The Department of Public Works and the Division of Planning and Economic Development
SUPPORTING DEPARTMENTS & ORGANIZATIONS	Conservation Commission

5.2.6 Healthy Communities Initiative

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. To help fight these chronic diseases, Framingham works in collaboration with the Town of Hudson and Northborough, along with the City of Marlborough through a Mass in Motion/Community Transformation Grant (CTG). MetroWest Moves works to incorporate the Healthy Communities Initiative into each of the four communities.

5.2.6 Healthy Communities Initiative

The purpose of the MetroWest Moves is to implement policy, systems, and environmental change strategies to increase healthy eating and active living. MetroWest Moves strategies include broad policy, environmental, programmatic, and/or infrastructure changes to promote health and well-being.

MetroWest Moves was established in 2011 through a Mass in Motion Grant, which was matched by the MetroWest Community Health Foundation. The original three communities that comprised MetroWest Moves included: Framingham, Hudson, and Marlborough, supported by a private consulting firm – John Snow Inc. It should be noted that at the time of the 2020 Plan update, Framingham no longer participates in MetroWest Moves, but items identified within this Plan have been completed as a requirement of the Mass in Motion Funding.

The work plan to address the initiative is as follows:

TASK 1

Complete Streets

Complete Streets Analysis

a. Conduct a citywide inventory and analysis of all existing sidewalks and bicycle lanes within Framingham to support the efforts of the other three communities; and

b. Examine neighborhoods, urban centers, and commercial areas and identify the connections between these areas with sidewalks and major landmarks.

Walking System

a. Utilizing the sidewalk inventory and information collected about specific areas of Framingham, section off Framingham into Key Areas, and then: for each Key Area, identify the edges, nodes and landmarks that tend to attract people; and

b. Map walking routes that incorporate the nodes, landmarks and sidewalks.

Coordination

a. Present Walking Systems Maps to the Mass in Motion Council for input and finalization of the Mapping system; and

b. Distribute the maps to Walk MetroWest and the municipalities involved in the Community Transformation Grant.

TASK 1 DELIVERABLES

a. Update Subdivision Rules and Regulations, Zoning, Site Plan Review and other municipal regulations;

b. Update the Planning Board's Rules and Regulations to incorporate walkable streets within all private projects as a condition of site plan review;

c. 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;

d. Update the Zoning to include walkable streets, and take into consideration public health work efforts and Healthy Framingham programs;

e. Continuously update the Framingham's Sidewalk Inventory Map;

5.2.6 Healthy Communities Initiative

TASK 1 DELIVERABLES, CONTINUED	f. Map specific areas suitable for sidewalks and bicycle; and g. Produce a scorecard to rank streets and roads for incorporation of pedestrian and bicycle amenities.
TASK 2	**Healthy Dining** a. Offer support to local non-chain restaurants to provide patrons with healthy dining options; b. Provide restaurant owners with nutritionist support, provided by MetroWest Moves; c. Develop a working relationship with the local restaurant owners to better determine the needs to help ensure their business can meet the standards of a health dining restaurant; d. Set goals for long term retention of restaurants who participate in the Health Dining Program; e. Establish a website and internet presence to help participating restaurants be known for their involvement in the Healthy Dining Program; f. Provide participating restaurants with advertising and website presence on the MetroWest Moves website and social media sites; and g. Create and maintain a list of all existing restaurants and owner/managers to help aid in future partnerships between the City and restaurant owners.
TASK 2 DELIVERABLES	a. Establish a relationship between the Board of Health and local participating restaurants to help facilitate healthy dining; b. Establish programs such as Healthy Dining Week, healthy options specials, etc.; and c. Provide support for local restaurants to provide healthy eating options and to expand their menus.
LEAD DEPARTMENTS	The Board of Health, Planning Board, Community and Economic Development, and Department of Public Works
SUPPORTING DEPARTMENTS & ORGANIZATIONS	Parks and Recreation and other key departments and organizations

5.2.7 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 ordinances are included as part of the short- term work plans of Actions for addressing these considerations.

5.2.7.1 Alternative and Solar Energy Ordinance

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 utility companies or through independent suppliers. Companies like National Grid are working towards:

a. A target of 80 percent greenhouse gas reduction across their businesses by at least 2050, with a mid-term reduction target of 45percent by 2020;

b. 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; and

c. Encouraging businesses, organizations and individuals to meet the climate change challenge and embrace energy efficiency.

Many municipalities within Massachusetts have started to develop or have adopted a Commercial Solar Photovoltaic Renewable Energy Installation (CSPREI) Ordinances 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 within Massachusetts.

The purpose of this Ordinance 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

a. Research and assess other Massachusetts municipalities' zoning for alternative energy by-laws/ordinances, specifically related to solar energy; and

b. Conduct a site inventory analysis within Framingham to determine appropriate locations for zoning districts that are designed for solar fields, i.e. Light Manufacturing (M-1), Manufacturing (M), and Office and Professional (P) Zoning Districts.

TASK 2

Update the Existing Solar Ordinance and Overlay District

a. Establish clear and defined provisions that apply to construction, operation, and/or repair of commercial, solar photovoltaic, and renewable energy installations;

5.2.7.1 Alternative and Solar Energy Ordinance

TASK 2, CONTINUED	b. Develop guidelines and requirements for solar uses 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 plan; • Emergency services; • Safety and security; • Lighting; • Signs and advertising; • Utility connections; • Land clearing, soil erosion, and habitat impacts; • Appurtenant structures; and • Modifications to approved projects.
TASK 3	**Update the Existing Solar Ordinance and Overlay District** Abandonment and ReDevelop a section on Abandonment and Removal where absent notice of a proposed date of decommissioning or written notice of extenuating circumstances, the CSPREI 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 CSPREI fails to remove the installation within 150 days of abandonment or the proposed date of decommissioning, the City may enter the property and physically remove the installation.
DELIVERABLES	a. Produce a plan or ordinance for CSPRI. b. Update the Zoning Map to show associated zoning changes.
LEAD DEPARTMENTS	The Planning Board and Framingham Sustainability Coordinator
SUPPORTING DEPARTMENTS & ORGANIZATIONS	Building Department, Department of Public Works, Board of Health

5.2.7.2 Minimum Sanitation Standard for Private and Semi-Public Water Supplies

The Board of Health's regulations adopted in 1977; "Minimum Sanitation Standard for Private and 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.

TASKS	a. 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. b. Incorporate special regulations as applicable for properties located in the Interim Groundwater Protection District. c. Evaluate the success and failure rate of private water supplies. Decide whether programs, regulations, or public infrastructure could address problems discovered and act accordingly. d. Implement wetland language to ensure nearby wetlands and vernal pools are not adversely affected by wells. e. Add adjoining and accessible City water standards to the Board of Health and Planning Board "Minimum Sanitation Standards for Private and Semi-Public Water Supplies (2014)
DELIVERABLES	Revise the existing Minimum Sanitation Standard for Private and Semi-Public Water Supplies, 2013 to include conditions relative to wetlands.
LEAD DEPARTMENTS	The Board of Health
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Planning Board, Department of Public Works, Conservation Commission, and others as appropriate

5.2.8 Economic Development

5.2.8.1 Citywide Economic Development Plan

Framingham is 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 City's strategic location within the Boston Metropolitan Area situated along Interstate 90 between the Route 128 and 495 beltways, in addition to train transportation, both commuter and freight. Framingham is home to the several corporate headquarters of multinational companies and Fortune 500 corporations.

5.2.8.1 Citywide Economic Development Plan

In contrast to this prosperity, there are areas of blighted and brownfield properties with, in many cases, functionally obsolescent buildings 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 City must develop a strategy to identify and encourage reinvestment and redevelopment opportunities for these identified uses. To achieve this objective, the City 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 City's ability to encourage business retention and identify opportunities that encourage existing businesses to expand within Framingham.

TASKS	a. Conduct an economic analysis for the City as a whole and for key commercial centers identified for reinvestment and redevelopment, i.e. Nobscot, Saxonville, South Framingham, and Mt. Wayte. b. Enumerate the uses that the economic analysis determine economically feasible to attract or expand on an area specific basis. c. 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. d. The Planning Board will provide recommendations for the necessary zoning changes to encourage economic growth in appropriate areas that is consistent with the aspiration of City residents and economic analysis. e. Through a Citywide economic development plan set goals and actions for business recruitment, retention, and expansion, in addition to work force development.
DELIVERABLES	a. Publish an economic development plan for the City of Framingham; and b. Make appropriate zoning and zoning map changes based in research and collected data.
LEAD DEPARTMENTS	The Division of Planning and Economic Development
SUPPORTING DEPARTMENTS & ORGANIZATIONS	Economic Development and Industrial Corporation (EDIC), Framingham Chamber of Commerce, and other applicable organizations

5.2.8.2 Downtown Framingham Inc. (DFI)

Downtown Framingham Inc. (DFI) (formerly known as Framingham Downtown Renaissance, Inc. (FDR)) is a 501(c)(3) non-profit corporation committed to facilitating the development of Downtown Framingham as a vibrant blend of commercial and residential mixed-use in a busy transit-oriented development (TOD) hub. The organization's primary focus is to realize incremental, yet critical deliverables through public and private partnerships, which generate jobs, increase local income, multiply vast community connections and support people-friendly design at a highly visible and critically important regional hub in the MetroWest.

The City of Framingham and its many divisions work in close partnership with Downtown Framingham Ic. (DFI) to guide and fortify a renewed vibrancy of Downtown Framingham that responds to the needs of the immediate businesses and residents. Downtown Framingham Inc. (DFI) assimilates the National Trust for Historic Preservation's registered Main Streets Four Point Approach ®, a proven strategy that provides a framework corresponding with the four forces of real estate value: social, political, physical, and economic.

DFI builds business, community, and culture through its in-person, individual business outreach, which informs a data-driven understanding of real-time issues and hot-button policies. In turn, DFI leadership can accurately and articulately provide effective, ongoing downtown management and advocacy in collaboration with municipal leaders and the greater community.

ORGANIZATION

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial, mixed-use district. Through volunteer recruitment and collaboration with partners representing a broad cross-section of the community, DFI incorporates a wide range of perspectives into its efforts. A governing board of directors makes up the fundamental organizational structure. Staff, interns, and community volunteers are coordinated, trained and recruited by the Executive Director and Board of Directors. This structure not only divides the workload and clearly delineates responsibilities, but also creates multi-cultural awareness and cooperation among the various stakeholders.

Measurable Goals

a. Sustain and grow partnerships with anchor institutions, including the MetroWest Medical Center, Edward M. Kennedy Community Health Center, Framingham State University, and MassBay Community College.

b. Strengthen corporate volunteer affiliations, including partner projects with Bose and Wegmans.

c. Incorporate immediate community neighbors into DFI organizational and event planning, including more small business owners with varying cultural perspectives.

d. Increase paid staff from 1.5 FTE to 2 FTE through training partnerships with local universities.

5.2.8.2 Downtown Framingham Inc. (DFI)

PROMOTION

Promotion takes many forms with the overarching goal to cement a memorable, positive image to sustain community pride and drive consumer and investor confidence in the commercial district. Advertising, retail promotions, special events and marketing campaigns reinforce the real-world, positive sensory experience found in Downtown Framingham. Measurable promotions through various mediums creatively express the commercial district's unique characteristics, business establishments, and entertainment activities to shoppers, investors, and future business owners.

Measurable Goals

a. Research urban marketability for live/work/recreate trifecta and translate takeaways into community outreach and informed media campaigns.

b. Creatively seek bold large-scale print media options in regional public spaces, including the Natick Mall, Logan Airport, and Route 135/126 media boards.

c. Strategically build upon excellent digital media analytics, currently showing over 20,200 annual website visitors, 3,165 Facebook fans, and 9,700 quarterly Google hits.

d. Partner with more regional media publications, including the Boston Globe, to draw attention to the bevy of arts and entertainment options showcased in downtown Framingham.

e. Invest more heavily in large-scale events, including the Taste of Downtown Framingham, the new Jack's Abby / DFI Spirit of Downtown 5K, and the Oktoberfest Street Fair. From 2017 to 2019, the number of community events hosted by DFI rose from 19 to 40 events, an increase of 110.5 percent. During this time, event attendance rose from 2,605 participants in 2017 to 3,780 participants in 2019, an overall increase of 45.1 percent.

DESIGN

Thoughtful design for all modes of travelers eases navigation and creates an environment that cultivates long-term, habit-forming stays for shoppers, workers and residents. Urban, public spaces must portray a welcoming atmosphere where peaceful co-existence can thrive between individuals of varying cultural and socio-economic backgrounds. DFI highlights the grandeur and history of downtown's built environment, including its public and private buildings, storefront displays, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, and promotional materials. The resulting atmosphere created through these visual elements conveys the commercial's district's rich history and multi-faceted, evolving culture. Design activities include quality maintenance practices, rehabilitation of historic buildings, creative repurpose of existing structures and infill development, thoughtful, new construction, sensitive design management systems, education for business and property owners about design quality. Downtown design partners include the Department of Public Works, a team that expertly drives long-term infrastructure resiliency with local leaders and state-level practitioners.

5.2.8.2 Downtown Framingham Inc. (DFI)

DESIGN, CONTINUED

Measurable Goals

a. Continue investment in varying forms of public art, targeting funds for a fourth downtown mural, expansion of the 2019 Thriving Through Time Utility Box Project (which garnered national attention), and create the forecasted Harmony Grove Welcome Arch.

b. Continue investment in outdoor events, which showcase the downtown's walkable design, including the staple Café Crawl with History and Architecture Tour, educational tours for Framingham Public Schools and higher education institutions, and social strolls to build social capital surrounding St. Patrick's Day and Cinco de Mayo.

c. Focus on health and wellness activities to stimulate increased walking and cycling, alleviating traffic congestion and lowering the area's carbon footprint. This initiative emphasizes myriad all-season uses of downtown's public spaces.

d. Continue to foster a welcoming downtown through hospitality and outreach services, which reiterate acceptance and humanization of our community's broad multi-cultural and social-economic aspects Data-driven outcomes can be achieved in strong, positive partnership with the local Fire and Police departments. In July 2019, hospitality services increased productivity for 67 percent of affected businesses and helped decrease ambulance and police calls by over 45 percent compared to July 2018.

e. Fund consultants and target project funds to enhance façades, business signage, storefront displays, architectural lighting, and sidewalk furniture. Build upon the 2019 Sidewalk Ordinance to demonstrate a vibrant environment that beckons involvement from people of all ages.

f. Install and enhance wayfinding signage to local parking lots in partnership with private property owners and small business owners. Partner with business owners to target funds to enhance these public and private spaces that often first greet local visitors.

ECONOMIC VITALITY

Community-based economic initiatives strengthen 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, attracting and retaining a talented workforce, sharpening the competitiveness and merchandising skills of business owners, and attracting new, exciting businesses that the market and community can support. Converting unused or underused commercial spaces into economically productive property will boost profitability and overall quality of life for the community.

Measureable Goals

a. Continue the annual marketing survey and annual business climate survey as needs assessment instruments to influence and successfully implement business support initiatives. Sustain success, which shows 67 percent of businesses plan to expand their employee base in 2020.

5.2.8.2 Downtown Framingham Inc. (DFI)

ECONOMIC VITALITY, CONTINUED

b. Where necessary, attain funds for local workers to have priority placement in local ESL classes to heighten their life life-long earning potential.

c. In partnership with SCORE, conduct a needs analysis and create tailored web-based training curricula for local businesses. Use multi-lingual support staff to host weekly, one-hour training session to ensure business enhancement outcomes are realized.

d. Through the shopping map, highlight the few remaining downtown storefront vacancies. Partner with property owners to help visualize and attract dynamic, differentiated business tenants that respond to community desires.

e. Partner with the Framingham Public Library to stand-up a new Business Resource Center that contains multi-lingual permits, licenses, and workforce certifications. Facilitate entrepreneur workshops in partnership with the Framingham Public Library.

f. Research psychology-based consumerism to consult businesses on physical layout of retail spaces and exploration of multi-functional spaces that serve as gathering places for additional arts and entertainment.

g. Continue to measure the economic multiplier effects of hosting weekly arts and entertainment at roughly five business venues, which resulted in further business for 46 percent of downtown shops in 2019. In turn, further heighten business participation in DFI events, which rose from 38.1 percent in 2018 to 55.6 percent in 2019.

h. Monitor top-trending business concerns, gauging the severity of issues such as parking availability, safety, and workforce retention through longitudinal survey analysis. For instance, in both 2017 and2018 over 40 percent of responding businesses reported crime as a significant obstacle, but in 2019, only 20 percent of businesses reported crime as a significant obstacle.

LEAD DEPARTMENTS

Downtown Framingham Inc. (DFI)

SUPPORTING DEPARTMENTS & ORGANIZATIONS

Division of Planning and Economic Development Department, Department of Public Works, Department of Parks and Recreation, Licensing Coordinator

5.2.8.3 Land Use and Finances

Non-regulatory financial tools can be critical for revitalization and redevelopment, especially in the underutilized commercial, mill, and industrial lands in Saxonville, Downtown, and the South Framingham with their weaker market demand. Framingham should continue to encourage and expand the use of these programs to support revitalization and redevelopment in locations and for types of projects which the market is otherwise not likely to support.

5.2.8.3 Land Use and Finances

FINANCIAL TOOLS

Tax Increment Financing (TIF) provides property tax relief to a developer for an increment of new property taxes that result from a development. The City and developer sign an agreement identifying the number of jobs and investment the developer commits to and the tax abatement amount (5 percent to 100 percent of the new tax increment) and the term (5 to 20 years) that the city is offering. Relatively small TIFs can be effective, especially when coupled with state economic tax credits.

District Improvement Financing District (DIF) dedicates a portion of the expected increment of new property taxes that will result from a development to plan property and infrastructure improvements that supports the new development within a district or on a single property. The funds can support road, utility and infrastructure upgrades to support a project that will in turn provide new, higher taxes that pay for the bonds to build the infrastructure.

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.

MassWorks Infrastructure is a state economic development infrastructure grant program. The competitive program examines job creation, smart growth, and housing creation.

New Market Tax Credits assists small businesses with low-interest loans for jobs creation within federally established target areas, specifically Downtown and most of South Framingham.

Historically Underutilized Business Zone (HUB) provides small businesses preference for federal contracting opportunities within the federally designated, specifically most of South Framingham.

Brownfield Programs support the redevelopment of Brownfields, which are properties with a real or perceived contamination of hazardous materials that can require greater investments to test and/or redevelop. Local tax abatements, state loans and investments, and federal investments and tax credits can provide funds to put potentially contaminated lands back into productive use. The designation of Framingham as an Economically Distressed Area (EDA) makes state and federal funding for assessments and cleanups and tax credits available for qualifying projects.

LEAD DEPARTMENTS

The Division of Planning and Development

SUPPORTING DEPARTMENTS & ORGANIZATIONS

Chief Financial Officer (CFO), Assessors Department, and the Mayor

5.3. MID-TERM ACTIONS

Mid-term Actions, either build off Short-term Actions or commence approximately five years after the adoption of the Plan. The focuses should be targeted upon sustainability, improving transportation circulation and housing options, in addition to economic development. Regardless of the action, project, or work program efforts associated with Med-term Actions should be focused on adding value and setting Framingham up for future long-term action endeavors.

5.3.1 Sustainable Community Implementation Strategies

Framingham's efforts in sustainability range from energy efficiency to waste reduction, which serve as the core guiding principle to maximize environmental social, economic health for the community. Efforts to make Framingham more sustainable commenced in Section 5.1, but will continue to be a theme throughout this Plan. As of 2019, Framingham is an active participant in Green Communities, Brownfields redevelopment programs, Curbside recycling, SolSmart, in addition to making efforts to make municipal buildings LEED-certified or carbon neutral.

5.3.1.1 Encourage Energy Independence

a. Continue community energy and environmental education;

b. Set goals and establish a work plan to make Framingham a carbon neutral community;

c. Utilize rooftops and off-street parking lots for the installation of solar, while ensuring the permitting process for such efforts is predictable and roadblocks have been eliminated; and

d. Continue participation, which began in 2013, as a Green Community in the Green Communities Act program administered by the Green Communities Division of Energy and Environmental Affairs.

5.3.1.2 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 (M-1), 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.

5.3.1.3 Build Green

When updating and/or writing land use regulations be sure to include requirements for best practices, green infrastructure, and other sustainable practices. Such efforts may include the following:

a. Incorporate Low Impact Design (LID) standards into subdivision and site plan regulations;

b. Consider a performance-based program such as the 'Green Factor' [see Appendix F] or an overlay zoning district for sustainable site and façade design; and

c. Encourage green building standards for buildings such as LEED™ certifiable 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 and capital programs for all public buildings.

5.3.1.4 Support Residential Alternative Energy Systems

a. Support alternative energy system development when not in conflict with the character of the surrounding neighborhood;

b. Adopt energy conversion ordinance that preserves the quality of neighborhoods, recognizes building-mounted design issues, and allows for changing technologies;

c. Adopt standards that specify terms for allowance of building- mounted, car-ports, and land-based solar energy collection arrays; and

d. Adopt regulatory standards for other renewable and alternative energy system structures that could be sited outside of buildings such as geothermal and solar.

5.3.2 Improve the Land Use and Development Regulations, Process, and Incentives

5.3.2.1 Revise Open Space Cluster Development Regulations

Revise and/or establish land use regulations to consider open space, wetlands, vernal pools, and slopes, in addition to resource values and existing density allowances according to zoning. Such regulations should include performance standards for the preservation of agricultural lands, critical habitat areas, open space, and historic landscape.

Modifications to the Rules and Regulations Governing the Subdivision of Land in Framingham (2019) may be as follows:

a. Improve design standards for the conservation subdivision review process;

b. Emphasize identification of critical natural resources in the review process to protect the City's natural resources, i.e. wetlands, vernal pools, and slopes;

c. 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;

d. Draft stronger or clearer performance standards for transition buffers between established residential areas, agricultural lands, new commercial, and industrial developments;

e. Specify noise, visibility, and light control performance standards;

f. Ensure the regulations do not unduly restrict pedestrian and bicycle access between adjacent areas; and

g. Modify Framingham's Rules and Regulations Governing the Subdivision of Land in Framingham (2019) to accommodate the changes in open space cluster development regulations and test the regulatory requirements to determine if the standards result in appropriate designs.

5.3.2.2 Reinforce Low Impact Development (LID) Program Standards

a. Provide additional standards beyond State Best Management Practices (BMP) in the Rules and Regulations Governing the Subdivision of Land in Framingham (2019):

b. Add program goals for Low Impact Development (LID);

c. Expand grading design recommendations; and

d. Update annual rainfall data and design software programs for calculating stormwater events.

5.3.2.3 Review Design Standards and Process

a. Review existing design standards, design guidelines, and performance standards for improvements and additional criteria for Zoning Ordinances and Rules and Regulations Governing the Subdivision of Land in Framingham (2019).

b. Consider Neighborhood Design, Traditional Neighborhood Design (TND), Form-Based Codes, and Transit Oriented Development Ordinances ;

c. Add standards for alternative energy sources, i.e. solar systems and co-generation facilities that protect public health, safety, and preserve neighborhood quality and character;

d. Expand the street classifications to include mixed use and planned industrial streets to coincide with Zoning Ordinance and Rules and Regulations Governing the Subdivision of Land in Framingham (2019) amendments;

e. Define the desired character of design elements in subdivisions, such as Exterior Lighting referred to in the Rules and Regulations Governing the Subdivision of Land in Framingham (2019), amend accordingly; and

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

5.3.2.4 Create a New Planned Industrial Area Redevelopment District

a. Include requirements for development and redevelopment within large industrial areas;

b. List uses that allow mixed use, including live-work, and incubator spaces;

c. Include design standards for buffers and landscaping that use street designs and landscaped boulevards to separate industrial areas from residential districts;

d. Include design standards for circulation and traffic management; and

e. Provide a process for parking relief.

5.3.2.5 Continue to Implement the Framingham Technology Park Infrastructure Improvement Plan

a. Review and compare zoning with the latest directions in manufacturing processes and technologies, and match accordingly; and

b. Implement a streetscape and way finding improvement plan.

5.3.2.6 Incentivize Development and Practice Reciprocity

a. Develop higher quality development standards that, when applied, will allow greater densities or more valuable uses within development projects;

b. Specify uses, architectural character, energy reduction, and low impact design in design standards for new development as characteristics of higher value projects;

c. Allow the addition of facilities dedicated for municipal purposes as mitigation and incentives in

development projects; and

d. Develop tax and other financial incentive programs that encourage desired development projects.

5.3.3 Open Space, Recreation and Historic Resources Strategies

5.3.3.1 Implement the Open Space and Recreation Plan

a. Continue acquisition and use of other permanent land preservation tools;

b. Continue improvements, maintenance, and management of open spaces within developments;

c. Create a City-wide plan for all types of recreational trails, access to lakes, ponds, or rivers as well as municipal playing fields;

d. Map locations of public access to land along the rivers and aqueducts and determine opportunities for access points and new facilities that link to the village centers; and

e. Emphasize linkages and connectivity in trails development, protection of water features, and acquisition or protection of open space.

5.3.3.2 Support Agricultural and Horticultural Land Uses as Part of the Character and Traditions of Framingham

a. Promote a farm trail that maps farms and specifies linking paths and streets with rural characteristics to encourage tours of the area;

b. Provide opportunities to expand markets for local produce and products; and

c. Create business relationships and internships for public schools and local farms.

5.3.3.3 Increase Sensitivity to Historic Resources and Community Character

a. Identify historic resources, farm land, and critical habitat areas as resources for potential preservation in an open space cluster development or agriculture preservation development ordinance;

b. In the design review process, include traditional scale and massing of buildings particularly within the villages. Encourage the use of the village and 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;

c. Ensure that zoning allows and encourages the adaptive reuse of historic buildings, and provide incentives whenever possible;

d. Adjust zoning to encourage or require the use of shared driveways and rear exits in the villages to preserve the historic street front character of the village;

e. Add a standard that the Framingham Historical Commission is notified of pending recommendations for input and comment;

f. Use historic preservation consultants in review of development proposals, as authorized under Ch. 593 of the Massachusetts General Laws (M.G.L.);

g. Identify historic meadow lands, forest and farms to set preservation goals;

h. Expand and consider adding historic districts; and

i. Expand scenic road designations.

5.3.3.4 Consider Historic Preservation Incentives

a. Consider local financial incentives, and apply state and federal tax credits to make it more economically feasible to preserve historic buildings; and

b. Adopt the National Park Service's architectural standards for historic building modifications visible from a public way, such as penthouse floors and building additions.

5.3.4 Housing Strategies

a. Implement the Housing Plan, as amended;

b. Expand the mixed-use development option that currently exists in the Central Business (CB) District to 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;

c. Adopt zoning to allow accessory apartments in the single-family residence districts;

d. Consider housing goals that could be achieved by adding a density bonus in an open space cluster ordinance;

e. Amend the Affordable Housing Ordinances to also require or allow a project to include a percentage of units priced for middle income families (80 percent – 100 percent Annual Median Income);

f. 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;

g. Adopt zoning to allow artist and small business live-work spaces in appropriate locations. Determine the level of interest, identify potentially suitable locations, identify design standards, and other requirements that should be addressed in live-work space regulations;

h. Adopt regulations relative to workforce housing and projects that predict possible price points for a mixture of incomes.

5.3.5 Transportation and Infrastructure Strategies

5.3.5.1 Improve Transportation Quality and Choices

a. 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 Framingham within the development review process and regulations;

b. Maintain consistency between the City's subdivision road construction standards and the quality of the City's street system; and

c. Prepare standards that include context sensitive facilities for bicycles and pedestrians as well as vehicles.

5.3.5.2 Incentivize Planned Development with Infrastructure

a. Create and update a water distribution system and wastewater system master plan; and

b. Develop a policy for extension of utility lines for development that meets City goals for preservation of resources, land use, and economic development.

5.3.5.3 Municipal Buildings and Facilities

a. Utilize and include municipal buildings and facilities as supporting elements of mixed-use development projects; and

b. Allow the addition of facilities dedicated for municipal purposes as mitigation in mixed-use projects.

5.3.5.4 Air Rights Policy and Program

Develop an air-rights policy program and streetscape improvements for primary crossings over Route 9 (Worcester Road), particularly for a Framingham Centre and Route 9 (Worcester Road) crossing to reconnect visually and physically Framingham Centre to Framingham State University (FSU) and residential neighborhoods to the south of Route 9 (Worcester Road).

5.3.6 Institutions Strategies

5.3.6.1 Strongly Encourage Institutional Master Plans (IMP)

Request the preparation of Institutional Master Plans (IMP) for long-range development on all Framingham institutional properties to publicize the long-term goals for change at the institution. Institutional Master Plans (IMP) present a comprehensive, long-term vision of an institution so the City can understand the relationship of the institution's plans to the Plan. Hospitals and universities typically prepare these plans to address to fundraising and budgeting needs. These plans can help Framingham recognize the potential impact institutions have on neighborhoods and the City and the plans become the basis for a dialog between the parties.

Framingham State University (FSU), MassBay Community College, MetroWest Medical Center Framingham Union Hospital, and the Leonard Morse Hospital Institutional Master Plans (IMP) could be presented to and accepted by the City with recognition of the limits on public regulation of religious and educational institutions. The Institutional Master Plans (IMP) can also be the basis for a signature zoning institutional district. This would be a defined boundary that could be included on the Plan and the Official Zoning Map based on current projections of growth for the institution. The best mode for Institutional Master Plans (IMP) may be the City of Boston, Boston Redevelopment Authority's Article 80, which includes the Institutional Master Plans (IMP) review process for larger institutions. The Institutional Master Plans (IMP) become a platform for a public review process. While institutions may not be regulated with the same scrutiny as other land uses, the Institutional Master Plans (IMP) provides a basis for in-depth discussions of the important issues involved in expansion of the institution.

5.3.6.2 Improve City-Institution Relations

a. Ensure positive relationships between the City and institutions in the Institutional Master Plans (IMP) process by forming joint institution and community committees to meet on a regular basis;

b. Establish governing committees made up of elected officials and institution directors to coordinate all joint efforts;

c. Establish economic development committees to encourage economic development and revitalization through improvements to students' and professionals' lives combined with improvements to business center vitality;

d. Establish community relations committees to fortify relations between the institutions and the City by sharing resources (cultural, academic, facilities) and information; and

e. 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, and especially to the Downtown area.

5.3.7 Arts and Culture Strategies

a. Adopt a live-work space regulation that is specific for small businesses and artists. Distinguish live-work spaces from 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. [see Appendix H for Live/Work Model By-Law/Ordinance]

b. Ensure zoning allow arts and cultural uses to expand and grow within the commercial and mixed-use districts; and

c. Review local regulations to ensure cultural and neighborhood activities may be easily organized.

5.3.8 State and Regional Planning Strategy

a. 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.

5.3.9 Specific Areas Strategies

5.3.9.1 Downtown

a. Develop and implement a Downtown master plan;

b. Redevelop the existing Marshaling Rail Yards for alternative commercial and residential uses in order to support Downtown, Mt. Wayte Avenue/Franklin Street, and South Framingham;

c. Improve public transit, vehicle, bicycle and pedestrian traffic flow;

d. Maintain sufficient freight transportation services for existing commercial enterprises that rely on rail;

e. Encourage small businesses and entrepreneurs to site and grow in the Downtown area by allowing these uses as-of-right or with limited review;

f. Encourage Framingham State University (FSU) presence in Downtown through classroom space or alternative education programs;

g. Develop a transit oriented development (TOD) overlay district and encourage mixed-use development for commercial- residential and/or commercial-office-residential;

h. Encourage career development programs in cooperation with educational institutions and employers by specifically listing this item in the permitted use tables; and

i. Encourage and support use of the Public Library including programs and facility improvements.

5.3.9.2 Mt. Wayte Avenue/Franklin Street

a. Consider a new zoning district or the expansion of allowed uses within an existing zoning district to encourage mixed-use, residential, and professional office development. Potential rezoning

may include a revision in the Light Manufacturing (M-1) Zoning District and the addition of a light industrial zoning district to include mixed-use and multi-family residential. Rezoning may also include an expansion of the Professional Office (P) Zoning District.

b. Define a redevelopment plan for the Mt. Wayte Shopping Plaza and vacant properties within the sub-district, and implement through zoning and capital program.

5.3.9.3 South Framingham

a. Develop a master redevelopment plan for vacant, contaminated, or underutilized industrial land to reverse disinvestment trends.

b. Identify expected build out and development, and conduct a build out land use analysis for future planning efforts;

c. Amend existing zoning boundaries or include standards in the existing Framingham Zoning Ordinances sections that require conservation of critical open space, natural resources, and habitat areas as part of sustainable commercial and industrial development projects; and

d. Review the zoning standards for the General Residence Zoning District to determine if the regulations achieve the intended results related to the character of neighborhood development.

5.3.9.4 Framingham Centre

a. Rezone according to the policies of this Plan under which consideration is given to improvement of historic character and better links across Route 9 (Worcester Road);

b. Develop an infrastructure improvement plan to improve both the visual and physical connection of Framingham Centre with Framingham State University (FSU) 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 (Worcester Road) to reconnect the City's neighborhoods and centers;

c. Ensure the protection of the historic properties in Framingham Centre, and consider adding additional historic properties and lands to the historic registry;

d. Continue to coordinate with the Framingham State University (FSU) administration long-range plans for growth and for some kind of downtown presence;

e. Identify opportunities with the state through the administration regarding opportunities for compatible economic development and institutional growth; and

f. Also, see Building Institutional Relations (Section 4.8).

5.3.9.5 Nobscot

a. Consider establishing a Village Center or Traditional Neighborhood Design overlay district.

b. Utilize the market-based analysis to determine businesses and amenities that best fit the neighborhood's needs;

c. Improve the infrastructure by implementing a streetscape improvement program that includes adding hardscape improvements and landscape elements;

d. Create a list of approved streetscape elements, and implement a program of improvements through grant programs, the capital program and private investment; and

e. 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.

5.3.9.6 Northwest Quadrant

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

a. Use the Agriculture Preservation Restriction (APR) program to obtain development rights on farmland;

b. Support market expansion for agricultural and horticultural produce and products;

c. Leverage other state funds to assist with the purchase of open space or conservation restrictions;

d. 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 for new projects in the quadrant;

e. Make the open space cluster types of subdivisions as-of-right, or amend the Framingham Zoning Ordinances to encourage greater use of the option with incentives such as higher density by by-right; and

f. 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 open space cluster types of development projects in these low density areas.

5.3.9.7 Saxonville

a. Support small business development by providing public parking, public transportations, pedestrian, and bicycle accommodations;

b. Zone public land for new parking, and make the parking available to meet zoning requirements to support small business development in the commercial center;

c. Amend the Community Business Zoning District (B-2) zoning to specifically allow mixed uses, particularly for live-work units;

d. Continue to encourage the reclamation and redevelopment of the Plan Unit Development (PUD) site. Review the PUD regulations, and negotiate permit revisions to encourage development of the approved site;

e. Establish a Saxonville recreational walking trail (such as the Gloucester Maritime Trail). Review underlying zoning to maximize open space dedication along the Sudbury River;

f. 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 Framingham Zoning Ordinances. Related actions include improving the infrastructure by:

- 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; and
- Encouraging and identifying public access to and along the rivers and aqueducts.

5.3.9.8 Golden Triangle, Major Arterials, and Highway Corridors

a. Adopt policies on urban character and design review specific for each area;

b. Initiate a regional meeting to discuss reviewing and updating the Regional Corridor (RC) Overlay District, also known as the Golden Triangle;

c. Rezone portions of the Golden Triangle as appropriate from General Manufacturing (M), Light Manufacturing (M-1), and General Business (B) Zoning Districts to new Technology, Research and Development, and Laboratory Zoning Districts;

d. Potentially create new zoning for the northerly end of Speen Street/Old Connecticut Path to distinguish it from the rest of the Golden Triangle;

e. 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; and

f. To encourage mixed use, rezone portions of the General Business (B) Zoning District to the new designations.

5.3.9.9 Corporate Mixed-use (CMU) Zoning District (9/90 Corporate Center) and Technology Parks

a. Continue to implement the recommendations of the City's water and sewer master plans;

b. Encourage intermodal access to these employment areas;

c. Implement the recommended actions of the Framingham Technology Park Infrastructure Improvement Plan;

d. Promote Green Development, Low Impact Development (LID) and LEED building, streetscape and landscape design within these areas; [see Sustainable Community, Section 6.2.1]

e. Improve zoning in the Technology Park to attract higher value uses; and

f. Improve the telecommunications infrastructure to attract new businesses.

5.4. LONG-TERM ACTIONS

5.4.1 Zoning Districts or Amendment to Existing Zoning District Boundaries for the Key Commercial Centers and Corridors (Formerly 5.2.2)

New zoning districts and/or overlay districts should be created for key commercial areas. These areas create an identity for the City, provide opportunities for new local jobs, taxes, and further the economic development goal of this Plan.

A uniform approach for the rezoning of key districts should be undertaken as a foundation for such efforts, while additional approaches should be taken to meet the needs of the neighborhood and/or area. Therefore, this Subsection (5.1.2.1) should be the basic requirements, while other needs are identified and implemented for such rezoning efforts.

5.4.1.1 Rezoning Key Districts (Formerly 5.2.2.1)

TASK 1

Complete a zoning analysis and land use study of the commercial districts and surrounding area:

a. Collect Assessor records, property information, and current zoning information to accurately identify properties within the target rezoning areas or corridor, in addition to properties within a minimum of 300 feet of the proposed boundaries;

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

c. Identify vacant and underutilized land for potential redevelopment or conservation; and

d. Identify the priority commercial areas for rezoning.

TASK 1 DELIVERABLES

a. Inventory Analysis with a property information for the area or corridor;

b. Existing Conditions Maps; and

c. Listing of key commercial districts.

TASK 2

Prepare potential zoning districts or redefined zoning districts:

a. Develop new zoning boundaries or amend existing district boundaries for the area;

b. Identify allowed uses that should be allowed, allowed by a special permit, or prohibited;

c. Conduct an economic report for the area to inform allowed uses, the needs of the area, how potential amends will fare or impact other areas of Framingham, etc.;

d. Include incentives to encourage new investment; and

e. Develop potential area or corridor zoning maps to depict the proposed zoning district.

TASK 2 DELIVERABLES

a. Proposed zoning districts or amend existing district boundaries; and

b. Potential Area or Corridor Zoning Maps.

TASK 3

Rezone the target areas or corridors through the applicable processes set forth by M.G.L. and the City that includes the City Council, Planning Board, and Mayor:

a. Development of a rezoning report that includes summary of all information, while providing access to all supporting documents;

b. Establish and conduct a public input process outside of the mandatory public hearing process; and

c. Complete the public hearing process for input for the proposed zoning district changes.

5.4.1.1 Rezoning Key Districts (Formerly 5.2.2.1)

TASK 3 DELIVERABLES

a. City Council, Planning Board, and Mayor presentation and background material;

b. Zoning Map amendments;

c. Zoning District Ordinance amendments, as applicable.

LEAD DEPARTMENTS

The Planning Board

SUPPORTING DEPARTMENTS & ORGANIZATIONS

The Department of Public Works and the Division of Planning and Economic Development

5.4.1.2 Overlay Districts (Formerly 5.2.2.2)

When a specific use needs to be limited to a specific area of Framingham, a zoning overlay district should be considered. Such overlay district would require a similar amendment process as does zoning district boundary changes. For example, in 2018, the City adopted a Marijuana Retail Establishment Overlay District which was accompanied by an amendment to the Framingham Zoning Ordinance.

Although an overlay district is often viewed as an incremental approach to amending a zoning map, an overlay district is often the recommended option when such amendment would be for a specific use. However, amending the Zoning Ordinance should be considered with specific amendments to the Table of Uses, in addition to a potential ordinance that outlines the requirements and regulations for such use.

CONSIDERATIONS

The use and the implementation of an overlay district should consider the following prior to utilizing such tool:

a. Allowed uses defined by underlying districts vs. what use would be allowed in the overlay district;

b. The type of review required for such use (by-right, special permit, prohibited, etc.);

c. Consideration of historical of structures located within the proposed area, (with a report from the Historic District Commission or the Historical Committee);

d. Specific details associated with the, such as the maximum number of dwellings, trip generation, number of affordable units, number of parking spaces, etc.; and

e. Limitations of the proposed use.

TASKS

Highway Corridor (HC) Overlay District and Regional Corridor (RC) Overlay District:

a. Review of applicability and the need to retain the HC and RC Overlay Districts.

5.4.1.2 Overlay Districts (Formerly 5.2.2.2)

TASKS, CONTINUED	b. Development of alternative zoning for the respective areas if such overlay districts are no longer necessary. c. Review of the HC and RC Overlay District boundary lines if such Overlays are to be retained. Such boundaries shall follow parcel lines rather than a certain distance from the center of a roadway.
DELIVERABLES	a. Proposed zoning map if existing boundary lines are amended. b. Development, amendment, and/or deletion of supporting Zoning Ordinances, if applicable.
LEAD DEPARTMENTS	The Planning Board
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Department of Inspectional Services (Building Department); the Division of Planning and Economic Development

5.4.2 Target Areas or Corridors Identified for Rezoning

The City of Framingham has many key areas that should be considered for amendments relative to the Zoning Map and the Framingham Zoning Ordinances. This Plan identifies six target areas and corridors within Framingham as potential areas to be rezoned with new district regulations. These areas include the following:

- Technology Park;
- Mt Wayte Corridor;
- Temple Street Neighborhood;
- Dennison Triangle Corridor on Bishop/Howard/Clinton Street;
- The Concord Street Corridor;
- Route 9/Worcester Road Corridor.

Below, each target area and corridor has been identified with additional sub-tasks specific for the areas for successful rezoning of these districts. A Smart Growth Plan was developed for the Route 9 MetroWest Corridor, prepared under the auspices of the Sustainable Communities Consortium. This is described separately in sub-sections 5.1.2.3.1-11

5.4.2.1 Technology Park

The Technology Park area contains some of the region's largest employers establishing much of Framingham's economic base. Potential for further development is likely and can be realized at a higher intensity with new zoning within this area. The City should consider rezoning that allows increased density and intensity of development for area, greater bulk, and/or height standards. In 2019, the City rezoned the 9/90 Corporate Center as Corporate Mixed-use (CMU) District to increase economic opportunities for Framingham. This area, like the CMU District was envisioned to attract professional office, telecommunication operations, research and development facilities, community work space and high tech manufacturers.

5.4.2.1 Technology Park

TASKS	a. Conduct an inventory analysis of all properties within this area of Framingham; b. Review the density of the existing land uses, while considering a mixed-use option for a live-work-play type environment; c. Create a work plan with the businesses, corporations, and large parcel owners to develop a Technology Park Master Plan, Streetscape Improvement Plan, and d. Review and update the Technology Park Zoning District; e. Develop streamline permitting option with the area to allow for better promotion of parcels and increase permitting efficiency that similar to the CMU Zoning District; f. Update the Corporate Mixed-use (CMU) Zoning District Transportation Master Plan, dated October 2016, prepared by Vanasse & Associates, Inc. to include traffic review analysis of the Technology Park and 9/90 Corporate Center area, in addition to the relationship of the area with Exit 12 of the Mass Turnpike; g. Commence a joint planning effort with Southborough to identify future long- term infrastructure, traffic and roadway safety efforts, and increase accessibility to the Corporate Mixed-use (CMU) Zoning District (9/90 Corporate Center) and Technology Park; and h. 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.
DELIVERABLES	a. Update Corporate Mixed-use (CMU) Zoning District Transportation Master Plan, dated October 2016, prepared by Vanasse & Associates, Inc. Developing strategies to connect the area with the Boston area through vanpooling and public transportation options. In addition to providing direct access onto the Mass Turnpike, if found to be a viable option; and b. Produce a master plan for the area to provide for complete streets and a pedestrian friendly campus. Incorporate a mixed-use commercial – residential option if the land use analysis determines there is a market for this type of development within this area.
LEAD DEPARTMENTS	The Planning Board in partnership with Southborough Planning Department
SUPPORTING DEPARTMENTS & ORGANIZATIONS	Department of Public Works, the Division of Planning and and Economic Development, Framingham Police Department, MetroWest Chamber of Commerce, and other key departments and organizations

5.4.2.2 Mt. Wayte Corridor

The Mt. Wayte Corridor is primarily comprised of the Light Industrial (M-1) District Zoning. The Mount Wayte Corridor is located between the intersection of Mt. Wayte Avenue and Union Avenue to the east and the intersection of Mt. Wayte Avenue and Dudley Road to the west, and along Franklin Street to the north and south. The corridor is also comprised of Professional and Office (P), General Residence (G), and Neighborhood Business (B-1) Zoning Districts. The properties along the Corridor present development opportunities such as the vacant Perini facility, an underutilized shopping plaza, vacant buildings once used for restaurants, and vacant state government buildings. Opportunities exist within this area for redevelopment and corridor connections. Nearby, is Cushing Memorial Park is one of Framingham's largest and most popular parks that abuts Farm Pond, which is a natural resource that connects Downtown and the Corridor visually.

TASKS

a. Conduct a land use analysis to review the roadways and the existing land uses;

b. Conduct a traffic analysis to determine if a Complete Streets options is viable within the corridor. In addition to determining if there are natural connections between Framingham State University (FSU) and Downtown;

c. Utilize the Corridors historic features, such as Eames Family Farm, Harmony Grove, New England Branch of Chautauqua (Lake View), and Cushing Memorial Park;

d. Establish a relationship with the private landowners within the Corridor to establish a pedestrian scale development, allowing for patrons and the community to utilize shopping and dining opportunities without using their personal vehicles to get from one store to the next; and

e. Develop the Mount Wayte Corridor as a focal point for economic development while establishing a connection between nearby Framingham State University and Downtown.

DELIVERABLES

a. Produce a Complete Streets Corridor Plan for the Mt. Wayte Corridor, creating connections between Cushing Memorial Park and Downtown. Additionally, provide for public transportation options to establish a connection between Framingham State University (FSU) and Downtown;Construct a multi-use path around Farm Pond, with access from the Corridor;

b. Construct a multi-use path around Farm Pond, with acces from the corridor;

c. Publish an economic development plan to allow for Mount Wayte to serve as a connector between Framingham State University (FSU) and Downtown, and establishing Mt. Wayte as a destination location; and

d. Seek funding sources through federal, state, and local resources to enhance the historic features within the corridor, in addition to providing the Parks and Recreation Department and Conservation Commission with funding to support the protection of natural resources and parklands within the area.

5.4.2.2 Mt. Wayte Corridor

LEAD DEPARTMENTS	Framingham Planning Board, Community and Economic Development, and Department of Public Works
SUPPORTING DEPARTMENTS & ORGANIZATIONS	Framingham Historic Commission, Framingham Historic District, and other Key Organizations

5.4.2.3 Saxonville

Saxonville is one of the oldest neighborhoods within Framingham. With Saxonville's deep roots in the cotton and wool industries in the 1800s, to its production of uniforms and blankets during the Civil War, the Mills are on the National Register of Historic Places. The five Mills are now home to small businesses, and the Boston Heart Study and a strong residential community.

Saxonville was once connected to Downtown Natick by the trail; in recent years, Framingham has worked to develop a plan for the construction of the Cochituate Rail Trail, a multi-use path that will once again connect Saxonville with Downtown Natick. However, there is a lack of a connection between Saxonville and Nobscot, connected by Water Street, which is limited to vehicles and narrow sidewalks.

TASKS	a. Review the existing conditions of the mill buildings and underutilized shopping plazas; b. Conduct a land use analysis to determine the existing uses between Saxonville and Nobscot, in addition to reviewing the possible redevelopment of the Pinefield Shopping Plaza; c. Water Street is primarily residential and open space, and contains a small shopping plaza. Work with the MWRA to open the aqueducts for pedestrian uses; and d. Conduct a zoning analysis, build-out analysis, and corridor study to revise the zoning within the area to ensure the best use. By rezoning this corridor, this will allow residents and private landowners to utilize their properties by reducing the need to expand onto existing open space parcels along the corridor.
DELIVERABLES	a. Publish a strategic plan for the reuse of the mill buildings and underutilized shopping plazas; b. Establish a corridor connection plan between Saxonville, utilizing the Pinefield Shopping Plaza. c. Produce a corridor transportation plan to provide multi-modal options for vehicles, bicycles, and pedestrians to co-exist; d. Produce an economic development plan to increase the use of the existing shopping plazas and mills within the corridor; and e. Prepare and produce zoning to be consistent with the market demands and potential land uses as described in the zoning analysis, build-out analysis, and corridor study for Saxonville.

5.4.2.3 Saxonville

LEAD DEPARTMENTS	The Division of Planning and Economic Development and Department of Public Works
SUPPORTING DEPARTMENTS & ORGANIZATIONS	Parks and Recreation Department, Friends of Saxonville, Nobscot Neighbors, Framingham Historic Commission, Framingham Historic District, and other Key Organizations

5.4.2.4 Temple Street Neighborhood

Once a neighborhood that was sited as an area as the fairgrounds, the Temple Street Neighborhood has undergone significant development over the years. Development includes several shopping plazas, high-density housing, and single-family homes. The intersection of Temple Street and Route 9 currently (Worcester Road) has severe traffic congestion due to unplanned development. This neighborhood has the potential to serve as a localized neighborhood center as it serves as a transition zone between highway businesses and low density residential neighborhoods.

TASKS	a. Conduct a land use analysis to better understand the potential redevelopment of this neighborhood. Consider the use of Form Based Codes (FBC) as a technique for more consistent and predictable building form as redevelopment occurs; b. Conduct a traffic analysis to better understand the cause of traffic congestion in the neighborhood; c. Review the existing housing stock within the neighborhood. Develop a relationship with the large apartment complex owners/mangers to discuss possible options for redeveloping these assets of the City; and d. Develop a non-motorized trail network plan for the corridor to make connections with other non-motorized trails in the neighborhood.
DELIVERABLES	a. Publish a traffic roadway plan for the neighborhood to increase the Level of Service (LOS) within the neighborhood. The traffic roadway plan should incorporate Complete Street policies and connecting trail networks; b. Produce an economic development plan to consider alternative uses of the commercial area such as mixed-use developments and office spaces to create a live-work-play environment; and c. Development of a long range plan for traffic congestion alleviation with MassDOT and the Department of Public Works.
LEAD DEPARTMENTS	The Planning Board, the Division of Planning and Economic Development, and Department of Public Works
SUPPORTING DEPARTMENTS & ORGANIZATIONS	MassDOT, Parks and Recreation Department, and other Key Organizations

5.4.2.5 Dennison Triangle Corridor on Bishop/Howard/Clinton Stree

With the vacancy of Dennison Manufacturing within the Dennison Triangle Area, existing manufacturing buildings are underutilized or remain vacant. This area is limited in the number of parking spaces and public transportation. With the close proximity of Downtown and nearby residential neighborhood, there is an opportunity to establish a commercial center, office uses, research and development infrastructure, and residential mixed-use for a live, work, play, visit environment.

TASKS	a. Conduct a land-use analysis for the Dennison Triangle and those within a half mile to determine the existing uses and potential uses, along with the requirements needed to reuse or redevelop the existing buildings; b. Conduct a traffic review analysis of the corridor to determine the Level of Service (LOS), possible opportunities for complete streets, and non-vehicular connections to surrounding destinations; c. Conduct a land use analysis and economic development study to determine the opportunities within the area. Additionally, research how this corridor can support a Transit Oriented Development (TOD) overlay in Downtown Framingham; and d. Establish a cultural type of District to help identify and give the Corridor an identity of its own.
DELIVERABLES	a. Produce a public transportation and Complete Streets Plan for this area to decrease vehicle congestion. Promote a walkable urban environment. Strive for a Level of Service (LOS) of B or better within this Corridor as a way to benchmark a pedestrian environment; b. Publish an Economic Development Plan and Master Plan for this Corridor to provide direction for future growth and expansion of the Corridor. With the Corridor's close proximity to the Downtown Transit Oriented Development (TOD) there is opportunity for future growth and expansion of this area; and c. Consider revising existing zoning based on the recommendations from the land use analysis.
LEAD DEPARTMENTS	The Planning Board, the Division of Planning and Economic Development, and Department of Public Works
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Parks and Recreation Department, Framingham Historic Commission, Framingham Historic District, and other Key Organizations

5.4.2.6 Concord Street Corridor Rezoning

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.

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

TASKS	a. 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; and b. Create a close working relationship with the directors and managers at the Framingham Housing Authority and other property owners to ensure that the Concord Street Corridor is a livable and workable place for a residents and community members.
DELIVERABLES	a. Produce a corridor master plan for this area of Framingham to better direct future growth and establish an important entrance into Downtown Framingham; b. Publish a housing plan for this corridor which may incorporate mixed-use development for commercial-residential or office-commercial-residential; and c. Incorporate complete street policies for non-vehicular opportunities.
DELIVERABLES	The Planning Board
SUPPORTING DEPARTMENTS & ORGANIZATIONS	Department of Public Works and Community and the Division of Planning and Economic Development

5.4.2.7 Route 9/Worcester Road Corridor

Prior to 2014, Framingham worked in collaboration with MetroWest Regional Collaborative (MWRC), Metropolitan Area Planning Council (MAPC), and the communities of Framingham, Natick, Southborough and Wellesley to develop a Route 9 MetroWest Smart Growth Plan (Route 9 Plan). This Rout 9 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.

Recommendations from the Route 9 Plan suggested that future development on Route 9 (Worcester Road) should include a more mixed pedestrian and bicycle friendly environment. The planning

5.4.2.7 Route 9/Worcester Road Corridor

concept recommended in the Route 9 Plan proposes to create a dense 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 principles of "Sprawl Repair," were recommended throughout the Route 9 Plan. Such sprawl repair entails retrofitting auto-dependent strip developments and malls surrounded with a sea 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 coordinating those actions with segments of the Plan in the corridor as a whole.

TASK 1

Overview of Corridor Issues and Opportunities

a. Update the Route 9 Plan to include up to date alternative designs, identification of land uses, preparation of computer visualizations, development of a traffic analysis, design guidelines, and zoning recommendations.

b. Perform site visits to collect information and take photographs to document current conditions, issues and opportunities;

c. Collect available mapping, zoning ordinances, master plans, and other relevant materials for the communities;

d. Collect images and smart growth examples that will be used in the public presentations; and

e. Develop an issues and opportunities diagram of the corridor focusing on key problem areas and potential Smart Growth Opportunity Areas.

TASK 1 DELIVERABLES

a. Development of background materials which include alternative designs, identification of land uses, preparation of computer visualizations, development of a traffic analysis, design guidelines and zoning recommendations.

b. Issues and opportunities diagram; and

c. Development of a communications plan and regional webpage.

TASK 2

Conceptual Design of Smart Growth Opportunity Areas

a. Meet with planners of the four communities to select the specific Smart Growth Opportunity Areas that will be targeted. Develop illustrative plans, cross sections and visualizations that depict what the Smart

5.4.2.7 Route 9/Worcester Road Corridor

TASK 2, CONTINUED

Growth Opportunity Areas would look like if redeveloped based on the recommendations in the Route 9 Plan and smart growth principles;

b. Work on designs for three representative areas:

- A plan for currently large office space in a more rural setting
- A plan for large scale development that have deep lots used primarily for retail
- A plan for small scale office or retail on small lots that are not set very deep from Route 9 (Worcester Road).

c. Draft of the illustrative plans, cross sections and visualizations that would include principles of smart growth/sprawl repair.

d. Development of a plan that would include a mixture of uses (including residential where appropriate), building heights, density, the amount of housing (including the percentages of affordable units), and public transit and pedestrian/bicycle access for redevelopment along Route 9 (Worcester Road).

TASK 2 DELIVERABLES

a. Conceptual designs for Smart Growth Opportunity Areas; and

b. Plans, Cross Sections, and visualizations.

TASK 3

Transportation Analysis and Recommendations

a. Conduct a trip generation analysis based on the impacts of proposed increases to development density and changes to land use at the Smart Growth Opportunity Areas. Specific transportation opportunities and obstacles will be discussed qualitatively in the context of each alternative development scenario to create a more livable and desirable corridor;

b. Inclusion of effective pedestrian, bicycle and public transportation access both along and across the corridor will be addressed for each Smart Growth Opportunity Area. The analysis should consider recommendations for how to expand Metro West Regional Transit Authority (MWRTA) service to the Smart Growth Opportunity Areas; and

c. Develop street standards for the Smart Growth Opportunity Areas, and integrate them into the design guidelines in Task 4.

TASK 3 DELIVERABLES

a. Vehicular trip generation analysis and identification of opportunities and obstacles;

b. Summary of effective pedestrian, bicycle and public transportation access; and

c. Complete Street standards.

TASK 4

Implementation: Zoning Recommendations and Design Criteria

a. For the Route 9 Corridor to be functional, livable, and serve an ever changing economy, it must have a better-defined physical form and an alternative mix of land uses. Proposed new zoning recommendations and design criteria are the foundations for making this possible; and

5.4.2.7 Route 9/Worcester Road Corridor

TASK 4, CONTINUED

b. Using Smart Growth Opportunity Areas as models to identify specific zoning recommendations and design criteria needed to increase density and implement future development. Zoning recommendations and design criteria will include site layout and features that promote denser development in the Smart Growth Opportunity Areas, public transit, walking and bicycling. The zoning recommendations and design criteria would include housing and mixed-use requirements, density, setbacks, height limits, building orientation, parking placement, open space, parcel connectivity, low impact development/ stormwater treatment recommendations, and amenity requirements.

TASK 4 DELIVERABLES

Specific zoning recommendations and design criteria necessary to successfully implement the preferred smart growth development patterns. Indicate where the communities should update their existing ordinance and site plan requirements.

TASK 5

Summary of Recommendations and Goals

Provide a concise final report with illustrative plans and recommendations developed from this project. It is intended that this document will be used as a benchmark for decisions and action steps to implement smart growth at each Smart Growth Opportunity Areas and the corridor as a whole and will outline metrics that will assist in determining the accomplishment of the goals.

TASK 5 DELIVERABLES

A final report with illustrative plans and recommendations.

TASK 6

Public Outreach

a. Conduct public meetings as well as outreach to include a wide spectrum of stakeholders. All public meetings should be designed to obtain feedback and shape the development of the deliverables. The public outreach process is required to involve planners, planning boards, stakeholders, and the general public early on and continuously throughout the project. A strong effort will be made to include a diverse range of participants that include the housing industry, the business and development community, major educational and non-profit institutions and employers, smaller non-profit and community–based organizations, local design communities, MWRTA, advocates for special needs populations and the general public. The Massachusetts Department of Transportation and the Executive Office of Housing and Economic Development will also be important participants in the public dialogue. Particular attention will be made to include underrepresented groups such as the disability community, low-income residents, communities of color, and the non-English speaking communities of MetroWest. Working with the MetroWest Regional Employment Board, the South Middlesex Opportunity Council (SMOC) and the Councils on Aging of each community facilitate strategies for involving underrepresented populations throughout the project; and

5.4.2.7 Route 9/Worcester Road Corridor

TASK 6, CONTINUED	b. Conduct extensive outreach and communication during the course of this project and includes, but is not limited to, development of a project website, advertising meetings in newspapers and on the radio via public service announcements and community calendar listings, as well as distribution of flyers. A continuously updated website will include project products, updates, and links to other resources.
LEAD DEPARTMENTS	The Division of Planning and Economic Development
SUPPORTING DEPARTMENTS & ORGANIZATIONS	The Department of Public Works and MetroWest Regional Planning Collaborative

5.5. NEW AND INNOVATIVE APPROACHES TO LAND USE MANAGEMENT

Review 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.

5.5.1 Design Standards and Guidelines and Performance Standards

Communities typically use a range of standards and guidelines to define a character of development acceptable to the community. A design standard is a specific requirement e.g., "buildings shall have a 10-foot setback," whereas 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 require benchmarks to determine the success of the project in achieving a specific goal. 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 ordinances 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 baseline 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 City has a precedent for design guidelines found within Planning Board Rules and Regulation (example: Central Business District Design Standards). These types of standards should be advanced more fully as a comprehensive design program to be more enforceable requirements.

5.5.2 Sustainable Site Design and Green Infrastructure

Many of the programs for sustainable design focus on a building's energy efficiency. This includes the EnergyStar program of the U.S. Environmental Protection Agency (EPA) and the U.S. Green Building Council's LEED™ program. These are programs 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 City could develop standards for green infrastructure associated with site and road improvements.

Many communities use Low Impact Development (LID) regulations to improve the environmental impacts of construction. The Massachusetts Smart Growth Toolkit describes Low Impact Development (LID) as "…a more sustainable and 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 and 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 Low Impact Development (LID) program works very well for reducing and handling stormwater, particularly where there is sufficient an area to provide for vegetative systems to support evapo-transpiration. 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 Low Impact Development (LID) techniques be transferable to ultra-urban environments. Consideration should also be given to another program, the Green Area Factor (GAF), to address sustainable, low impact development for the urbanized areas of the City.

The Green Area Factor (GAF), program was initiated in Sweden and Germany and has been adopted in Seattle, Washington as the Seattle Green Factor Program. The Program requires increased landscaping to improve the look and feel of new development. The Green Area Factor (GAF) is a point system performance standard program. The Green Area Factor (GAF), Program accepts inputs of proposed areas of types of landscaping and numbers of trees that 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 percent of the site with plantings.

The key factors are:

a. Depth of soil - a distinction is made between soil depths less than 24" and more than 24";

b. 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;

c. Permeable pavement - "that drains only itself" and is at grade;

d. Vegetated walls and roofs - the highest weighting (0.7) is given to vegetated roofs and walls;

e. Water features - the highest weighting (0.7g) is also given to fountains and stormwater rain garden features;

f. Drought tolerant plants and plants visible to the street are provided bonuses but with the lowest weighting (0.1); and

g. 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 Tool kit, which could be used to help determine the appropriate standards for the regulations.

5.5.3 Traditional Neighborhood Design (TND)

Traditional Neighborhood Design (TND) is a program for traditional design advocated by The Congress for New Urbanism (CNU) and others. 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 City where substantial change may occur. As a predominantly built-out community, however, the application of the Traditional Neighborhood Design (TND) program may be very limited. 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.

5.5.4 Form-Based Code (FBC)

Form Based Codes (FBC) are a relatively new form of zoning that encourages the focus on the complete form of development, architecture, sites, and streets under a master plan of development as described in a Regulating Plan. A Form Based Code (FBC) is comprehensive, including coordinated building (private realm) and street (public realm) development under an overarching plan. A FBC typically includes the elements outlined below.

5.5.4.1. General Provisions

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

5.5.4.2 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. A Regulating Plan illustrates the following design and development elements:

a. 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.

b. Streetscape Design - Specific streetscape design elements for each street type in the hierarchy above (i.e. boulevards to alleys) such as proposed surface treatments, tree location (species and placement), planters, lighting, and other street furniture elements.

c. 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.

d. 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.

e. 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.

5.5.4.3 Allowable Uses Matrix

The allowed and required uses are in broad 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

5.5.4.4 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 the study of building types appropriate for the region, climate, and neighborhood. This includes:

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

5.5.4.5 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 a Regulating Plan area:

a. General architectural style and themes;
b. Building mass, including height, length, setbacks, and coverage;
c. Bulk, scale and materials (in keeping with desired patterns);
d. Site coverage by buildings, walkways, landscaping, and parking areas;
e. Connections to public spaces (i.e. sidewalks, alleys, parking lots);
f. Façade treatments, business signage, and placement;
g. Access and loading locations, types, and widths;
h. Design continuity;

i. Materials and colors;

j. Accessories (i.e. awnings, canopies, etc.);

k. Permitted encroachments (i.e., balconies, stoops, covered walkways, etc.);

l. Solar guidelines (relating building heights to setback and street widths); and

m. Other parameters appropriate for new construction.

5.5.4.6 Complete Street Design Hierarchy

This section defines the hierarchy of streets in a 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. A street listing such as Avenues, Boulevards, Commercial Business District Streets, and Neighborhood Streets;

b. Driveways, service alleys, trash storage facilities, and screening;

c. Public on-street parking;

d. Public gateway and directional signage (placement, materials, and style);

e. Bus stops, shelters, and similar amenities;

f. Integration of public and private spaces (outdoor dining, vendor courts, pedestrian access to private buildings, and parking lots); and

g. Preserving, high lighting, or buffering view corridors in selected locations (adjacent neighborhoods).

5.5.4.7 Streetscape Design Elements

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

a. Street and pedestrian level lighting, pavement treatments, informational kiosks, trash receptacles, benches, and other street furnishings;

b. Recommended species for street trees and other plantings; and

c. Pedestrian and bicycle safety enhancements such as bulb-outs, bike lanes, crosswalk treatments, center refuges and medians, and other design techniques.

5.5.4.8 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:

a. Conduct a parking analysis of the existing parking regulations and requirements for the City;

b. Minimum and maximum parking requirements;

c. Offset allowances to public parking (on-street and off-street) that is available within a comfortable walking distance;

d. Offset allowances for private and available off-site and satellite parking;
e. Reduced parking requirements for mixed-use development where parking is shared;
f. Design requirements for access to public transit;
g. Internal design requirements for pedestrian access from sidewalk to on-site buildings; and
h. Design standards for structured parking.

5.5.4.9 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:

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

5.5.4.10 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:

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

5.5.4.11 Sustainable Design Standards

Sustainable and Low Impact Development (LID) methodologies appropriate for the redevelopment area will be incorporated into the Form Based Codes (FBC), including the roadway design, streetscape design, parking, building orientation, and public amenities. Massachusetts communities that have advanced Form Based Codes (FBC) include Amherst, Weymouth, Andover, and Wilmington. The development and application of Form Based Codes (FBC) may be appropriate for relatively undeveloped areas and redevelopment of strip commercial areas and could be used in place of the Planned Unit Development (PUD) zoning district or for urban renewal areas.

5.5.5 Transit Oriented Development (TOD)

The Downtown MBTA train station is an important amenity for new development that may spur uses that would take advantage of transit and help the revitalization of the Downtown. Transit

Oriented Development (TOD) refers to land uses and activities that are in close proximity and have access to transit without requiring an automobile. Rules of thumb are often invoked using specific distances from transit stations (e.g., an easy ten minute or one-half mile distance from commuter rail stations). Greater or shorter distances may be appropriate depending on factors that affect walkability including convenience, attractiveness, and perceptions of safety. Bicycle friendly commutes, especially bicycle share, motor bikes, and other modes, all can expand the area of influence.

Many other communities in similar circumstances emphasize the importance of transit connections. The Chapter 40R program of the State has provided support to many communities creating mixed-use Transit Oriented Development (TOD) projects around MBTA stations, including Andover, Kingston, and Plymouth. 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.

Transit Oriented Development (TOD) can have a transformative influence. The ability to shorten commutes creates market demand for new development. A focus on the desirability and quality of the Transit Oriented Development (TOD) neighborhood is critical. A future Framingham Downtown Urban Design and Development Plan should provide a comprehensive approach to the physical design that should be supplemented with other programs, supporting transit modes, and economic development to take advantage of the train station.

5.5.6 Industrial Area Redevelopment

Many communities use Industrial Building Reuse Overlay Districts, Adaptive Reuse Overlay Districts, and Mill Conversion Districts to promote the reuse of vacant industrial areas and buildings. These types of zoning districts provide a community 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 a master plan. An overlay district may also include incentives for certain desired uses, particularly those considered compatible in a mixed-use building and site. The Berkshire Regional Planning Commission prepared the following summary of communities that have adopted industrial re-use regulations:

a. Underlying Zoning District (Properties located in a consolidated area that allowed a base zoning district to accurately describe allowed uses);
b. 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;
c. Proposed uses must be compatible with existing uses;
d. Incompatible uses may be disapproved unless mitigating measures are provided;
e. Residential uses not allowed on the first floor of new structures, or existing commercial buildings;
f. Does not directly address parking or affordable housing; and
g. Reduction in lot area minimum (up to 10 percent) for donation of public amenities or access.

5.6. IMPLEMENTATION TIMELINE FOR LAND USE ACTIONS

To review all action items and work products associated with them, please reference the Implementation Plan of the Master Land Use Plan. Such section is not part of the formal adoption of this Plan due to the continuous updating, but accompanies the Plan as a review of the accomplishments and work still needing to be completed to shape Framingham's future development as a community.

Reference Materials

Land Use Map

Original maps prepared by:

The Cecil Group

BETA Group

FXM Associates

MASTER LAND USE MAP

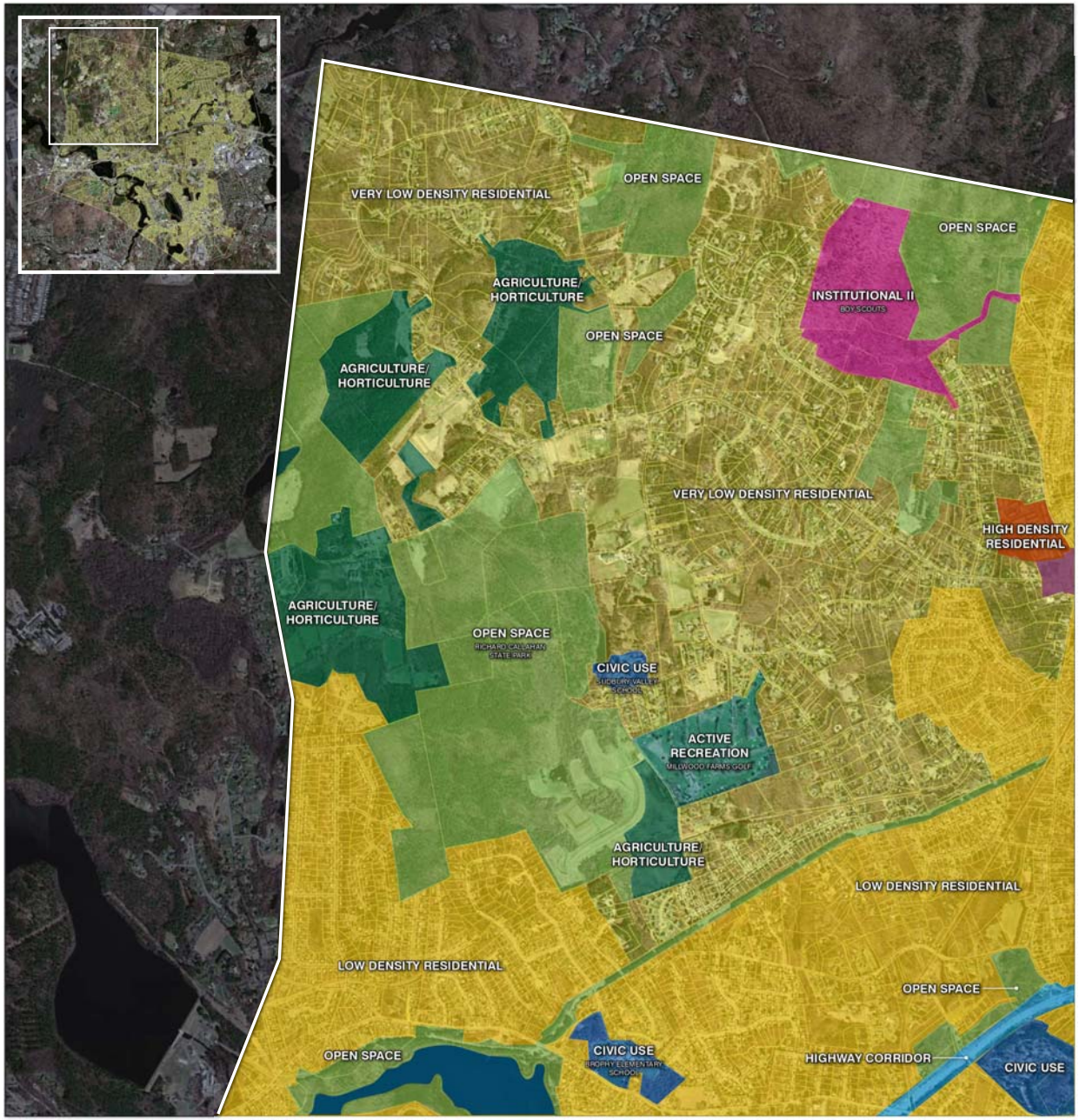


TABLE OF USES

- Very low density residential
- Low density residential
- Medium density residential
- High density residential
- PUD residential
- Commercial
- Neighborhood commercial
- Regional commercial
- Commercial/office
- Highway commercial
- Technology Park
- Industrial
- Civic use
- Open space
- Agriculture/Horticulture
- Active recreation
- Village Center
- Highway corridor
- Institutional
- Institutional II
- Downtown district

MASTER LAND USE MAP

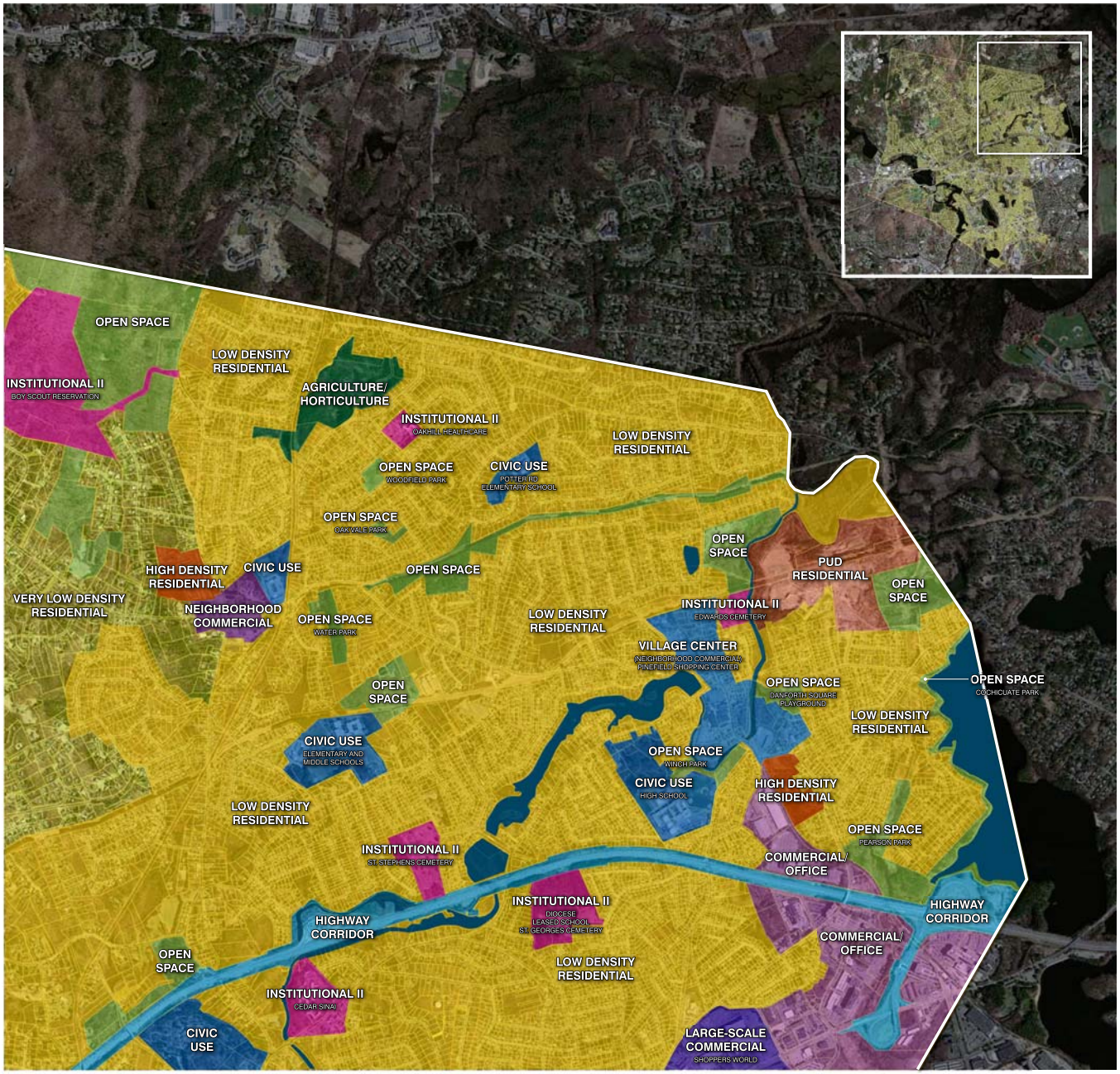
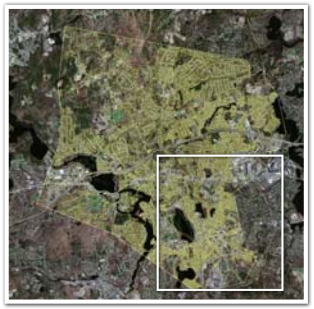


TABLE OF USES

- Very low density residential
- Low density residential
- Medium density residential
- High density residential
- PUD residential
- Commercial
- Neighborhood commercial
- Regional commercial
- Commercial/office
- Highway commercial
- Technology Park
- Industrial
- Civic use
- Open space
- Agriculture/Horticulture
- Active recreation
- Village Center
- Highway corridor
- Institutional
- Institutional II
- Downtown district

MASTER LAND USE MAP



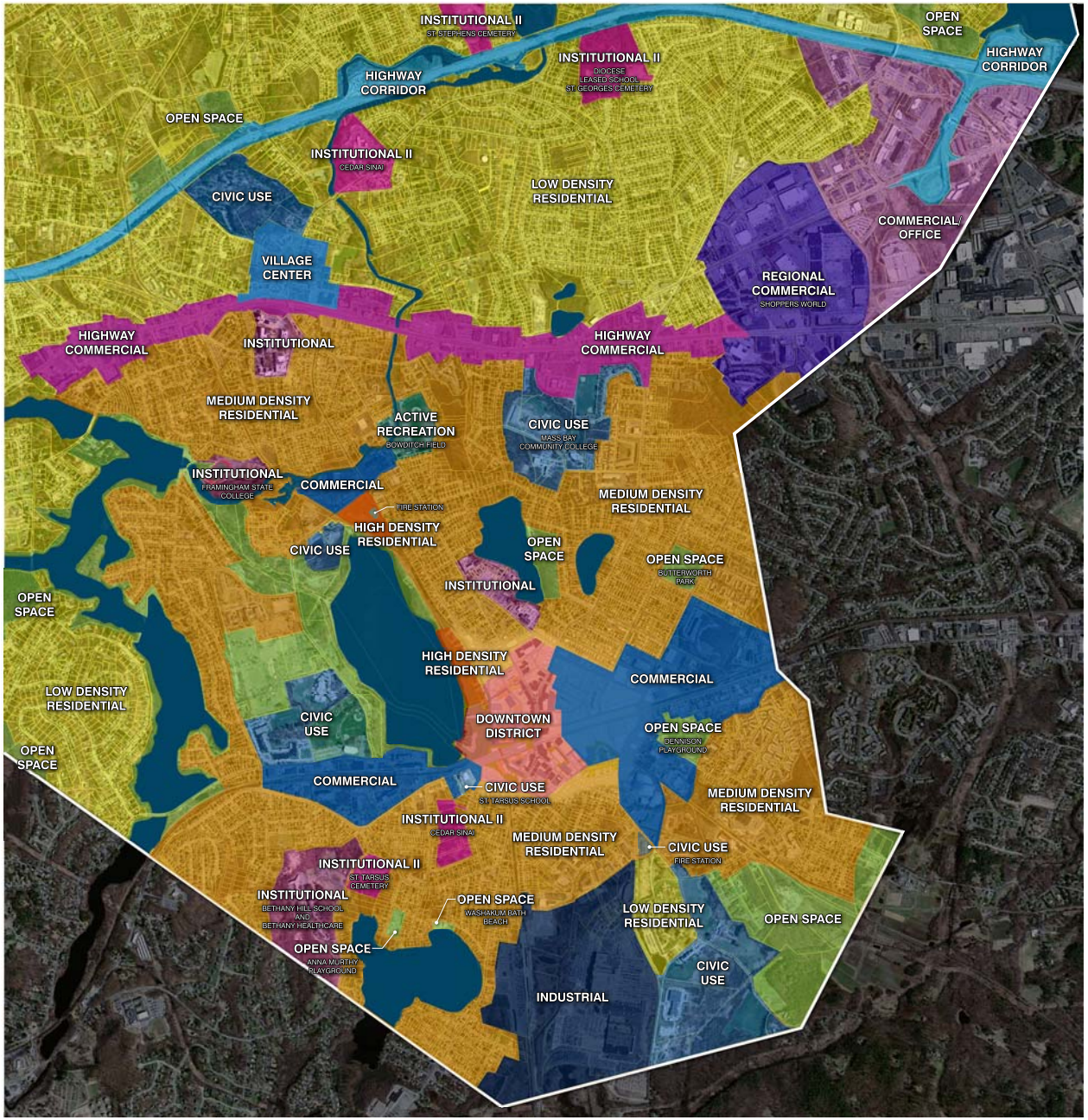


TABLE OF USES

- Very low density residential
- Low density residential
- Medium density residential
- High density residential
- PUD residential
- Commercial
- Neighborhood commercial
- Regional commercial
- Commercial/office
- Highway commercial
- Technology Park
- Industrial
- Civic use
- Open space
- Agriculture/Horticulture
- Active recreation
- Village Center
- Highway corridor
- Institutional
- Institutional II
- Downtown district

MASTER LAND USE MAP

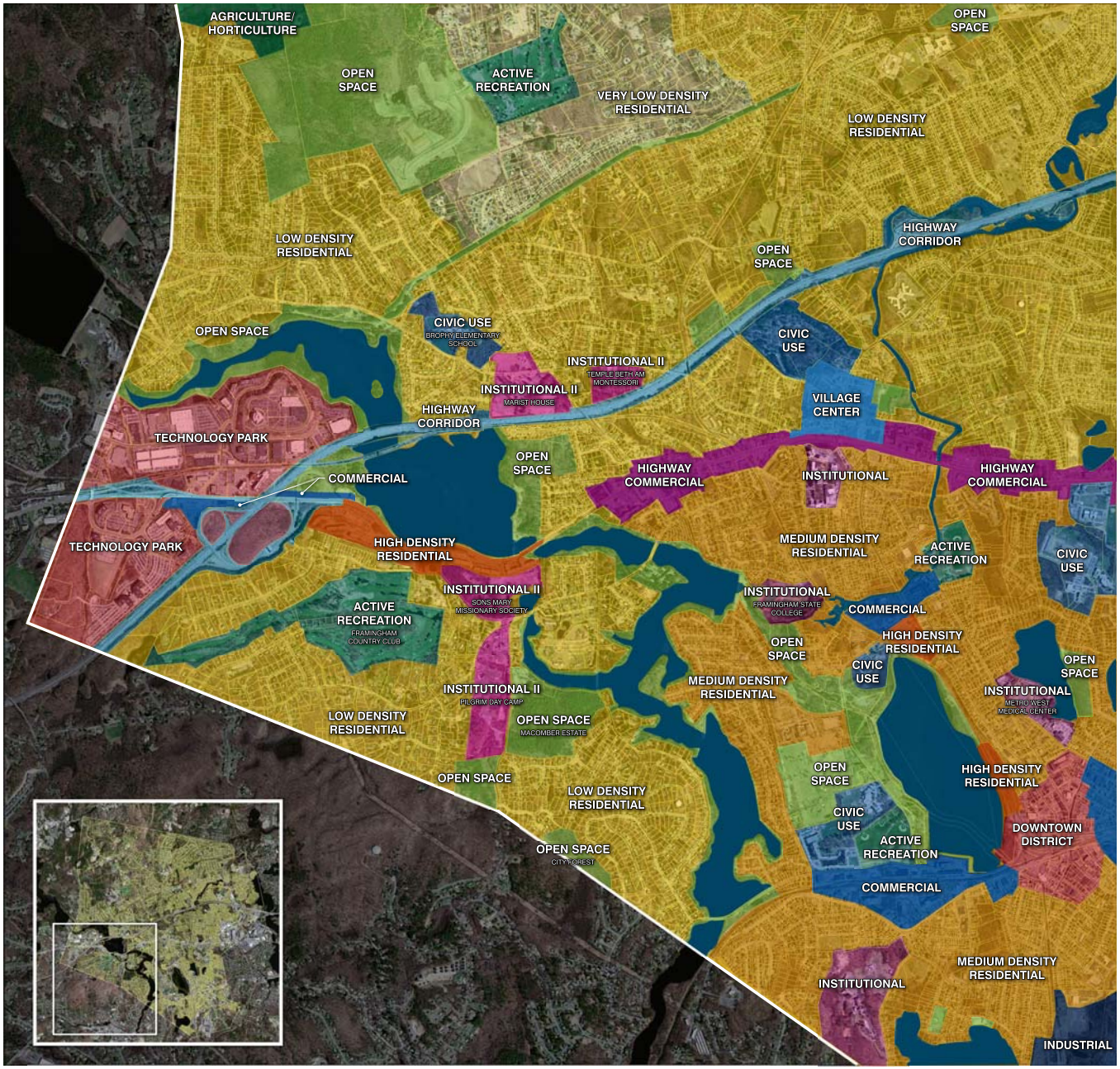


TABLE OF USES

- Very low density residential
- Low density residential
- Medium density residential
- High density residential
- PUD residential
- Commercial
- Neighborhood commercial
- Regional commercial
- Commercial/office
- Highway commercial
- Technology Park
- Industrial
- Civic use
- Open space
- Agriculture/Horticulture
- Active recreation
- Village Center
- Highway corridor
- Institutional
- Institutional II
- Downtown district

Reference Materials

Appendix

Community-Wide Survey Report **A**

Stormwater Management **B**

Complete Streets **C**

Bicycle Collector Path System **D**

Healthy Communities **E**

Sustainable Site Design Standards **F**

Form-Based Zoning/Neighborhood Village Design **G**

Sample Live-Work Model Ordinance **H**

APPENDIX A. COMMUNITY-WIDE SURVEY REPORT

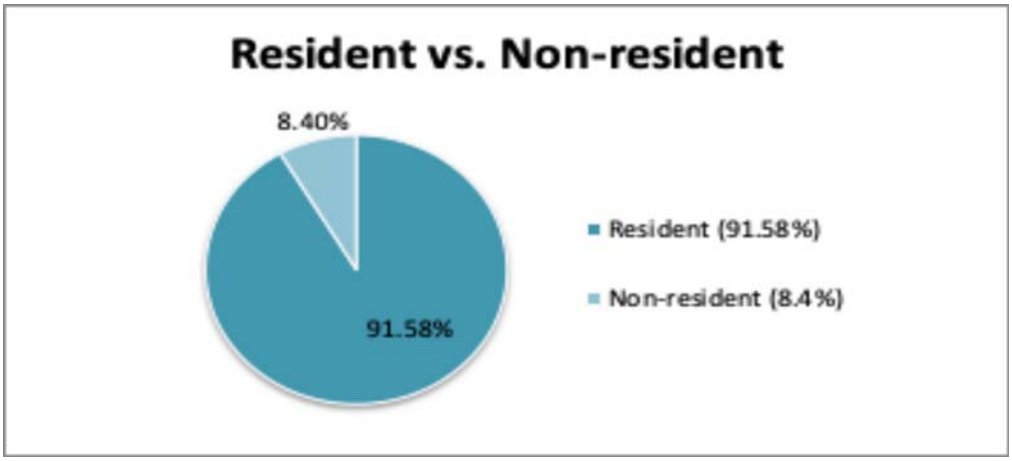
Master Plan Survey Results

Framingham Planning Board
4/1/2011

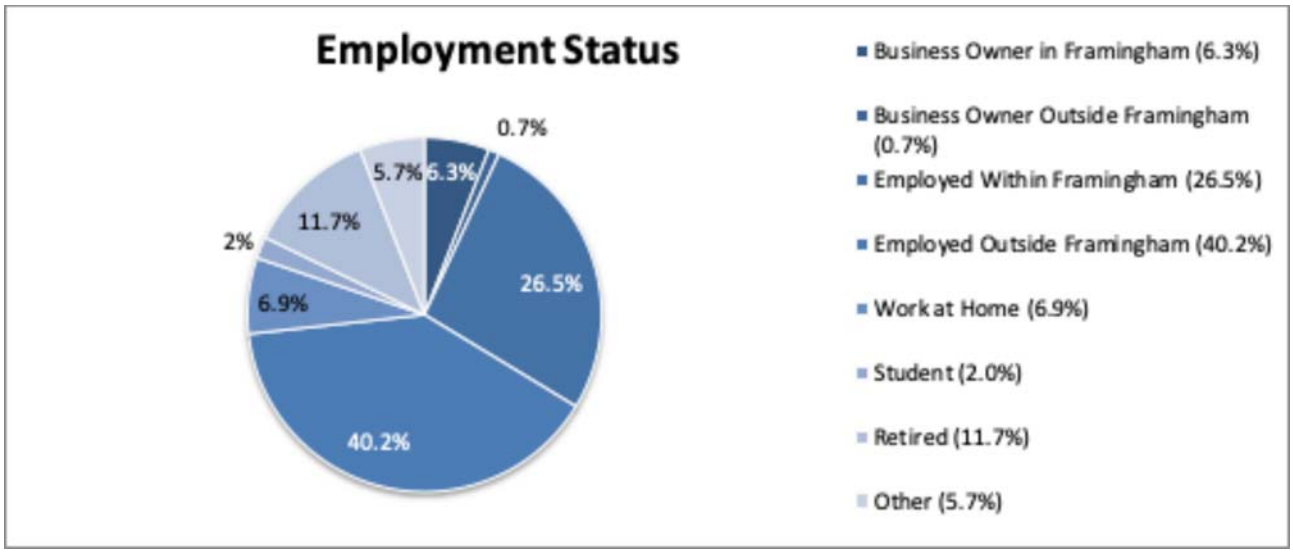
The Framingham Planning Board conducted a Master Plan Survey to aid in the drafting of the new Master Plan. A total of 876 surveys were completed. The following survey results include some preliminary observations from the collected data.

1. Which categories best describe you?

More than 91 percent of the respondents were residents.

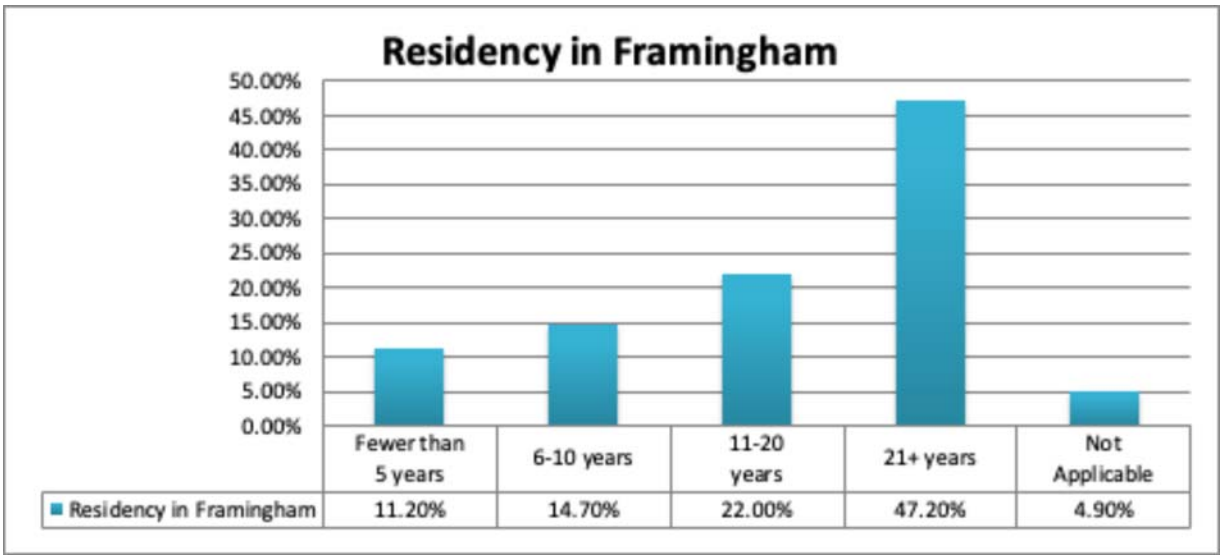


Approximately 40 percent of the respondents work outside Framingham, 27 percent work in Framingham.



2. How long have you lived in Framingham?

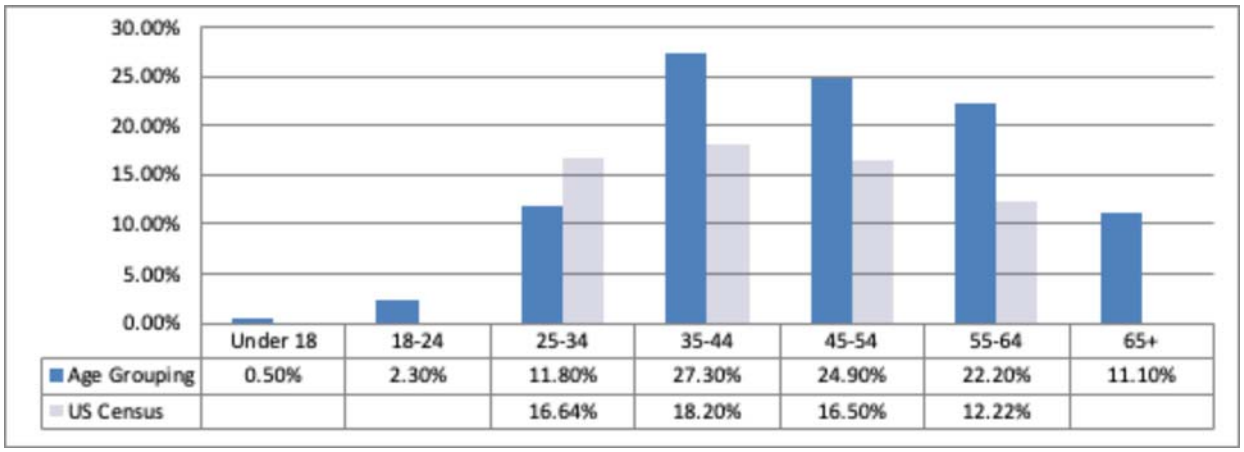
Nearly 69 percent of the respondents have lived in Framingham 11 years or more.



	Fewer than 5 years	6-10 years	11-20 years	21+ years	Not Applicable
Residency in Framingham	11.20%	14.70%	22.00%	47.20%	4.90%

3. What is your age group?

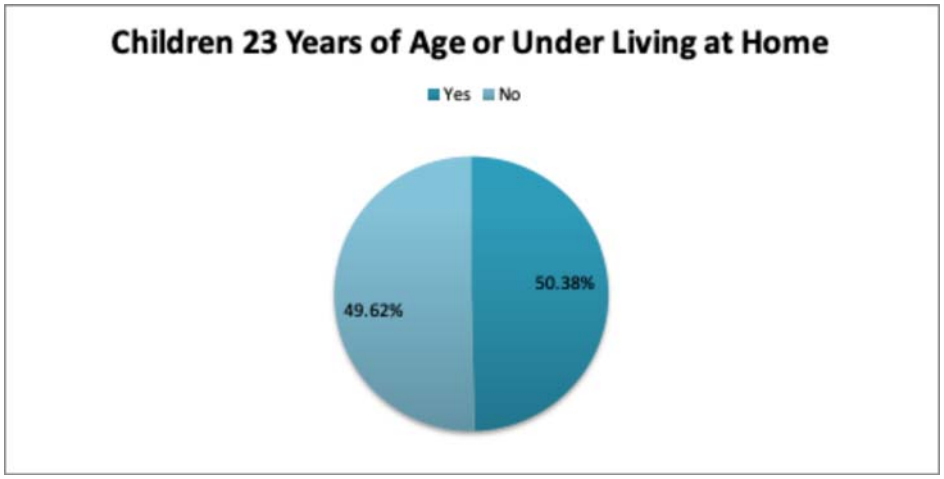
The percentage distribution of respondents by age cohort for the survey correlates strongly with the percentage distribution by age cohort for the general population of Framingham published by the United States Bureau of the Census.



	Under 18	18-24	25-34	35-44	45-54	55-64	65+
Age Grouping	0.50%	2.30%	11.80%	27.30%	24.90%	22.20%	11.10%
US Census			16.64%	18.20%	16.50%	12.22%	

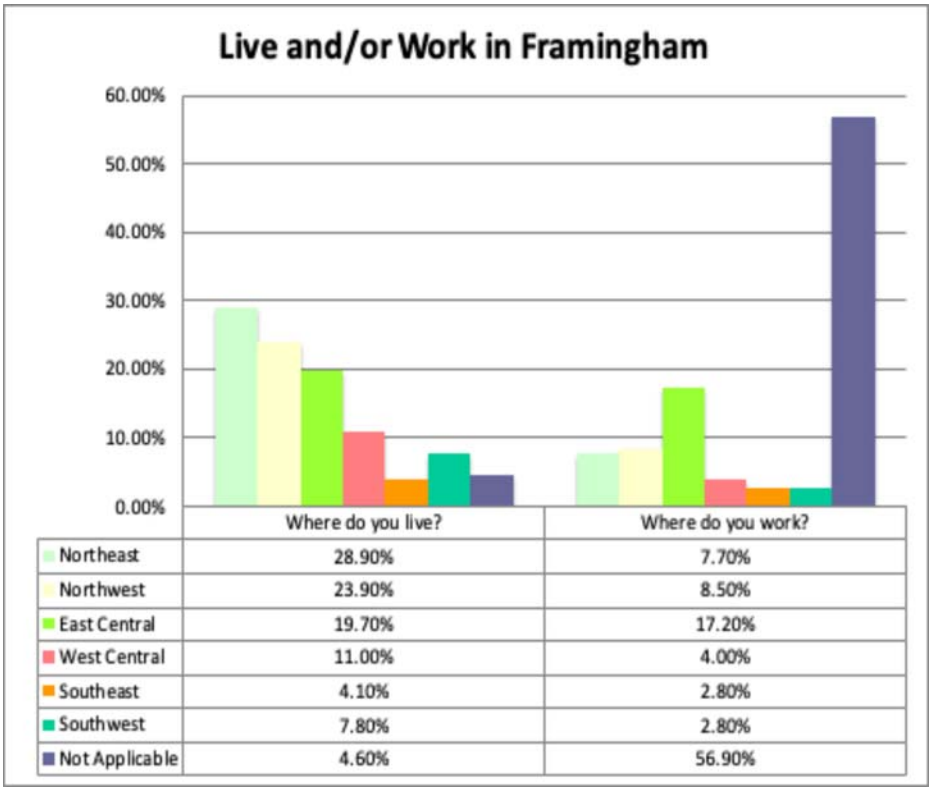
4. Do you have children 23 years of age or under in your home?

The results show almost an even split between respondents with or without children in the household.

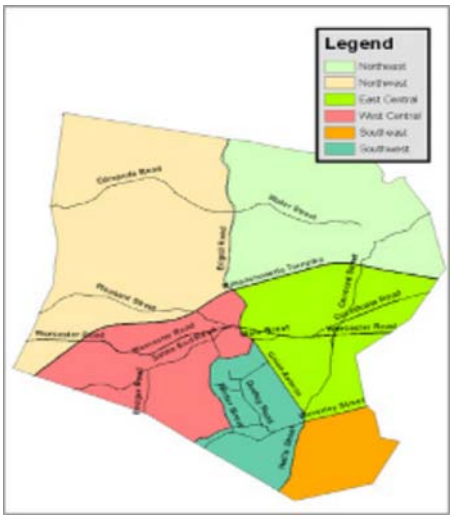


5. Where in Framingham do you live and/or work?

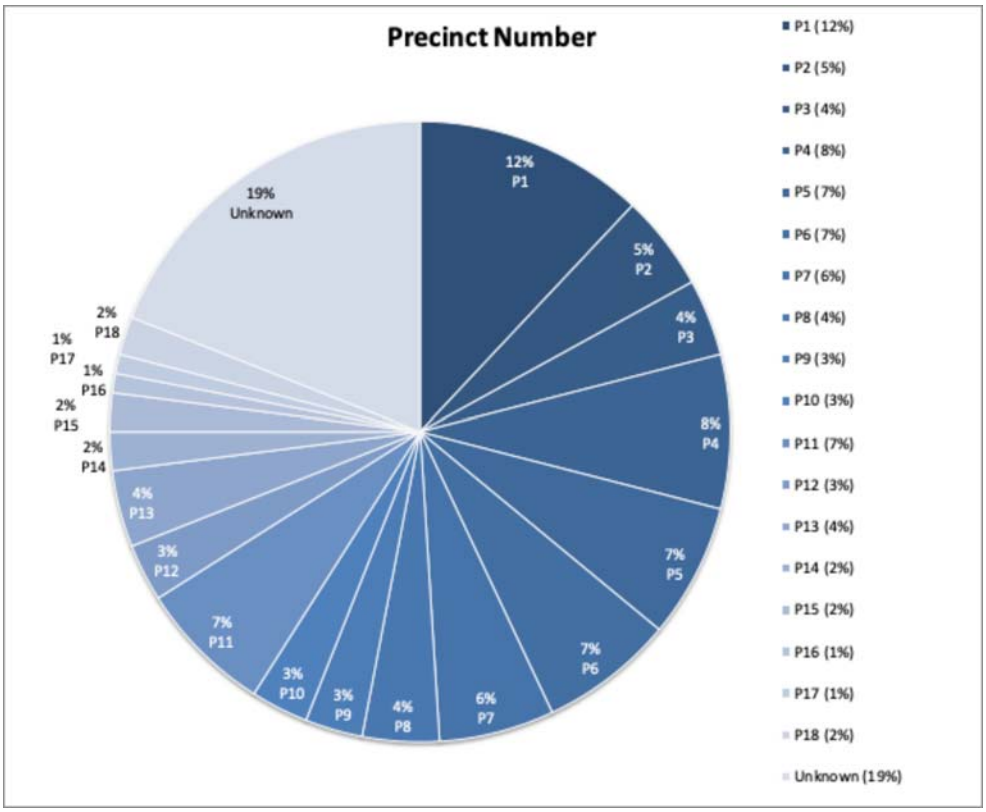
Nearly 53 percent of the respondents live in the northern section of Framingham. The data shows that for most respondents that work in the town, that their place of employment is concentrated in East Central Framingham.



	Where do you live?	Where do you work?
Northeast	28.90%	7.70%
Northwest	23.90%	8.50%
East Central	19.70%	17.20%
West Central	11.00%	4.00%
Southeast	4.10%	2.80%
Southwest	7.80%	2.80%
Not Applicable	4.60%	56.90%

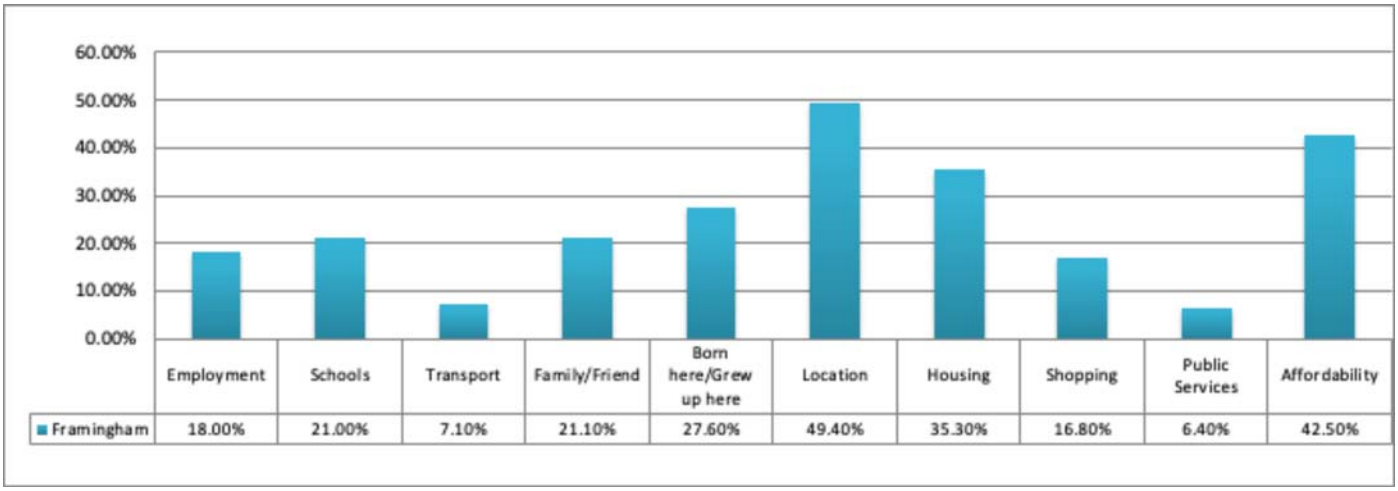


6. Please indicate your precinct, if known.



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

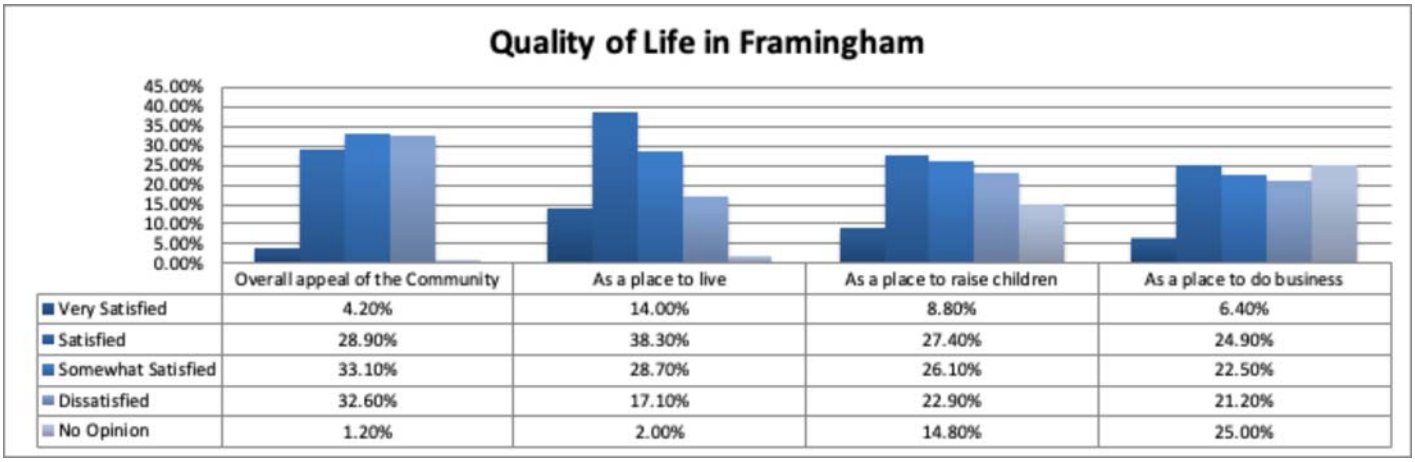
The top three attributes that attract people to Framingham are as follows: location at 49.41 percent, affordability at 42.54 percent and housing at 35.31 percent. See Appendix A.1 for additional short answer responses received for this question.



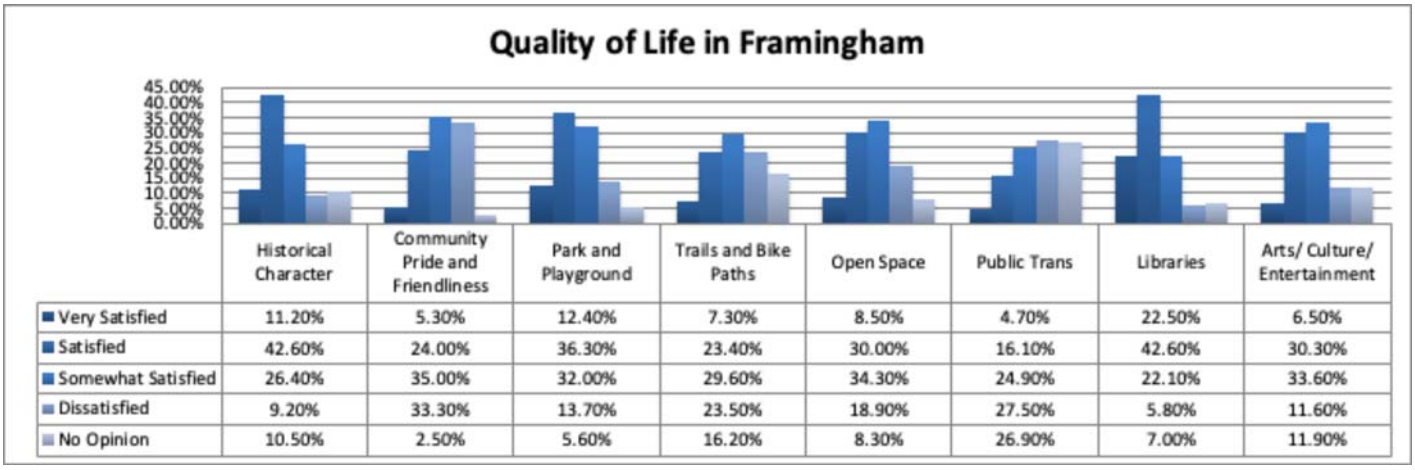
	Employment	Schools	Transport	Family/Friend	Born here/Grew up here	Location	Housing	Shopping	Public Services	Affordability
Framingham	18.00%	21.00%	7.10%	21.10%	27.60%	49.40%	35.30%	16.80%	6.40%	42.50%

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.



	Overall appeal of the Community	As a place to live	As a place to raise children	As a place to do business
Very Satisfied	4.20%	14.00%	8.80%	6.40%
Satisfied	28.90%	38.30%	27.40%	24.90%
Somewhat Satisfied	33.10%	28.70%	26.10%	22.50%
Dissatisfied	32.60%	17.10%	22.90%	21.20%
No Opinion	1.20%	2.00%	14.80%	25.00%



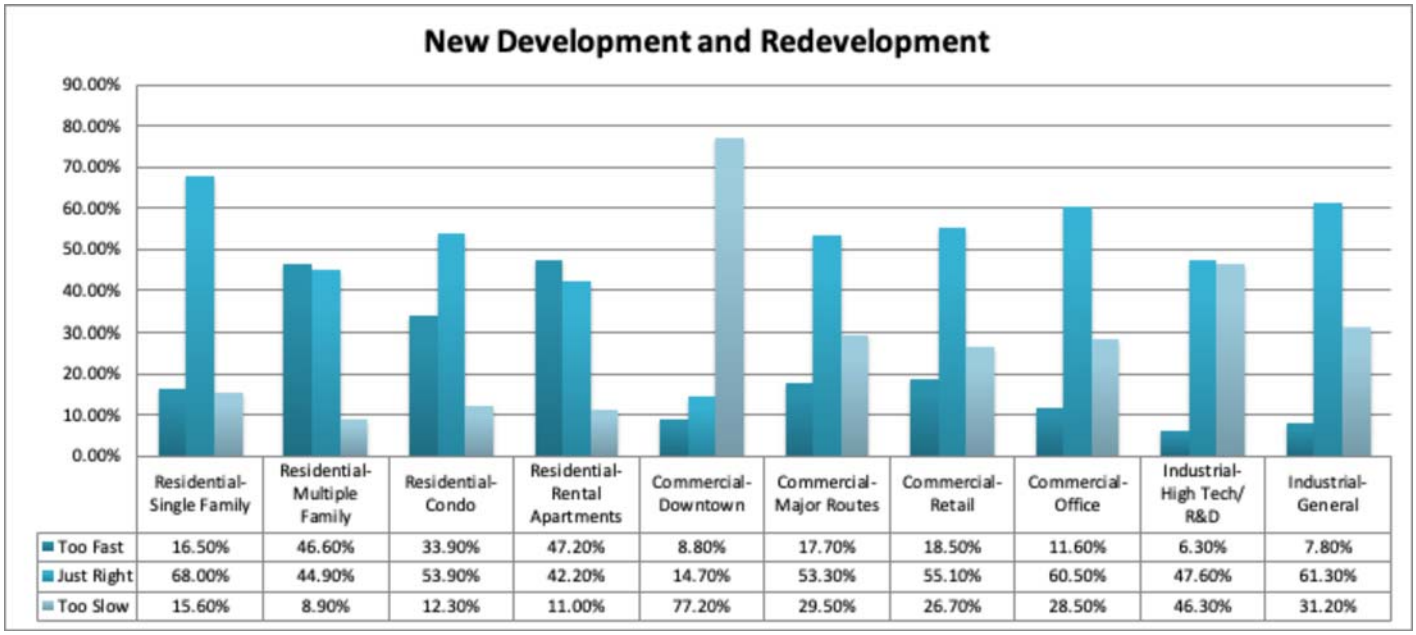
	Historical Character	Community Pride and Friendliness	Park and Playground	Trails and Bike Paths	Open Space	Public Trans	Libraries	Arts/ Culture/ Entertainment
Very Satisfied	11.20%	5.30%	12.40%	7.30%	8.50%	4.70%	22.50%	6.50%
Satisfied	42.60%	24.00%	36.30%	23.40%	30.00%	16.10%	42.60%	30.30%
Somewhat Satisfied	26.40%	35.00%	32.00%	29.60%	34.30%	24.90%	22.10%	33.60%
Dissatisfied	9.20%	33.30%	13.70%	23.50%	18.90%	27.50%	5.80%	11.60%
No Opinion	10.50%	2.50%	5.60%	16.20%	8.30%	26.90%	7.00%	11.90%

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

See Appendix A.2 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.

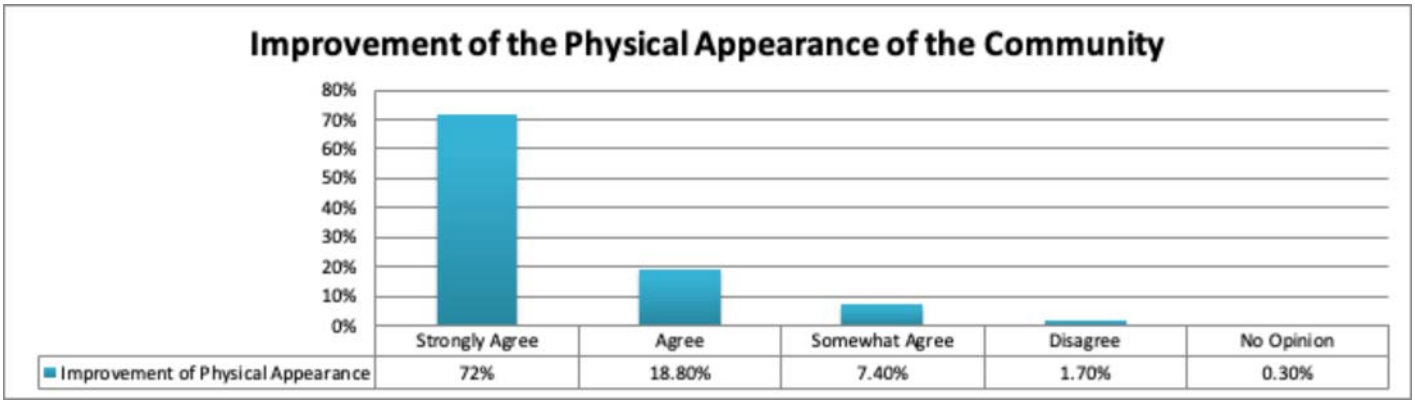
Respondents believe that residential single family and condominiums are being developed at just the right pace, while multiple family and rental apartments are being developed too fast. Respondents also believe that the commercial developments of major routes, retail, office, in addition to the development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



	Residential-Single Family	Residential-Multiple Family	Residential-Condo	Residential-Rental Apartments	Commercial-Downtown	Commercial-Major Routes	Commercial-Retail	Commercial-Office	Industrial-High Tech/R&D	Industrial-General
Too Fast	16.50%	46.60%	33.90%	47.20%	8.80%	17.70%	18.50%	11.60%	6.30%	7.80%
Just Right	68.00%	44.90%	53.90%	42.20%	14.70%	53.30%	55.10%	60.50%	47.60%	61.30%
Too Slow	15.60%	8.90%	12.30%	11.00%	77.20%	29.50%	26.70%	28.50%	46.30%	31.20%

11. Framingham should continue to improve the physical appearance of the community.

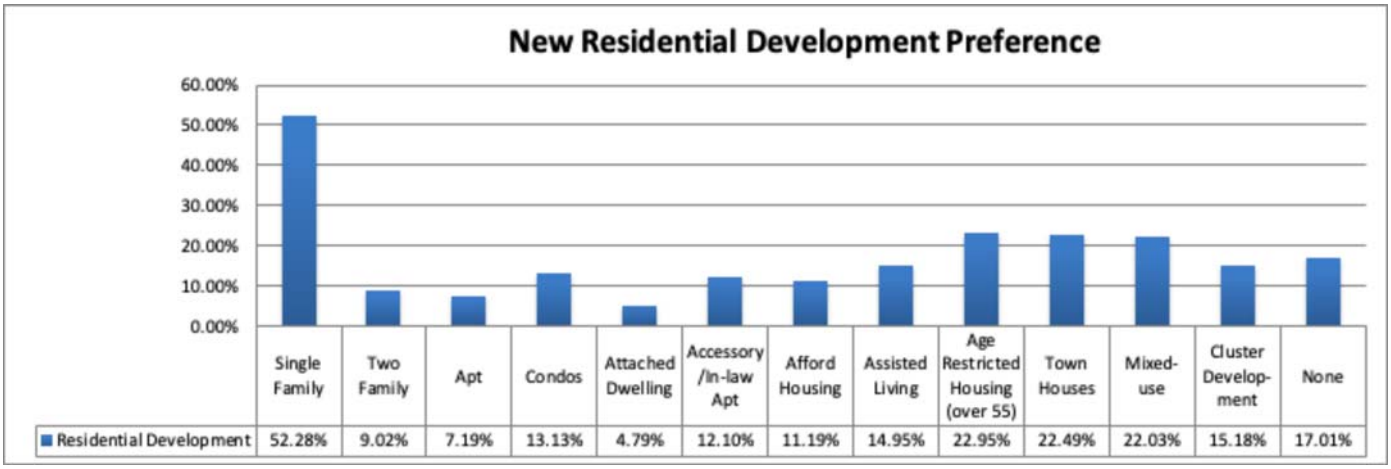
More than 90 percent of the respondents strongly agree or agree that Framingham should continue to improve the physical appearance of the town.



	Strongly Agree	Agree	Somewhat Agree	Disagree	No Opinion
Improvement of Physical Appearance	72%	18.80%	7.40%	1.70%	0.30%

12. What type of new residential development would you prefer? (Check all that apply)

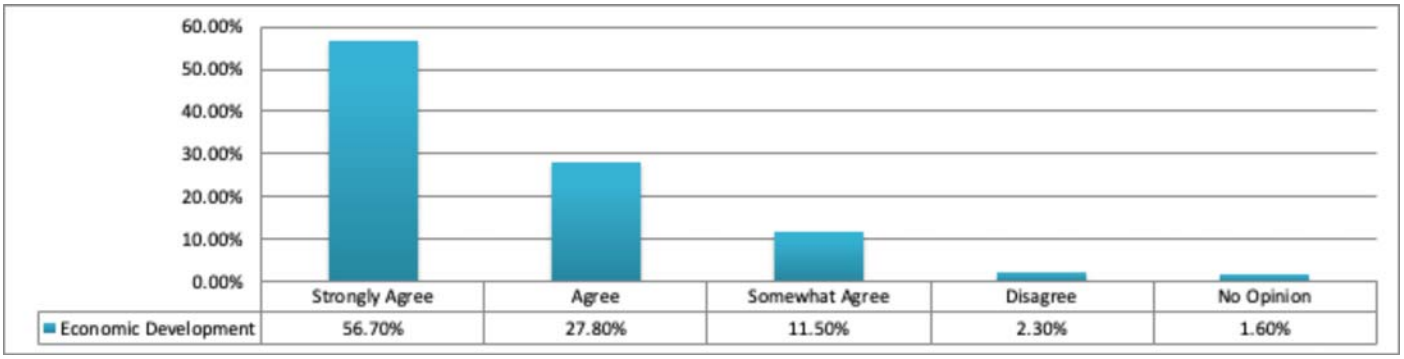
More than 52 percent of the respondents prefer new single family residential development for new residential development.



	Single Family	Two Family	Apt	Condos	Attached Dwelling	Accessory /In-law Apt	Afford Housing	Assisted Living	Age Restricted Housing (over 55)	Town Houses	Mixed-use	Cluster Develop-ment	None
Residential Development	52.28%	9.02%	7.19%	13.13%	4.79%	12.10%	11.19%	14.95%	22.95%	22.49%	22.03%	15.18%	17.01%

13. Framingham should take an active role in encouraging economic development in order to increase jobs and the tax base.

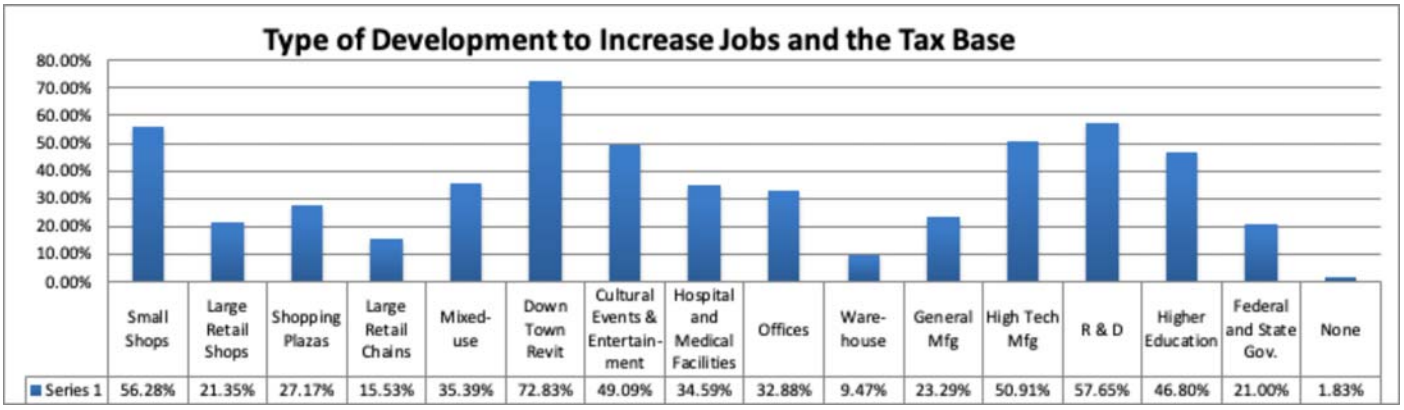
More than 84 percent strongly agree or agree that Framingham should take an active role in encouraging economic development in order to increase the number of jobs and the tax base in Framingham.



	Strongly Agree	Agree	Somewhat Agree	Disagree	No Opinion
Economic Development	56.70%	27.80%	11.50%	2.30%	1.60%

14. What type of development would you support to achieve the goal of Question 13? (Check all that apply)

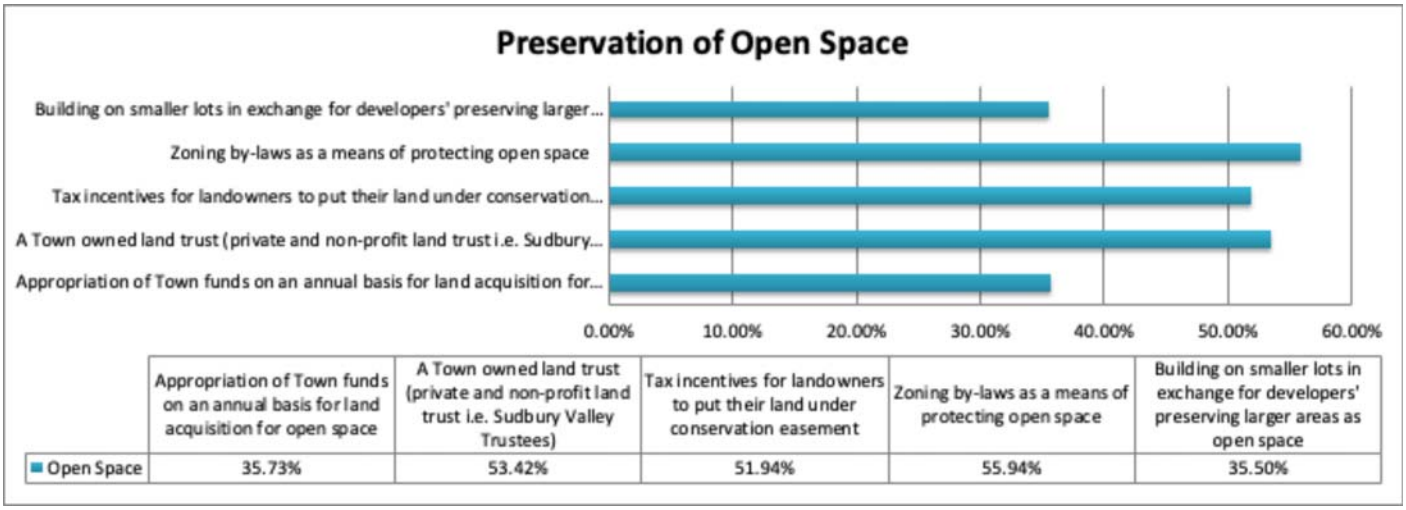
More than 50 percent of respondents would support downtown revitalization, higher education, small shops, and research & development to increase the number of jobs and the tax base in Framingham.



	Small Shops	Large Retail Shops	Shopping Plazas	Large Retail Chains	Mixed-use	Down Town Revit	Cultural Events & Entertain-ment	Hospital and Medical Facilities	Offices	Ware-house	General Mfg	High Tech Mfg	R & D	Higher Education	Federal and State Gov.	None
Series 1	56.28%	21.35%	27.17%	15.53%	35.39%	72.83%	49.09%	34.59%	32.88%	9.47%	23.29%	50.91%	57.65%	46.80%	21.00%	1.83%

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)

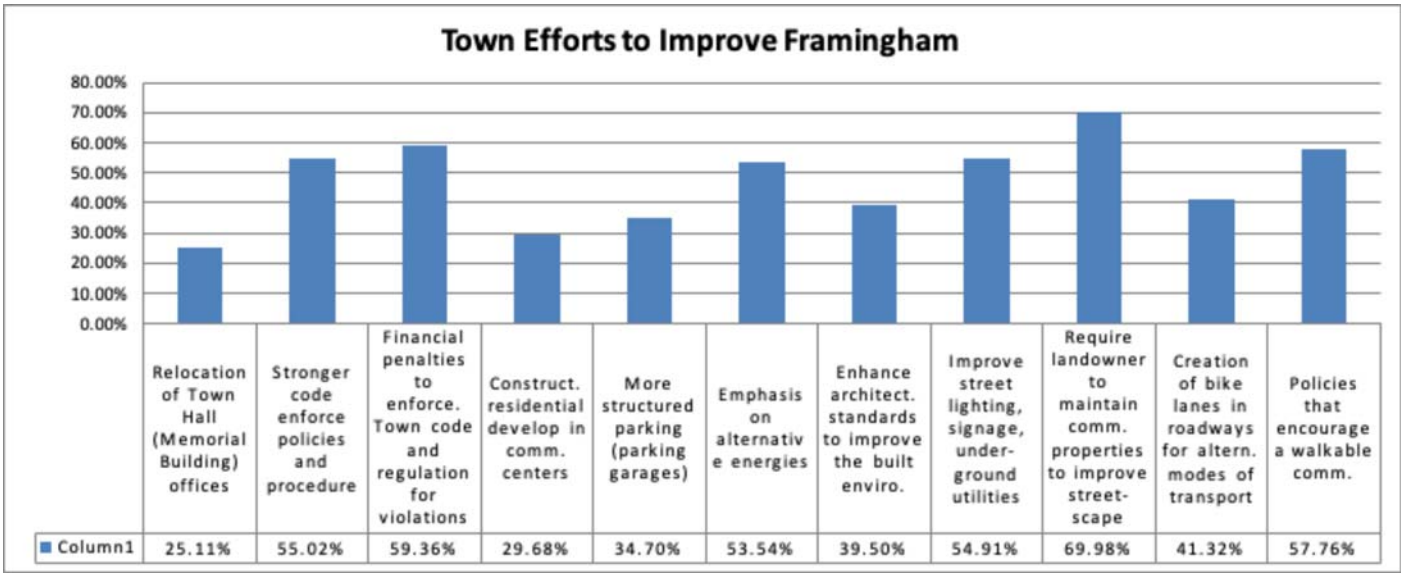
More than 50 percent of the respondents would support the establishment of a town owned land trust, provision for tax incentives for landowners to put their land under conservation easement, and enactment of zoning by-laws as a means of protecting open space.



	Appropriation of Town funds on an annual basis for land acquisition for open space	A Town owned land trust (private and non-profit land trust i.e. Sudbury Valley Trustees)	Tax incentives for landowners to put their land under conservation easement	Zoning by-laws as a means of protecting open space	Building on smaller lots in exchange for developers' preserving larger areas as open space
Open Space	35.73%	53.42%	51.94%	55.94%	35.50%

16. Would you support any of the following? (Check all that apply)

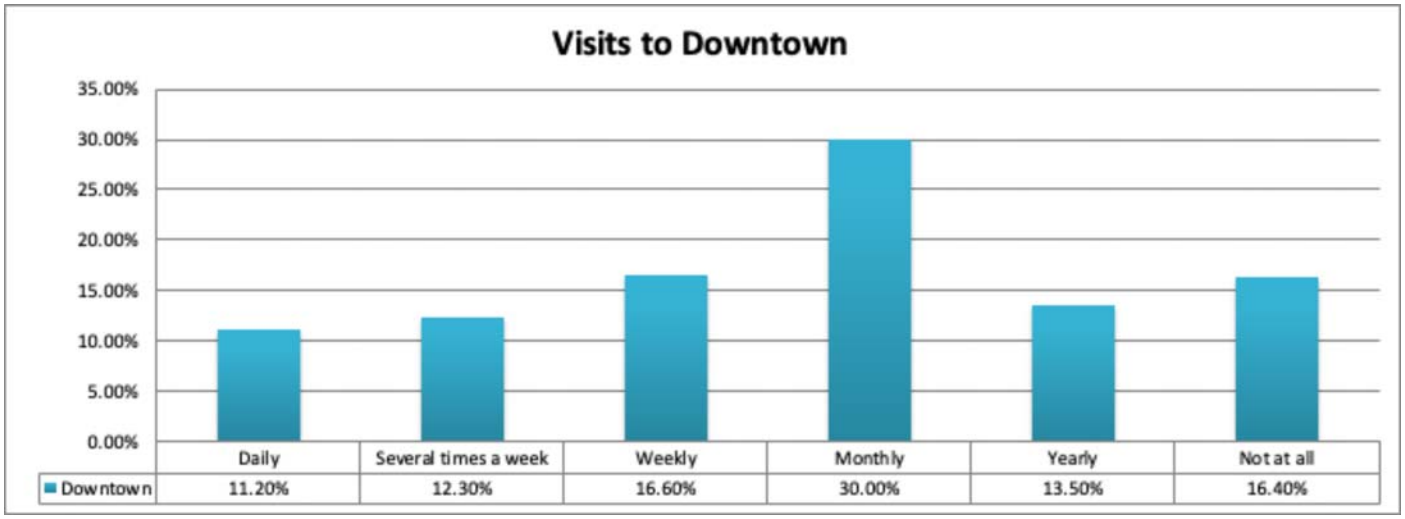
More than 50 percent of the respondents support imposing financial penalties on violators to improve code enforcement in Framingham.



	Relocation of Town Hall (Memorial Building) offices	Stronger code enforce policies and procedure	Financial penalties to enforce. Town code and regulation for violations	Construct. residential develop in comm. centers	More structured parking (parking garages)	Emphasis on alternative energies	Enhance architect. standards to improve the built enviro.	Improve street lighting, signage, under-ground utilities	Require landowner to maintain comm. properties to improve street-scape	Creation of bike lanes in roadways for altern. modes of transport	Policies that encourage a walkable comm.
Column1	25.11%	55.02%	59.36%	29.68%	34.70%	53.54%	39.50%	54.91%	69.98%	41.32%	57.76%

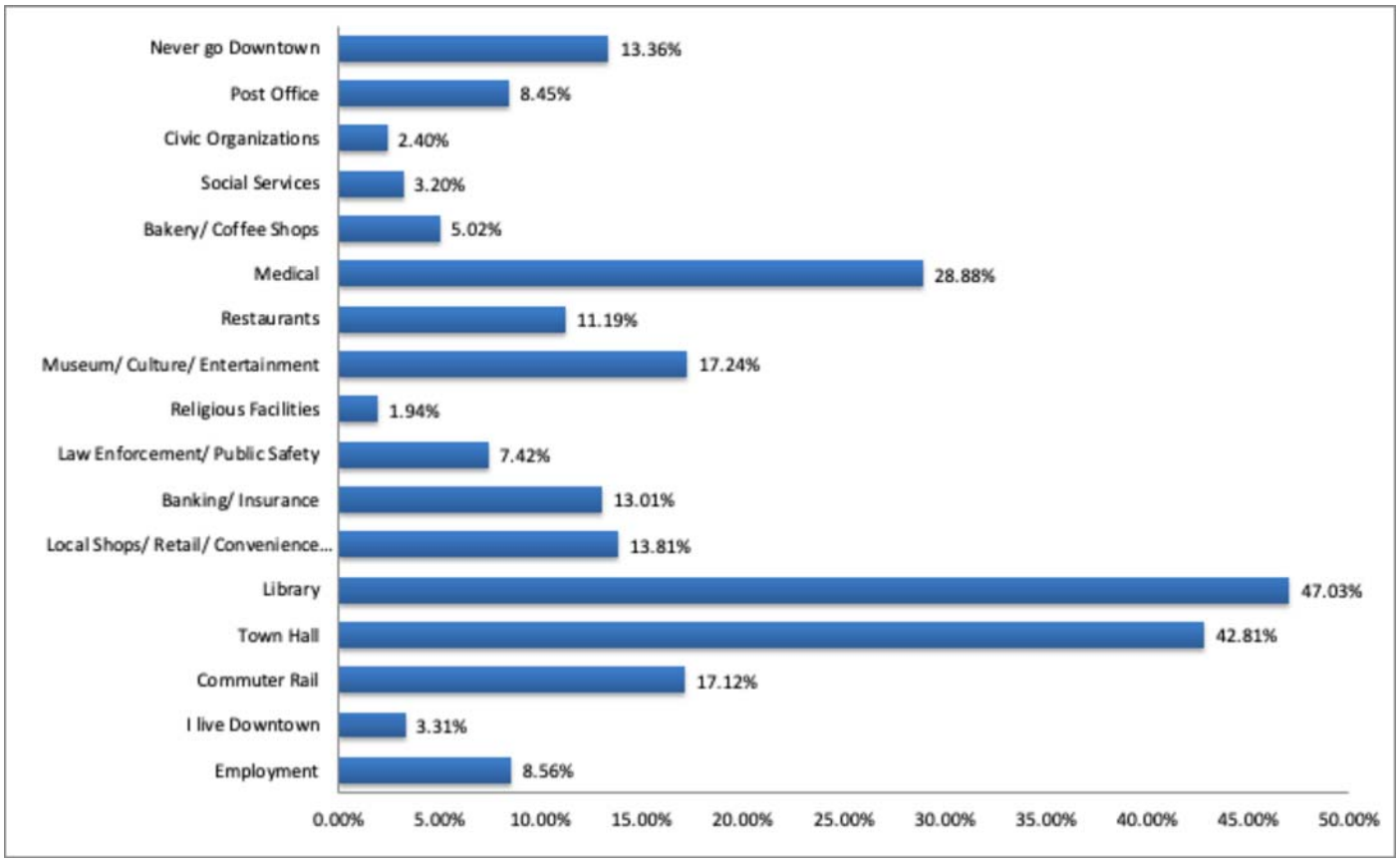
17. How often do you go Downtown?

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.



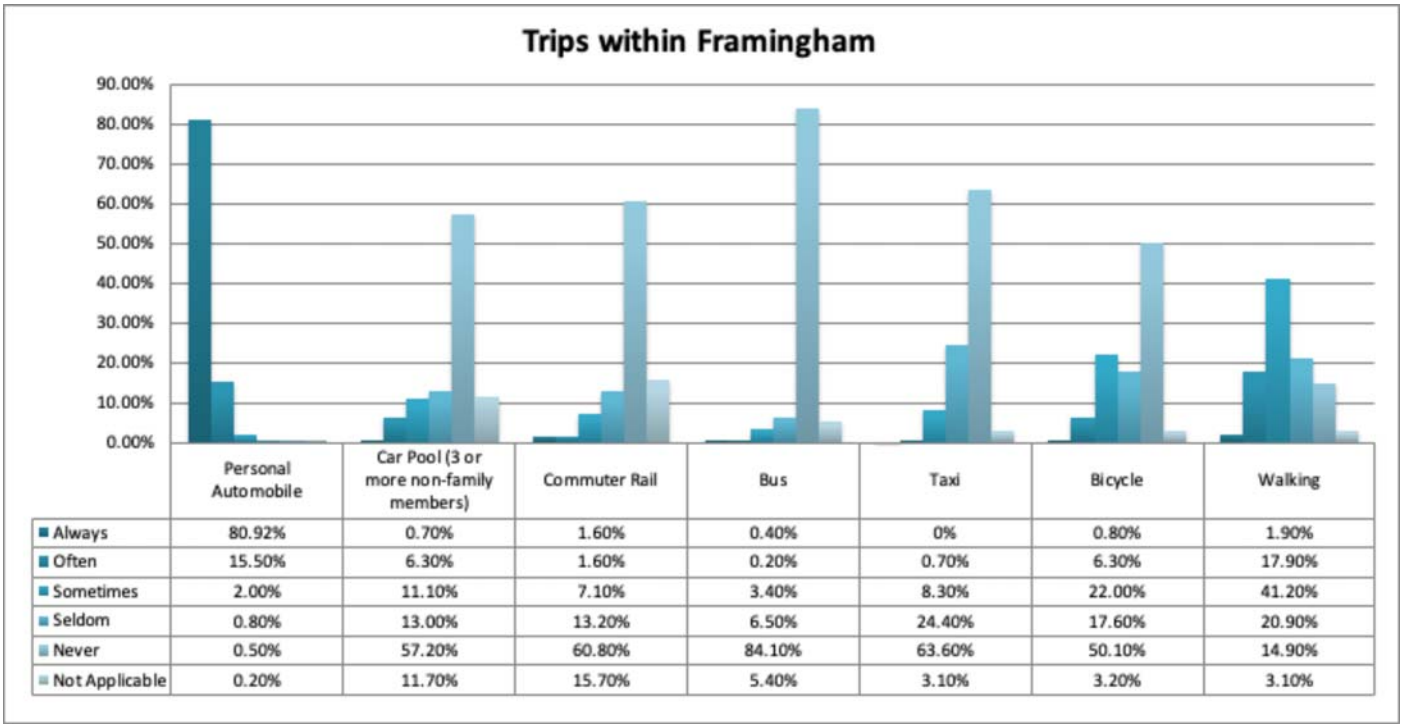
See Appendix A.3 for additional short answer responses received for this question.

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

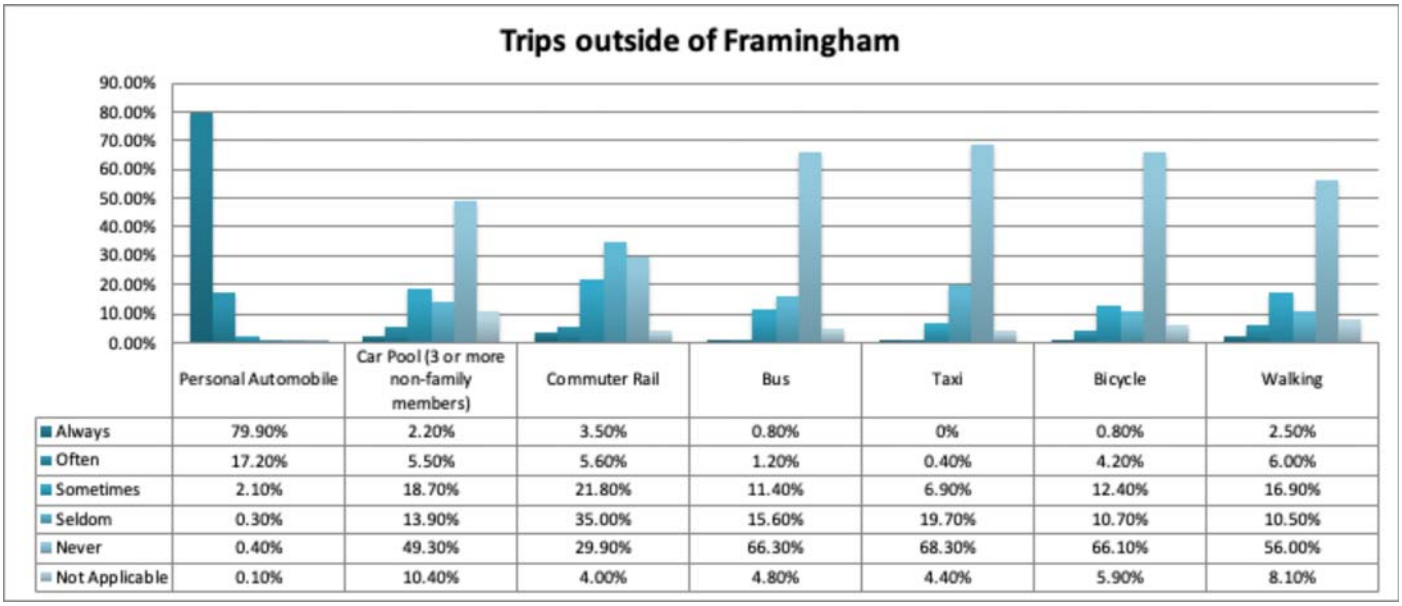
See Appendix A.4 for additional short answer responses received for this question.

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.



	Personal Automobile	Car Pool (3 or more non-family members)	Commuter Rail	Bus	Taxi	Bicycle	Walking
Always	80.92%	0.70%	1.60%	0.40%	0%	0.80%	1.90%
Often	15.50%	6.30%	1.60%	0.20%	0.70%	6.30%	17.90%
Sometimes	2.00%	11.10%	7.10%	3.40%	8.30%	22.00%	41.20%
Seldom	0.80%	13.00%	13.20%	6.50%	24.40%	17.60%	20.90%
Never	0.50%	57.20%	60.80%	84.10%	63.60%	50.10%	14.90%
Not Applicable	0.20%	11.70%	15.70%	5.40%	3.10%	3.20%	3.10%



	Personal Automobile	Car Pool (3 or more non-family members)	Commuter Rail	Bus	Taxi	Bicycle	Walking
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%

See Appendix A.5 for additional short answer responses received for this question.

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 A.6 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 A.7 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 A.8 for additional short answer responses received for this question.

Individual Responses

Appendix A.1

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)

Appendix A.2

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 Center 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 b 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.

Appendix A.3

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

(Sample of Question 18 short answer responses)

- I try to avoid downtown because of traffic and the fact there are very few destinations of interest (shopping, eating, entertainment, culture, etc.).
- I travel downtown very infrequently, mostly just for the Library. I sometimes travel thru to get to Ashland shops/ Market Basket Supermarket.
- 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 trafficy 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

Appendix A.4

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.

Appendix A.5

20. Which modes of transportation do you use?

(Sample of Question 20 short answer responses)

- Cross-country ski in winter – need to get rail trail and aqueducts fully open for formal public access!
- 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
- 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!!

Appendix A.6

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

Sample of Question 21.a. 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 restaraunts.
- 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

Appendix A.7

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:

- Public Education and Outreach on Stormwater Impacts
- Public Involvement and Participation
- Illicit Discharge Detection and Elimination (IDDE) Program
- Construction Site Stormwater Runoff Control
- Post-Construction Stormwater Management in New Development and Redevelopment
- 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:

a. Collect data on all users and modes for performance improvements;

b. Define street type and initial cross-section for the specific streets and modes of transportation within Framingham; and

c. 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.

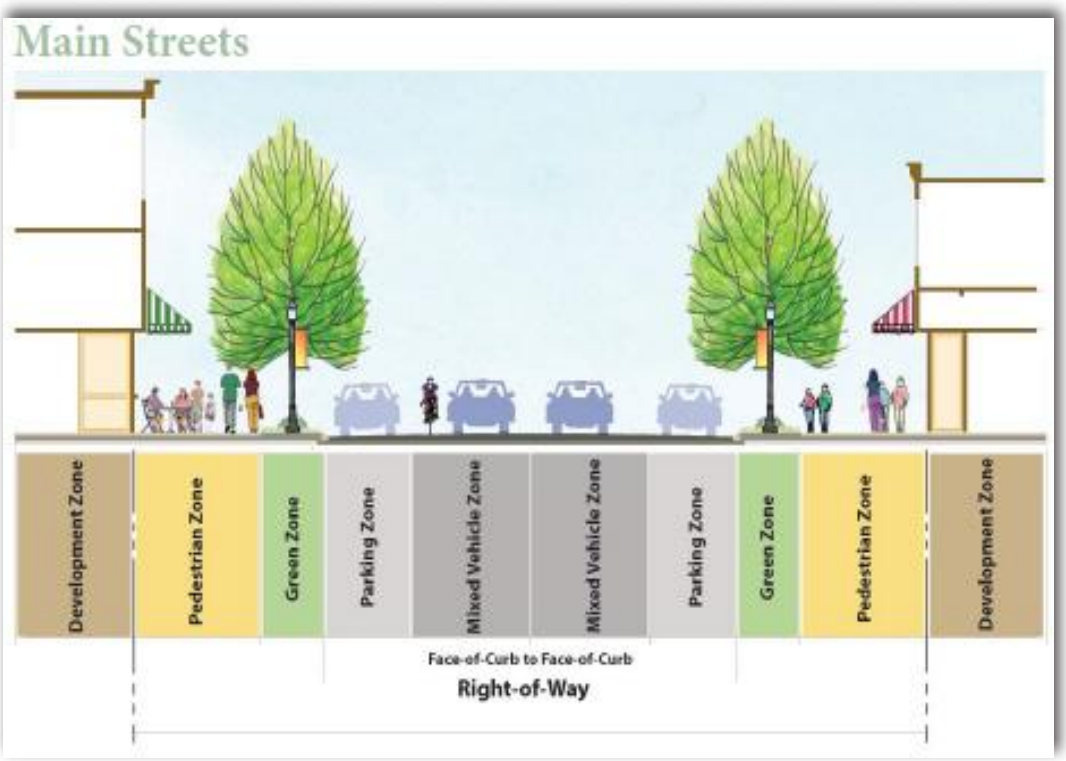
Design for a Complete Main Street typically is a narrow street to promote low traffic speeds (25-30mph) with the idea of easy pedestrian use and safety. These roadways will be two lanes with on street parking; occasionally a third turning lane will be incorporated into the design. Main Street design 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.

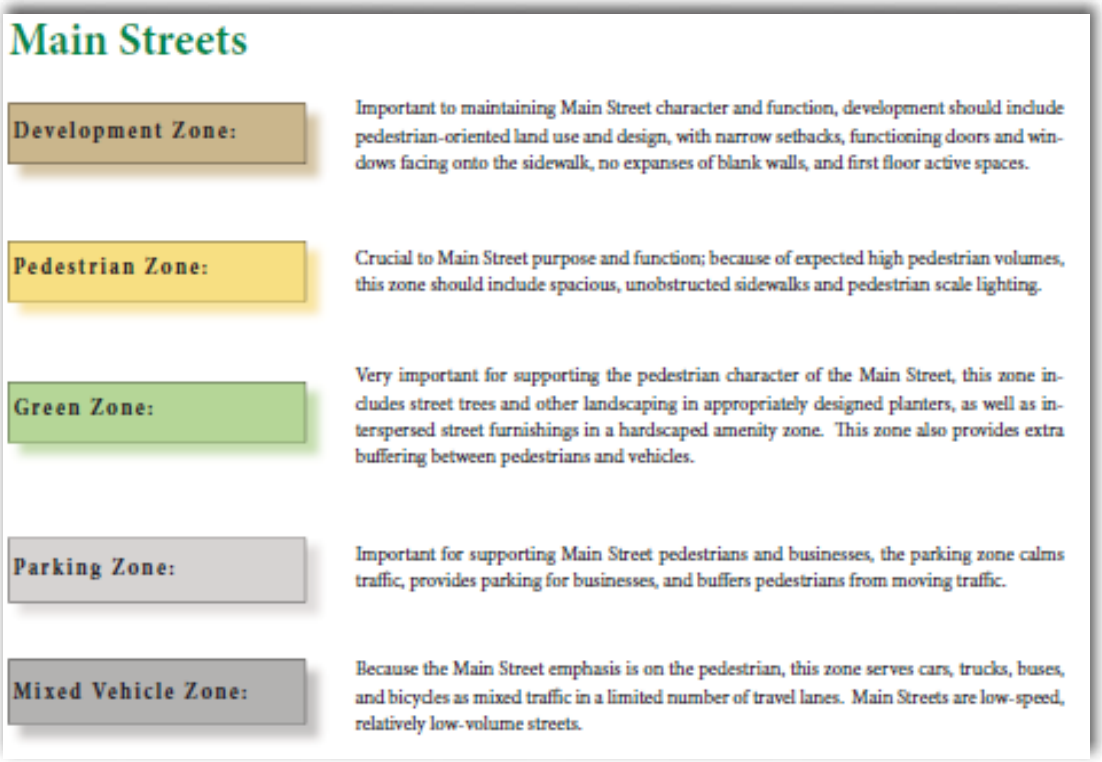
Incorporated features of a Complete Main Street

- 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.





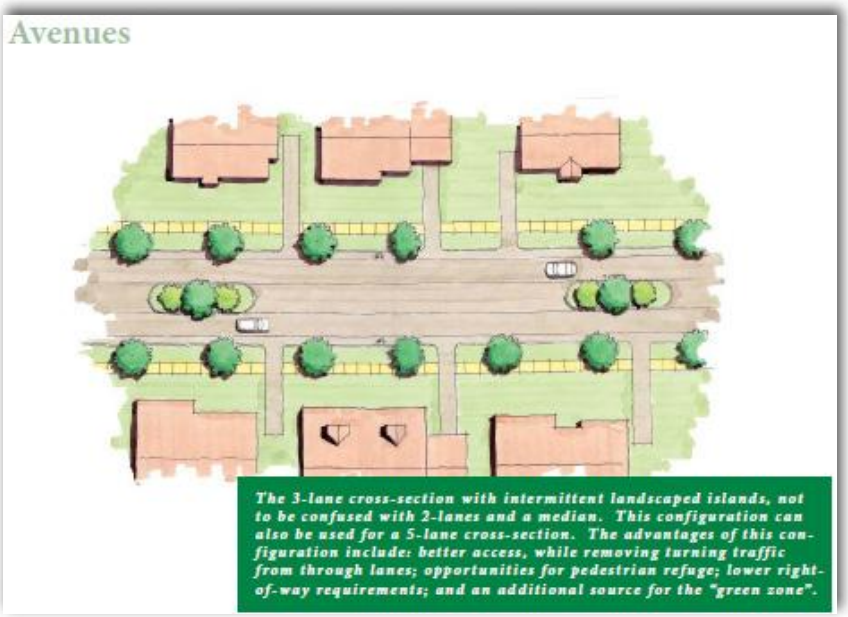
Example Two: Avenues

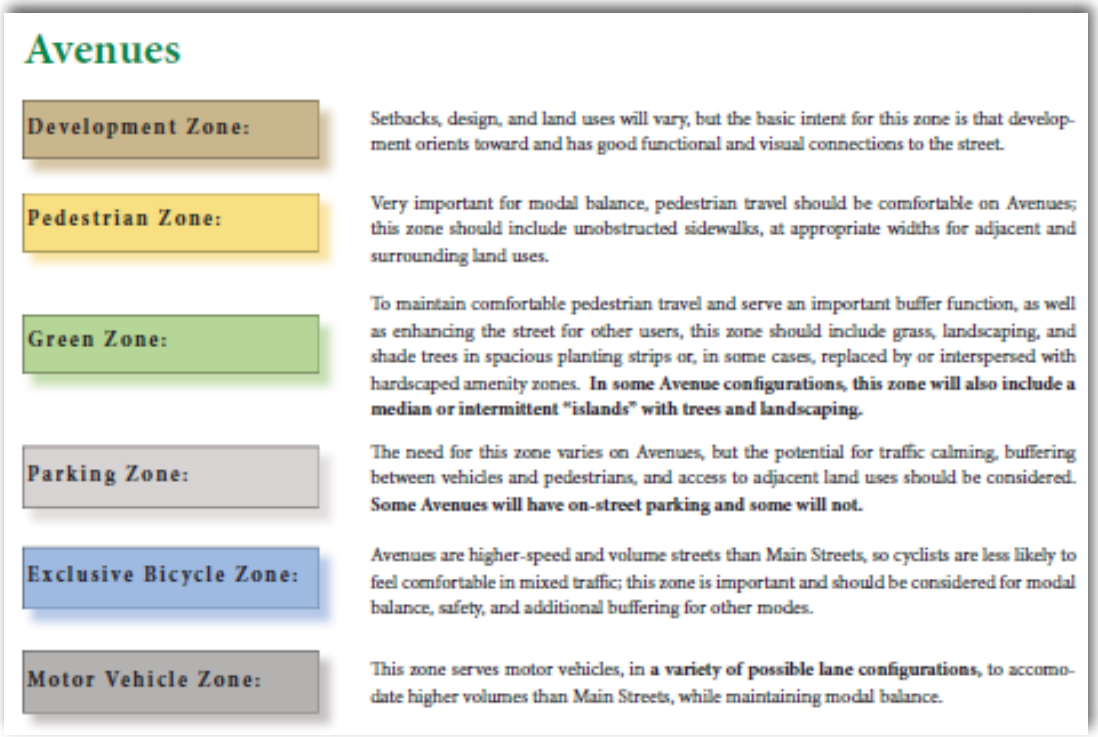
Avenues are common, nonlocal streets that provide access from neighborhoods to commercial area, or through neighborhoods. Avenues provide a variety of transportation choices which can include high-quality pedestrian access, high levels of transit accessibility, and bicycle accommodations.

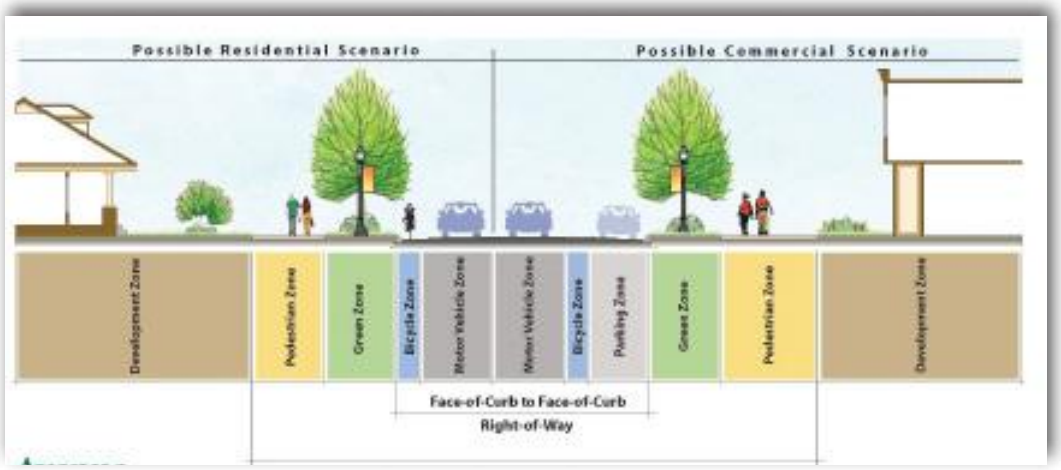
Avenues are designed to provide high functioning use for automobile, while providing comfort and convenience to the pedestrian and bicyclist. The average speed for Complete Avenues is 25 to 35 mph. Parking should typically be located on private property, to the sides or rears of the buildings. Single 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.







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.

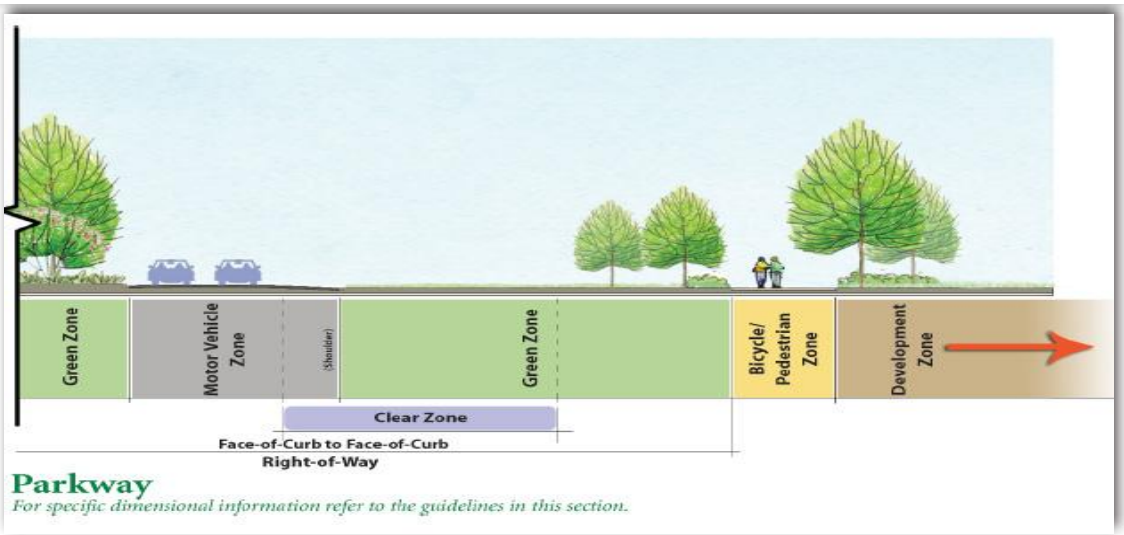
Incorporated features of a Complete Parkways

- 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’
- 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 spate lighting shall be incorporated into the design.

Parkways

Development Zone:	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.
Bicycle/Pedestrian Zone:	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.
Green Zone:	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.
Clear Zone:	Unique to the Parkway, this zone is important for motorist safety due to high volumes and speeds.
Motor Vehicle Zone:	Reflecting the auto-orientation of the Parkway, the number of travel lanes (2 or 3 in each direction) will depend on travel demand.



Parkway

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

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).

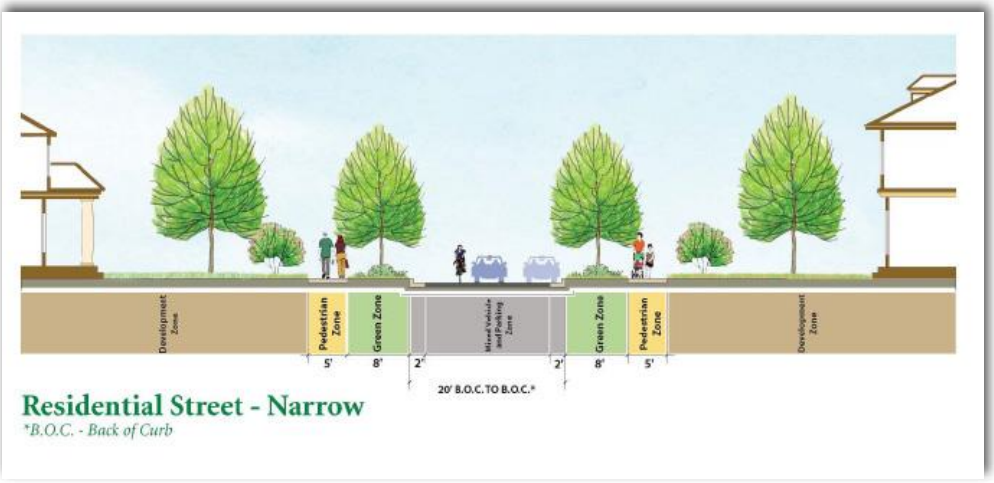
Incorporated features of a Complete Residential Streets

- 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.



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:

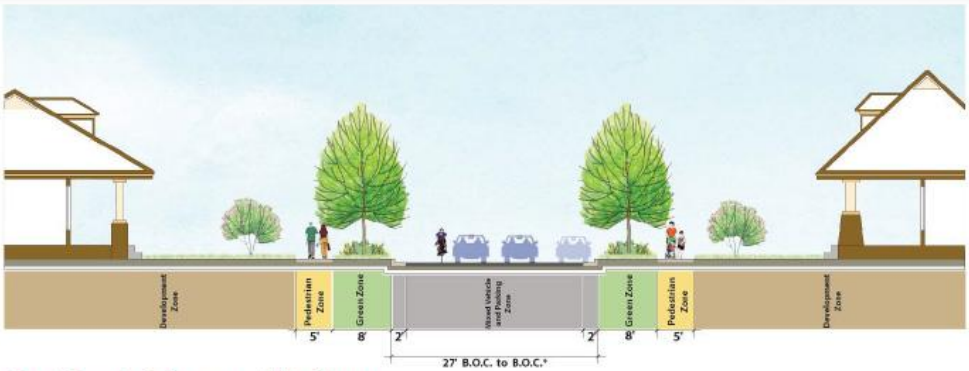
Crucial for safe, walkable neighborhoods, this zone includes sidewalks of adequate width for two adults to comfortably pass one another.

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 accessability 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:

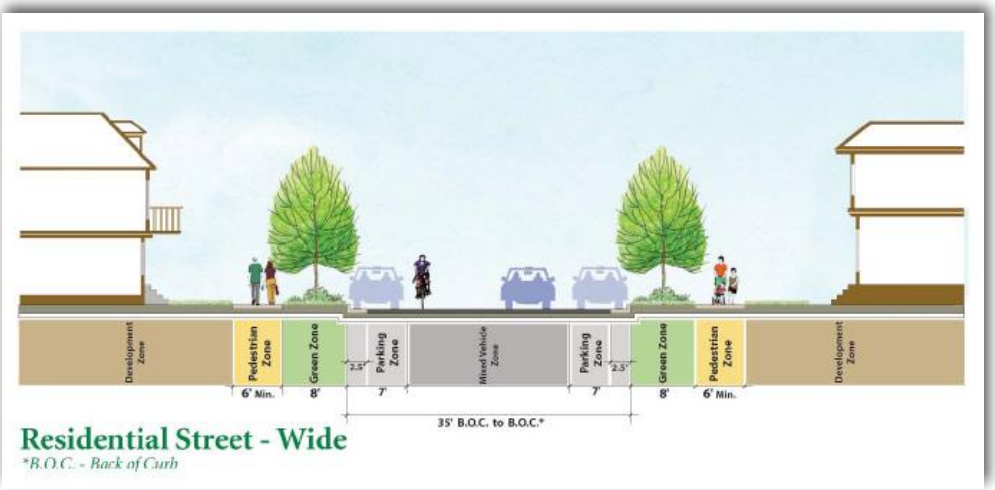
Crucial for safe, walkable neighborhoods, this zone includes sidewalks of adequate width for two adults to comfortably pass one another.

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 accessability 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.



Local Residential Street - Wide

Development Zone: This zone is characterized by medium- to high-density residential land uses, such as town-houses 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 in-clude 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.

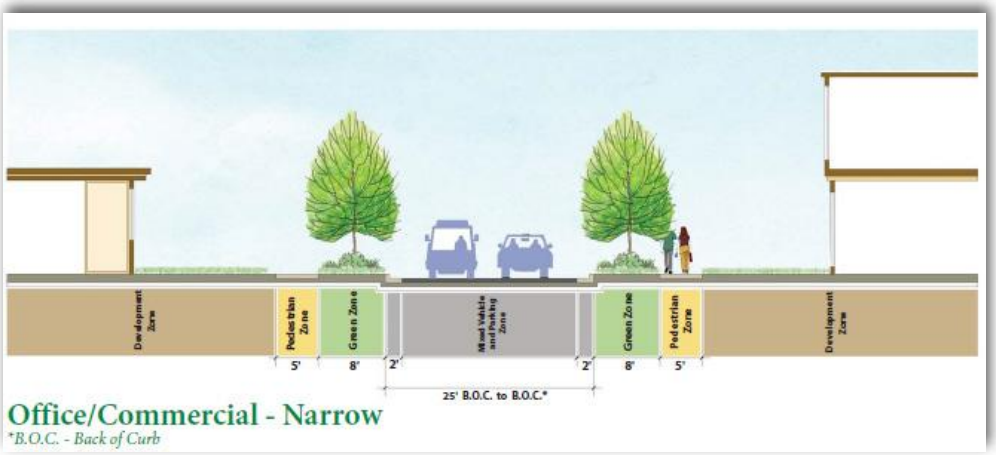
Example Five: Local Office/Commercial Streets

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.

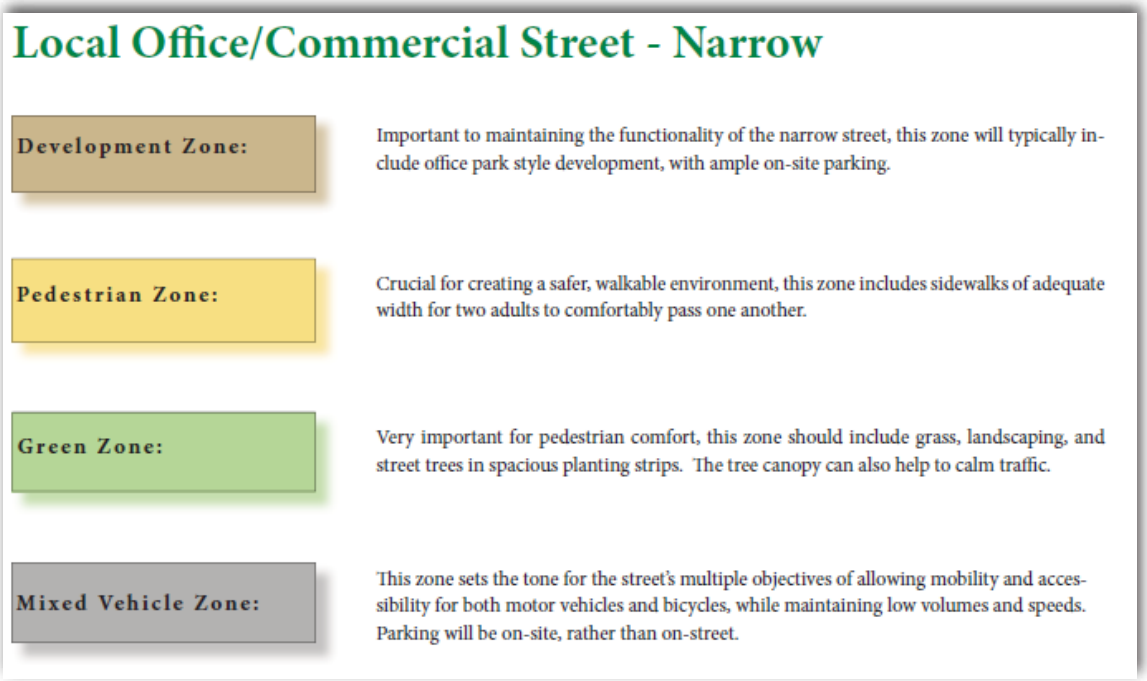
Incorporated features of a Complete Local Office/Commercial Streets

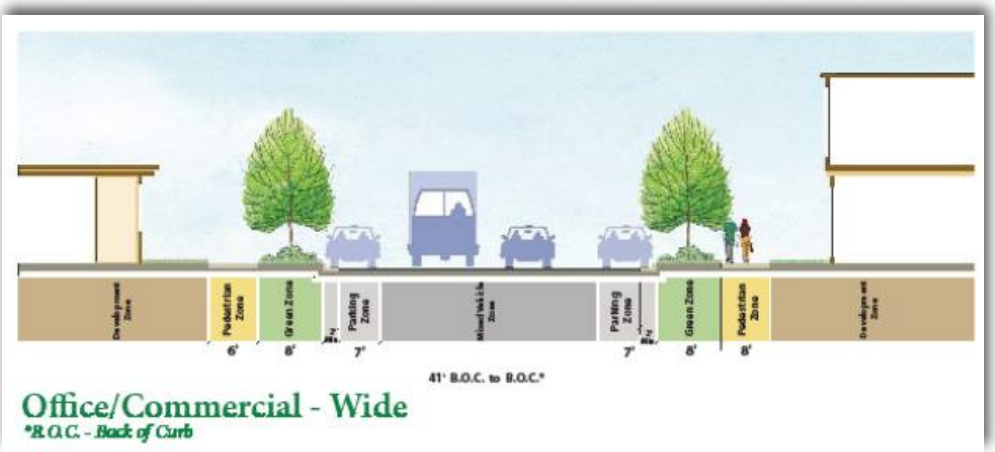
- Design speed: 25 mph
- Number of Lanes: 1 lane in each direction (total of two lanes)
- Lane Width: A minimum of 12' lanes to allow delivery trucks and other large vehicles
- Wide: 41' back-to-back, with two 13' travel lanes and on-street parking on both sides of the street (7' wide parking lane)
- Narrow: 25' back-to-back, with two 12' travel lanes and no on-street parking
- Sidewalks: A minimum of a 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 e 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 - 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.

2014 Master Land Use Plan Pedestrian and Bicycle Guide

The implementation of the Pedestrian and Bicycle Guide (PBG) within the Town of Framingham will drastically improve the streetscapes within the Town while helping create safer routes to and from school for children, provide exercise opportunities, and will offer a sense of community within the Town. The PBG will help support the Town in its efforts to make multi-modal forms of transportation safe and convenient.

Streets serve a multiple of social, recreational, and ecological needs that all should be considered when designing the streetscape. The Town has seen vast development of residential, commercial, and manufacturing throughout the years, however little attention has been paid to the pedestrian and bicyclist streetscape and connections between areas. At some point in every trip whether the trip is made by personal automobile, commuter rail, taxi, skateboard, etc. everyone eventually becomes a pedestrian. A pedestrian can be of any age including those who are visually, mobility, and sensory impaired and all deserve the right for safe routes to and from their destination. The PBG to provide safe routes, decrease dependency on personal automobile, and increase physical fitness throughout the Town.

The need for pedestrian and bicycle routes

As the dependency on the personal automobile increases so does congestion on our roadways and air pollution. These factors lead to less time spent exercising and more time sitting. As Americans become more sedentary, the obesity rate continues to increase both adults and children. Roughly 250,000 deaths per year occur in the United States due to lack of regular physical activity. The lack of physical activity can result in cardiovascular disease, non-insulin dependent diabetes, hypertension, osteoporosis, and colon cancer.1

How does the plan work?

Often it is thought there is no point in providing or improving pedestrian facilities in an area where there are no pedestrians. However, this neglects the fact that the lack of pedestrians may be a direct link to the quality or absence of

pedestrian infrastructure, i.e. crosswalks or sidewalks. A PBG would seek to implement a pedestrian plan on a local level, whether it is improving existing conditions or establishing a plan for pedestrian facilities. A PBG would provide a variety of opportunities for cost-effective streetscape design, local funding sources, and scheduling pedestrian improvements to coincide with other planned infrastructure developments to help maximize the level of improvements to be gained with the least amount of capital investment.[2]

Regional and Local Visions

The PGC would be able to provide alternative transportation opportunities throughout the different regions of the Town, provide pedestrian and bicycle ways where they are missing, and link areas and neighborhoods together through sidewalks and bicycle pathways. The ultimate goal of the Town is to increase walking and bicycle use. Although it is the choice of the pedestrian or bicyclist to use these facilities, it is important for the Town to provide these amenities to its residents and visitors through complete streets, sidewalk connections, SmartGrowth policies, and public transit opportunities.

Create Complete Streets

Complete Street are streets built for everyone regardless of age, ability, or mode of transportation and are safe for all users. Complete streets are roadways that are designed to provide pedestrians, bicyclist, and motorist with safe conditions, attractive streetscapes, and alternative modes of transportation.

There is no set plan for a complete street, but MASSDOT's Highway Project Development and Design Guide should be referenced for street design process is completed.

Benefits of Complete Streets[3]

- Economy: A streetscape that incorporates complete streets tends to boost their economy. Complete streets lead to connection of residence, schools, parks, public transportation, offices, and retail destinations.
- Improved Safety: A streetscape that incorporates complete streets tends to decrease the incidents of vehicle pedestrian accidents. A study found that the installation of raised medians and redesigned intersections decreased pedestrian risk by 28 percent. While decreasing the speed of traffic also reduces the number and seriousness of accidents. Pedestrians hit by a car traveling 40mph have an 80 percent chance of death; pedestrians hit at 30mph have a 40 percent chance of death. While pedestrians hit by a car traveling 20 mph have a 5 percent chance of death.
- Not only are complete streets safer for pedestrians, bicyclists also reap the benefits. It has been found that on-road bicycle lanes decreased the rate of injury and accidents.
- Exercise: A streetscape that is well connected to residential areas, schools, parks, offices, and retail allows people to get their recommended daily amount of exercise per day compared to people who live in areas without sidewalks or

1 Myers, Jonathan. Exercise and Cardiovascular Health. American Heart Association, Inc. Circulation 2003; 107:e2. Viewed on February 8, 2011, retrieved from http://circ.ahajournals.org/cgi/content/full/107/1/e2

2 Felix, Alison, David Loutzenheiser. Metropolitan Area Planning Council. The Boston Region's Pedestrian Transportation Plan 2010. June 2010.

3 National Complete Streets Coalition. Viewed on February 9, 2011, retrieved from http://www.completestreets.org/

access to walkways. A study found that 43 percent of people who have safe places to walk within 10 minutes of their home met their daily recommended activity level, compared to 27 percent of those who live away from safe walking areas only met their recommended activity levels.

- Ease Traffic: A streetscape that designed as a Complete Street offering safe sidewalks, bike lanes, and paths tends to decrease the amount of traffic caused by short trips. Complete streets can move more people using alternative modes of transportation such as light rail, bus, bicycle while using less space. Walking, bicycling, and public transportation reduces the demand for peak-hour travel in personal automobiles. Roughly 44 percent of all trips made by personal automobile made in congested areas or during peak morning hours are non-work related i.e. shopping, dropping kids off at school, the gym, or errands.

  It was found in 2008 Americans drove roughly 3 trillion miles; a majority of these trips were short. Half of all trips in metropolitan areas are three miles or less and 28 percent were 1 mile or less. Investing in complete streets will improve efficiency for all users, regardless of whether they walk, bike, drive, or use public transportation.
- Help Children: A streetscape that provides safe sidewalks, bike lanes, and paths allow children to safely walk to school, friends, and other extracurricular activities. Complete Streets in combination with Safe Routes to School has increased the number of children who walk or bike to school over the years.
- Air Quality: A streetscape that allows people to use alternative modes of transportation reduces the number of vehicles on the roads in addition to decreasing the amount of air pollution.
- Saves money: A streetscape that incorporates Complete Streets not only saves the people money it also saves the Town money. If sidewalks, bike lanes, safe crossings, and other transit amenities are integrated during the construction of the project is cheaper than retrofitting the project at a later time.

Many large urban and suburban communities have undergone a bicycle and pedestrian planning process and have produced Complete Street Guidelines and Policies. The City of Boston, recently (April, 2014) won the New England Chapter of the Congress for New Urbanism's (CNU) Grand Award for the Boston Complete Streets Guidelines, published in 2013. The Vision of this Boston Complete Streets Guidelines is to improve the quality of life in Boston by creating great places to live and establish sustainable transportation options. The Boston Complete Streets Guidelines incorporates concepts of multimodal transportation options, green infrastructure, and smart design.

Downtown Commercial

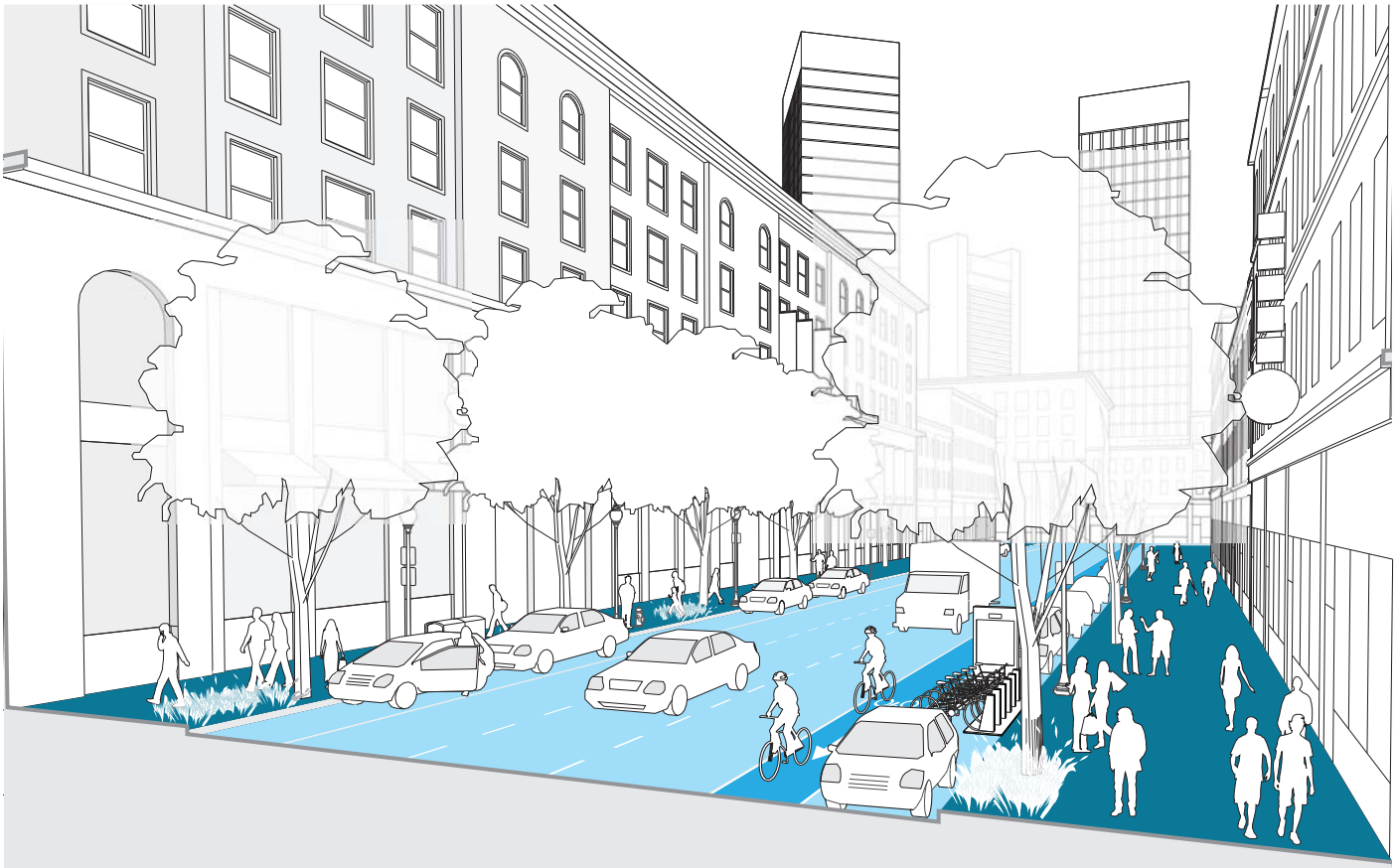
Overview

Downtown Commercial Streets define Boston's dense commercial core. These Street Types are found primarily in the Financial District, Government Center, Chinatown, the Leather District, Back Bay, and the South Boston Waterfront. Containing a mix of mid- and high-rise office buildings, the streets serve as international cultural destinations and connect with highways and transit hubs that serve the Greater Boston region.

These often iconic streets play a key role in the regional movement of people, and designs must support extremely high user volumes. Congestion, commercial vehicle traffic, and high volumes of pedestrians and bicycles, combined with relatively short blocks and numerous irregular intersections, make achieving the right modal balance a considerable challenge. Lined with a mix of centuries-old and modern building facades and grand lobbies, these streets require wide sidewalks which typically feature enhanced finishes and materials. Designs must also respect the historic significance of these streets.

Example Streets

- Congress Street (Government Center/Financial District)
- State Street (Government Center/Financial District)
- Kneeland Street (Chinatown/Leather District)
- Summer Street (Financial District/South Boston Waterfront)
- Boylston Street (Back Bay)



Neighborhood Main Street

Overview

Neighborhood Main Streets are typically located in the heart of a residential part of the city. Characterized by dense single-floor commercial and retail use, they are often concentrated in an area only a few blocks long. They are the nucleus of the city's neighborhood economies, providing residents with daily essentials, locally-owned businesses, and services ranging from banking to dry cleaning. Similar to Downtown Mixed-Use Street Types, the curbside uses on Neighborhood Main Streets prioritize walking, bicycling, transit, and short-term parking access and loading for local shops and restaurants.

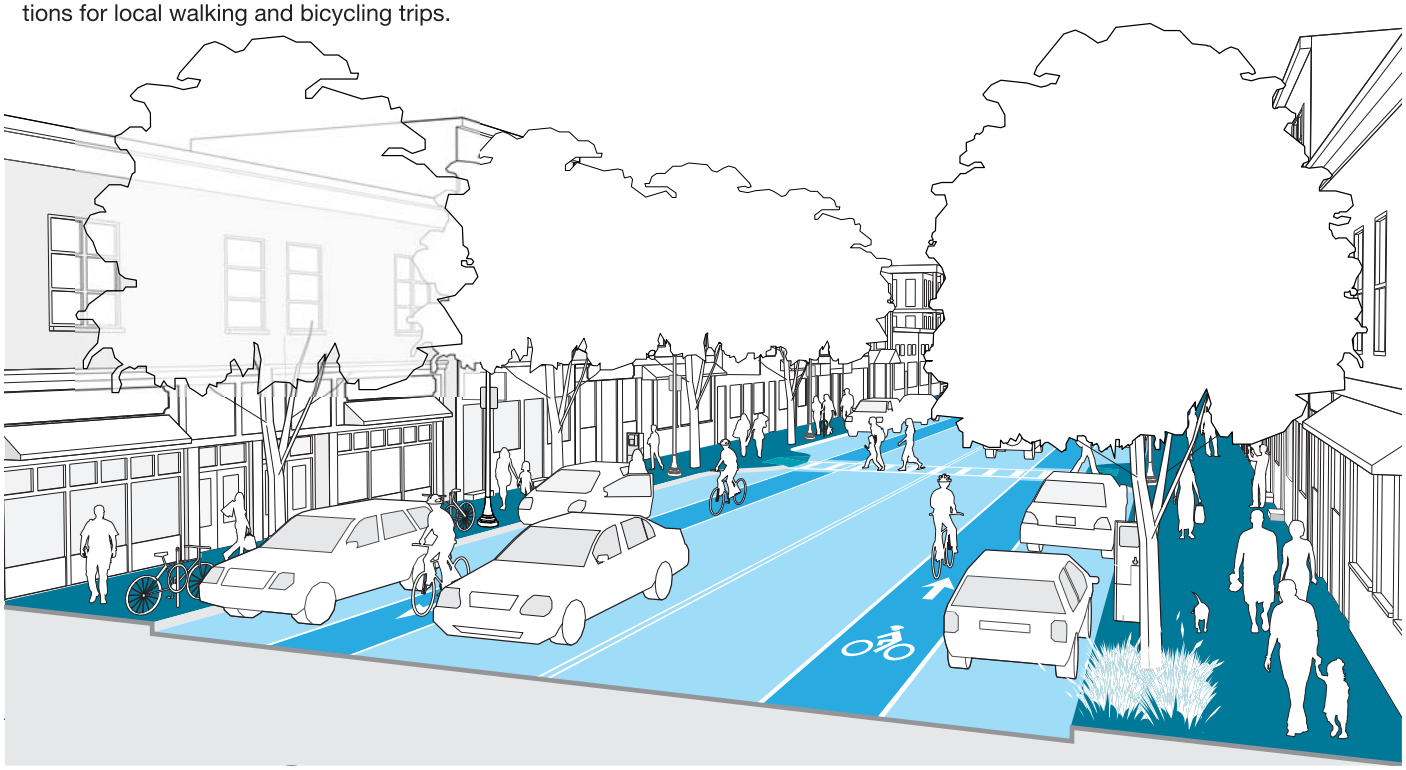
Because these streets are a meeting ground for residents, they should be designed to support gathering and community events such as farmers' markets and festivals. In addition they are characterized by public facilities such as libraries, as well as community and health centers.

Many of Boston's Neighborhood Main Streets are often the only through streets in a neighborhood, and are linked with well-known neighborhood squares, for example Dorchester Avenue and Peabody Square, or Dudley, Warren, and Washington Streets in Dudley Square. These streets and squares often serve as hubs for bus routes and as destinations for local walking and bicycling trips.

In 1995, the City of Boston established the Boston Main Streets program, a community-based, public-private partnership designed to revitalize and strengthen local business districts through strong organizational development, community participation, resident and merchant education, and sustainable development. For more information on the Boston Main Streets program, visit the City of Boston's website. (Note Neighborhood Main Streets can include corridors not currently participating in the Main Streets Program.)

Example Streets

- Dorchester Avenue (South Boston/Dorchester)
- Center and South Streets (Jamaica Plain)
- Dudley Street (Roxbury)
- Birch Street and Roslindale Square (Roslindale)
- Meridian Street, Maverick and Central Squares (East Boston)

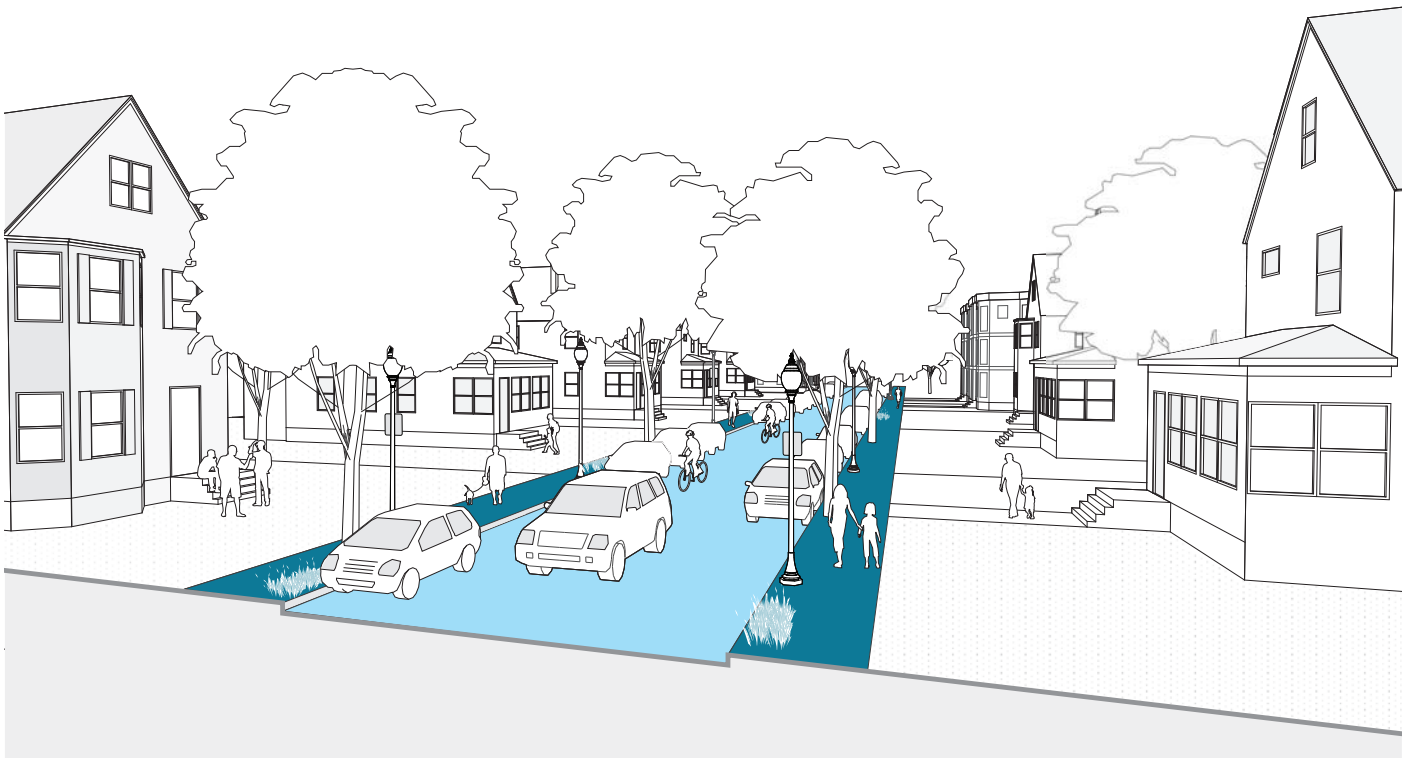


Neighborhood Residential

Overview

Neighborhood Residential Streets provide immediate access to Boston's vast residential fabric of town houses, triple-deckers, and single family homes. They are used primarily for local trips and are characterized by lower vehicle and pedestrian volumes. They often have on-street residential permit parking. The primary role of Neighborhood Residential Streets is to contribute to a high quality of life for residents of the city. Typically they are not more than two travel lanes (one in each direction) and are not intended for through-traffic.

The design of Residential Streets focuses on encouraging slow speeds. The emphasis is on pedestrian safety, space for children to play, ample street trees, and well defined walking and bicycling paths to nearby parks, bus stops, transit stations, community centers, and libraries. Neighborhood Residential Streets are excellent candidates for Neighborways as well as local community programming such as block parties. For more information about Neighborways, see Chapter 3, Roadways, Design Features that Reduce Operating Speeds.



Industrial

Overview

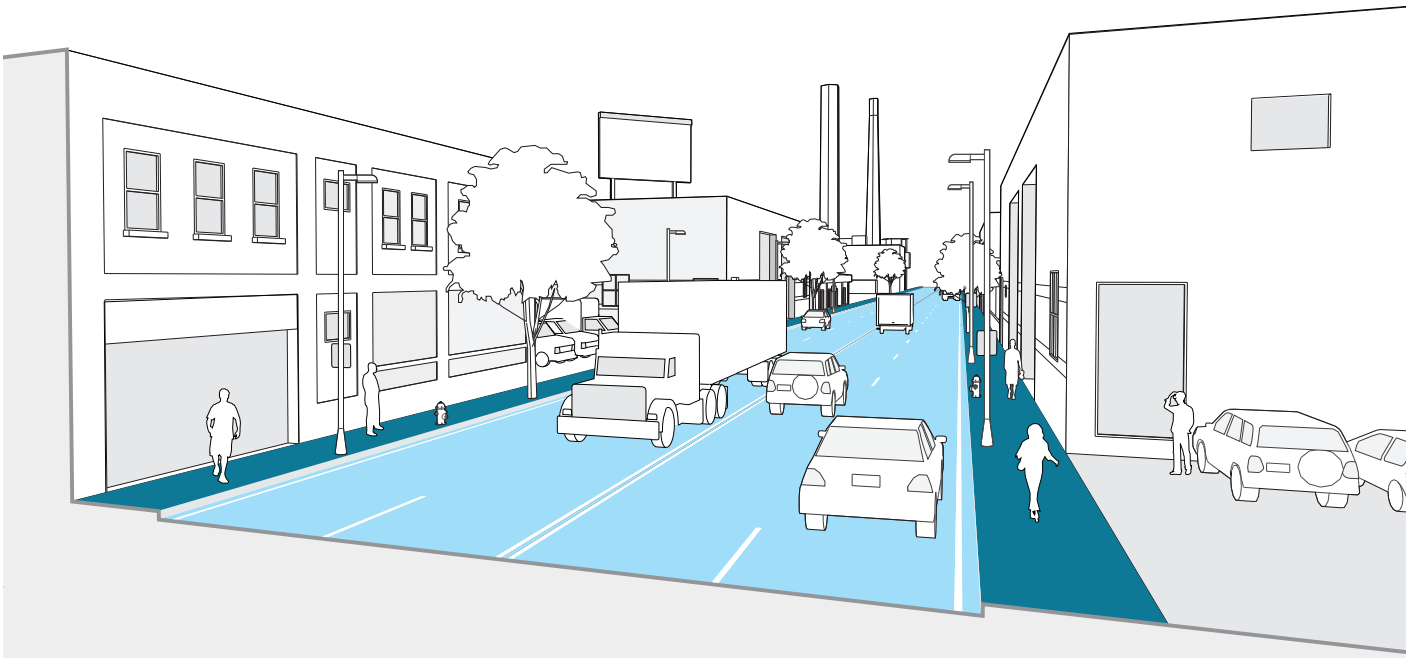
Industrial Streets are indispensable to Boston's economy and support the manufacturing and commercial businesses that form Boston's industrial base. Boston is committed to a "no net loss of industrial space" policy. These Industrial Streets support truck traffic and accommodate the loading and distribution needs of wholesale, construction, commercial, service, and food-processing businesses. They are typically located away from downtown and residential communities, and connect directly to the regional highway system and other distribution hubs such as Logan Airport, the Marine Industrial Park in South Boston, the Newmarket district, and Moran Terminal in Charlestown.

Accommodation of truck traffic, including providing adequate turning radii at intersections, is a primary design consideration for these streets. While pedestrian use may be light, sidewalks and accessible accommodations must also be provided. Traffic volumes and congestion may be higher on Industrial Streets compared to more pedestrian-oriented streets. When designing Industrial Streets, consideration should be given to discourage and minimize cut-through traffic on residential streets in the surrounding neighborhoods.

On these Street Types, it is important to consider the use of trees and greenscape specifically for phytoremediation, or the ability of plants to uptake and remove contaminates from the water, soil, and air.

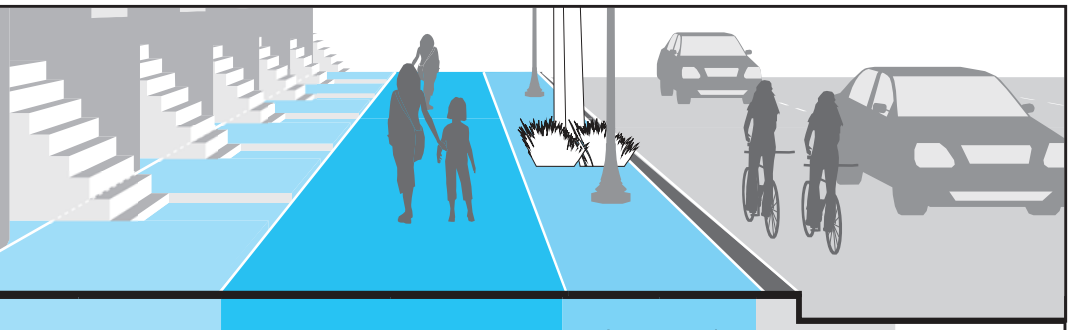
Example Streets

- Harborside Drive (East Boston)
- West First Street (South Boston)



Preferred and Minimum Widths for Sidewalk Zones

The width and design of sidewalks will vary depending on street typology, functional classification, and demand. Below are the City of Boston's preferred and minimum widths for each Sidewalk Zone by Street Type.



Street Type	Frontage Zone		Pedestrian Zone*		Greenscape/ Furnishing Zone		Curb Zone	Total Width	
	Preferred	Minimum	Preferred	Minimum	Preferred	Minimum		Preferred	Minimum
Downtown Commercial	2'	0'	12'	8'	6'	1'-6"	6"	20'-6"	10'
Downtown Mixed-Use	2'	0'	10'	8'	6'	1'-6"	6"	18'-6"	10'
Neighborhood Main	2'	0'	8'	5'	6'	1'-6"	6"	16'-6"	7'
Neighborhood Connector	2'	0'	8'	5' (4')*	5'	1'-6"	6"	15'-6"	7'
Neighborhood Residential	2'	0'	5'	5' (4')*	4'	1'-6"	6"	11'-6"	7'
Industrial Street	2'	0'	5'	5' (4')*	4'	1'-6"	6"	11'-6"	7'
Shared Street	2'	0'	Varies	5' (4')*	N/A	N/A	N/A	Varies	Varies
Parkway	N/A	N/A	6'	5'	10'	5'	6"	16'-6"	10'-6"
Boulevard	2'	0'	6'	5'	10'	5'	6"	18'-6"	11'-6"

Notes

* 5' is the preferred minimum width of the Pedestrian Zone in the City of Boston. The Americans with Disabilities Act (ADA) minimum 4' wide Pedestrian Zone can be applied using engineering judgement when retrofitting 7' wide existing sidewalks where widening is not feasible.

Frontage Zone

- Where buildings are located against the back of the sidewalk and constrained situations do not provide width for the Frontage Zone, the effective width of the Pedestrian Zone is reduced by 1', as pedestrians will shy from the building edge.
- The preferred width of the Frontage Zone to accommodate sidewalk cafés is 6'.

Pedestrian Zone

- Based on engineering judgment in consultation with PWD and the Mayor's Commission for Person's with Disabilities, the ADA minimum 4' Pedestrian Zone (plus 5'of width every 200') may be applied.

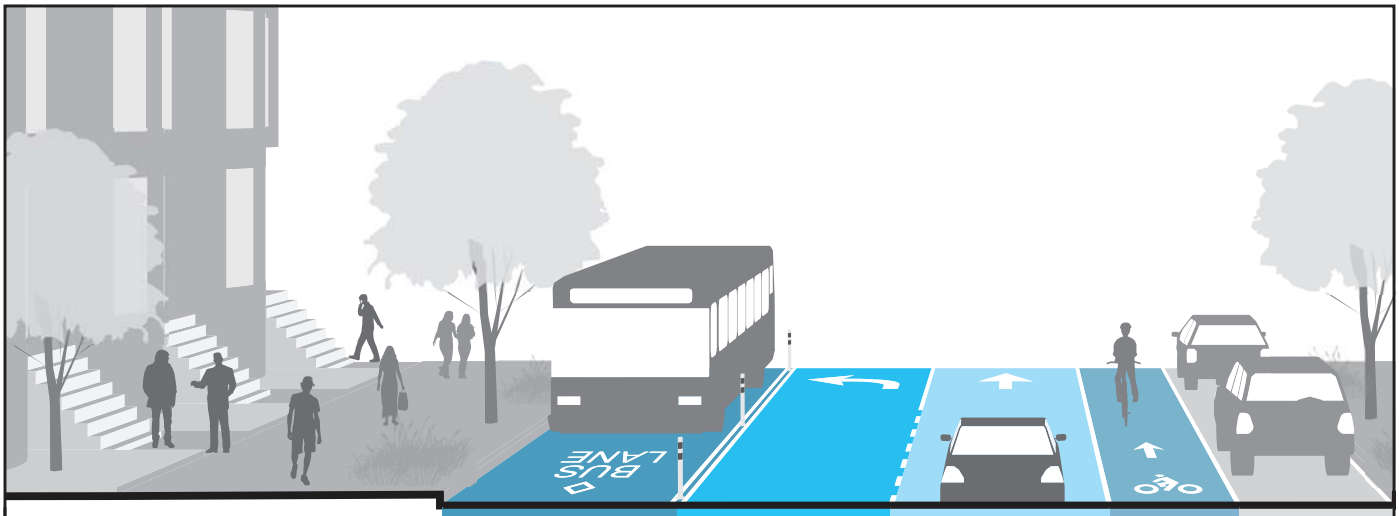
Greenscape/Furnishing Zone

- The minimum width of the Greenscape/Furnishing Zone necessary to support standard street tree installation is 2'-6".
- Utilities, street trees, and other sidewalk furnishings should be set back from curb face a minimum of 18".

Curb Zone

- Although the typical width of the Curb Zone is 6", widths may vary; additional width beyond 6" should be calculated as a part of the Greenscape/Furnishing Zone.

Minimum Widths for Roadway Lanes



Street Type	FHWA Classification	Bus Lane	Turn Lane	Travel Lane	Bicycle Lane	Parking Lane
Downtown Commercial Downtown Mixed-Use	Arterial	11’	10’	10’	5’	7’
Neighborhood Main Neighborhood Connector Neighborhood Residential	Collector	N/A	10’	10’	5’	7’
Industrial Street Shared Street Parkway Boulevard	Local	Local roadways are typically one to two travel lanes, with or without parking, and do not have pavement markings.				

Notes

Bus Lane

- The minimum width of a shared bus and bicycle lane is 12’. Wider (13’ to 15’) shared bus and bicycle lanes are preferred to enable bicyclists and buses to pass each other.
- Flexposts are only required for contra-flow bus lanes.

Travel Lanes

- Wider travel lanes (11’ to 12’) are appropriate in locations with high volumes of heavy vehicles (> 8%).
- Travel lanes immediately adjacent to on-street parking should provide a minimum combined parking and travel lane width of 19’.
- Shared lane bicycle pavement markings are permitted on travel lanes of any width, in locations with and without parking. Bicycle lanes are preferred to wider shared travel lanes, as narrower travel lanes are associated with lower speeds.

Bicycle Lanes

- The preferred width for bicycle lanes is 6’ in areas with high volumes of bicyclists.
- Wider bicycle lanes (6’ to 7’) are preferred in locations with heavy parking turnover.
- Bicycle lanes 4’ in width may be considered on non-arterial roadways when not adjacent to on-street parking or at constrained intersections.

Parking Lanes

- Parking lanes with frequent loading zones may require wider parking lane widths.
- Decisions regarding parking lane width when adjacent to bicycle lanes should consider parking turnover rates and vehicle types.
- For lanes with peak hour parking restrictions, 12’ is the minimum width to accommodate shared use by parked vehicle and bicycles during off-peak times.

APPENDIX D. BICYCLE COLLECTOR PATH SYSTEM

Background

As Framingham's built environment becomes more dependent on the automobile, it becomes increasingly important to designate areas for safe bicycle and pedestrian movement throughout the town. 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. A 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.

As biking and walking become more popular for commuting and running errands Framingham wants to be able to provide trails and lanes for people. Biking and walking are a great ways to improve public heath, provide non-automobile connections between communities, decreasing automobile dependency, and reducing the amount of air pollution emitted by automobiles.[1] As of 2007, only 43 percent of main roads and 69 percent of local roads within Framingham had sidewalks.

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.

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 plan will help promote safe cycling throughout Framingham, connect riders with neighboring towns and amenities, in addition to improving the quality of life for Framingham residences.

Goals of Bicycle Collector Path System

- Increase biking 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 Plan

A Framingham Bicycle Pathway Policy will require roadways built within the town to conform to a Bicycle Collector Path Plan. Bicycle Collector Paths System will be created in phases. In addition to:

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

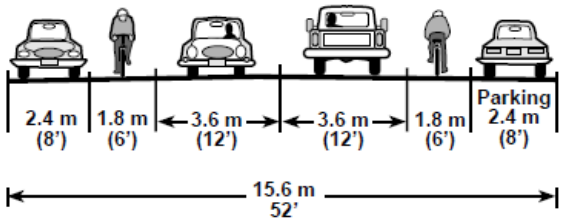
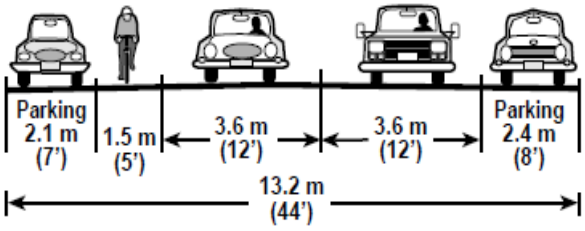
1 The Boston Region's Pedestrian Transportation Plan. 2010. Metropolitan Area Planning Council (MAPC, 2010)

How the System Works

A Bicycle Collector Path System will be broken down into phases. The first phase will be the main routes, the second phase would be sub-routes, the third phase would be supporting routes, and the fourth phase would be fill-in routes. Roadways paths would be constructed with pavement and lined with a striping and a color code mark for path identification, in addition to signs every two miles to indicate bicyclist are on the path system.

Passage Dimensions

Mode of Transportation	Width Required	Length Required
Wheel Chair	30 inches	48 inches
Pedestrian	24 inches	18 inches
Bicycle	40 inches	72 inches
Bicycle with Trailer	48 inches	Dependent
Automobile	9 feet	19 feet
School Bus	10 feet	36 feet
Transit Bus	10.5 feet	40 feet
Single Unit Truck	10 feet	30 feet
Tractor Trailer	10.5 feet	55 feet

Street Parking	Bike Lane	Auto Lane	Total Width	
2 lanes 7-11' each	2 lanes 6' each	2 lanes 12' each	51-58'	
2 lanes 7-11' each	2 lanes 6' each	4 lanes 12' each	82'	
2 lanes 7-11' each	1 lane 6' each	2 lanes 12' each	44-52'	
2 lanes 7-11' each	1 lane 6' each	4 lanes 12' each	76 feet	

Street Parking	Bike Lanes	Auto Lane	Total Width
1 lane 7-11'	2 lanes 6' each	2 lanes 12' each	43-47'
1 lane 7-11'	2 lanes 6' each	4 lanes 12' each	67-71'
1 lane 7-11'	1 lane 6' each	2 lanes 12' each	37-41'
1 lane 7-11'	1 lane 6' each	4 lanes 12' each	61-65'

Points of Interest

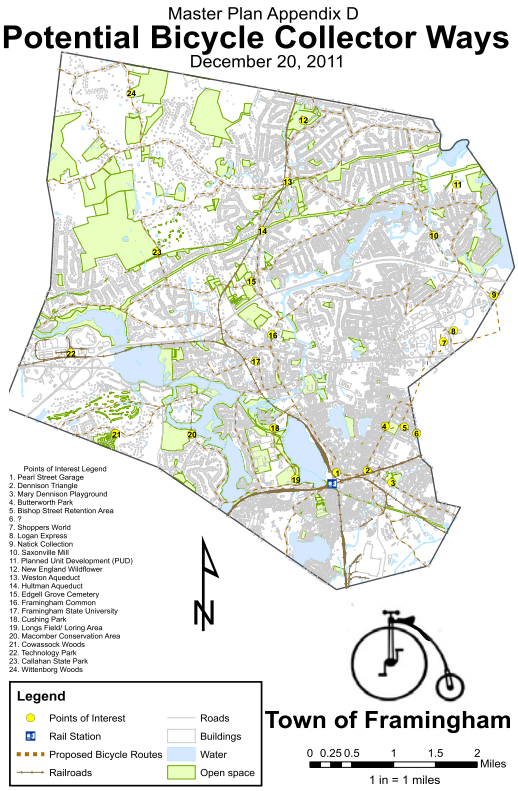
Pearl Street Garage
Dennison Triangle
Mary Dennison Playground
Butterworth Park
Bishop Street Retention Area
Shoppers World
Logan Express
Natick Collection
Saxonville Mill
Planned Unit Development (PUD)
New England Wildflower
Weston Aqueduct
Hultman Aqueduct
Edgell Grove Cemetery
Framingham Common
Framingham State University
Cushing Park
Longs Field/ Loring Area
Macomber Conservation Area
Cowassock Woods
Technology Park
Callahan State Park
Wittenborg Woods

Reference Documents

- 1995 Oregon Bicycle and Pedestrian Plan
- Portland Pedestrian Design Guide
- San Francisco Better Streets Plan: Policies and Guidelines for the Pedestrian Realm
- The Boston Regions' Pedestrian Transportation Plan 2010
- Improving Pedestrian Access to Transit
- Mass Highway 2006 Edition
- Massachusetts Bicycle Transportation Plan 2008

Town Reference Documents

- Needham Bikes
- Wellesley (Brook Path)



APPENDIX E. HEALTHY COMMUNITIES

Overview

Trends of poor nutrition and the lack of physical activity have continued to increase since 1976. Fewer 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

- Increase the number of residence and employees within Framingham commute to work, 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, commercial communities, and specific areas of the town.
- Upgrade infrastructure to increase opportunities for physical activity and healthy eating.
- Focus on strong public health planning to include areas to protect as open space and areas in which to concentrate development around compact mixed commercial-residential districts.
- Create a partnership that prioritizes state funding and technical assistance for Framingham to adopt higher standards that are consistent with state 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, while seeking to conserve open space.
- Promote local and healthy food options at all Framingham Public Schools
- Promote recreational opportunities throughout the town, that are accessible to all while promoting good physical fitness and well being
- Protect open space to promote active and passive recreation, increase environmental conservation, and the local farm economy while encouraging compact mixed use districts

Implementation of Healthy Communities

- Reinstate required hours of physical education
- 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


Healthy Framingham
Franklin Street Loop
(1.5-1.99 mile Loop Series)
Otis Street
Raymond Street
Franklin Street
Linden Street
Melrose Street
Thurber St
Learned Street
Myrtle Street
Evergreen Street
Lincoln Street
Abel Street
DeLoss Street
Brewster Road
Beech Street
Beech Street
Henry Street
Oliver Street
Lexington Street
Union Avenue
Pearl Street
Thompson Street
Sanger Street
Concord Street
Kendall Street
Howard Street
1.0
.75
.5
.25
1.25
1.5
N
Legend
1.5 Mile Loop
Park/ Open Space
Waterbody
Start/Finish
Directions:
Left onto Concord Street --
Left onto Lincoln Street --
Right onto Myrtle Street
(Left at the end of Myrtle --
Left onto Thurber Street --
Right onto Union Avenue --
Left onto Linden Street --
Left onto Franklin Street --
Left onto Pearl Street --
Right onto Union Avenue

Green Area Factor Regulation

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 islands" impacts from hard surfaces;
- Reduce wind and climatic impacts on building and pedestrians;
- Provide greater control of stormwater runoff.

Application

These requirements for Green Area Factor will apply to all projects submitted for review under Section ____.

Process Requirements

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:

- Lot dimensions and size;
- Total square footage of required landscaped areas;
- Number of trees, number of shrubs, and quality of ground cover required;
- If existing plants are to be retained, show location, size, and species; indicate how the plants will be protected during demolition and/or construction;
- Location, size, and species of all new plants used to meet requirements;
- A plant list with both common and botanical names of all plant material;
- For rooftop or container landscaping, include a schematic irrigation and drainage plan, with size and depth of plant containers;
- 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;
- Specifications for soil improvements or amendments;
- Green Area Factor Worksheet (See Attachment ___)
- Signature of landscape professional on planting plan and maintenance plan.

Standards

Minimum Score

A minimum score of ___ will be required for approval of a project subject to this regulation. This score will be calculated using the Green Area Factor Calculation 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.

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).

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.

Planting in the Right-of-Ways

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

Tree Size

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.

Size at Maturity

Trees shall have a minimum mature height of at least 16 feet for small trees, 25 feet for medium/small trees, 40 feet for medium/large trees and greater than 40 feet for large trees.

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.

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.

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 containers landscaped open spaces.

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.

Green Roofs

Green roofs are any planting 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.

Water Features

Water features are site elements such as fountains and pools. To quality 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.

Rain Gardens

Rain gardens are vegetated swales that collect rainwater and absorb or delay stormwater runoff. Typically they are over-excavated trenches that are refilled with special absorbent soils that support plant life. Rain garden are designed to soak in as much water as possible with minimal pooling during rain events. To achieve Green Area Factor credit, the applicant may only calculate the surface area of the rain garden.

Permeable Paving and Grass Pavers

Permeable pavements are surfaces that allow water to pass through voids in the paving material and/or between paving units while providing a stable, load-bearing surface. Non-permeable unit paver placed on top of water-hold materials will also be considered permeable paving, provided that water can flow to the water-holding material. Permeable paving designed to control only its own runoff and that is placed at grade over two or more feet of soil or water holding materials may be counted towards meeting the Green Area Factor score.

Vegetated Walls

Vegetated walls are vertical surfaces designed to be covered within five years after planting with attached plants. Vegetated walls may have climbing or trailing plants or a continuous vegetative cover of landscape plants planted in vertical planters. For vegetated wall, measure the height and width of area expected to be covered by vegetation within five years. Both sides of a vegetated wall may be counted for Green Area Factor credit if the wall is freestanding, is planted on both sides, and is 5 feet or more from adjacent vertical surfaces. Any design for a vegetated wall requires the signature of a licensed landscape architect. Maximum calculated vertical dimensions must not exceed 30 feet.

Landscape Maintenance Plan

Landscaping plans must include a Maintenance Plan prepared by a landscape professional. This will include specifications for watering and replacement plantings.

Species Substitutions

The applicant or responsible party may authorize substitutions of species if the species shown on the approved plan are not available. Any substituted species must be of similar size, appearance and drought tolerance as the approved species, must meet the requirements of these Guidelines, and must be consistent with any other permit conditions.



Photo: Karen Kiest Landscape Architects

Landscape Installation and Approval

Landscaping shall be installed in accordance with the approved plan prior to issuance of a Certification of Occupancy. An applicant may request an exception to this requirement and issue a temporary Certification of Occupancy after a finding that installation of the required landscaping is not currently possible. When a temporary Certificate of Occupancy has been issued, all required landscaping must be installed within four months after issuance of the temporary Certification of Occupancy. An extension may be granted if the reasons for the delay still exist.

Prior to issuance of the final Certificate of Occupancy, the owner or owner's agent shall submit to the Planning Board a Declaration that verifies that the approved landscaping has been properly installed per plan.

APPENDIX G. FORM-BASED ZONING/NEIGHBORHOOD VILLAGE DESIGN

Overview

Incorporation of Form-Based Zoning into specific areas of Framingham may be a critical turning point for the development of area neighborhoods and communities. The emphasis of Form-Based Zoning on specific neighborhoods can be a benefactor in the regulation of the physical form of the built environment rather than the use of land. This creates urban forms in which buildings shape public spaces into a series of "outdoor rooms."

Purpose

The purpose of Form-Based Zoning is to allow policy, community input, and design to play major roles in the development of neighborhoods that are vibrant, walkable, transit friendly; in addition to being places that have a variety of uses and buildings, which focuses on form and type compared to land use.

Goals of Design

- Focus on the relationship of the building and the street.
- Building frontage types shape public spaces and build-to lines replace setbacks to enclose streets.
- Adding and incorporating form-based standards to a conventional code.
- Detailed design-based form-based code for specific areas within Framingham.
- Allow for a mixture of neighborhood uses- residential and commercial.
- Develop a new look and function for traditional neighborhoods .

Implementation of the System

Prepare an existing conditions analysis and inventory

Include the public in a visioning or charrette

Determine a method for mapping the area or neighborhood

Design and set standards for streets, blocks, building placement, height, and generalized land uses

Use elements of form-based zoning in areas of Framingham where the development action could be incorporated.

Example of the Design System

Northhampton, MA

Saratoga, NY

Arlington County, VA

APPENDIX H. SAMPLE LIVE-WORK MODEL ORDINANCE

Live-work Model Ordinance Section 4.2 Model Live-Work Ordinance Model Smart Land Development Regulations Interim PAS Report American Planning Association, March 2006

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:

d. 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;

e. Where the resident owner or employee of the business is responsible for the commercial or manufacturing activity performed; and

f. 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 building;

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 residential 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 unit 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 form 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.

5. A minimum of 80% of a structure's street front façade at street level shall be occupied by nonresidential uses.
6. A minimum of 51% of the portion of a structure's street front façade that contains required nonresidential use shall be at or above sidewalk grade.
7. In districts where live-work units are permitted at street level, the live-work units shall have a minimum floor-to-floor height of [13] feet.
8. In districts where live-work units are permitted at street level, parking for live-work units on neighborhood commercial streets and mixed-use zones is prohibited in front of the building.
9. Live-work units that exceed [2,000] square feet must have at least two exits.
10. Within each live-work units, 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 spaces is required for each unit. For live-work units greater than [2,500] square feet, required parking will be based on the applicable parking standards for the nonresidential use or the closest similar use as determined by the [zoning administrator].