

LITTLETON STATION VILLAGE VISION PLAN



JANUARY 2020



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Landscape Architecture and Planning

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Prepared for the Town of Littleton

by
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Littleton Station Village Vision Plan

CONTENTS

INTRODUCTION	1
BACKGROUND	3
STUDY AREA	3
TOPOGRAPHY AND INVENTORY OF NATURAL RESOURCES	8
DEVELOPMENT CONSTRAINTS	9
TOWN SNAPSHOT	13
POPULATION	13
HOUSEHOLDS	15
COST OF COMMUNITY SERVICES	18
MARKET OVERVIEW	20
KEY FINDINGS AND RECOMMENDATIONS	20
MARKET METRICS	21
COMMUNITY ENGAGEMENT	30
STRENGTHS, WEAKNESSES, AND OPPORTUNITIES	31
SURVEYS	33
FRAMEWORK FOR DEVELOPMENT	35
DEVELOPMENT NODES	37
ILLUSTRATIVE PLANS	37
ZONING IMPLEMENTATION	41
APPENDIX	43
A. COST OF COMMUNITY SERVICES ANALYSIS	
B. DRAFT CHAPTER 40R ZONING AND APPLICATION TO DHCD	
C. MIXED-USE CHARACTER EXAMPLES	
D. COMMUNITY ENGAGEMENT DOCUMENTATION	
E. CASE STUDIES	
F. COMMUNITY SURVEY SUMMARY	
G. INTERIM REPORT (JULY 2019)	

1

INTRODUCTION

Through Littleton's Master Plan process, our community pledged to work together to ensure that Littleton remains a place that values its history and character and preserves a sense of community. And as our town grows and our landscape changes, we must remember the needs of our children, our older adults, families, employees, and others by making sure Littleton has opportunities for residents of all ages, backgrounds, and incomes to have suitable, good-quality housing.



We need to ensure as we grow that Littleton provides a range of housing for people who want to continue to reside here, work here, or become Littleton residents.

Nestled between Route 495 and Route 2, Littleton is a desirable place to live not only because of its location, but also because it's a welcoming community with an exemplary school system, successful athletic, theater and music programs, low crime rate, and a desirable population. As stated in the Master Plan, we need to ensure as we grow that Littleton provides a range of housing for people who want to continue to reside here, work here or become Littleton residents. Despite this vision, however, Littleton's population of young adults ages 20-34 is declining while its older adult population struggles to remain in Littleton due to the increased cost of living and lack of housing options to downsize. So, how do we attract and retain young residents in our community and meet the needs of our growing population of older adults? It's simple. **We follow the recommendations in the Master Plan.**

Littleton is a thriving town, but in order to remain so in the future, we must provide a variety of housing that meets the needs of different age groups and is affordable to people of different socio-economic backgrounds. Littleton currently has many single-family homes but lacks the variety of housing types that can meet the needs of many people already living in our community as well as those who cannot afford to live here although they work here or have family that reside here. To be clear, the lack of affordable housing in Littleton affects not only our older and younger demographics, but also the people we rely upon every day including our first responders, highway laborers, school teachers, health care aids, service technicians, and wait staff.

Littleton will continue to grow and the challenge we currently face is how to grow strategically by encouraging development in logical areas. To guide us through this transition, we

need to look at areas where development makes sense including Littleton Common and the Foster-Taylor street adjacent to the train station ("Littleton Station"). Littleton Station particularly offers the unique opportunity to not only create affordable housing, but also new jobs while improving the connection to this area of Littleton with safe and pleasant bike and walking paths, and public transportation.

Over the past year the Littleton Station working group has contemplated, researched and imagined the potential development of Littleton Station. Through many meetings, community forums and surveys, we have formulated a vision of what "could be" for this part of Littleton. Bringing this vision to fruition, however, depends on a strong partnership between the Planning Board, developers, elected officials, and most importantly the residents of Littleton. As a community we must ensure that we provide opportunities to people trying to build their life as an adult and adults who are trying to preserve the life they have built, and such opportunities can be created at Littleton Station.

LITTLETON STATION WORKING GROUP

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2

BACKGROUND

Littleton has been working to implement its Master Plan ever since it was adopted by the Planning Board in 2017. The Master Plan's priorities include a focus on locations with significant opportunities for economic growth:



- Littleton Common/Great Road Corridor,
- Littleton Depot/Littleton Industrial Park, and
- The MBTA Station/ Taylor Street/Foster Street intersection.

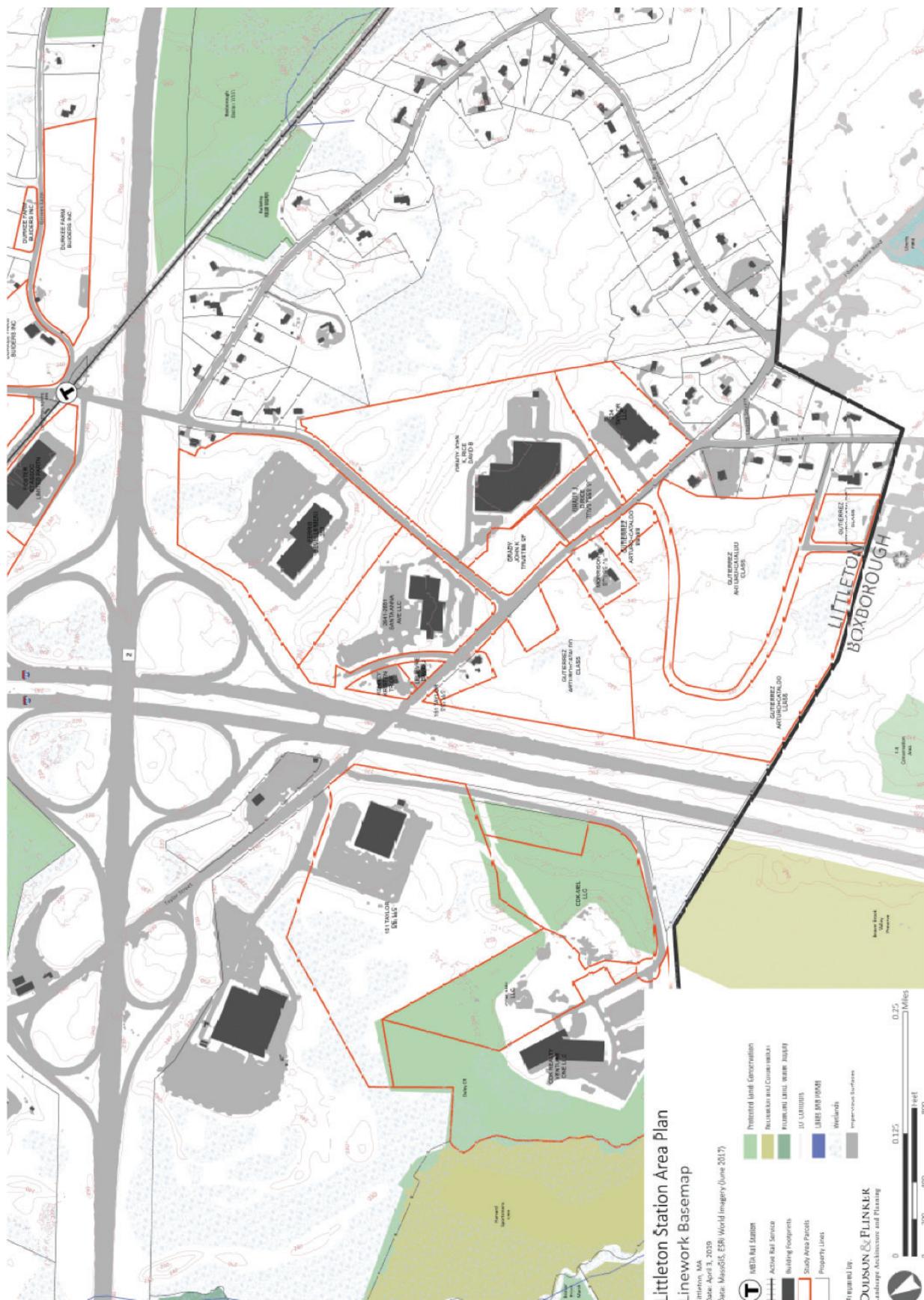
These areas encompass most of the land presently zoned for commercial and industrial use. However, the planning process revealed concerns about whether the current zoning works well both for the town and private property owners. Accordingly, the Master Plan called for further study of these areas with the goal of identifying opportunities to foster economic vitality and housing diversity while protecting Littleton's small-town character and quality of life.

The Master Plan Implementation Committee (MPIC) embraced Littleton Common as their first project. They have continued to lead the Littleton Common planning process through a major rezoning initiative that is expected to reach town meeting in May 2020. While the Littleton Common effort was starting up, the Commonwealth publicized a new grant program in 2018 to increase housing development, especially in the eastern part of the state where a majority of recent job growth has occurred. Littleton applied for and received a grant from MassHousing's Planning for Housing Production program in order to move forward with planning for development in the vicinity of Littleton's MBTA Station – the area referred to as **Littleton Station Village** throughout this report. MassHousing selected Barrett Planning Group to lead the study, and Barrett Planning Group subsequently retained Dodson & Flinker and RKG Associates for support. The consultants working on a Complete Streets design project for Foster Street, Fuss & O'Neill, Inc., also assisted with this study by providing information and co-facilitating a public participation event on April 5-6, 2019.

■ STUDY AREA

The Littleton Station Village study area is located in the south end of Littleton about 2.5 miles from Littleton Common and adjacent to the cloverleaf interchange of Interstate 495 and Massachusetts Route 2 (Map 2-1). It is home to the Littleton/Rt 495 MBTA station on the Fitchburg rail line, which brings commuters 30 miles to and from North Station in Boston. Easily accessible by car from the surrounding region, the Littleton train station has seen steady increases in ridership over the last decade, especially after it was rebuilt (2011-2013) and improvements to the line itself, including double-tracking and new

MAP 2.1. LITTLETON STATION STUDY AREA



signals, were completed in 2016. Morning boardings grew from around 200 in 2012 to nearly 500 in 2018. In concert with the station improvements, the MBTA built 195 parking spaces on the north side of the station. On any given weekday, the MBTA lot is fully occupied by 7 AM, with an additional 15-20 “improvised” spaces for commuters who arrived after the lot was full.



“Improvised” parking at the Littleton MBTA station. (Photo courtesy of MAPC.)

The location and combination of regional road and rail access provides an extraordinary opportunity for Littleton to promote a more coherent, economically successful future for the area. By focusing on transit-oriented development, the town can encourage a lively mix of homes, businesses, and amenities within an attractive, walkable neighborhood.

Until the regional highways were built in the 1950s and 60s, the study area consisted of a rural landscape of scattered farms, forests and orchards, overlain on rolling topography that drains numerous brooks and wetlands. The area was linked to the north via Foster Street to Littleton Center and the Common, while Taylor Street led northwest to the train depot at West Littleton. For many years, this part of town had its own schoolhouse and remained a quiet country neighborhood. While remnant farms remain, improved road and highway access catalyzed the construction of new homes on frontage lots and the development of new subdivision roads, a process that continues with the recent buildout of the Durkee Farm subdivision across Foster Street from the train station.

To take advantage of direct access to Rte. 2 and I-495, Littleton rezoned more than a square mile of land on either side of the interchange for industrial development. This led to construction of office and research buildings housing a variety of technology firms that have come and gone. They continue to evolve in response to ongoing changes in the regional economy. However, much of the remaining land in the Industrial zone is comprised of undevelopable wetlands along the Beaver Brook, the broad highway rights-of-way, and areas too steep to support construction.

Sliced and diced by highway, road, rail and wetland corridors, the study area is divided into numerous often unrelated pieces. There is a danger that as the remaining vacant parcels are developed, the somewhat random, uncoordinated pattern of existing development will become even more fragmented. However, the location and combination of regional road and rail access provides an extraordinary opportunity for Littleton to pro-

mote a more coherent, economically successful future for the area. By focusing on transit-oriented development, the town can encourage a lively mix of homes, businesses, and amenities within an attractive, walkable neighborhood – designed for people who would rather walk, bike and use transit instead of cars. This can help meet Littleton's needs for more diverse housing and increase business opportunities, while limiting impacts on current residents and preserving the rural setting.

The goal of this study is to map out the physical opportunities and constraints at work in the study area, build on this understanding through a public engagement process, and together explore opportunities for the future. This report describes a process of site analysis and assessment using maps and other tools, as well as reviewing citizen input received through public workshops, on-line surveys and working group meetings. The final result is a conceptual framework for potential redevelopment of the site as a walkable mixed-use village. While it will be up to residents, business owners and the changing marketplace to determine the outcome of this process years from now, we can today identify guiding principles, policies and regulations that can shape implementation of the Town's vision for the area and make sure it stays on the right path.

CLUSTERS WITHIN THE STUDY AREA

The boundaries of the study area include much of the Industrial-A Zoning District, centered on the I-495/Rt. 2 Interchange, as well as several adjoining vacant or underutilized parcels in the surrounding residential district. With the highways as major dividers limiting access between them, these parcels fall into three general clusters, with access off of either Foster or Taylor Streets (Map 2-2):

- first, the area immediately adjacent to the train station and extending north parallel to Foster Street to include the Nashoba Valley Life Care Center, comprising about 100 acres;
- second, the area surrounding the intersection of Foster and Taylor street, about 92 acres; and
- third, an area south of Taylor street and west of I-495, totaling about 73 acres.

Existing development around the train station consists mostly of detached single-family homes along Foster St., including the recently completed Durkee Farm subdivision. These are buffered from I-495 by a 34-acre wooded parcel north of the train station, and by the undeveloped portion of the 42.7 acre parcel occupied by the Life Care Center of Nashoba Valley, an assisted living facility at the northern end of the study area. Southwest of the train station, immediately across the tracks, is a light industrial facility run by Stoneyard, a manufacturer of native veneer stone, and two undeveloped lots which can be accessed through its parking lot. These three lots are immediately adjacent to the Rt 2/I-495 cloverleaf.

The area near the Foster and Taylor Street intersection is dominated by four corporate office buildings, each characterized by a single large multi-story building surrounded by parking lots and buffered by woods at the edge of the property. These buildings are owned by (or leased to) a variety of electronics, software and other businesses, including a marijuana-growing facility. The parcels are abutted by residential streets with single-family frontage lots, which continue south across the town boundary into Boxborough.

MAP 2-2. STUDY AREA CLUSTERS



West of I-495 the area is dominated by office, light industrial, and distribution facilities, each comprising a large building and parking lot, for the most part surrounded by streams and wetlands associated by the Beaver Brook. There appears to be little vacant, developable land associated with these parcels, so any change in use will likely involve redeveloping existing buildings and parking lots.

3

TOPOGRAPHY AND INVENTORY OF NATURAL RESOURCES

The Littleton Station study area generally follows a ridge running north and south from Littleton Center to Boxborough (Map 3-1, next page). To the east lies Long Pond Swamp, which as the name implies drains north into Long Pond, and other streams that drain southeast into Boxborough. To the west the ridge drops into the Beaver Brook Valley. Foster Street follows the ridge as it winds south from the Town Center, climbing from an elevation of around 250 feet to a high point around 340 feet just south of Harwood Ave. From there it drops almost 90 feet to the railroad tracks, crosses a stream, then climbs again to an elevation of 330 feet at the intersection of Foster and Taylor Streets. Taylor street connects northwest across the Beaver Brook Valley to Littleton Depot. To the south, it follows high ground into Boxborough.



The natural barriers formed by the brooks and swamps were reinforced by the layout of the railroad and highways, which of necessity avoided the high ground and followed the edge of the marshes (or filled them in). As a result, the study area is divided into a northerly half rising towards Harwood Ave, and a southerly half centered on the hilltop at the intersection of Foster and Taylor Streets. These topographic and man-made features make it difficult to create any additional roadway connections that could more effectively connect the various properties together.

This rolling and varied topography has provided the neighborhood with a rich natural landscape of brooks, ponds, wooded swamp, open marsh, and upland forest, as well as historic orchards and other agricultural land. State surveys have mapped out extensive areas of wetland, especially in the Beaver Brook Valley. Large areas of these have also been listed as Priority Habitats of Rare Species by the Commonwealth's Natural Heritage Program, and are included in the BioMap assessment as important links in the regional open space system.

The Beaver Brook Valley is also important as a source of public water supply. The entire valley south of West Littleton is identified as an aquifer, and the Dept. of Environmental

Protection's Zone II Wellhead protection area includes almost the entire area between I-495 and Whitcomb Ave at the base of Oak Hill. The Zone II represents all of the surface areas draining into the aquifer that feeds the Town's Whitcomb Avenue wells, which supply 45% of the town's drinking water. East of Foster Street, smaller brooks and their associated wetlands gather stormwater runoff from the roadway and adjacent properties and drain north and south. These areas are less extensive than those along the Beaver Brook, but are important on a neighborhood level for flood mitigation and the movement of wildlife. (Map 3.1)

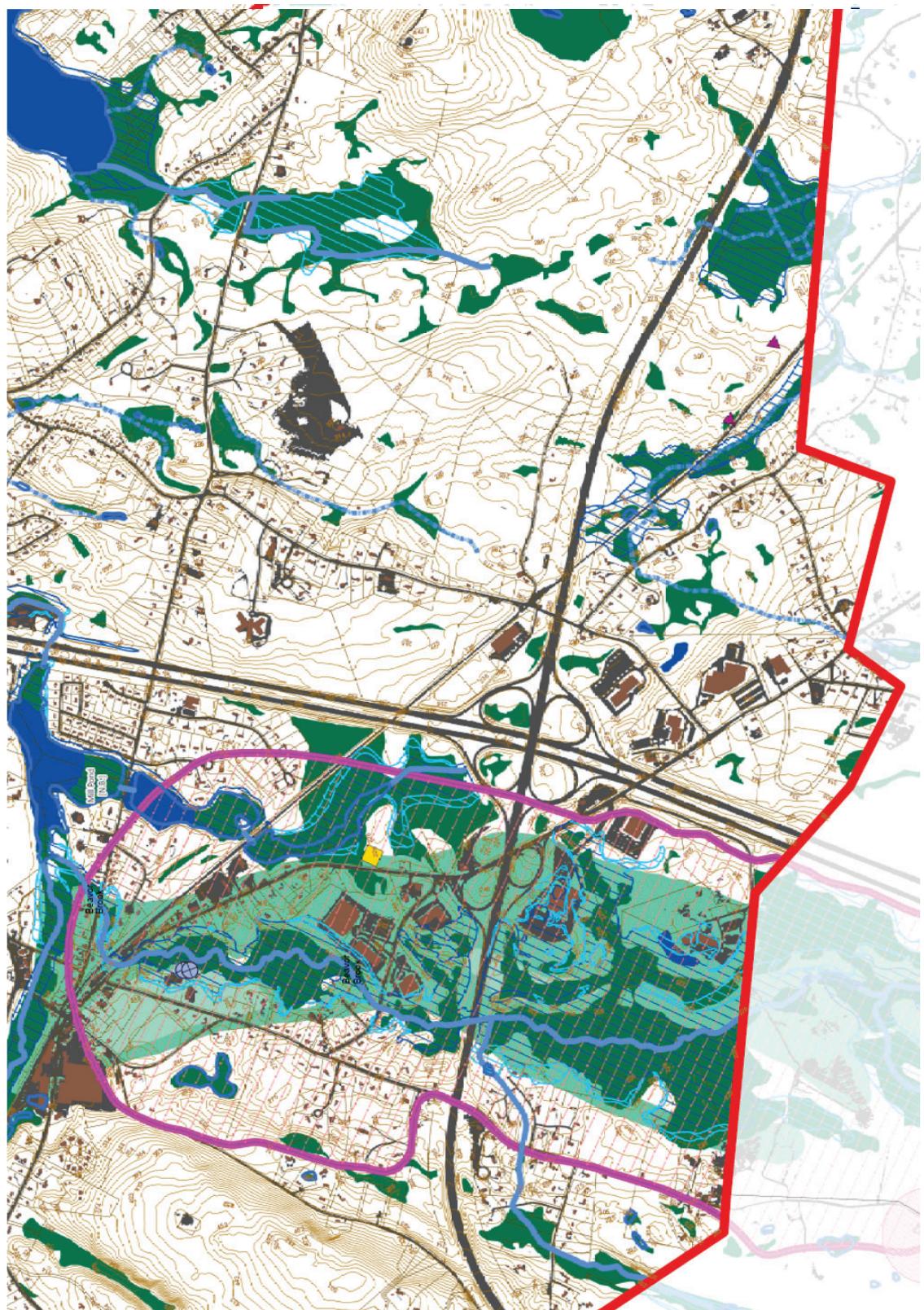
■ DEVELOPMENT CONSTRAINTS

While some 265 acres are included in the various parcels making up the study area, not all of this land is developable. By identifying and mapping out the physical, regulatory and practical constraints on development, we can identify opportunities for future development in the area (Map 3-2).

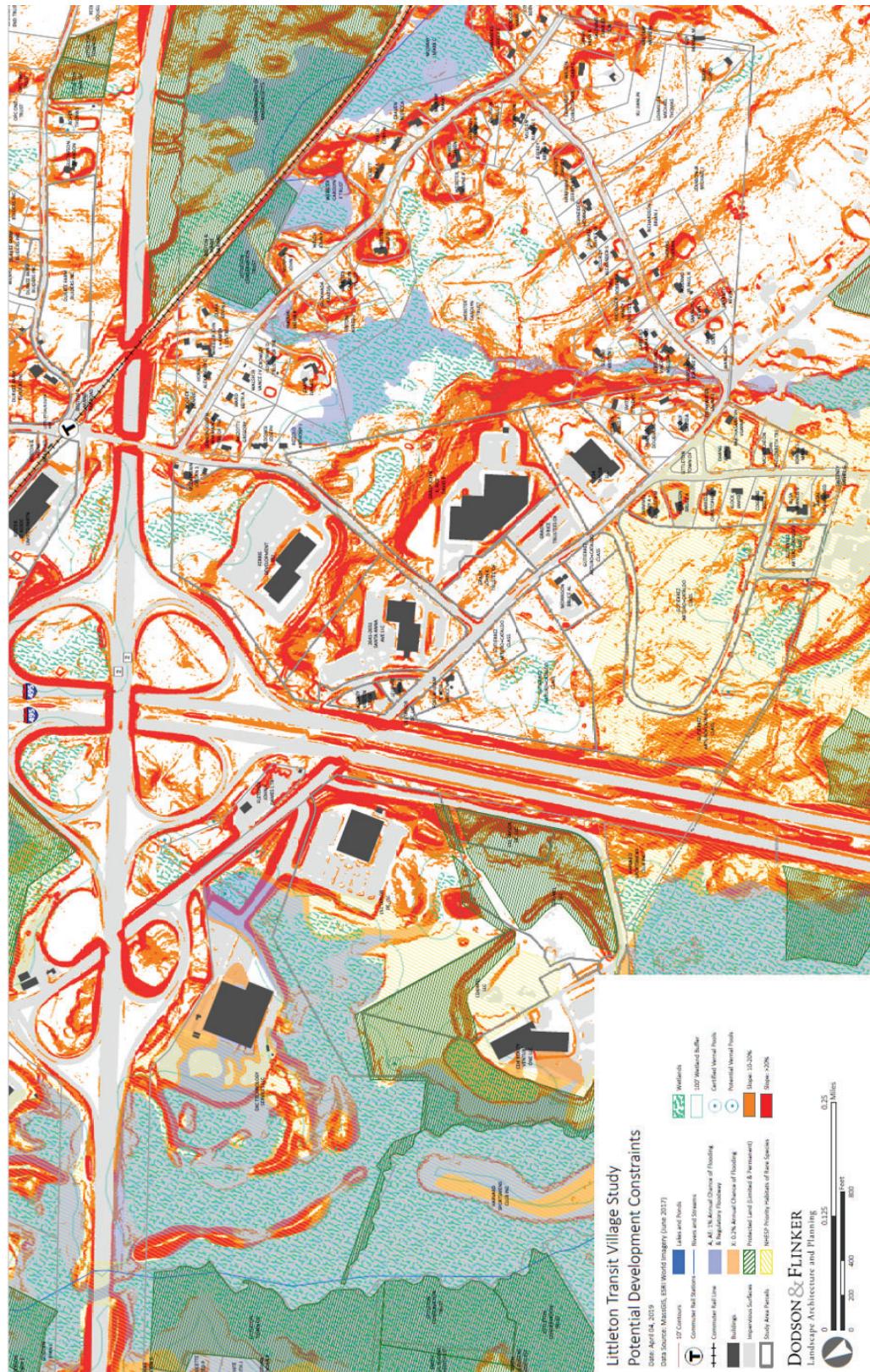
As illustrated by the maps of ecological and water supply resources, the largest factor constraining development are the wetlands and floodplains associated with the Beaver Brook and other streams in the area. Wetlands are protected by the Massachusetts Wetlands Protection Act (MGL Chapter 131, Sec. 40), which requires any activity within 100 feet of a wetland (or 200 feet from a river or stream) to be reviewed by the town conservation commission, which issues conditions designed to prevent impact on the wetland resource. Littleton also has its own wetland protection by-law, which essentially forbids any disturbance within the first 50 feet of the buffer zone. In addition to the wetlands which appear on the map, which are based on aerial reconnaissance conducted by the state, there are smaller water courses and wetlands that do not appear on the maps but which are subject to the same laws and regulations. These must be flagged and surveyed as part of each development project, certified by the conservation commission and protected from disturbance.

The current pattern of development is fragmented and incoherent, resulting from the complex topography of the area, overlaid with the railroad, state and federal highways, local roads, streams and wetlands, residential homes and corporate offices. While some large developable sites exist, there is a limited amount of direct road frontage – requiring construction of costly new streets.

The Wetlands Protection Act also extends to floodplains, areas that are subject to seasonal or occasional flooding due to periods of heavy precipitation or snowmelt. The so-called 100-year floodplain, mapped out across the country by the Federal Emergency Management Agency, is a topographic boundary with a 1% chance of flooding in any given year. Littleton's Wetlands and Floodplain Regulations officially designates as wetlands the areas called out as Zone A and AE on the Middlesex County Flood Insurance Rate Map (FIRM). These include large areas along the Beaver Brook west of I-495, as well as smaller areas along the railroad tracks to southeast of the train station. There are no floodplains mapped for smaller streams within the study area.



MAP 3-1. TOPOGRAPHY & NATURAL RESOURCES



MAP 3-2. DEVELOPMENT CONSTRAINTS

While wetlands are both a physical and a regulatory constraint on development, there are several practical constraints that will influence development in the study areas. Steep slopes have been mapped out based on LIDAR topographic data for the site. These show slopes from 10-20 percent (that is, a rise of 1-2 feet in ten feet distance) as well as slopes over 20 percent. While construction is theoretically possible on steep slopes such as these, the extra expense will tend to make development infeasible – especially in a suburban or rural context. In this case, development will likely be limited by steep slopes in areas adjacent to the highway and roadway embankments, as well as on the hillside along Foster Street between the rail station and Taylor Street.

One final constraint is represented not by the qualities of the land itself, but by the location and configuration of the various parcels. The current pattern of development is fragmented and incoherent, resulting from the complex topography of the area, overlaid with the railroad, state and federal highways, local roads, streams and wetlands, residential homes and corporate offices. While some large developable sites exist, there is a limited amount of direct road frontage – requiring construction of costly new streets. And those streets will have to connect to relative narrow country roads like Foster Street. Finally, the scale and location of existing buildings, driveways and parking lots - especially the large office/light industrial structures off of Taylor Street - will itself constrain redevelopment. Should these building no longer be needed or become too expensive to maintain, they will have to be torn down before redevelopment can occur.

As a result of these factors we can conclude that some areas are more likely to support development or redevelopment. North of the train station there is nearly 100 acres of vacant land, of which at least half is only moderately constrained by wetlands and steep slopes. The principal issue is that steeper slopes and wetlands separate the largest and most buildable part of the site from the likely entrance on Foster Street. Likewise, development in the area immediately adjacent to the train station will be somewhat constrained by slope and wetland issues, as well as the existing parking lots and the rail corridor itself.

The southern node of potential development at the intersection of Taylor and Foster Streets is less constrained by physical factors, but suffers from a fragmented ownership and development pattern. Existing structures were built in the center of each lot, largely surrounded by a sea of parking, and have little relationship to the road or to each other. A series of smaller lots along the roadside limit access to the larger development sites behind them. Development of the Gutierrez parcel (225 Taylor Street), located south of Taylor Street opposite the end of Foster Street, will require construction of new roadways to serve the site.

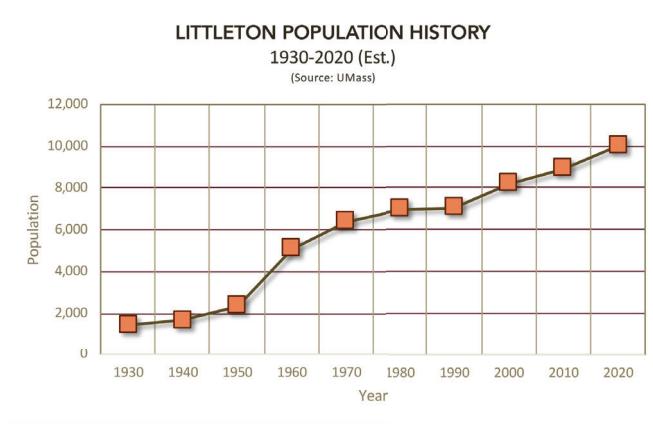
On the west side of I-495, extensive wetlands, floodplains, steep slopes and regulated wildlife habitat all limit the extent of additional development. The pattern of existing parcel boundaries, the location of adjacent conservation parcels, and the configuration of existing buildings, driveways and parking lots will likely constrain expansion outside of the existing development footprint. With active uses and/or reuse plans already in place for most existing structures, extensive redevelopment may not be possible or needed. Plans have been approved to demolish an existing two-story building at 151 Taylor Street to facilitate construction of a new distribution warehouse.

4

TOWN SNAPSHOT

■ POPULATION

Until recently, Littleton was a pretty well-kept secret on the outer orbit of the Boston metropolitan area. Situated at the crossroads of I-495 and Route 2, Littleton is a low-density residential town that has begun to grow rapidly. Its estimated population of 9,935 today represents a 11.3 percent growth rate since the last decennial census (2010).¹ Based on current estimates from the Census Bureau, Littleton ranks fifth in the state for the largest population increase since 2010. By 2020 when the next decennial census takes place, Littleton will almost surely rank among the state's fastest-growing communities. The University of Massachusetts predicts that by 2035, Littleton will be home to at least 10,460 people, but this probably underestimates the town's actual 15-year growth potential.



Littleton has become a magnet for families priced out of nearby towns like Acton and Westford because Littleton offers what many young homebuyers want: good schools, quiet neighborhoods, open space, and easy access to regional employment centers. Today, about 23 percent of the town's population consists of children under 18. And, like most of the surrounding towns, Littleton has a fairly small population percent of older adults (14.3

Table 4.1. Age of Population

	LITTLETON	Acton	Ayer	Boxborough	Groton	Westford	Harvard
Total	9,935	23,561	8,055	5,794	11,301	24,194	6,570
< 18 Years	23.3%	24.6%	19.1%	21.5%	23.8%	26.9%	22.4%
18 to 34	14.2%	13.9%	22.2%	20.7%	14.4%	14.7%	15.4%
35 to 64	48.1%	46.0%	45.9%	46.5%	47.9%	45.6%	45.8%
65+	14.5%	15.5%	12.7%	11.3%	13.9%	12.9%	16.4%

SE:B01001. Age, and Barrett Planning Group LLC.

¹ American Community Survey 5-Year Estimates (ACS 2018), Total Population, retrieved from Social Explorer, A00001.

percent). In most cases, these towns also fall well below the Boston Metro region-wide average for the 18-to-34-year cohort, 19 percent. This is a telling indicator of the limited housing options that exist in the outer suburbs.

RACE AND ETHNICITY

Most of the towns in Eastern Massachusetts are predominantly white, non-Latino communities, and Littleton is no exception. Slightly over 88 percent of its current population is white, and of the minorities residing in Littleton today, the overwhelming majority are of Indian or Chinese descent.²

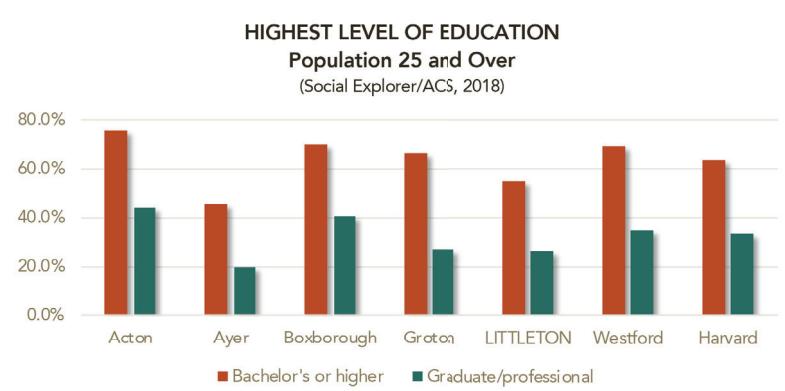
Table 4.2. Population and Race

	LITTLETON	Acton	Ayer	Boxborough	Groton	Westford	Harvard
Total Population:	9,935	23,561	8,055	5,794	11,301	24,194	6,570
Percent White	89.4%	69.6%	90.2%	72.5%	91.6%	78.7%	84.8%
Black or African American	0.4%	1.7%	3.3%	0.8%	0.2%	0.8%	6.4%
American Indian/Alaska Native Alone	0.1%	0.1%	0.0%	0.0%	0.1%	0.0%	0.6%
Asian	6.1%	25.1%	4.5%	21.6%	4.7%	18.8%	3.7%
Native Hawaiian, Pacific Islander	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Some Other Race	0.0%	0.5%	0.3%	1.7%	0.1%	0.1%	1.8%
Two or More Races	4.0%	2.9%	1.6%	3.4%	3.3%	1.6%	2.6%

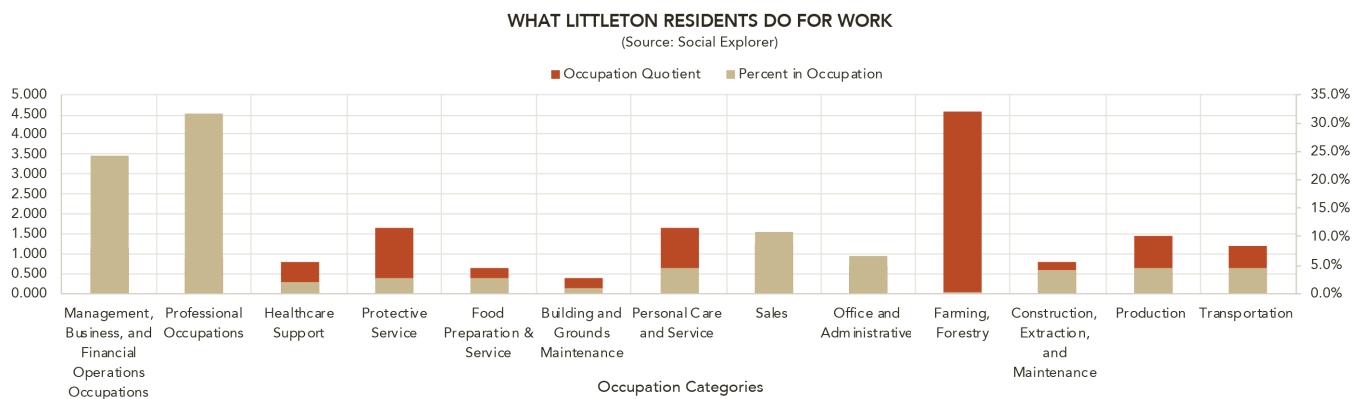
SE:A03001. Race, and Barrett Planning Group, Inc.

EDUCATION AND LABOR FORCE

As Littleton grows and its home values increase with the development of new market-rate housing, its population is gradually becoming wealthier and more well educated. Just over half the adult population in Littleton today has at least a bachelor's degree and about one-fourth have graduate or professional degrees. These statistics are lower than most of the nearby towns, but over time, Littleton has attracted people with higher levels of education.

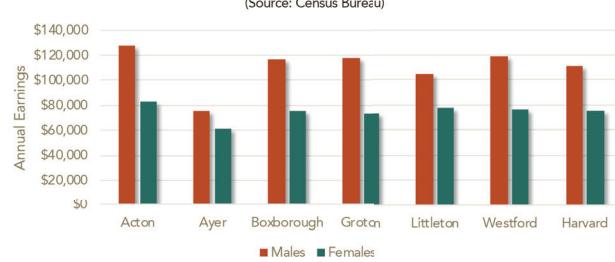


Seventy percent of the population 16 and over in Littleton is in the labor force, which is about average for the surrounding towns. What people actually do for work relates in part to their level of education and access to jobs in the region where they live. By comparing a community's percentage of the labor force in each occupation category to that of a larger reference area, it becomes possible to understand where the local labor force is



An occupational quotient compares the percentage of the local labor force in each major occupational category with the percentage of the labor force in a larger reference economy (in this case, Middlesex County). It is a useful indicator of labor force skills, competitiveness, and education.

MEDIAN EARNINGS OF FULL-TIME EMPLOYED RESIDENTS
(Source: Census Bureau)



strongest in terms of skills and competitiveness. For Littleton residents, the highest **occupational quotients** are in agriculture, management and finance, protective services such as law enforcement or firefighters, service occupations and sales, and manufacturing and logistics. By contrast, the highest quotients in communities with a very high education profile like Acton and Boxborough are in management, the professions, and health care.³ Though the absolute number of jobs in agriculture is small, farming as a share of all occupations is significant in places like Littleton, Harvard, and Groton. Given the number of working farms and orchards in this part of the state, strength in farm employment is not a surprise.

Littleton's labor force is somewhat more diverse in terms of skills and occupations and somewhat less well paid than its neighbors. The median earnings of Littleton men with full-time employment, \$104,401, is the second lowest of the towns in the Littleton's comparison area, though at \$77,350, Littleton women overall have earnings closer to their regional counterparts.

³ Occupational categories referred to in this section are based on definitions and data collection standards of the U.S. Bureau of Labor Statistics (BLS), 2018 Standard Occupational Classification System. www.bls.gov/soc/2018/major_groups.htm.

■ HOUSEHOLDS

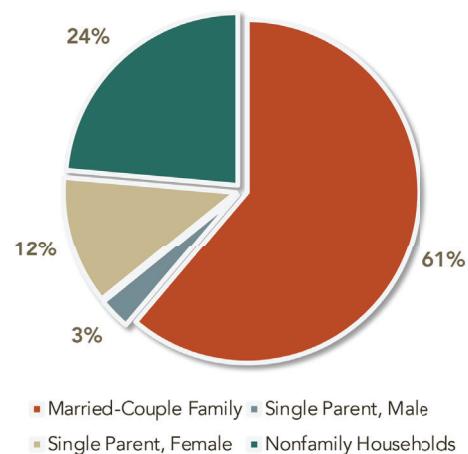
Littleton's 3,559 households are predominantly families (76 percent), as would be expected in a suburban community. Still, the proportion of single-parent families in Littleton far exceeds that of any of the surrounding towns. Of Littleton's 2,719 families, nearly 20 percent are headed by a single parent, with or without dependent children at home.

TENURE

Not surprisingly, the vast majority of Littleton households own their home. However, this is not the case across age groups. Young householders – generally people under 35 – are far more likely to rent than

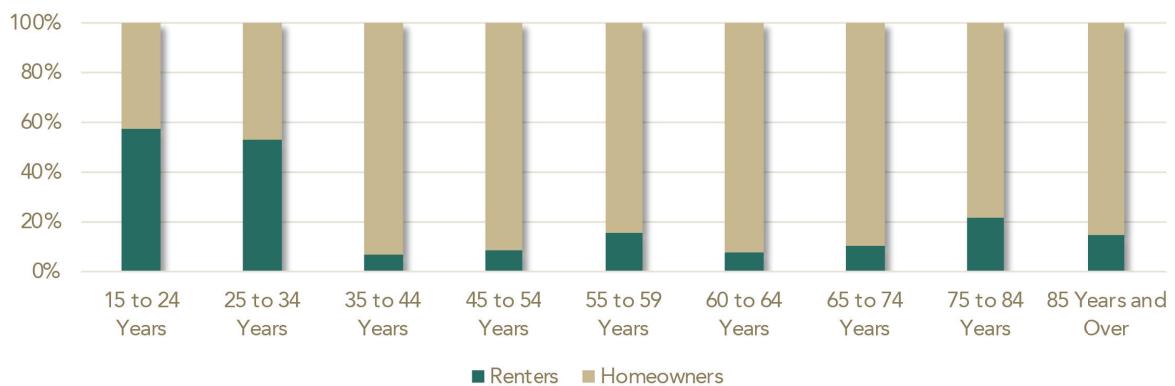
LITTLETON HOUSEHOLDS BY TYPE

(Source: Social Explorer)



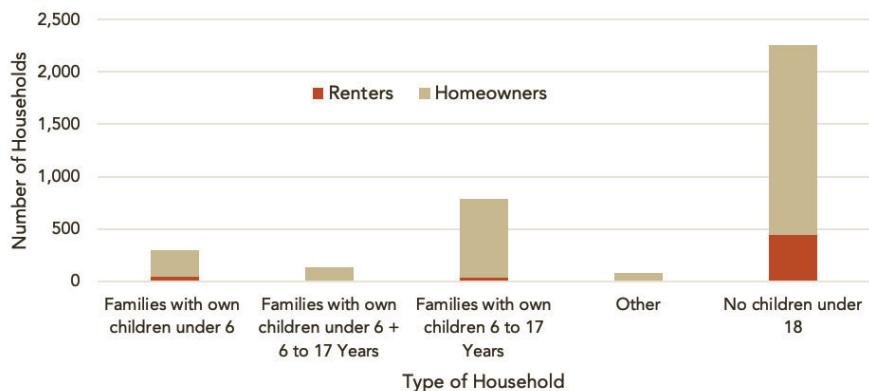
HOUSEHOLDS BY TENURE

(Source: Social Explorer)

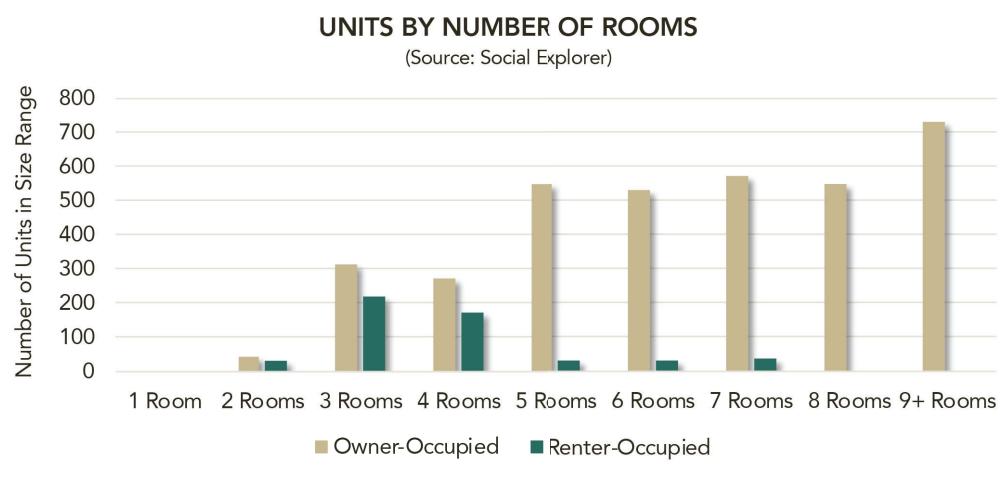


WHERE DO LITTLETON'S CHILDREN LIVE?

(Source: ACS 2018 5-Year Estimates)



own, and the proportion of renters increases among older adults as well. Yet, just 15 percent of Littleton's total housing inventory is occupied by renters, and one-third of those units are single-family homes, not apartments. There are not many options in Littleton today for people who want or need managed rental housing, and this is true at all market levels.



HOUSING SIZE AND HOUSEHOLD SIZE

Littleton's residential land use pattern and housing stock are not well aligned with the characteristics of its households. In Littleton today, over half of all households are single people living alone or two-person households. However, over half of all housing units in Littleton consist of seven or more rooms, and only 33 percent have 2-5 rooms.

HOUSEHOLD INCOME

Littleton is on the upper end of the income range for Middlesex County towns, yet compared with some of the surrounding communities, its household wealth metrics fall roughly in the middle. While there is little question that Littleton is rapidly becoming a wealthy town relative to its place in the region 20 years ago, it still offers a place for middle-income families to buy a home within the orbit of the Boston labor market. What it does not offer is a place for young workers and older adults to rent if they choose, and it has remarkably little to offer on the lower end of the homeownership market for any age group. As the town is already well aware, its zoning policies have much to do with the high cost of housing. What may be less apparent is that the same zoning policies also affect Littleton's fiscal condition.

Table 4.3. Household Incomes in Littleton and Region

Income Metric	Acton	Ayer	Boxborough	Groton	LITTLETON	Westford	Harvard
Median Household Income	\$137,910	\$84,917	\$108,207	\$126,883	\$120,638	\$141,173	\$148,625
Median Family Income	\$164,842	\$114,267	\$152,083	\$150,991	\$141,283	\$158,432	\$165,781
Median Non-family Income	\$51,828	\$54,179	\$54,787	\$44,450	\$48,750	\$49,902	\$58,750
Median Homeowner Income	\$166,897	\$120,540	\$151,172	\$145,051	\$134,375	\$153,280	\$153,125
Median Renter Income	\$55,050	\$60,679	\$73,073	\$42,833	\$36,736	\$80,938	\$52,059

Source: Social Explorer, citing the American Community Survey, and Barrett Planning Group.

■ COST OF COMMUNITY SERVICES

Although the public often assumes that housing is inherently a “fiscal negative,” that is not always the case. Nonresidential development places demands on municipal services, too, depending on the type of land use. For example, retail stores and restaurants usually demand more from public safety personnel than any other municipal department, but industrial uses tend to require higher expenditures for public works. Food service establishments also require periodic inspections by the health department, and uses ranging from nursing homes and day care centers to performing arts centers require semiannual or more frequent inspections by health, fire, and building authorities. In some towns, nonresidential development of all types places demands on services traditionally thought of as “residential,” such as public libraries. When a community invests in waterworks and sewer system upgrades, the benefits are often shared by residential and nonresidential ratepayers.

In Littleton today, real estate taxes from commercial and industrial property taxes supply 27.2 percent of the town’s tax levy, yet the combined value of these properties is about 19.8 percent of the Town’s total assessed valuation. ... demand on town services from nonresidential taxpayers is responsible for only 14.6 percent of Littleton’s annual municipal expenditures

Recognizing that each class of use has both unique needs and needs common to all uses, fiscal impact analysts have developed models to identify, estimate, and assign service costs to various types of development. The most widely used model as a starting point is known as **proportional valuation**. This model embraces a long-standing fiscal impact principle: the cost of nonresidential municipal services can be inferred from the relationship between nonresidential real property values and the total value of real property in a community, adjusted for type of community and size of tax base. After establishing the approximate share of nonresidential expenditures under existing conditions, analysts can use a similar process to estimate the cost of services that will be used by new growth.

In Littleton today, real estate taxes from commercial and industrial property taxes supply 27.2 percent of the town’s tax levy,⁴ yet the combined value of these properties is about

19.8 percent of the Town’s total assessed valuation. The difference is explained by Littleton’s classified or split tax rate, which effectively shifts some of the tax burden away from residential property owners. By contrast, demand on town services from nonresidential taxpayers is responsible for only 14.6 percent of Littleton’s annual municipal expenditures (and only 5 percent of all General Fund expenditures).

New commercial projects present a potential revenue benefit to Littleton, yet as the Market Overview (Chapter 5) shows, there is not currently strong market demand in Littleton for new nonresidential development, especially near Littleton Station, where there are already vacant or underutilized buildings. The Town’s long-term land use-fiscal management strategy has to reach beyond aspirations for new business and industrial investment and embrace diversifying the housing stock. Communities control the make-up of their population by the choices they make to control housing growth. Littleton is no exception.

⁴ For purposes of a cost of community services analysis, tax levy and assessed value figures exclude personal property. The focus here is on land use. The proportional valuation analysis can be found in Appendix A.

LAND USE ECONOMICS: QUICK FACTS



Littleton has **ONE** commercial-industrial property for every **SEVENTEEN** residential properties. (Excludes the town's farms and some utility properties.)



Nonresidential real estate like The Point drives a large share of Littleton's total nonresidential property valuation, **\$396 million** and the AVERAGE nonresidential value, **\$3.7 million**. Yet, on average, nonresidential properties cost the Town about **\$12K** in services each year.



Not all **HOUSEHOLDS** place the same demands on town services, and schools are not the only service affected by housing growth.

- Public safety costs are **15% less** in compact neighborhoods than spread-out residential areas;
- Road maintenance in a village or compact neighborhood: **34% less**
- Recreation, cultural services: **18% less**.

- **ZONING**
- **INVEST IN INFRASTRUCTURE - OR MAKE IT FEASIBLE FOR THE DEVELOPER TO MAKE THE INVESTMENT**
- **PUBLIC EDUCATION**
- **CAPITALIZE ON THE COMMUTER RAIL**
- **STRENGHEN THE MARKET. PROMOTE A VARIETY OF HOUSING FOR A VARIETY OF HOUSEHOLDS AND BOOST CONSUMER DEMAND.**

HOW TO GET BASIC GOODS AND SERVICES INTO OUTLYING NEIGHBORHOODS?



5

MARKET OVERVIEW

Barrett Planning Group retained RKG Associates (RKG) to assist with identifying market supply and demand metrics in consideration of development opportunities for the Littleton Station Village study area. The study area parcels total approximately 245 acres with the largest portion situated in the northeast quadrant of the I-495 interchange. Although near the interchange the only direct access to Route 2 and Interstate 495 is at Taylor Street, this local road provides direct access to the northwest and southwest quadrants, and a connection to the northeast and southeast quadrants via Foster Street.

■ KEY FINDINGS AND RECOMMENDATIONS

The Town needs to decide how it wants this area to serve the community in the future, what uses will be allowed, and how it will differentiate itself from other activity nodes in Littleton.

The challenge with the area around the Littleton Train Station is two-fold. Limited visibility from major roadways such as I-495 and Route 2 make the area less competitive for office and retail uses compared to other locations in Littleton and surrounding communities. The second challenge is that other competitor sites and areas offer more amenities to potential businesses looking for a location. Places like The Point or Littleton Common provide a more complete place that draws customers in from a wider area.

The study area's disjointed development pattern, lack of sidewalks, and wetlands make it difficult to connect buildings and parcels. The Town first needs to decide how it wants this area to serve the community in the future, what uses will be allowed, and how it will differentiate itself from other activity nodes in Littleton.

Based on our analysis of the commercial, industrial, and residential markets in and around Littleton, we offer the following key findings for consideration.

RETAIL MARKET

Within Littleton's retail marketplace, there are opportunities to capture more retail spending that is leaving the area. Retail opportunities in the Train Station area will be limited by inadequate visibility, access, regional competition, and other locational factors. The Point and future development in Littleton Common will draw retail potential away from the Train Station area. It is recommended that any future retail in this study area focus on serving a local customer base and offer convenient access and visibility where possible.

OFFICE AND INDUSTRIAL MARKETS

Opportunities for office space appear to be limited as well given the area's available inventory of vacant space, unless a property owner or developer has a specific end-user already lined up. Any short-term office development in the study area would likely be

small scale and focused on drawing tenants from immediate surrounding area. The area's existing office inventory will likely be able to serve any incremental demand for space in the near term, and marginal asking rents indicate a low incentive for developers to invest in new space. The Town could help building owners and office developers by enhancing pedestrian and bicycle connections within the study area, improving connections to the Commuter Rail station, or even changing the zoning to allow a mix of uses on a single parcel to spread risks and rewards across use categories or even encourage redevelopment of older office buildings.

While many parcels in the study area lack visibility from 495 and Route 2, the area is connected to both transportation routes which is particularly attractive to distribution and warehousing facilities. This concept has already been proven in Littleton's Industrial Park and an e-commerce distribution center was recently approved at 151 Taylor Street in the study area. The continued growth of online sales activity will drive demand for distribution and warehousing space, especially as more companies integrate online sales platforms and delivery options into their business models. Additional industrial development appears to be the most viable commercial development option for the study area today, but the Town should consider how industrial uses co-exist and interact with residential or mixed-use if those too are desired.

RESIDENTIAL MARKET

Despite projected population growth in Littleton through the year 2035, residents are growing older and the pre-retirement and senior cohorts are projected to grow significantly. These are typically householders seeking to retire, relocate or otherwise downsize their housing needs, perhaps unburdening themselves of a multi-bedroom single-family home for a smaller condominium, apartment, or even assisted living. If residential is a desired use in the study area, the Town should consider where residential development would be best suited in the context of future commercial uses. The Town should also encourage future housing developments to incorporate age-friendly design components so units could be marketed to residents of all ages and abilities. While the market for senior housing appears to be strong and growing, it is best to design and build units that can be marketed to a wider resident base.

■ MARKET METRICS

RKG reviewed the market indicators for retail, office and industrial, and residential uses to better understand the potential for different types of development on the study area parcels.

RETAIL

RKG considered areas within a 5-minute, 10-minute and 15-minute drive time from the study area parcels for the retail analysis as shown in Figure 5-1. This consisted of a review of estimated retail sales leakage in each drive-time radius, and the potential supportable retail development based on a recapture of the sales leakage. "Sales leakage" represents the uncaptured household spending demand for retail of any given area. All markets experience some degree of sales leakage, in some instances due to a lack of variety and retail venues.

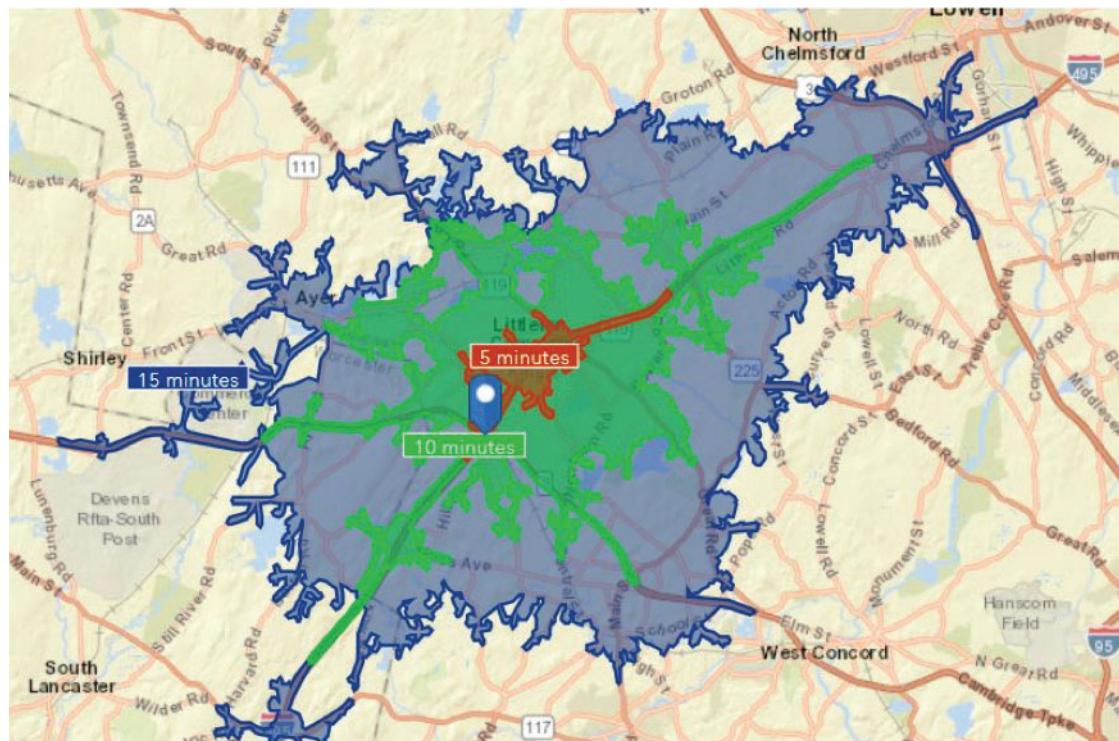


Figure 5-1. Retail sales drive time and leakage analysis.

As a result, the development of additional retail space may serve to recapture some portion of sales leakage. In this analysis, RKG estimated the supportable retail development based upon a 25 percent recapture of sales leakage within the 5-minute drive time and 10-minute drive time market areas. Capturing substantial spending within the 15-minute drive time market was considered more difficult, given its overlap with some of the 5.2 million square feet of existing retail within a 15-mile distance of the study area. This includes The Point, a 540,000 square foot mixed-use retail center in Littleton located at Exit 31 on I-495. As shown in Table 5-1, there are ten additional retail centers and malls within fifteen miles of the study area.

TABLE 5-1. NEARBY RETAIL CENTERS

Centers within 15 Miles	Sq. Ft.
The Point	540,000
Highland Commons	900,000
Drum Hill S/C	197,000
Orchard Hill Park	368,460
Leominster S/C	460,000
Mall at Whitney Field	656,844
Meadow Brook Center	271,377
Solomon Pond Mall	886,327
Shops at Billerica	298,441
WaterTower Plaza	282,591
Twin City S/C	350,000
Total	5,211,040

Sources: RKG, ESRI.

For our analysis, RKG focused on the 5- and 10-minute drive time radii as we believe any retail, dining, or drinking establishments that may locate in the study area will be locally-serving. This location is not well connected from Route 2 and I-495, and the proximity to The Point suggests limited opportunity for a second large-scale retail, restaurant, and lodging development. The study area is also within a 5-minute drive of Littleton Common where the Town is focusing efforts to

improve the town's center with a mixture of retail, restaurants, professional offices, and possibly some smaller scale housing. While there are opportunities to expand retail offerings in the study area, RKG believes those offerings would be best integrated with other use types and focus on serving the local market rather than a more regional market.

As shown in Table 5-2, the market area (614 households with annual spending demand of \$33,750 per household) within a 5-minute drive of the site is a net importer of retail sales, exhibiting sales leakage in only a few merchandise lines. Sales leakage exists in the apparel and accessory lines, general merchandise (which includes large retail stores like Target and Wal-Mart), specialty retail, and dining/drinking. RKG estimates that a modest 25 percent capture of this leakage could support an additional 3,200 square feet of retail. Within a 10-minute drive, the local market (6,580 households with annual spending demand of \$43,825/household) is a net exporter of nearly \$40 million in retail spending with retail surpluses across most merchandise lines. RKG notes that the number of households, as well as their retail spending demand, for the 10-minute drive time well exceed those for the 5-minute drive time and, further, many of the destination malls (refer to Table 2) may be just beyond the 10-minute drive.

Within the 10-minute drive, opportunities for retail expansion exist for retail categories such as clothing and accessories, general merchandise, sporting goods, office supplies, and restaurants. Given the location and regional competition with other power centers and malls, retail categories such as clothing stores, general merchandise, and sporting goods are unlikely to locate here. Smaller scale stores in these categories may be more appropriate for a redeveloped Littleton Common or future expansions/changes in retailers at The Point. There may be opportunities to capture some of the leakage occurring in the office supply and restaurant categories as those uses have smaller space requirements and could be supported with more localized spending. RKG estimates that a 25 percent recapture of this sales leakage could represent demand for an additional 68,600 square feet of retail, but the likelihood of that demand coming to the study area is low.

Conclusions. The opportunity exists for additional retail development at the site but are limited by adequate visibility, access, regional competition, and other locational factors. Any potential retail development would be more likely to serve a local neighborhood and commuter market as opposed to a broader regional draw due to the existing presence of several large nearby retail centers.

OFFICE AND INDUSTRIAL

RKG reviewed 2017 employment figures by selected industry sectors for the Metro South/West Workforce Development Area (WDA) which includes Littleton. Projected employment for the year 2027 was estimated using metrics provided by the Massachusetts Department of Labor that identifies projections by industry sector specific to the WDA. As shown in Table 5-3, employment across the selected industries is projected to increase by nearly 40,000 employees for a total of 519,700 employees by 2027. Utilizing standard square foot per employee metrics this results in an estimated demand for more than 7.2 million square feet of additional commercial and industrial space, or approximately 725,000 square feet annually. It is important to note that this does not necessarily equate to demand for new built space, as some demand could be met through reduced vacancies or increased utilization of existing space.

TABLE 5.2. RETAIL DEMAND AND SALES

Estimated Retail Demand and Sales, by NAICS Sector - Drive Times - US Route 2 @ I-495 - Littleton, MA	NAICS Code	Demand/HH	5-Minute Drive Time			Estimated Existing Store Count
			Demand	Sales	(Export) / Import	
Total		\$33,748	\$20,721,274	\$90,450,011	\$67,780,734	3
Furniture & Home Furnishings Stores	442	\$1,253	\$769,565	\$3,151,204	\$3,256,966	
Furniture Stores	4421	\$662	\$406,166	\$3,151,204	\$2,745,038	
Home Furnishings Stores	4422	\$592	\$363,399	\$875,327	\$511,928	
Electronics & Appliance Stores	443	\$1,830	\$1,123,471	\$6,932,543	\$5,809,072	
Bldg Materials, Garden Equip. & Supply Stores	444	\$2,876	\$1,765,860	\$30,585,627	\$28,819,766	
Bldg Material & Supplies Dealers	4441	\$2,649	\$1,626,477	\$29,573,182	\$27,946,705	
Lawn & Garden Equip & Supply Stores	4442	\$227	\$139,384	\$1,012,445	\$873,061	
Food & Beverage Stores	445	\$8,355	\$5,129,872	\$23,525,269	\$18,395,398	
Grocery Stores	4451	\$7,113	\$4,367,290	\$21,405,099	\$17,037,809	
Specialty Food Stores	4452	\$312	\$191,745	\$713,903	\$522,158	
Beer, Wine & Liquor Stores	4453	\$930	\$570,836	\$1,406,267	\$835,431	
Health & Personal Care Stores	446,4461	\$2,809	\$1,724,790	\$10,725,627	\$9,000,837	
Clothing & Clothing Accessories Stores	448	\$3,187	\$1,957,051	\$297,194	(\$1,957,050)	
Clothing Stores	4481	\$2,235	\$1,372,070	\$0	(\$1,372,070)	
Shoe Stores	4482	\$377	\$231,246	\$0	(\$231,246)	
Jewelry, Luggage & Leather Goods Stores	4483	\$576	\$353,734	\$0	(\$353,734)	
Sporting Goods, Hobby, Book & Music Stores	451	\$1,652	\$1,014,613	\$1,311,868	\$297,255	
Sporting Goods/Hobby/Musical Instr Stores	4511	\$1,450	\$890,185	\$792,427	(\$97,758)	
Book, Periodical & Music Stores	4512	\$203	\$124,428	\$519,441	\$395,013	
General Merchandise Stores	452	\$5,268	\$3,234,313	\$2,734,059	(\$2,216,747)	
Department Stores Excluding Leased Depts.	4521	\$3,754	\$2,305,206	\$0	(\$2,305,206)	
Other General Merchandise Stores	4529	\$1,513	\$929,107	\$1,017,566	\$88,459	
Miscellaneous Store Retailers	453	\$1,707	\$1,048,010	\$2,157,234	\$1,109,224	
Florists	4531	\$153	\$93,891	\$115,326	\$21,435	
Office Supplies, Stationery & Gift Stores	4532	\$572	\$351,400	\$146,795	(\$204,605)	
Used Merchandise Stores	4533	\$136	\$83,614	\$652,394	\$568,780	
Other Miscellaneous Store Retailers	4539	\$845	\$519,106	\$1,242,718	\$723,612	
Food Services & Drinking Places	722	\$4,811	\$2,953,729	\$9,029,386	\$5,266,013	
Restaurants	7221	\$4,367	\$2,681,035	\$8,219,742	\$5,538,707	
Special Food Services	7223	\$176	\$107,894	\$0	(\$107,894)	
Drinking Places - Alcoholic Beverages	7224	\$268	\$164,800	\$0	(\$164,800)	

TABLE 5.3

Estimated Employment and Building SF Needs by Selected Industry Sector Annual 2017 - 2027	Metro South / West WDA				
	Avg/SF per Emp	2027 Employ	Change from 2017	Est. Gross Demand Bldg. SF	Est. Gross Annual Demand - SF
OFFICE/FLEX					
Information	200	27,563	110	21,962	2,196
Finance/Insurance	200	20,655	285	57,036	5,704
Real Estate	200	8,885	931	186,124	18,612
Professional/Technical	200	87,729	13,193	2,638,574	263,857
Administration/Waste Services	200	40,599	4,923	984,658	98,466
Subtotal		185,431	19,442	3,888,354	388,835
INSTITUTIONAL					
Health Care/Social Assistance	200	86,690	12,214	244,281	24,428
Subtotal		86,690	12,214	244,281	24,428
COMMERCIAL					
Arts and Entertainment	200	15,573	1,767	353,434	35,343
Retail Trade	250	59,180	989	247,312	24,731
Accommodations/Food Services	175	43,862	3,287	575,151	57,515
Other exc. Public Administration	200	18,926	1,071	214,260	21,426
Subtotal		137,541	7,114	1,390,156	139,016
INDUSTRIAL					
Construction	150	29,608	3,101	465,198	46,520
Manufacturing	1,000	43,488	(3,273)	na	na
Wholesale Trade	750	26,173	488	366,011	36,601
Transportation/Warehousing	1,200	10,751	750	900,090	90,009
Subtotal		110,020	1,066	1,731,299	173,130
TOTAL		519,682	39,836	7,254,090	725,409

Source : US Census, MA Department of Labor and RKG Associates, Inc. (2018)

TABLE 5-4.

Metro South / West WDA	SF	Vacant	Rate	Ask \$
Office 3Q 2018	5,084,145	1,281,205	25.20%	\$ 16.77
Office 3Q 2010	4,597,560	726,414	15.80%	\$ 14.88
# Δ since 2010	486,585	554,790		\$ 1.89
% Δ since 2010	10.58%	76.37%	9.4 points	12.70%
Industrial 3Q 2018	20,625,076	928,128	4.50%	\$ 7.11
Industrial 3Q 2009	7,493,026	681,865	9.10%	\$ 5.82
# Δ since 2009	13,132,050	246,263		\$ 1.29
% Δ since 2009	175.26%	36.12%	(4.6) points	22.16%

Source : CBRE and RKG Associates, Inc. (2018)

Office indicators for the third quarter of 2018, as reported by CBRE and shown in Table 5-4, report 5.1 million square feet of existing office space in the suburban Boston Route 495/Route 2 West submarket which includes Littleton. This was a 10.6 percent increase since Q3 of 2010. Over the same period, vacancy increased from 15.8 percent to 25.2 percent, equating to nearly 1.3 million square feet in Q3 of 2018. This vacant space would represent adequate supply to meet three years of the forecasted demand in office and institutional space based on employment projections for the WDA. CBRE also notes that the average asking lease rates increased by almost 13 percent over the period from 2010 to 2018, to \$16.77 per square foot. Asking rents in this range are likely marginal in their ability to support speculative development, meaning only the most risk-tolerant investors

are likely to build substantial space or those that have an anchor tenant or build-to-suit client in place.

CBRE also notes that existing industrial space totaled 20.6 million square feet in the Route 495/Route 2 West submarket for Q3 2018. This is a substantial increase from the 7.5 million square feet reported in Q3 2009. Despite a decline in the vacancy rate over this time, the Q3 2018 vacancy of 4.5 percent equates to 928,200 square feet or a five-year supply of the projected industrial demand in the WDA. Asking lease rates increased by 22 percent from \$5.82 per square foot in 2009 to \$7.11 per square foot in 2018, slightly greater than a typical \$6 per square foot which could warrant new construction, particularly if there is a tenant-in-hand.

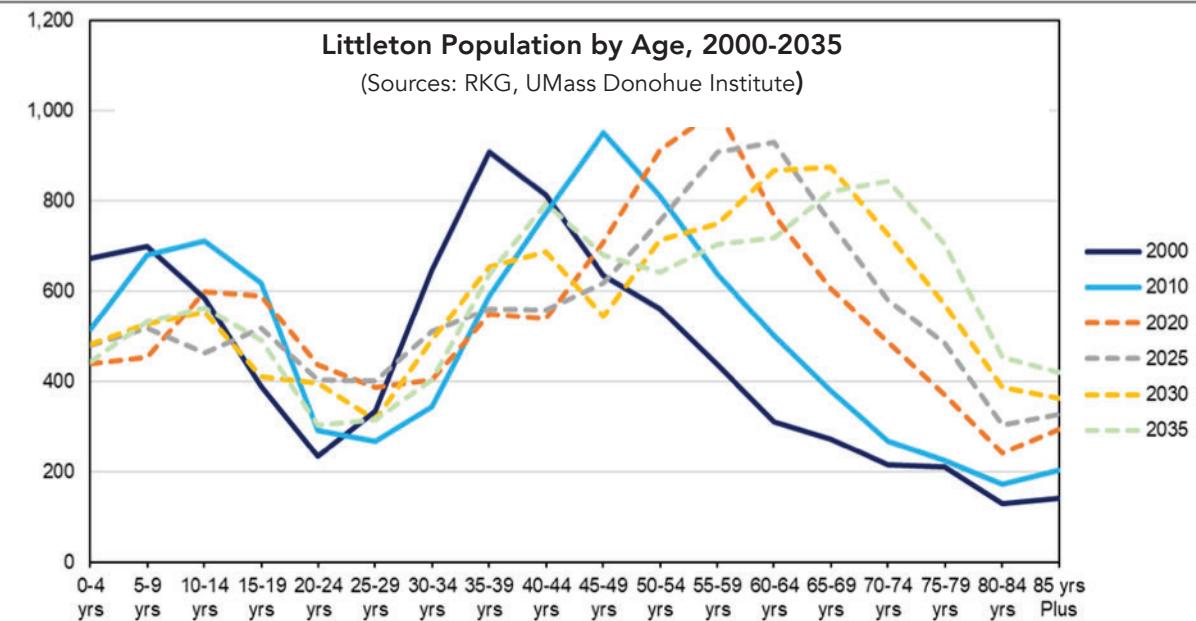
Conclusions. The opportunity for additional office SF appears to be limited given the area's available inventory of vacant space, unless for a specific end-user. Any short-term office development in the study area would likely be small scale and focused on the immediate surrounding community - ideally with a tenant in-hand prior to construction. The area's existing office inventory will likely be able to serve any incremental demand for space in the near term, and marginal asking rents indicate a low incentive for developers to invest in new space. Any large-scale office development would likely come with a tenant-in-hand as a large anchor user or a corporate headquarters location. Recent trends indicate a move of corporate offices toward the Route 128 and Boston markets, making it more difficult to sell a location along I-495 without significant amenities and transportation options. Plans by the Gutierrez Company have been approved since 2003 for the construction of 330,000 square feet of office space for the property along Taylor Street in the southeast quadrant of the study area. Spec office buildings have been approved for that site, but the market has yet to materialize.

Industrial and warehousing development has proven successful in Littleton with the growth experienced in Littleton's Industrial Park along Distribution Way. Recent additions to the park include Potpourri and FIBA Technologies who use access to Route 2 and I-495 for their distribution of product. According to recent Planning Board documents, in November 2018 a new 145,000 square foot e-commerce distribution center was approved for the property at 151 Taylor Street continuing the trend of warehouse and distribution businesses locating in Littleton and taking advantage of the access to major travel routes. Industrial development appears to be the most viable commercial land use at this time but must be carefully considered due to surrounding uses and future land uses that seek to take advantage of a new train station. If there is a desire to see additional residential development or mixed-use development occur around the train station, the Town should consider how those uses co-exist and interact with existing and/or future industrial uses.

RESIDENTIAL

Littleton's housing stock is dominated by single-family homes which comprise approximately 93 percent of all housing units. Over the last eighteen years, only 197 building permits were issued for multi-family units, of which 144 were issued for the development at 15 Great Road. Over the same period, 656 permits were issued for new single-family homes. Demographically, Littleton's population is changing. The Town's overall population is projected to grow by nearly 1,400 residents through the year 2035 and is projected to have a growing age cohort of residents ages 65 and older. This population cohort has different housing needs, including a desire for smaller units, less maintenance, ac-

cessibility features, first floor living, elevator access, etc. The expression of demand for multi-family and senior housing from residents was clear in Littleton's 2015 Elderly Needs Assessment, the 2017 Master Plan, and the approval of a Senior Housing Zoning Bylaw by Town Meeting in Fall 2017. Figure 5-2 highlights how Littleton's population is projected to shift by age cohort through the year 2035.

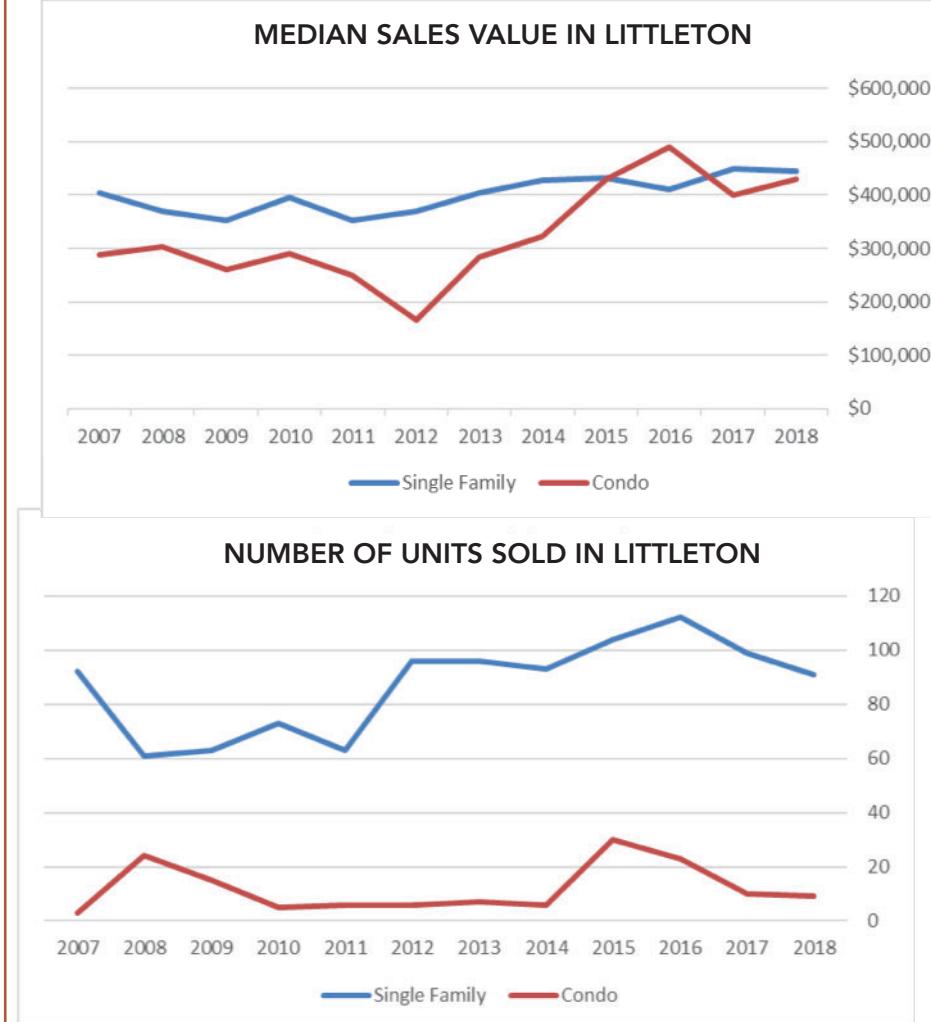


Residential Market. To better understand the ownership and rental housing market in Littleton, RKG compiled indicators from several proprietary sources tracking both markets. Figures 5 and 6 show the change in median sales value and the number of sales for single-family and condominiums in Littleton from 2007 to 2018.

The median selling price of single-family homes has increased 20 percent since 2012 when recovery of prices from the Great Recession began. Prices for condominiums in Littleton have jumped 160 percent in the same period. The median selling price for condominiums increased from a low of \$165,660 to \$430,000 in 2018. In 2017, the median condominium sale price surpassed the median single-family sale price. In 2018, the median sale price of a condominium and a single-family home were very similar. The rapid price escalation of condos in Littleton could be driven by supply and demand factors. Senior residents in Littleton are looking to downsize yet remain in the community. The stock of available condominiums coming up for sale each year from 2007 to 2018 averaged around twelve units. Not all senior households are looking to downsize into an apartment or a senior living community, and this factor could be driving up sales prices if demand is outpacing supply.

The median sale price for single-family homes increased 20 percent between 2012 and 2018, going from \$370,250 to \$445,000. The overall trendline shows a steady rise in median sale price over this seven-year period with small declines in 2016 and 2018. Sales of single-family homes have averaged 99 units per year since 2012. In Table 5-5, a limited sample of owner-occupied residential market activity around the study area indicates that

Figures 5-3 and 5-4: Residential Sales Trends



Sources: RKG, The Warren Group.

TABLE 5.5.

Littleton Market Activity - Single Family	Price	SF	Price per SF	Beds	Baths
Recent Sales					
\$ 800,000	2,957	\$ 271	4	3.0	
\$ 481,000	2,600	\$ 185	3	3.0	
\$ 480,000	2,300	\$ 209	3	3.0	
\$ 625,000	3,000	\$ 208	4	3.0	
\$ 260,000	1,428	\$ 182	3	1.0	
average	\$ 529,200	2,457	\$ 215	3	2.6
Current Listings					
\$ 599,000	2,768	\$ 216	4	3.0	
\$ 825,000	3,305	\$ 250	4	3.5	
\$ 405,000	4,053	\$ 100	6	5.0	
\$ 380,000	1,656	\$ 229	5	1.0	
average	\$ 552,250	2,946	\$ 187	5	3.1

Source : Zillow and RKG (2019)

single-family list and sale prices vary considerably based on the location in Littleton, size of the unit, and year built. The sample listing of recent sales range in price from \$260,000 to \$825,000, with an average sale price of \$529,200. Within the study area, there are four single-family listings in the Durkee Farm subdivision. These homes begin at \$750,000 and go up from there.

Table 5-6 provides a sample of apartment listings from the three larger rental developments Littleton. The monthly pricing for Pondside and Village Green is almost identical on a monthly basis and on a per square foot basis. Both rental properties are averaging about \$2.00 per square foot for one-bedroom units and \$2.10 per square foot for two-bedroom units. Vacancy at Pondside is around 9 percent and 7.6 percent at Village Green. Typical vacancy rates for multi-family properties are between 5 and 10 percent, with vacancy rates closer to 5 percent equating to full occupancy. It is interesting that rent rates at both locations are generally equal since Pondside is quite a bit older than the new Village Green and contains fewer amenities. This could speak to demand for rental apartments in Littleton since prices and vacancy are nearly identical in two rental complexes that were built at different times and have differing levels of amenities.

TABLE 5.6.

Littleton Market - Rentals	Pondside	Village Green	Littleton Ridge	avg
Unit Count	90	144	70	101
vacant	8	11	-	6
% vacant	8.9%	7.6%	0.0%	6.3%
Ask Rent Low	\$ 1,880	\$ 1,846	na	\$ 1,863
Ask Rent High	\$ 3,355	\$ 3,143	na	\$ 3,249

Source : Apartments.com, RKG (2019)

Conclusions. Despite projected population growth through the year 2035 (averaging 100 persons annually), the population is getting older and the pre-retirement and senior cohorts exhibiting high growth. These are typically householders seeking to retire, relocate or otherwise downsize their housing needs, perhaps unburdening themselves of a multi-bedroom single-family home for a smaller condominium, apartment, or even assisted living. If the average annual condominium sales are applicable for absorption, any sizable development on parcels in proximity to the Littleton Train Station could suggest a lengthy stabilization unless such units were built incrementally in several phases, diminishing a developer's at-risk capital.

6

COMMUNITY ENGAGEMENT

As part of the larger public participation process, the consulting team and the Littleton Station Working Group facilitated a two-day workshop to gather input and ideas for future development around Littleton Station. On Friday, April 4, 2019, local residents, landowners and other stakeholders gathered for an evening workshop that started with a presentation of maps and other information describing existing conditions at the site. Participants were divided into small groups to discuss strengths, weaknesses and opportunities in the study area, and then reconvened for a large group discussion to share their top issues and opportunities. On Saturday, April 5, 2019 participants worked to explore these opportunities in more detail, circulating among topic stations to explore important elements of the plan:

1. Traffic, Parking & Streetscapes
2. Public Preferences for Design of Architecture and Public Spaces
3. Natural Resources, Open Space and Recreation
4. Economic Development, Marketing & Branding
5. Social Issues & Quality of Life
6. Master Plan Alternatives

Each station had a series of exercises with maps and photographs or discussion questions for participants to work on, guided by a professional facilitator. Following the workshop,



the maps and discussion questions used at the workshop were reformatted into a set of three separate on-line surveys that were distributed over the course of six weeks. All told, more than 500 residents have been part of discussing the future of the study area and shaping alternatives for the future.

■ STRENGTHS, WEAKNESSES, AND OPPORTUNITIES

In many ways, the study area is a microcosm of the entire town, where residents value rural character, quiet country roads, farms and open space – but also look for efficient transportation, convenient goods and services, and modern amenities. Many participants listed rural character, historic sites and buildings, agricultural landscapes, woods, walking trails and winding rural roads as specific strengths of the study area. They also value the train station – some moved to the neighborhood to be within walking distance – and the shuttle to from the station to IBM was mentioned. **In general, participants see the town's high real estate values as a strength, but also value Littleton's family-friendly small-town atmosphere.**



Weaknesses identified in the study area included the limited parking at the train station (especially a lack of parking just for Littleton residents) and the limitations on access to the station. Foster Street is seen as narrow, dark and bumpy, lacks sidewalks or bike lanes, and has some dangerous intersections. Access to the station from the highway requires a roundabout journey through the 495/Rt 2 interchange to the Rt. 2/Taylor Street off ramp up Taylor Street and down Foster Street. This is seen as a weakness of the station site, in part because of the impact of existing and potential traffic on narrow country roads like Foster Street. The real estate market was also seen as a weakness, with **half-full office and light industrial buildings** indicative of a difficult office/retail market. Meanwhile there are too many big houses with not enough smaller units available for residents who'd like to downsize. Within the study area, poor soils, wetlands and ledge

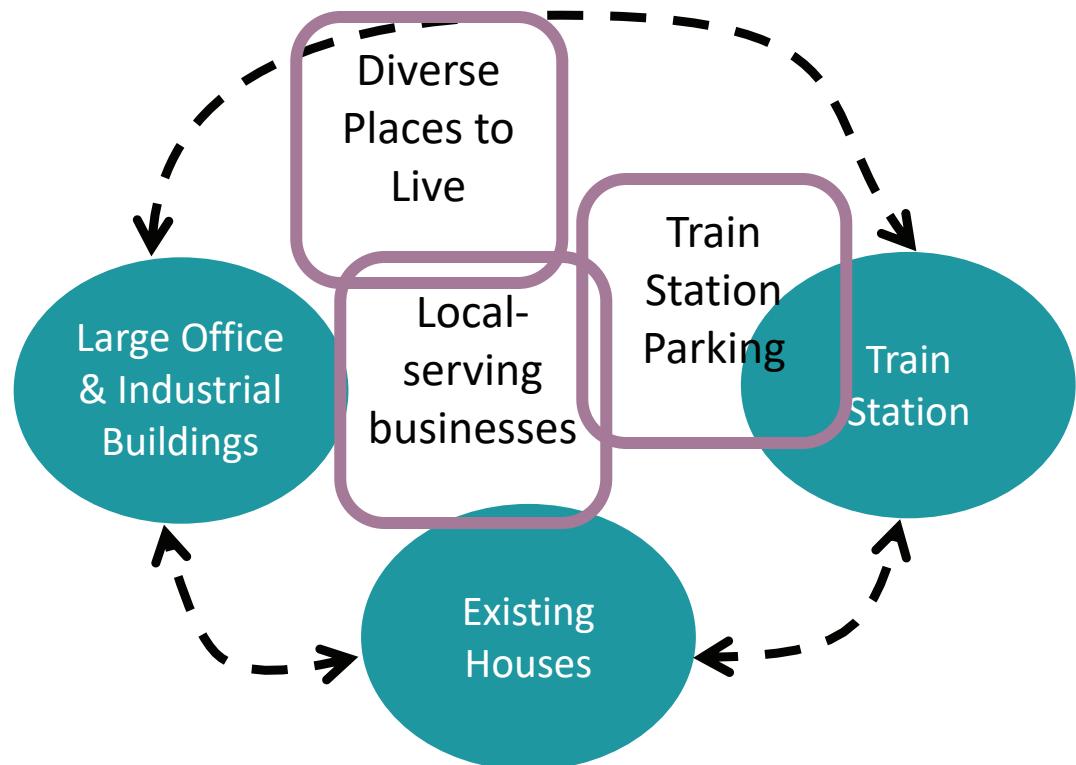


are recognized as constraints for development, especially in that the lack of public wastewater treatment requires reliance on private septic systems.

Participants in the workshop identified numerous opportunities around the train station and surrounding properties to improve safety and convenience for residents while providing benefits to the town at large. This was reinforced by survey results. Potential benefits supported by most respondents included:

- Additional parking by the train station, including dedicated parking for local residents
- Appropriate improvements to Foster Street, combining traffic calming and pedestrian improvements with street lighting near the station.
- Support for healthy lifestyles with walking and biking
- Reuse of vacant or underutilized buildings
- Reducing car traffic by enhancing access to rail travel
- Creating jobs for local residents
- Providing shops, services, and/or restaurants that serve the neighborhood
- Providing smaller housing units for young people and seniors
- Growing of the tax base
- Providing more diverse housing types, including some subsidized affordable housing

Opportunities surrounding the intersection of Foster and Taylor Streets were also identified. Participants liked the idea of creating a mixed-use village center with shops and local services, and apartments and townhouses for smaller households, combined with playgrounds, ballfields, and trails for walking and biking. Fewer respondents supported the idea of building additional detached single-family homes, or of expanding larger office/



light industrial uses (the current primary land use in this area).

Noting a range of opinions at the April workshop, the survey included a question about how best to distribute potential development around the study area. While almost 12 percent of respondents said there should be no additional development, 20 percent favored the area near the train station, and 21 percent the area at Foster/Taylor Streets. Almost 45 percent supported a balance of development between the train station and the Taylor/Foster intersection, with a focus on improving pedestrian and bicycle access to the train station from throughout the area.

■ SURVEYS

Following the April community events, the Town decided to make a similar set of activities available to residents through a series of online surveys. Information about the face-to-face and online engagements with the public can be found in Appendix D, E, and F, but below are some of the salient findings from the participation process.

VISUAL PREFERENCE SURVEY

Both the workshop and on-line survey included questions based on a series of photographs of varied building types and styles, streetscapes and landscaping. The visual preference survey results indicated a preference for two-story buildings with traditional New England architecture, porches, and varied massing and rooflines. Respondents showed support for mixed use buildings located along lively streetscapes, and residential buildings located in garden-like settings. There was low support for large buildings, modernist architecture, and buildings with unvaried architectural massing. Boxy buildings with frequent but shallow façade articulation were also rejected. Throughout, there was little support for buildings fronted by barren roadways and parking lots.

Among choices for typical Village Center buildings (for example, structures with shops on the ground floor and apartments or offices above), residents preferred buildings with a residential scale and massing over more commercial-style buildings. Of these, residents seemed to prefer images with a more rural character, with a combination of farm-house-style buildings and barn-like structures within a rural landscape setting.

REFLECTING ON THE PUBLIC INPUT

Both the workshop and survey results indicated a preference for modestly scaled traditional New England architecture in a compact village setting, while rejecting contemporary architecture and sprawling suburban development patterns. Residents saw the potential benefits of steering future development towards dense, walkable, mixed-use centers, focused around important amenities like a train station or a major crossroads. These patterns of development, while offering important community and economic benefits, can also help protect valuable open space resources by clustering development instead of sprawling out into the countryside.

Participants indicated low support for continued development of single-family detached homes, large office campuses, or large boxy-looking multifamily developments. In many ways, the scale of architecture supported by the public's input is fine-grained and well-suited to the kind of careful infill that would be required in order to convert the two principal focus points of this fragmented study area into cohesive villages.

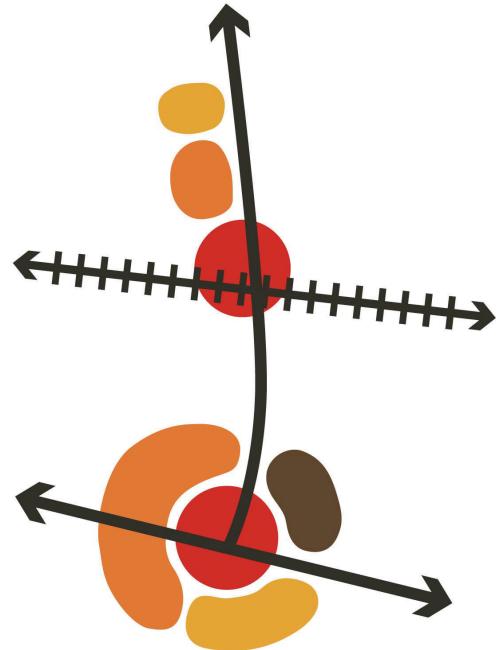
FRAMEWORK FOR DEVELOPMENT

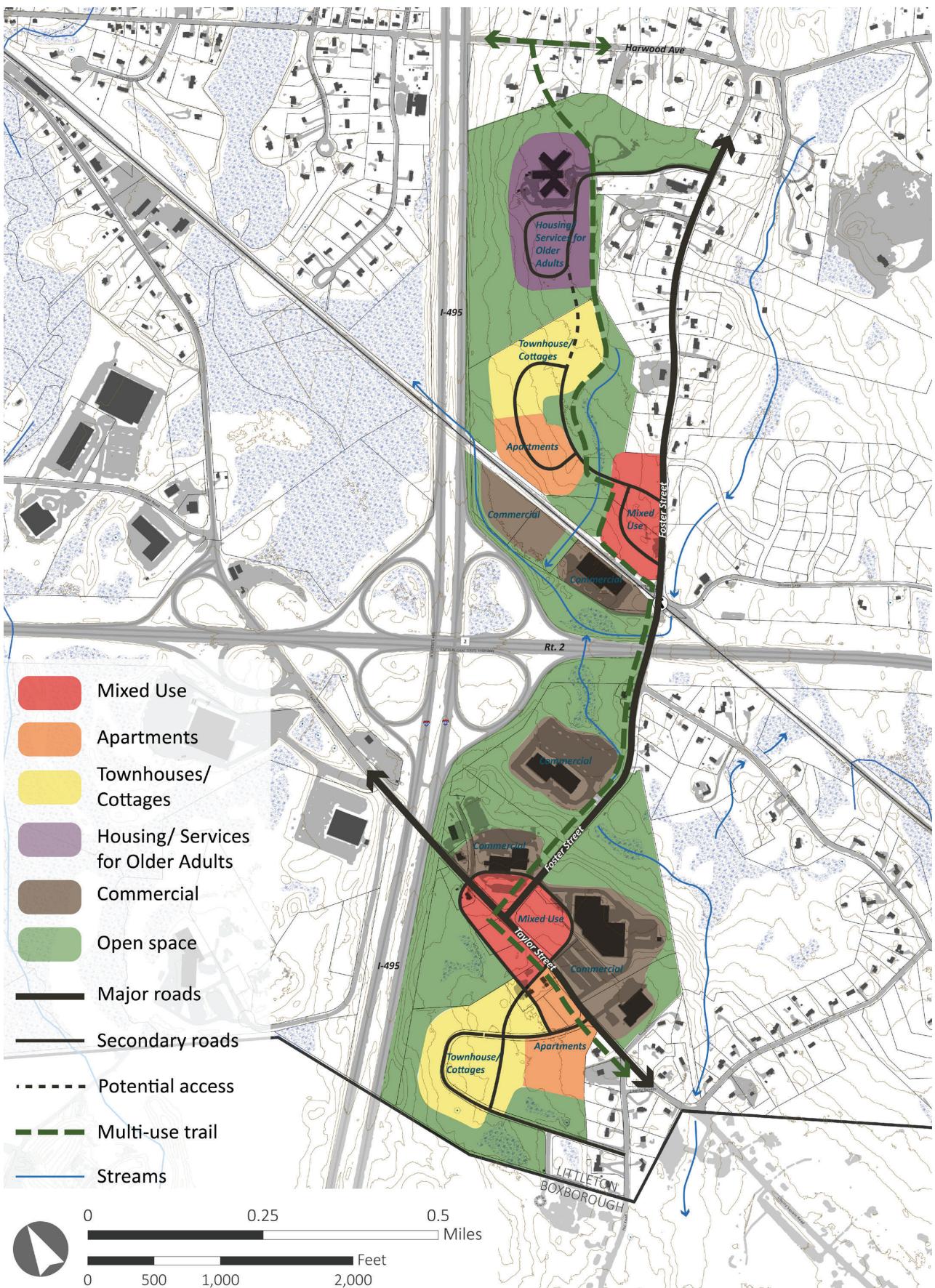
Starting at the public workshop, the consulting team developed a series of sketch plans for the site to explore opportunities for new homes and businesses while minimizing impacts on the rural character and quality of life enjoyed by neighborhood residents. The sketch plans show that in theory, enough land available to support hundreds of new dwelling units and over a hundred thousand square feet of commercial space. However, this level of development would only be possible with provisions for:

- Shared wastewater systems, whose feasibility depends on soil capacity and other conditions.
- Adequate public water supply. The Littleton Electric Light and Water Department (LELWD) is taking into account potential development in the Littleton Station area as it plans to meet future water demand in the town.
- Acceptable traffic capacity for Foster and Taylor Streets and related intersections.
- Suitable site conditions without additional wetlands, ledge, etc. to further constrain development.
- Interest and willingness of landowners to participate in a common masterplan.

For each of these, there is a carrying capacity that will likely reduce the extent of development that can actually be achieved in the study area. All of these factors will be evaluated and assessed as part of whatever development plans come forward (and in fact are actively in play as landowners explore their options under current zoning).

While it is difficult to predict the ultimate extent of future development, the planning process has identified a conceptual framework for future growth. This framework can serve to guide development decisions over time, so that as each landowner or developer makes decisions about their own property or site, each project helps to build an attractive, walkable, well-organized village center. In its simplest form, this framework focuses development around the two primary nodes in the study area: the train station and the Foster/Taylor intersection, as illustrated on the next page.





■ DEVELOPMENT NODES

Each node would have a mix of commercial and residential uses organized around attractive, walkable streets and other public spaces. Additional development would extend out from the mixed-use core, taking the form of apartments, townhouses or compact single-family neighborhoods as determined by the real estate market and carrying capacity of the land and available services. Each neighborhood, even if built by a separate developer, should be tied into the overall framework with a coherent network of streets, greenways and pedestrian paths connecting to the mixed-use core.

More detailed conceptual plans show how this framework could be extended as a general masterplan for redevelopment of the study area, including potential interior road connections and distribution of various development types. Again, what is shown is only one possible future state, but it begins to illustrate how likely development types could best be distributed on the site and how they could be linked together with roads, paths and open space networks.

As described earlier, the topography, site drainage and existing road and rail corridors divide the study area into two nodes at the train station and the Foster and Taylor Intersection. Conceptually, each area would be redeveloped with a mix of commercial and residential land uses (of varying densities) surrounding a compact, walkable mixed-use village center. Wetlands and stream corridors would remain protected, combined with buffers along the highway to create a continuous network of open space that will serve as a shared amenity. A multi-use trail threads through both villages, starting at Harwood Avenue and running south through open space to Littleton Station, then along Foster and Taylor Streets to the southern village center and beyond.

Within each neighborhood a network of streets connects across property lines, taking advantage of existing roads and driveways, and discharging traffic at the most suitable points on existing roads. Rather than cul-de-sacs, roads are configured as an interconnected grid, distributing traffic to multiple points and enhancing access for service and emergency vehicles. The size and design of each roadway is carefully designed for its intended purpose, ranging from larger circulation streets without parking to "Main Street style" shopping streets with parallel on-street parking, to quiet residential lanes and service alleys.

■ CONCEPT PLANS

The following concept plans show one way that this development framework could play out over coming decades. The intent of the concept plans is not to recommend a particular level of density – that will need to be determined by the town when revising the zoning, as well as reflecting an assessment of wastewater, traffic capacity, wetlands impacts and other carrying capacity factors. Rather, the purpose is to explore various building forms and development types and test out their fit with the site and the neighborhood. Each of these is based on residential and mixed-use project types that have been built recently in similar towns along the I-495 corridor – suggesting that they are meeting a demand in the real estate market and are economically feasible for the development community.

STUDY AREA NORTH

In the concept plan for the north half of the site, the train station is the focal point for a new Littleton Station Village. Immediately adjacent to the existing parking lots, mixed-use buildings provide space for shops, restaurants and other businesses on the first floor, with apartments or offices above. Two- or three-story mixed-use buildings with pitched roofs, varied rooflines, and engaging storefront windows create a lively streetscape along the edge of Foster St., and on the interior open up onto new parking lots. Continuous sidewalks and landscaping invite pedestrians to walk throughout the complex or visit on their way to and from the station. Varied building massing creates a variety of welcoming outdoor spaces and a feeling of appropriate scale, so that each attached section of the mixed use buildings feels like an individual small building, while functioning efficiently as a large whole.



The structure closest to the train platform and parking lots could be designed as a landmark building, helping visitors find their way around the village, and it could include indoor waiting rooms and public facilities catering to commuters. If financially feasible, the adjacent parking lot could be redeveloped as a multi-story parking structure, providing parking both for commuters and residents of new multi-family structures. The Stoneyard's light industrial facility across the tracks from the train station could be included in the zone, and would itself be a good location for a parking garage, mixed-use, apartments, etc., with a bridge across the tracks to the station.

Extending north from the mixed-use center, a small network of secondary roads threads through the vacant parcel north of the station, and could either loop back or continue through the Nashoba Valley Life Care property to Foster Street. Along these secondary roads there are opportunities for a variety of housing type which take advantage of each particular site and its context. For example, larger apartment structures would be a good fit for the site between the train station and I-495, where they would have easy walking access to the station and not be visible from existing homes or streets. At the north end townhouses could provide for housing for seniors and be a good fit with the existing life

The range of housing types will help address a need in the town for more small-unit housing, which can be ideal for seniors looking to downsize, or for young people seeking starter homes.



care facility. In between, small single-family houses or cottages provide another popular development style and help to buffer the village from the existing single-family houses on Foster St.

This range of housing types will help address a need in the town for more small-unit housing, which can be ideal for seniors looking to downsize, or for young people seeking starter homes. It would be possible to design all of the structures, including the larger multi-family buildings, with traditional New England style and detailing, with varied massing and rooflines that would help the village fit into its context. Parking would be located behind buildings, within garages, or carefully screened to reduce its visual impact. The variety of residential building facades and front porches forms a rich street edge that creates the sense that this neighborhood and the adjacent mixed-use center are all part of the same village.

The village is also united by a continuous open space network that includes a wooded buffer along the highway as well as a greenway along the east side that helps protect an existing wetland corridor. This also provides a visual buffer to the existing homes along Foster Street. A multi-use trail could follow the greenway from Harwood Ave, past the assisted living facility, and along the stream corridor between the existing single family homes and new cottages. From here, bicyclists and pedestrians enter the mixed-use village center, and then the trail continues along Foster St south towards the Foster and Taylor Village.

STUDY AREA SOUTH

The concept plan for the south half of the study area focuses development in a new Village at Foster and Taylor Streets. (See next page.) Here there is an opportunity to create a traditional Main Street in both form and function, with two- or three-story buildings fronted by broad sidewalks and on-street parallel parking. Ground level spaces would be reserved for active uses like shops, restaurants and service businesses. Upper stories could have offices or apartments. The architectural design could follow the New England village model, with varied massing and rooflines, porches and other amenities. In addition to shop fronts on the street, most buildings could also open up onto parking lots in the rear, which are connected across lot lines and where possible connected to the existing corporate parking lots to take advantage of unused pavement.



Some of the existing corporate and light industrial structures in the area could remain, with smaller buildings replacing their sterile front yard spaces. Others could be torn down and redeveloped over time to meet the changing demands of the marketplace. These large, level building pads and parking lots could lend themselves to redevelopment fairly easily; or the existing buildings could be retrofitted to fit the needs of the mixed-use village; or a combination of both could occur over time.

A loose grid of streets provides access to the interior of each block, crossing lot lines to rationalize circulation, and limiting access to a few carefully chosen points on Foster and Taylor Streets. This eases traffic flow and helps visitors navigate through the village, while tying each neighborhood to the village center. South of Taylor Street the plan can incorporate the approved road layout for the "Littleton Technology Park." As with the north village, the interior blocks can host a variety of housing types selected to fit the capacity of each site and the nature of its context. In this plan, larger apartment buildings are kept in close contact with the village core. Interior streets to the south could have a combination of attached townhouses and detached single-family homes on narrow lots. A neighborhood park creates a focal point for community events at the junction between the townhouses, cottages and apartment buildings next to the mixed-use center. This could include space for a community center building, pool and other amenities typically associated with multifamily housing projects.

As in the station village to the north, open space is consolidated into continuous buffers and greenways that serve as a counterpoint to the developed neighborhoods. This includes forested buffers on the slope adjacent to I-495, as well as upland forest surrounding the wetlands and stream corridor in the south end of the study area. This will help to protect water quality in the brooks as they flow off of the site, as well as establishing additional greenway corridors for wildlife and to extend woodland trails off of the property into neighboring parts of Littleton and Boxborough. In addition to natural trails through the woods, village residents will be able to use the paved multi-use trail to traverse the village and safely walk or bike down Foster Street to the train station.

■ ZONING IMPLEMENTATION

The good news is that Littleton has several regulatory reform options to promote development in the Littleton Station area. However, each possibility involves features that the property owners, developers, the Planning Board, or Littleton residents may see as down sides if not potential deal-breakers. If the Town wants to allow or encourage development in this location, the available zoning tools include the following:

- A “smart growth” overlay district adopted under G.L. c. 40R
- Under the Zoning Act, G.L. c. 40A, without the special features of Chapter 40R
 - As-of-right zoning with site plan review
 - Master plan special permit
 - Transfer of development rights (special permit)

Table 7.1 provides a technical comparison of these tools. Below is a brief description of some policy issues the Town may want to consider.

CHAPTER 40R

Several Massachusetts towns have adopted “smart growth” districts under Chapter 40R since the law went into effect in 2004. Though it encourages mixed-use development, the real aim of Chapter 40R was to unlock the potential for new housing growth, especially in Eastern Massachusetts and ideally (but not only) at train stations and in commercial centers. It can be a powerful tool for this purpose, as demonstrated in numerous Chapter 40R overlay districts around the state. From the developer’s perspective, Chapter 40R presents several advantages:

- A community that adopts a Chapter 40R district usually intends to encourage growth, so there is a strong prospect for predictable permitting;
- Chapter 40R includes provisions intended to discourage appeals (financial risk to abutters filing an appeal); and
- There is no cap on developer profits, unlike Chapter 40B.

When the local board that will be permitting projects in a Chapter 40R district has experience with as-of-right site plan review, the transition to Chapter 40R is fairly seamless. In fact, it can be gratifying because Chapter 40R takes the mystery out of design review. However, when the board is used to exercising discretion through the special permit process and wants the ability to deny a proposed use, Chapter 40R can be very challenging.

There is nothing a town can do under Chapter 40R that is not readily available under Chapter 40A, the Zoning Act. The key difference is that Chapter 40R brings the promise of incentive revenue and Chapter 40A does not. If Littleton were to choose Chapter 40R as the permitting mechanism for development in Littleton Station Village, the town would be eligible for two types of incentive payments:

- A **Zoning Incentive Payment**, which ranges from \$10,000 to \$600,000 depending on the number of new housing units the district is zoned to create (20 units vs. more than 501 units). The Town becomes eligible to request the Zoning Incentive Payment after Town Meeting adopts the Chapter 40R bylaw **and** the Attorney General has approved it.

- A **Bonus Payment** of \$3,000 per unit for each unit that could not have been built without the Chapter 40R district. The Town becomes eligible to request Bonus Payments as building permits are issued for the new units.

Often, having a Chapter 40R district enhances a town's competitiveness for certain state grants. However, DHCD has become stringent about requiring certification from towns that the area placed in a Chapter 40R district is "construction ready" and will not require infrastructure funds from programs like MassWorks in order to proceed.

Below are some examples of towns that have successfully used Chapter 40R to provide for housing growth:

- Easton
- Lakeville
- Ludlow
- Lunenberg
- Lynnfield
- Norwood
- Reading
- Plymouth
- Sudbury

MASTER PLAN SPECIAL PERMIT

A master plan special permit under Chapter 40A can be a very useful tool for permitting the overall buildout of a large site at a "master plan" concept level well before a developer is ready to proceed with a specific project. The special permit locks in the developer's zoning rights and provides a level of assurance to lenders that development will be able to move forward. Once the special permit has been granted, the developer can apply for site plan review on a phase-by-phase basis, and while the site plan process per se is as-of-right, the plan review process will always be subject to certification of consistency with the original special permit.

Communities that have used the master plan special permit to provide for growth while exercising control through the special permit process include:

- Hopkinton
- Plymouth
- Grafton

TRANSFER OF DEVELOPMENT RIGHTS

Transfer of development rights (TDR) is a voluntary growth management option that allows or encourages higher-density development in a designated "receiving" area in exchange for protecting land in a "sending" area, or an area where the community would like to see preservation, not development. Both the sending and receiving areas have development rights based on what zoning allows. However, the owner of land in a receiving district has the potential to exceed what zoning ordinarily allows by acquiring development rights from an owner in the sending area. TDR generally works best when the community has a partnership with a land trust, but it is not a prerequisite for success.

Littleton has been awarded an EEA Planning Assistance Grant, in part, to study TDR as a potential tool for focusing development in activity areas like Littleton Station Village, where development is encouraged, while protecting open space in areas considered priorities for conservation or agriculture. The purpose of the study is to determine whether TDR will work in a community of Littleton's size. Work on TDR will begin soon and may provide another tool to incentivize development around the train station.

APPENDIX

- A. Cost of Community Services Analysis
- B. Draft Chapter 40R Zoning and Application to DHCD
- C. Mixed-Use Character Examples
- D. Community Engagement Documentation
- E. Case Studies
- F. Community Survey Summary
- G. Interim Report (July 2019)

APPENDIX A

APPENDIX A

Cost of Nonresidential and Single-Family Residential Development Development (Existing Conditions)

GENERAL FUND BUDGET	\$46,988,500
Less Education	\$21,589,000
Less Education Debt	\$3,094,500
Less Education Fixed Costs	\$6,824,700
Total Municipal	\$15,480,200
Non-Residential Real Property Value	\$395,547,600
Total Real Property Assessed Value	\$2,002,193,300
Ratio	0.1976 (19.8% Assessed Value)
Non-Residential Parcels (Real Property Only)	106
Total Parcels	4,232
Average Value: Non-Residential Parcel	\$3,731,600
Average Value: All Parcels	\$473,100
Ratio	7.89
Refinement Coefficient	0.74
Non-Residential Expenditures	\$2,263,100 (14.6% Municipal Costs)
Residential Expenditures	\$44,725,400

NOTES:

Source of budget data: Town of Littleton. Education Debt and Fixed Costs are estimates. Assessed Value is based on real property only; does not include Personal Property Taxes. Source of Refinement Coefficients: Rutgers University, Center for Urban Policy Research.

APPENDIX B

ARTICLE XXX. LITTLETON SMART GROWTH OVERLAY DISTRICTS

§ 173-213. Purposes

A. The purposes of this Section are:

- (1) To provide for the establishment of Smart Growth Overlay Districts that promote the goals and policies of the Littleton Master Plan in the manner set forth in G.L. c. 40R;
- (2) To encourage residential and mixed-use development in close proximity to public transportation facilities and services in order to reduce auto dependence and increase access to regional employment centers;
- (3) To increase housing choices in Littleton, including affordable housing and a variety of housing types;
- (4) To provide goods and services within villages and neighborhoods.

§ 173-214. Definitions

As used in this Article XXX and in sections associated with any district created under this Article, the following terms shall have the meanings provided below. Additional terms and definitions in Article II of the Zoning Bylaw that apply to this Article and any sections associated with any district created under this Article shall have the meanings ascribed to them by the definitions below.

ACCESSORY USE – A use subordinate to a Principal Use in the District and serving a purpose customarily incidental to the Principal Use, and which does not, in effect, constitute conversion of the Principal Use of the Development Lot, site or structure to a use not otherwise permitted in the District.

AFFORDABLE UNIT – An Affordable Rental Unit or an Affordable Homeownership Unit that is affordable to and occupied by an Eligible Household and is approved by the Department of Housing and Community Development for inclusion in the Town of Littleton’s Chapter 40B Subsidized Housing Inventory.

AFFORDABLE HOUSING RESTRICTION – A deed restriction of one or more Affordable Units, in perpetuity or the maximum period allowed by law, meeting statutory requirements in G.L. c. 184 Section 31 and the requirements of Subsection X of this section.

APPLICANT – The individual or entity that submits a Project for Plan Approval.

APPLICATION – A petition for Plan Approval filed with the Approving Authority by an Applicant and inclusive of all required documentation as specified in administrative rules adopted pursuant to § 173-217, Plan Review.

APPROVING AUTHORITY – The Planning Board of the Town of Littleton.

AS-OF-RIGHT DEVELOPMENT – A Development Project allowable under this section without recourse to a special permit, variance, zoning amendment, or other form of zoning relief. A Development Project that is subject to the Plan Review requirement of this section shall be considered an As-of-Right Development.

DEPARTMENT or DHCD – The Massachusetts Department of Housing and Community Development or any successor agency.

DESIGN STANDARDS – Provisions of Subsection M of this section made applicable to Projects within a Smart Growth Overlay District that are subject to the Plan Approval process and comply with the limitations established for Design Standards in the statute and regulations.

DEVELOPABLE LAND - All land within the District that can be feasibly developed into Development Projects. Developable Land shall not include: the rights-of-way of existing public streets and ways; or areas that are: (1) protected wetland resources (including buffer zones) under federal, state, or local laws; (2) land unsuitable for development because of topographic features or for environmental reasons; or (3) rare species habitat designated under federal or state law. The foregoing definition shall be for purposes of calculating density under subsection D., Dimensional and Other Requirements, Paragraph 2, and shall not limit development activities in such excluded areas if otherwise allowed by applicable law.

DEVELOPMENT PROJECT – A development comprising any permitted uses provided for hereunder undertaken under this section. A Development Project shall be identified on a Plan which is submitted to the Approving Authority for Plan Review.

DISTRICT – A Smart Growth Overlay District, adopted under G.L. c. 40R in accordance with the procedures for zoning adoption and amendment under G.L. c. 40A and approved by the Department of Housing and Community Development under G.L. c. 40R and 760 CMR 59.00.

DWELLING UNIT – A room, group of rooms, or dwelling forming a habitable unit for living, sleeping, food storage and/or preparation and eating, and which is directly accessible from the outside or through a common hall without passing through any other dwelling unit. The term shall not include a hotel, motel, bed-and-breakfast, rooming house, hospital, or other accommodation used for transient lodging.

ELIGIBLE HOUSEHOLD – An individual or household whose annual income is at or below 80 percent of the area median income (AMI) as determined by the United States Department of Housing and Urban Development (HUD), adjusted for household size, with income computed using HUD's rules for attribution of income to assets.

GOVERNING LAWS - G.L. Chapter 40R and 760 CMR 59.00.

MONITORING AGENT – The entity designated to monitor and enforce the Affordable Housing Restriction.

MULTI-FAMILY DWELLING UNITS – A residential building containing four or more Dwelling Units.

PROJECT or **DEVELOPMENT PROJECT** – A development comprising any permitted uses

provided for in a Smart Growth Overlay District. The Project shall be identified on a Plan which is submitted to the Approving Authority for Plan Review.

PLAN APPROVAL – The Approving Authority’s authorization for a proposed Development Project based on a finding of compliance with this Article XXX and Design Standards after the conduct of Plan Review.

UNDERLYING ZONING – The zoning requirements adopted pursuant to G.L. 40A that otherwise apply to the geographic area in which the District is located.

UNDULY RESTRICT – A provision of the District or a Design Standards adopted pursuant to G.L. c. 40R and 760 CMR 59.00 that adds unreasonable costs or unreasonably impairs the economic feasibility of a proposed Development Project in the District.

UNRESTRICTED UNIT – A Dwelling Unit that is not restricted as to rent, price, or eligibility of occupants.

ZONING BYLAW or BYLAW – The Zoning Bylaw of the Town of Littleton.

§ 173-215. Establishment and Delineation of Districts

The districts established under this Article XXX shall be overlay districts superimposed over the underlying zoning districts. The boundaries of the districts are delineated on the Town of Littleton Zoning Map in accordance with Section 173-22.

The following are districts established under this Article:

- B. Littleton Station Smart Growth Overlay District, set forth in Article XXXI
- C. Taylor Street Smart Growth Overlay District, set forth in Article XXXII

§ 173-216. Authority and Applicability

The Smart Growth Overlay Districts established under this Article XXX are created and administered in accordance with G.L. c. 40R and 760 CMR 59.00. Development of land in a Smart Growth Overlay District may be undertaken subject to the zoning in this Article XXX or by meeting all applicable requirements of the underlying zoning.

Development Projects that proceed under this Article XXX shall be governed solely by the provisions of this Article. Neither the standards nor procedures of the underlying zoning shall apply. Except as otherwise specifically provided for in this Article XXX, Development Projects in a Smart Growth Overlay District shall not be subject to any other provisions of the Zoning Bylaw. Where other provisions of the Zoning Bylaw are specifically identified as applying to Development Projects in a Smart Growth Overlay District, they shall be administered as established as of the date of adoption of this Article XXX unless amendments are subsequently approved by DHCD.

§ 173-217. Plan Review Regulations

The Approving Authority shall adopt and file with the Town Clerk administrative rules (PAA

Regulations) for Plan Approval Application submission requirements. The administrative rules and any amendments thereto shall be approved by DHCD before they are applied to an Application for Plan Approval.

§ 173-218. Plan Approval Process

- A. The Approving Authority shall adopt and file with the Town Clerk administrative rules (PAA Regulations) for Plan Approval Application submission requirements. Such administrative rules and any amendment thereto must be approved by DHCD before they become effective and applicable to Plan Approval Applications. The Plan Approval process encompasses the following:
 - B. Pre-Application Review. The Applicant is encouraged to participate in a pre-Application review at a regular meeting of the Approving Authority. The purpose of the pre-Application review is to minimize the Applicant's cost of engineering and other technical experts, and to obtain the advice and direction of the Approving Authority prior to filing the Application. At the pre-Application review, the Applicant shall outline the proposal and seek preliminary feedback from the Approving Authority, other municipal review entities, and members of the public. The Applicant is also encouraged to request a site visit by the Approving Authority and/or its designee in order to facilitate pre-Application review.
 - C. Application Procedures:
 - (1) The Applicant shall file an original of the Application with the Town Clerk for certification of the date and time of filing. Said filing shall include any required forms provided by the Approving Authority. A copy of the Application, including the date and time of filing certified by the Town Clerk, as well as the required number of copies of the Application, shall be filed forthwith by the Applicant with the Approving Authority and Building Inspector. As part of any Application for Plan Approval for a Development Project, the Applicant must submit the following documents to the Approving Authority and, as applicable, the Monitoring Agent:
 - (a) evidence that the Development Project complies with the cost and eligibility requirements of Subsection F.
 - (b) Development Project plans that demonstrate compliance with the design and construction standards of this Article or the District in which the Development Project is located; and
 - (c) a form of Affordable Housing Restriction that satisfies the requirements of § 173-221.

These documents in combination, to be submitted with an Application for Plan Approval, shall include details about construction related to the provision, within the development, of units that are accessible to the disabled and appropriate for diverse populations, including households with children, other households, individuals, households including individuals with disabilities, and the elderly.

(2) Upon receipt by the Approving Authority, Applications shall be distributed to the Building Inspector, Fire Chief, Police Chief, Health Department, Conservation Committee, the Town Administrator, the Board of Selectmen, and the Department of Public Works. Any reports from these parties shall be submitted to the Approving Authority within thirty (30) days of filing of the Application; and

(3) Within thirty (30) days of filing of an Application with the Approving Authority, the Approving Authority or its designee shall evaluate the proposal with regard to its completeness and shall submit an advisory report in writing to the Applicant certifying the completeness of the Application. The Approving Authority or its designee shall forward to the Applicant, with its report, copies of all recommendations received to date from other boards, commissions or departments.

D. Public Hearing. The Approving Authority shall hold a public hearing for which notice has been given as provided in G.L. c. 40A, Section 11, and review all Applications in accordance with G.L. Ch. 40R, Section 11, and 760 CMR 59.00.

E. Plan Approval decision.

(1) The Approving Authority shall make a decision on the Plan Approval Application, and shall file said decision with the Town Clerk, within 120 days of the date the Application was received by the Town Clerk. The time limit for public hearings and taking of action by the Approving Authority may be extended by written agreement between the Applicant and the Approving Authority. A copy of such agreement shall be filed with the Town Clerk;

(2) Failure of the Approving Authority to take action within 120 days or extended time, if applicable, shall be deemed to be an approval of the Application;

(3) An Applicant who seeks approval because of the Approving Authority's failure to act on an Application within 120 days or extended time, if applicable, must notify the Town Clerk in writing of such approval, within 14 days from the expiration of said time limit for a decision, and that a copy of that notice has been sent by the Applicant to the parties in interest by mail and that each such notice specifies that appeals, if any, shall be made pursuant to G.L. c. 40R and shall be filed within 20 days after the date the Town Clerk received such written notice from the Applicant that the Approving Authority failed to act within the time prescribed;

(4) The Approving Authority's findings, including the basis of such findings, shall be stated in a written decision of approval, conditional approval or denial of the Application for Plan Approval. The written decision shall contain the name and address of the Applicant, identification of the land affected and its ownership, and reference by date and title to the plans that were the subject of the decision. The written decision shall certify that a copy of the decision has been filed with the Town Clerk and that all plans referred to in the decision are on file with the Approving Authority;

(5) The decision of the Approving Authority, together with detailed reasons for it, shall be filed with the Town Clerk, the Planning Board, and the Building Inspector. A certified

copy of the decision shall be mailed to the owner and to the Applicant, if other than the owner. A notice of the decision shall be sent to the parties in interest and to persons who requested a notice at the public hearing; and

(6) Effective date. If 20 days have elapsed after the decision has been filed in the office of the Town Clerk without an appeal having been filed or if such appeal, having been filed, is dismissed or denied, the Town Clerk shall so certify on a copy of the decision. If the Application is approved by reason of the failure of the Approving Authority to timely act, the Town Clerk shall make such certification on a copy of the notice of Application. A copy of the decision or notice of Application shall be recorded with the title of the land in question in the Middlesex County Registry of Deeds, and indexed in the grantor index under the name of the owner of record or recorded and noted on the owner's certificate of title. The responsibility and the cost of said recording and transmittal shall be borne by the owner of the land in question or the Applicant.

F. Criteria for approval. The Approving Authority shall approve the Development Project upon the following findings:

- (1) The Applicant has submitted the required fees and information as set forth in applicable regulations; and
- (2) The proposed Development Project as described in the Application meets all of the requirements and standards set forth in this Article XXX and applicable Design and Performance Standards.
- (3) For a Development Project subject to the Affordability requirements of Subsection F, compliance with condition (b) above shall include written confirmation by the Monitoring Agent that all requirements of that Section have been satisfied. Prior to the granting of Plan Approval for a Project, the Applicant must demonstrate, to the satisfaction of the Monitoring Agent, that the method by which such affordable rents or affordable purchase prices are computed shall be consistent with state or federal guidelines for affordability applicable to the Town of Sudbury.

G. Criteria for conditional approval. The Approving Authority may impose conditions on a Development Project as necessary to ensure compliance with the District requirements of this Section 4700B and applicable Design and Performance Standards, or to mitigate any extraordinary adverse impacts of the Development Project on nearby properties, insofar as such conditions are compliant with the provisions of G.L. Ch. 40R and applicable regulations and do not Unduly Restrict opportunities for development.

H. Criteria for denial. The Approving Authority may deny an Application for Plan Approval pursuant to this Section 4700B of the Bylaw only if the Approving Authority finds one or more of the following:

- (1) The Development Project does not meet the requirements and standards set forth in this Section 4700B and applicable Design and Performance Standards, or that a requested waiver therefrom has not been granted; or

(2) The Applicant failed to submit information and fees required by this Section 4700B and necessary for an adequate and timely review of the design of the Development Project or potential Development Project impacts.

- I. Time limit. A project approval shall remain valid and shall run with the land indefinitely provided that construction has commenced within two years after the decision issues, which time shall be extended by the time required to adjudicate any appeal from such approval. Said time shall also be extended if the project proponent is actively pursuing other required permits for the project or if there is good cause for the failure to commence construction, or as may be provided in an approval for a multi-phase Development Project.
- J. Appeals. Pursuant to G.L. c. 40R § 11, any person aggrieved by a decision of the Approving Authority may appeal to the Superior Court, the Land Court, or other court of competent jurisdiction within 20 days after the Plan Approval decision has been filed in the office of the Town Clerk.

If 20 days have elapsed after the decision has been filed in the office of the Town Clerk without an appeal having been filed or if such appeal, having been filed, is dismissed or denied, the Town Clerk shall so certify on a copy of the decision. A copy of the decision or notice of Application shall be recorded with the title of the land in question in the Middlesex County Registry of Deeds and indexed in the grantor index under the name of the owner of record or recorded and noted on the owner's certificate of title. The responsibility and the cost of said recording and transmittal shall be borne by the owner of the land in question or the Applicant.

- K. Waivers. The Approving Authority may waive the bulk and dimensional, parking, and other provisions required by any district created pursuant to this Section and may waive specific requirements or recommendations of applicable Design Guidelines upon a finding that such waiver will allow the Development Project to achieve the density, affordability, mix of uses, and/or physical character allowable under this Section or the specific district.
- L. Project Phasing. The Approving Authority, as a condition of Plan Approval, may allow a Development Project to be constructed in one or more phases.

§ 173-219. Change in Plans After Approval by the Approving Authority

- A. Minor Change. After Plan Approval, an Applicant may apply to make minor changes in a Development Project involving minor utility or building orientation adjustments, or minor adjustments to parking or other site details that do not affect the overall build out or building envelope (i.e., general massing, height and bulk) of the site, or provision of open space, number of housing units, or housing need or affordability features. A change of 5 percent or less in the number of housing units in a Development Project shall constitute a minor change. Such minor changes must be submitted to the Approving Authority on redlined prints of the approved plan, reflecting the proposed change, and on application forms provided by the Approving Authority. The Approving Authority may authorize such changes at any regularly scheduled meeting, without the need to hold a public hearing. The Approving Authority shall set forth any decision to approve or deny such minor change by motion and written decision, and provide a copy to the Applicant for filing with the Town

Clerk.

B. Major Change. Those changes deemed by the Approving Authority to constitute a major change in a Development Project because of the nature of the change in relation to the prior approved plan, or because such change cannot be appropriately characterized as a minor change as described above, shall be processed by the Approving Authority as a new Application for Site Plan Approval pursuant to this Section.

§ 173-220. Design Guidelines

To ensure that new development shall be of high quality and consistent with the Town's expectations in adopting this Article and any districts established under this Article, the Approving Authority shall adopt the Design Guidelines governing the issuance of Plan Approvals for Development Projects within the districts established under this Article and shall file a copy with the Town Clerk. Such Design Standards shall not extend beyond the scope of the elements explicitly permitted under 760 CMR 59.04(1)(f). Design Standards shall be limited to the scale and proportions of buildings, the alignment, width, and grade of streets and sidewalks, the type and location of infrastructure, the location of building and garage entrances, off-street parking, the protection of significant natural site features, the location and design of on-site open spaces, exterior signs, and buffering in relation to adjacent properties. In addition to the standards set forth in this Bylaw, the physical character of Development Projects within the districts shall comply with the Design Guidelines unless waived hereunder. In the event of any conflict between this Bylaw and the Design Guidelines, this Bylaw shall govern and prevail.

§ 173-221. Housing and Housing Affordability

A. All Development Projects within a Smart Growth Overlay District shall comply with applicable federal, state and local fair housing laws.

B. Number of Affordable Units. Twenty-five percent (25%) of all Dwelling Units constructed in a Development Project shall be maintained as Affordable Units. Fractions shall be rounded up to the next whole number.

C. General Requirements. Affordable Units shall comply with the following requirements:

- (1) The monthly rent payment for an Affordable Rental Unit, including utilities and parking, shall not exceed 30 percent of the maximum monthly income permissible for an Eligible Household, assuming a family size equal to the number of bedrooms in the unit plus one, unless other affordable program rent limits approved by DHCD shall apply;
- (2) For an Affordable Homeownership Unit, the monthly housing payment, including mortgage principal and interest, private mortgage insurance, property taxes, condominium and/or homeowner's association fees, insurance, and parking, shall not exceed thirty percent (30%) of the maximum monthly income permissible for an Eligible Household, assuming a Family size equal to the number of bedrooms in the unit plus one; and

(3) Affordable Units required to be offered for rent or sale shall be rented or sold to and occupied only by Eligible Households.

§ 173-222. Design and Construction

- A. Design. Affordable Units must be reasonably dispersed throughout any phase of a Development Project containing Dwelling Units and be comparable in initial construction quality and exterior design to the Unrestricted Units. However, nothing in this section is intended to limit a homebuyer's rights to renovate a Dwelling Unit under applicable law. The Affordable Units must have access to all on-site amenities available to Unrestricted Units. Affordable Units shall be finished housing units; and
- B. Timing. All Affordable Units must be constructed and occupied not later than concurrently with construction and occupancy of Unrestricted Units and, for Development Projects that are constructed in phases, Assisted Units must be constructed and occupied during the initial lease-up period, insofar as is practicable, in proportion to the number of Dwelling Units in each residential phase of the Development Project.
- C. Unit Mix

The total number of bedrooms in the Assisted Units shall, insofar as practicable, be in the same proportion to the total number of bedrooms in the Unrestricted Units.

- D. Affordable Housing Restriction

All Assisted Units shall be subject to an Affordable Housing Restriction which is recorded with the Middlesex County Registry of Deeds or the Land Court. The Affordable Housing Restriction shall provide for the implementation of the requirements of this Section. All Affordable Housing Restrictions must include, at minimum, the following:

- (1) Description of the Development Project, including whether the Assisted Unit will be rented or owner-occupied;
- (2) A description of the Affordable Homeownership Unit, if any, by address and number of bedrooms; and a description of the overall quantity and number of bedrooms and number of bedroom types of Affordable Rental Units in a Development Project containing Dwelling Units or portion of a Development Project containing Dwelling Units which are rental. Such restriction shall apply individually to the specifically identified Affordable Homeownership Unit and shall apply to a percentage of rental units of a rental Development Project containing Dwelling Units or the rental portion of a Development Project containing Dwelling Units without specific unit identification.
- (3) The term of the Affordable Housing Restriction shall be the longest period customarily allowed by law but shall be no less than thirty (30) years.
- (4) The name and address of an Administering Agency with a designation of its power to monitor and enforce the Affordable Housing Restriction;

- (5) Reference to a housing marketing and resident selection plan, to which the Assisted Unit is subject, and which includes an affirmative fair housing marketing program, including public notice and a fair resident selection process. The housing marketing and selection plan shall provide for local preferences in resident selection to the maximum extent permitted under applicable law. The plan shall designate the household size appropriate for a unit with respect to bedroom size and provide that preference for such unit shall be given to a household of the appropriate size;
- (6) A requirement that buyers or tenants will be selected at the initial sale or initial rental and upon all subsequent sales and rentals from a list of Eligible Households compiled in accordance with the housing marketing and selection plan;
- (7) Reference to the formula pursuant to which rent of a rental unit or the maximum resale price of a homeownership unit will be set;
- (8) A requirement that only an Eligible Household may reside in an Assisted Unit and that notice of any lease or sublease of any Assisted Unit to another Eligible Household shall be given to the Administering Agency;
- (9) Provision for effective monitoring and enforcement of the terms and provisions of the Affordable Housing Restriction by the Administering Agency;
- (10) Provision that the restriction on an Affordable Homeownership Unit shall run in favor of the Administering Agency and the Town of Littleton, in a form approved by town counsel, and shall limit initial sale and re-sale to and occupancy by an Eligible Household;
- (11) Provision that the restriction on Affordable Rental Units in a rental Project or rental portion of a Development Project containing Dwelling Units shall run with the rental Development Project containing Dwelling Units or rental portion of a Development Project containing Dwelling Units and shall run in favor of the Administering Agency and/or the municipality, in a form approved by municipal counsel, and shall limit rental and occupancy to an Eligible Household;
- (12) Provision that the owner(s) or manager(s) of Affordable Rental Unit(s) shall file an annual report to the Administering Agency, in a form specified by that agency, certifying compliance with the provisions of this Bylaw and containing such other information as may be reasonably requested in order to ensure affordability;
- (13) A requirement that residents in Assisted Units provide such information as the Administering Agency may reasonably request in order to ensure affordability; and
- (14) Designation of the priority of the Affordable Housing Restriction over other mortgages and restrictions.

C. Administration. The Administering Agency shall ensure the following:

- (1) Prices of Affordable Homeownership Units are properly computed; rental amounts of Affordable Rental Units are properly computed;

- (2) Income eligibility of households applying for Assisted Units is properly and reliably determined;
- (3) The housing marketing and resident selection plan conforms to all requirements and is properly administered;
- (4) Sales and rentals are made to Eligible Households chosen in accordance with the housing marketing and resident selection plan with appropriate unit size for each household being properly determined and proper preference being given; and
- (5) Affordable Housing Restrictions meeting the requirements of this section are recorded with the Norfolk County Registry of Deeds or the Land Court.
- (6) **Housing Marketing and Selection Plan.** The housing marketing and selection plan may make provision for payment by the Applicant of reasonable costs to the Administering Agency to develop, advertise, and maintain the list of Eligible Households and to monitor and enforce compliance with affordability requirements.
- (7) **Failure of the Administering Agency.** In the case where the Administering Agency cannot adequately carry out its administrative duties, upon certification of this fact by the Board of Selectmen or by the Department of Housing and Community Development, the administrative duties shall devolve to and thereafter be administered by a qualified housing entity designated by the Board of Selectmen or, in the absence of such designation, by an entity designated by the Department of Housing and Community Development.
- (8) **Annual Update.** On or before July 31 of each year, the Board of Selectmen shall cause to be filed an Annual Update with the DHCD in a form to be prescribed by DHCD. The Annual Update shall contain all information required in 760 CMR 59.07, as may be amended from time to time, and additional information as may be required pursuant to G.L. c. 40S and accompanying regulations. The Town Clerk of the Town of Littleton shall maintain a copy of all updates transmitted to DHCD pursuant to this Bylaw, with said copies to be made available upon request for public review.

D. Notification of Issuance of Building Permits

Upon issuance of a residential building permit within the districts established herein, the Building Inspector of the Town of Littleton shall cause to be filed an application to the DHCD, in a form to be prescribed by DHCD, for authorization of payment of a one-time density bonus payment for each residential building permit pursuant to Mass. Gen. Laws Ch. 40R. The application shall contain all information required in 760 CMR 59.06(2), as may be amended from time to time, and additional information as may be required pursuant to Mass. Gen. Laws Ch. 40S and accompanying regulations. The Town Clerk of the Town of Littleton shall maintain a copy of all such applications transmitted to DHCD pursuant to this Bylaw, with said copies to be made available upon request for public review.

E. Effective Date

The effective date of this Bylaw shall be the date on which such adoption is voted upon by Town Meeting pursuant to the requirements of G.L. c. 40A Section 5 and G.L. c. 40R; provided, however, that an Applicant may not proceed with construction pursuant to this Bylaw prior to the receipt of final approval of this Bylaw and accompanying Zoning Map by both the DHCD and the Office of the Massachusetts Attorney General.

F. Severability

If any provision of this Section and/or any provision associated with a specific district created under this Section is found to be invalid by a court of competent jurisdiction, the remaining provisions shall not be affected but shall remain in full force, and such invalidity shall not affect the validity of the remainder of the Zoning Bylaws of the Town of Littleton.

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ARTICLE XXXI. LITTLETON STATION SMART GROWTH OVERLAY DISTRICT

§ 173-223. Purpose

The purposes of this Section are:

1. To establish a District pursuant to the provisions of Article XXX, Smart Growth Overlay Districts;
2. To establish the Littleton Station Smart Growth Overlay District to promote housing and accessory services within walking distance of the Littleton MBTA Station in a form that meets the objectives of “smart growth” within the purposes of G.L. c. 40R;
3. To provide for a range of housing types to meet the needs of Littleton’s existing and future residents of the Town, in concert with the Littleton Master Plan and the Littleton Station Village Vision Plan;
4. To benefit from the financial incentives provided by G.L. c. 40R, while providing for balanced growth.

§ 173-224. Establishment and Delineation of District

This District, to be known as the Littleton Station Smart Growth Overlay District is established pursuant to and subject to Article XXX, Smart Growth Overlay Districts. The Littleton Station Smart Growth Overlay District is an overlay district having a land area of approximately XXX acres¹ in size that is superimposed over the underlying zoning district. The boundaries of the Littleton Station Smart Growth Overlay District are delineated as the “Littleton Station Smart Growth Overlay District” on the Town of Littleton Zoning Map.

§ 173-225. Permitted Uses

- A. The following Principal Uses, either alone or in any combination thereof, as well as any Accessory Uses to the following Principal Uses, shall be permitted upon Site Plan Approval pursuant to the provisions of this Article XXXI and Article XXX, Littleton Smart Growth Overlay Districts. All uses not expressly allowed are prohibited.
 - (1) Townhouse Dwellings;
 - (2) Multifamily Dwellings;
 - (3) Retail Store

¹ The actual acreage of the district needs to be determined based on the amount of Chapter 40R density the Town wants to allow.

- (4) Restaurants, excluding drive-through windows or service;
- (5) Assisted Living Residence;
- (6) Offices;
- (7) Banks;
- (8) Conservation Uses;
- (9) Recreational Uses; and
- (10) Parking accessory to any of the above Principal Uses.

§ 173-226. Dimensional and Other Requirements. Development in the Littleton Station Overlay District shall be subject to the following requirements:

A. Density. Development of the following uses shall be limited, as follows:²

- (1) Townhouse Dwellings: no more than XXX total Dwelling Units or 12 units per acre based on the entire sub-area designated for Townhouse Dwellings, whichever is greater;
- (2) Multi-family dwellings: no more than XXX total Dwelling Units or 20 units per acre based on the entire sub-area designated for Multifamily Dwellings, whichever is greater;
- (3) Retail Store: not to exceed 1,500 gross square feet per retail tenant nor a total of 10,000 gross square feet for all retail uses;
- (4) Offices, Banks, and other Nonresidential Buildings: not to exceed a total of 15,000 gross square feet.

B. Minimum Area

There shall be no minimum area of a Development Lot within the Littleton Station Overlay District.

C. Setbacks

There shall be no minimum setback or yard requirements within the Littleton Station Overlay District, except for a minimum buffer of XXX feet³ from abutting residential properties located outside the District. No buildings or pavement shall be allowed within this minimum buffer except for pedestrian paths and sidewalks; landscaping, including plantings or fences; emergency access and egress if required by the Town of Littleton; drainage; utilities and associated easements; and signage and lighting approved by the

² The maximum gross floor area limits here are simply a guide. The Town will need to decide how many nonresidential uses it wants to allow in the district.

³ Policy decision.

Approving Authority.

D. Height

The maximum height of buildings and structures shall be four stories and 50 feet.⁴

B. Number of Buildings on a Development Lot

In the Littleton Station Overlay District, more than one principal building may be erected on a Development Lot. Buildings may also be erected across Development Lot lines.

C. Parking

Parking provided in the Littleton Station Overlay District, including structured parking, shall comply with these provisions and shall not be subject to any other parking provisions of this Bylaw. The following requirements shall apply:

- (1) Townhouse Dwellings: maximum of 2 spaces per unit
- (2) Multifamily Dwellings: maximum of 1.5 spaces per unit
- (3) Retail Store: maximum of 1 space per 300 square feet
- (4) Restaurants: maximum of 1 space per 3 seats
- (5) Assisted Living Residence: maximum of 1 space per 2 units
- (6) Offices: maximum of 1 space per 300 square feet
- (7) Banks: maximum of 1 space per 300 square feet

Parking shall be designed and constructed to comply with all applicable disability access requirements including, but not limited to, the Americans with Disabilities Act.

E. Signage

All new signage in the Littleton Station Overlay District shall be approved by the Approving Authority in conjunction with the Site Plan Approval of a Development Project. The Applicant shall submit, as part of its Site Plan Review filing, a master signage plan for approval by the Approving Authority. The master signage plan, as may be updated and revised with the approval of the Approving Authority, shall specify all applicable sign types, dimensions, materials, quantities and other standards for review by the Approving Authority in the course of Site Plan Approval. Upon approval by the Approving Authority, the master signage plan shall become the sole governing source of standards and requirements for all new signage within the Littleton Station Overlay District. Sign permits for any sign meeting these established standards may be issued by the Building Inspector of

⁴ Policy decision: how building height should be measured (e.g., average grade at the foundation or N feet from the structure?)

upon approval of the master signage plan.

§ 173-227. Design Guidelines

The Approving Authority shall adopt the Design Guidelines governing the issuance of Plan Approvals for Development Projects within Littleton Station Overlay District and shall file a copy with the Town Clerk. Such Design Standards shall not extend beyond the scope of the elements explicitly permitted under 760 CMR 59.04(1)(f). Design Standards shall be limited to the scale and proportions of buildings, the alignment, width, and grade of streets and sidewalks, the type and location of infrastructure, the location of building and garage entrances, off-street parking, the protection of significant natural site features, the location and design of on-site open spaces, exterior signs, and buffering in relation to adjacent properties. In addition to the standards set forth in this Bylaw, the physical character of Development Projects within the districts shall comply with the Design Guidelines unless waived hereunder. In the event of any conflict between this Bylaw and the Design Guidelines, this Bylaw shall govern and prevail.

ARTICLE XXXII. TAYLOR STREET SMART GROWTH OVERLAY DISTRICT

§ 173-228. Purpose

The purposes of this Section are:

1. To establish a District pursuant to the provisions of Article XXX, Smart Growth Overlay Districts;
2. To establish the Taylor Street Smart Growth Overlay District to promote housing and accessory services in the Littleton Station Village Area in a form that meets the objectives of “smart growth” within the purposes of G.L. c. 40R;
3. To provide for a range of housing types to meet the needs of Littleton’s existing and future residents of the Town, in concert with the Littleton Master Plan and the Littleton Station Village Vision Plan;
4. To benefit from the financial incentives provided by G.L. c. 40R, while providing for balanced growth.

§ 173-229. Establishment and Delineation of District

This District, to be known as the Taylor Street Smart Growth Overlay District is established pursuant to and subject to Article XXX, Smart Growth Overlay Districts. The Taylor Street Smart Growth Overlay District is an overlay district having a land area of approximately XXX acres⁵ in size that is superimposed over the underlying zoning district. The boundaries of the Taylor Street Smart Growth Overlay District are delineated as the “Taylor Street Smart Growth Overlay District” on the Town of Littleton Zoning Map.

§ 173-230. Permitted Uses

A. The following Principal Uses,⁶ either alone or in any combination thereof, as well as any Accessory Uses to the following Principal Uses, shall be permitted upon Site Plan Approval pursuant to the provisions of this Article XXXI and Article XXX, Taylor Street Growth Overlay Districts. All uses not expressly allowed are prohibited.

- (1) Townhouse Dwellings;
- (2) Multifamily Dwellings;
- (3) Offices;
- (4) Co-work Facility;

⁵ The actual acreage of the district needs to be determined based on the amount of Chapter 40R density the Town wants to allow.

⁶ Based on assumptions derived from the planning process. Town needs to confirm desired uses.

- (5) Coffee Shop or similar small-scale food establishment, not exceeding 1,000 gross square feet
- (6) Conservation Uses;
- (7) Recreational Uses; and
- (8) Parking accessory to any of the above Principal Uses.

§ 173-231. Dimensional and Other Requirements.

Development in the Taylor Street Overlay District shall be subject to the following requirements:

A. Density. Development of the following uses shall be limited, as follows:⁷

- (1) Townhouse Dwellings: no more than XXX total Dwelling Units or 12 units per acre based on the entire sub-area designated for Townhouse Dwellings, whichever is greater;
- (2) Multi-family dwellings: no more than XXX total Dwelling Units or 20 units per acre based on the entire sub-area designated for Multifamily Dwellings, whichever is greater;
- (3) Offices, Banks, and other Nonresidential Buildings: not to exceed a total of 15,000 gross square feet;
- (4) Co-work Facility: not to exceed 10,000 gross square feet

B. Minimum Area

There shall be no minimum area of a Development Lot within the Taylor Street Overlay District.

C. Setbacks

There shall be no minimum setback or yard requirements within the Taylor Street Overlay District, except for a minimum buffer of XXX feet⁸ from abutting residential properties located outside the District. No buildings or pavement shall be allowed within this minimum buffer except for pedestrian paths and sidewalks; landscaping, including plantings or fences; emergency access and egress if required by the Town of Littleton; drainage; utilities and associated easements; and signage and lighting approved by the Approving Authority.

D. Height

⁷ The maximum gross floor area limits here are simply a guide. The Town will need to decide how many nonresidential uses it wants to allow in the district.

⁸ Policy decision.

The maximum height of buildings and structures shall be five stories and 60 feet.⁹

E. Number of Buildings on a Development Lot

In the Taylor Street Overlay District, more than one principal building may be erected on a Development Lot. Buildings may also be erected across Development Lot lines.

F. Parking¹⁰

Parking provided in the Taylor Street Overlay District, including structured parking, shall comply with these provisions and shall not be subject to any other parking provisions of this Bylaw. The following requirements shall apply:

- (1) Townhouse Dwellings: maximum of 2 spaces per unit
- (2) Multifamily Dwellings: maximum of 1.5 spaces per unit
- (3) Offices: maximum of 1 space per 300 square feet
- (4) Banks: maximum of 1 space per 300 square feet
- (5) Co-Work Facility: maximum of 1 space per 300 square feet
- (6) Coffee Shop: maximum of 1 space per 200 square feet

Parking shall be designed and constructed to comply with all applicable disability access requirements including, but not limited to, the Americans with Disabilities Act.

G. Signage

All new signage in the Taylor Street Overlay District shall be approved by the Approving Authority in conjunction with the Site Plan Approval of a Development Project. The Applicant shall submit, as part of its Site Plan Review filing, a master signage plan for approval by the Approving Authority. The master signage plan, as may be updated and revised with the approval of the Approving Authority, shall specify all applicable sign types, dimensions, materials, quantities and other standards for review by the Approving Authority in the course of Site Plan Approval. Upon approval by the Approving Authority, the master signage plan shall become the sole governing source of standards and requirements for all new signage within the Taylor Street Overlay District. Sign permits for any sign meeting these established standards may be issued by the Building Inspector of upon approval of the master signage plan.

§ 173-232. Design Guidelines

The Approving Authority shall adopt the Design Guidelines governing the issuance of Plan

⁹ Policy decision: how building height should be measured (e.g., average grade at the foundation or N feet from the structure?)

¹⁰ You could consider placing all of the parking standards in Article XXX and have the same standards apply in all subdistricts.

Approvals for Development Projects within Taylor Street Overlay District and shall file a copy with the Town Clerk. Such Design Standards shall not extend beyond the scope of the elements explicitly permitted under 760 CMR 59.04(1)(f). Design Standards shall be limited to the scale and proportions of buildings, the alignment, width, and grade of streets and sidewalks, the type and location of infrastructure, the location of building and garage entrances, off-street parking, the protection of significant natural site features, the location and design of on-site open spaces, exterior signs, and buffering in relation to adjacent properties. In addition to the standards set forth in this Bylaw, the physical character of Development Projects within the districts shall comply with the Design Guidelines unless waived hereunder. In the event of any conflict between this Bylaw and the Design Guidelines, this Bylaw shall govern and prevail.

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**MASSACHUSETTS DEPARTMENT OF
HOUSING AND COMMUNITY DEVELOPMENT**

**40R DISTRICT / ZONING APPLICATION FORM
PRELIMINARY DETERMINATION OF ELIGIBILITY**

Municipality: **TOWN OF LITTLETON**
Name of District: **Littleton Station Smart Growth Overlay District**
 Smart Growth Zoning District (SGZD)

Municipal contact person:

Title & Department:

Address:

Phone:

Email:

The undersigned, chief executive of a Municipality or duly authorized designee of the Town of Littleton hereby certifies that all information in this application is accurate and complete as of the date hereof.

Signed: _____

Name, title:

Date:

Key Data from corresponding District Summary Information Spreadsheet

Complete the Smart Growth / Starter Home Residential Density Plan/Map and Density Data Spreadsheet prior to completing this application form and before completing the accompanying District Summary Information Spreadsheet, certain cells of which will automatically populate based on information from the Density Data Spreadsheet. It is highly recommended that the municipality submit a draft Smart Growth / Starter Home Residential Density Plan/Map to DHCD for informal review and feedback prior to submission of a formal application, particularly if the Developable Land within the proposed District includes land identified as Underutilized Land. Capitalized terms used but not defined in this document have the meaning set forth in the Density Data Spreadsheet and/or 760 CMR 59.02. Where other capitalized terms first appear, there is generally a corresponding hyperlink to the definitions section in the last portion of this document. Pressing the “Ctrl” key and clicking on the back arrow symbol [◀] that appears after the linked definition will bring you back to the corresponding reference in the application form.

Type of Eligible Location (1.B, 1C, 1E or 1F): **1B, Substantial Transit Area**

Estimated # of Incentive Units: **XXX¹**

Estimated Zoning Incentive Payment: **XXX²**

¹ To be determined by the Town.

² To be determined by the Town.

1. ELIGIBLE LOCATION

1.A Locator Map(s). Attach the **Locator Map(s)** of the proposed District, identifying the corresponding [Eligible Location](#), proposed District, and any other portions or features of the surrounding area or Municipality that may be relevant to the category of Eligible Location and type of 40R District. For applications seeking qualification as an Eligible Location under the [Area of Concentrated Development](#) (ACD) category, the Locator Map(s) should illustrate that at least 51% of the proposed ACD is Substantially Developed Land or Underutilized Land. See corresponding definitions at the end of this document or in the Density Data Spreadsheet and/or consult DHCD).

1.B Substantial Transit Access Area. [Littleton MBTA Station.](#)

1.C(i) City / Town Center or Existing Commercial District. N/A

1.C(ii) Existing Rural Village District. N/A

1.D Adjacent Areas. N/A

1.E Starter Homes (additional Eligible Location). N/A

1.F Other Highly Suitable Location (OHSL). Has the District been identified as an appropriate locus for high-density housing or mixed-use development in a state or regional plan document (yes Y no)?

2. UNDERLYING ZONING

2.A Underlying Zoning. Attach a copy of the text and map(s) as Attachments 2-1 and 2-2, respectively. The Underlying Zoning must be certified by the municipal clerk and the municipal clerk must also certify that such zoning was in effect one year prior to the application date. The Underlying Zoning provides the basis for determining the existing As-of-right residential densities and units that must be provided in the Density Data Spreadsheet.

See Attachments 2-1 and 2-2, Littleton Zoning Map.

3. SMART GROWTH RESIDENTIAL DENSITY PLAN/MAP(S) & DENSITY DATA SPREADSHEET

3.A **Smart Growth Residential Density Plan/Map(s).** Attach the Smart Growth Residential Density Plan/Map(s) of the District as Attachment 3-1. The purpose of the Plan is to provide a summary illustration of the number of Existing Zoned, Future Zoned and Incentive/estimated Bonus Units on a parcel-by-parcel basis on the Developable Land / Underutilized Land and, as applicable, Substantially Developed Land, throughout the proposed District. The land plan/map should distinguish between parcels (or portions thereof) qualifying as Developable/Underutilized Land and land that is considered Substantially Developed Land as defined in the regulations. If impractical, it is not necessary to include the corresponding unit numbers on the land plan/map, so long as individual parcels are uniquely identified and correspond to the parcel information provided in the Density Data Spreadsheet. Depending upon the scale and complexity of the proposed District, conveying this information clearly may involve more than one land plan/map. Attach the Smart Growth Residential Density Plan/Map(s) as Attachment 3-1.

See Attachment 3-1, Littleton Smart Growth Overlay Districts: Littleton Station, Taylor Street.

3.B **Density Data Spreadsheet.** Attach the Density Data and District Summary Information Spreadsheets as Attachments 3-2 and 3-3.³

4. SMART GROWTH/STARTER HOME ZONING, DESIGN STANDARDS & ADDITIONAL MUNICIPAL STANDARDS

4.A **Smart Growth / Starter Home Zoning.** Attach a copy of the text and map(s) for the Smart Growth Zoning applicable to the District as Attachments 4-1 and 4-2.

See Attachments 4-1 and 4-2, Proposed Melone Smart Growth Overlay District and Map

4.B **Mixed-use Development.** Does the Smart Growth / Starter Home Zoning allow Mixed-Use Development Projects As-of-right (yes Y no)?
If yes, what is the minimum portion of such Mixed-use Development Projects that must be devoted to residential uses: ?⁴

**Nonresidential uses are allowed as accessory uses.*

4.C **Substantially Developed Sub-districts.** Does the Smart Growth / Starter Home Zoning contain any Substantially Developed sub-district(s) within the District

³ Requires additional information from the Town and potentially the prospective Applicants.

⁴ Requires determination by the Town.

where maximum As-of-right residential densities differ from those applicable to the Developable Land sub-district(s) (yes no X)?

Identify the provisions of the Smart Growth / Starter Home Zoning that ensure the construction of infill housing on existing residential vacant lots: . N/A

For SGZDs, identify the provisions of the SGZ that permit additional housing units in existing residential buildings and permit additional housing units for additions or replacement of such buildings: . N/A

4.D Affordability - Project requirements For SGZDs only, does the SGZ establish a project-size threshold (e.g., 13 units) for Projects that are subject to the SGZ Affordability requirement (yes no X)?

For SGZD only, does the SGZ contain provisions to ensure that Projects are not segmented to evade the size threshold for Affordability (yes no X)?

If yes, identify the section of the SGZ containing such provision: .

4.E Affordability - District-wide Affordability target. For SGZDs only, identify the provisions of the SGZ that ensure the total number of Affordable units constructed in the District equals not less than twenty percent (20%) of the total number of all units constructed within Projects in the District:

See Attachment 4-1, Section 173-221.

The following questions refer to the SGZ/SHZ attached as Attachment 4-1, or the Design Standards attached as Attachment 4-3.

4.G Categories of Project; Plan Approval Authority. Does the SGZ/SHZ provide for Plan Review of Projects within the District (yes Y no)?

If yes, who is the Plan Approval Authority: Planning Board

4.H Design Standards. Does the SGZ/SHZ contain Design Standards (yes no)?⁵

If no, have separate Design Standards been promulgated or drafted (yes no)?

If yes, attach a copy as Attachment 4-3.

Have these Design Standards been previously applied to Affordable or mixed-income residential development in the community (for example, through the Underlying Zoning) (yes no)?

Describe how the Municipality will ensure that its Design Standards will not Unreasonably Impair the development of Projects in the District: . Standards

⁵ If the Town establishes design guidelines prior to submitting the 40R Application to DHCD, the answer to this section will need to be added.

will be developed in partnership with the proponent of the multifamily rental development. The Town understands that DHCD has final review authority over the standards and will submit them to DHCD when they are complete.

4.I Waivers. Does the SGZ/SHZ allow the Plan Approval Authority, through the Plan Review process, to waive specific dimensional and other standards (other than Affordability requirements) otherwise applicable to a Project (yes X no)?

4.J Phased Project Reviews. Does the SGZ/SHZ permit the Plan Review approvals of proposed Projects to be phased for the purpose of coordinating development with the construction of Planned Infrastructure upgrades that are identified in the application (yes no) or that are required to mitigate any extraordinary adverse Project impacts on neighboring properties (yes no)?

4.K Additional Municipal Standards. N/A

5. HOUSING PLAN REQUIREMENT

Subject to the requirements below, the housing plan requirement can generally be satisfied with a current Comprehensive Housing Plan (or acceptable equivalent) or current (i.e., approved by DHCD within the past 5 years) Housing Production Plan. DHCD has active Housing Production Plans on file, so there is no need to resubmit such plans. Comprehensive Housing Plans (or equivalent plans) should be attached as Attachment 5-1. Municipalities that do not have such plans can fulfill the housing plan application requirement by completing a Housing Production Summary. While any municipality can submit a Housing Production Summary, submission is only necessary and considered for the purposes of satisfying the housing plan requirement if the municipality does not have valid Comprehensive Housing Plan (or acceptable equivalent plan) or Housing Production Plan.

See Littleton Housing Production Plan (2016), pages **XXX⁶**

See Littleton Station Village Vision Plan (2020), funded in part by a grant from MassHousing.

If any these components are not covered in the submitted plan, please provide an addendum to the plan that addresses the missing component(s) and attach as Attachment 5-2.

M.G.L. c. 40R additionally requires that the plan that summarize the Existing Zoned Units, Future Zoned Units, and Incentive Units of the proposed Smart Growth Zoning District. Because many otherwise valid housing plans will not contain this level of specificity and because certain figures/information provided in the application may be revised in the course of DHCD preliminary determination of eligibility, as part of any Final or Conditional Approval of an adopted District, the

⁶ Needs information if relevant.

municipality will need to submit evidence that its housing plan has been amended to incorporate the preliminarily-approved SGZ/SHZ and the corresponding application for preliminary determination of eligibility, as ultimately accepted and approved by DHCD.

6. LOCAL PUBLIC NOTICE AND HEARING

6.A **Public Hearing.** Did the chief executive of the Municipality or designee hold a public hearing on the application as submitted to DHCD (including the draft SGZ/SHZ) for a preliminary determination of eligibility for the proposed Smart Growth District (yes ____ no ____)?

6.B **Public Comments.** Attach copies of any written comments received by the Municipality on the proposed SGZ/SHZ and the District, including any letters of support/concern issued by the planning board, board of health, conservation commission, or other interested parties, as Attachment 6-2. Attach any transcript or a summary of any oral comments received by the Municipality at the public hearing as Attachment 6-3.

7. INFRASTRUCTURE IMPACTS AND UPGRADES

In order for a proposed District to ultimately receive Final (vs. Conditional) Approval and qualify for all or a portion, as applicable, of any corresponding Zoning Incentive Payment, the Municipality must document and certify that the impacts of Future Zoned Units within the District will not over burden transportation, water, public and/or private wastewater systems, and other relevant Infrastructure, as it exists or may be practicably upgraded. The purpose of this requirement is both to ensure consistency with Smart Growth principles by supporting growth in areas with sufficient existing or Planned Infrastructure and to ensure that any required Infrastructure that does exist or is insufficient and cannot be practicably upgraded is identified and addressed before the Department issues any associated Zoning Incentive Payment(s).

The attachment must be certified by a municipal engineer or public works official.

Check List of Attachments

Identify documents submitted with the Smart Growth / Starter Home application in the following manner:

Submitted?	Attachment #	Description
<input type="checkbox"/>	1-1	Locator Map(s) of the Municipality, including, as applicable, a map showing the relationship of the proposed District to the applicable Area of Concentrated Development (required)
<input type="checkbox"/>	1-2	Copy of designation letter under M.G.L. c.40, § 60 (if applicable under I.D.)
<input type="checkbox"/>	1-3	Copy of relevant portions of plan document (if applicable under 1.G)
<input type="checkbox"/>	1-4	Copy of designation letter under M.G.L. c.40Q (if applicable under 1.G)
<input type="checkbox"/>	1-5	Evidence of District's consistency with statutory goals for smart growth (if applicable under 1.G)
<input type="checkbox"/>	2-1	Underlying Zoning Text (required)
<input type="checkbox"/>	2-2	Underlying Zoning Map(s) (required)
<input type="checkbox"/>	3-1	SG / SH Residential Density Plan/Map(s) of District (required)
<input type="checkbox"/>	3-2	Density Data Spreadsheet (required)
<input type="checkbox"/>	3-3	District Summary Information Spreadsheet (required)
<input type="checkbox"/>	4-1	Smart Growth Zoning / Starter Home Zoning
<input type="checkbox"/>	4-2	Smart Growth/Starter Home Zoning Map(s) (required)
<input type="checkbox"/>	4-3	Design Standards (if not contained within Smart Growth Zoning)
<input type="checkbox"/>	4-4 & 4-5	Additional Municipal Standards and associated documentation (SHZDs only)
<input type="checkbox"/>	5-1	Comprehensive Housing Plan, Housing Production Plan or Housing Production Summary (required)
<input type="checkbox"/>	5-2	Plan enhancements/ updates (if applicable)
<input type="checkbox"/>	6-1	Notice of public hearing (required)
<input type="checkbox"/>	6-2	Written comments on Smart Growth Zoning and District (required) No written comments received.
<input type="checkbox"/>	6-3	Summary or transcript of oral comments on Smart Growth Zoning and District (required)
<input type="checkbox"/>	7-1	Information on Infrastructure impacts and Planned Infrastructure upgrades, certified by municipal official (required)

APPENDIX C

Mixed-Use Village Character Examples



At Red Brook Village in Plymouth, MA, buildings with a rural farmstead theme host a restaurant and other uses around the village green.



A traditional "Main Street" mixed-use block in Holliston, MA, with shops on the ground floor and apartments or offices above.



Capitol Square, Providence. Tall peaked roofs reduce the apparent scale of these mixed-use blocks while accommodating a full third floor. Highly transparent windows and doors on the ground floor are critical to maintaining a lively pedestrian environment.



Another traditional mixed-use block at the Village Commons in South Hadley, MA - this one with a peaked roof and dormers.



4 Summer Street, Manchester, MA - the look of a historic house that grew over time into a mixed-use building. Note curb bump out to accommodate sidewalk cafe and crosswalk.



In West Acton, a combination of new buildings and renovations has been used to create a lively mixed use district. Smaller structures and building elements line the street, with larger buildings and parking to the rear.

Mixed-Use Village Character Examples: Streetscape and Pedestrian Amenities



Cherry Hill Village, Michigan. Village density allows for space to be set aside for generous sidewalks, parks, plazas and other shared pedestrian space. While there is less individual space around each home or business, the quality of these common spaces makes up for it -- and provides many other social, economic and environmental benefits. Without these amenities the density won't work.



South County Commons, RI. A compact center, with attractive buildings and many different uses close together, encourages visitors to walk around and see what's going on. It has become a fundamental design strategy for new mixed-use developments working to lure tenants away from boring suburban strip malls.

The Village Commons in South Hadley, MA (right) has a traditional shady streetscape on one side, with shopfronts opening up to the sidewalk and offices and apartments above. Within the complex is a network of passages and pedestrian spaces lined with shops and restaurants (above).



Before and After in West Acton: New sidewalks and on-street parking help create a more functional village center by slowing traffic and encouraging visitors to park and walk between uses. Keeping buildings relatively close to the road helps to reinforce the sense of entry into the center. It also makes the interesting parts of the buildings and pedestrian space more visible. Most of the cars are parked in the rear.

Townhouse Character Examples



Trinity Place, Providence, RI. Townhouses can help create an attractive pedestrian streetscape on one side, with parking typically on the back off of an alley or shared parking lot. A raised stoop provides a transition to the public street.

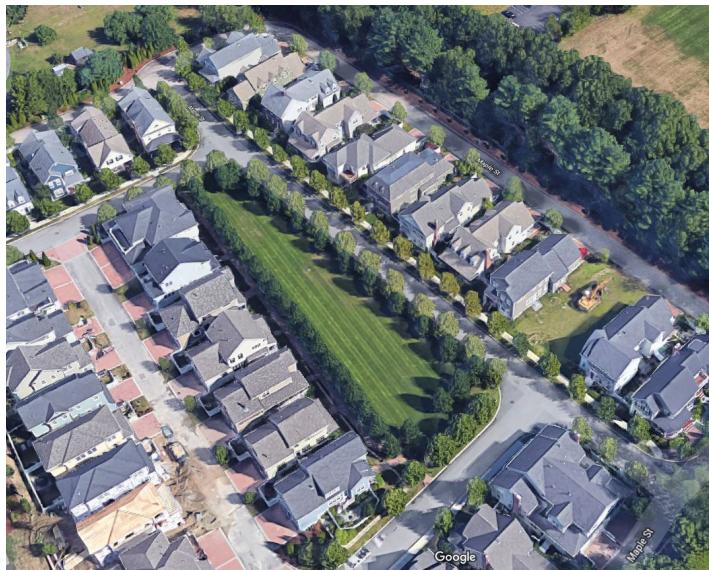


Avalon, Cohasset has garages integrated into the rear of each townhouse, typical for more upscale projects.

Small Single-Family/Duplex/Cottage Character Examples



Across the country, developers are experimenting with smaller housing units that can achieve a density of 8-12 units an acre - the same as a townhouse condos - while maintaining the feel of single-family homes. These range from cottages the size of a small apartment, to larger homes on narrow lots. Third Street Cottages, Langley, WA (left); Riverwalk, Concord, MA (right).



Olde Village Square in Medfield arranges relatively large houses close together facing a central village green. Each house has a two-car garage, accessed off of a rear alley, allowing the front yards and sidewalks to be entirely pedestrian. Each house was custom designed, with careful attention to window placement and design of side yards and patios to ensure privacy between adjacent units.



For a number of years the Devens Enterprise Commission has been fostering a “neo-traditional” village-style development called Emerson Green. The first phase of the project has a mix of single and two-family homes on narrow lots facing a traditional streetscape. Parking garages are in the rear off of an alley.

Apartment Character Examples



West Concord (left) and Avalon, Acton (right). By breaking up building masses into intersecting wings with bump outs and dormers, it's possible to give an apartment building more of the character of a traditional neighborhood.



Concord Commons, near West Concord Center and its train station, is another apartment complex where the apparent size of the building was reduced with variation in massing, rooflines and materials.

Chelmsford Wood represents a common suburban apartment type. A large simple box is less expensive to build and allows for lower rents. The mass can still be broken up by a peaked roof, bump outs and changes in color and texture on the facade.



For another student housing project in Middlebury, VT., Union Studio designed these apartments with references to the massing and details of traditional barns in the area.

For apartments at Kettle Point in East Providence, Union Studio broke up the mass of the building with tall roofs, dormers, bump out in the facade and changes in materials. Underneath, the basic structure is simple enough to keep costs under control.

Senior Living Character Examples



Seabury, in Bloomfield, CT. A Continuing Care Retirement Community, it has a typical mix of one-story, "independent living" units, apartments, assisted living and nursing facilities on a single campus in a rural setting.



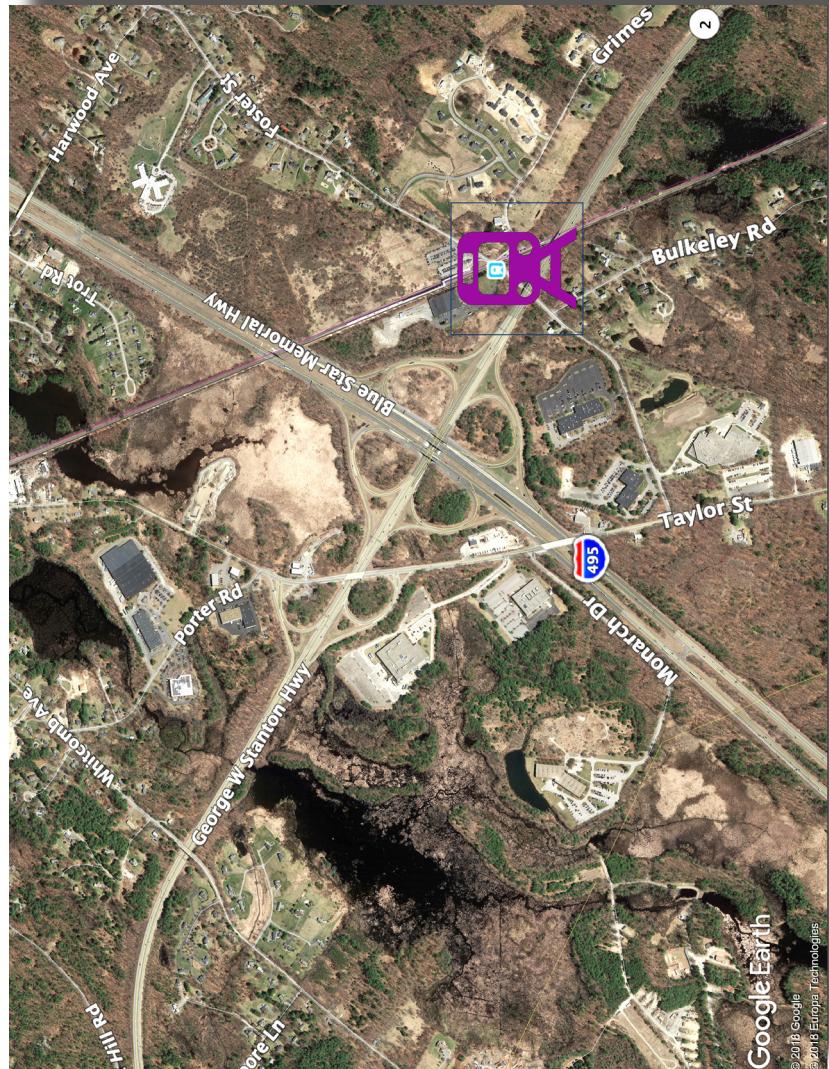
Treehouse Village, In Easthampton, MA. A mix of one and two-story duplex dwellings in a rural setting. This is a unique project that combines homes for seniors with homes for families in the process of adopting children from the foster care system.

APPENDIX D

Town of Littleton

COME PLAN WITH US!

Share your opinions and help us envision a great future for the Foster Street-Taylor Street area!



Join us to discuss:

- Housing
- Business development
- Commuter rail parking
- Creation of a true Littleton Station Village

Littleton Middle School

55 Russell Street

Friday, April 5: 6:30-8:30 pm
Saturday, April 6: 9 to Noon



DODSON & FLINKER
Landscape Architecture and Planning

RKG
ASSOCIATES INC
BARRETT
PLANNING GROUP LLC

For more information contact the Planning Office, MToohill@littletonma.org or 978-540-2425



Planning for Littleton Station

Save the Date!

April 5-6, 2019

Littleton Middle School

Friday, April 5: Afternoon/Evening

- 4:30: Site Walk (weather permitting)
- 7-8:30: Listening Session (talk to us!)

Saturday, April 6

- 9-Noon: Visioning!



DODSON & FLINKER
Landscape Architecture and Planning



For more information, call the Littleton Planning Department, 978-540-2425

Littleton Station Area Plan

Visioning Workshop

Friday, April 5, 6:30-8:30PM

Meeting Objectives

- Develop a shared understanding of Littleton's Station Area
- Identify strengths and weaknesses of the study area
- Begin to develop ideas about what residents would like to see in the study area

Friday Night Small Group Discussions (1 hour)

Materials

(Six groups)

Orthophoto base maps

markers

colored post it notes (green, yellow, red, 1" wide)

pens

note pad for each group

Instructions for Small Group Discussions

- Each group will have a facilitator who will help keep the discussion on track
- Select one person to take notes during the session
- Use post its on the maps to record your comments, suggestions, ideas
- Make sure everyone has a chance to speak. Critique ideas not people. Work toward shared understanding. Focus on identifying needs instead of debating solutions.

Map Exercise and Discussion

Icebreaker (5 minutes)

Say your name and one word you would use to describe the Station Area

Facilitator's Introduction

Facilitator: review major features of the map: 495/Route 2 interchange, MBTA station, Taylor St, Foster Street, office parks, vacant parcels, recent development across from MBTA station, open spaces, point out wetland hatch, and what contour lines mean.

Facilitator give instructions: During the discussion we are going to use post-it notes to make comments on specific features of the Station Area. As we talk, please write your ideas on post-its and stick them on the map.
Use:

Green post-its notes for strengths

Red post-its notes for weaknesses

Yellow post-its for opportunities

Discussion Questions

- Where do you live? Are you familiar with the Station Area? How do you get there? Where do you go when you are there?
- What is it like to **move through** The Station Area—by car, on foot, by bike?
 - Which **streets, intersections, or sidewalks** feel **difficult or dangerous**? Which feel **enjoyable or comfortable**?
- What is it like to **be in** the Station Area?
 - Strengths
 - What's **working well** and needs to be kept the way it is?
 - What features are important to the Station Area's character and “**sense of place**”?
 - **What would you miss** if it were gone?
 - Weaknesses
 - What **don't you like** about the Station Area; what's broken and needs to be fixed?
 - What features **damage** the Station Area's character and “sense of place”?
 - What would you like to **get rid of**?
- What makes the station area **unique** compared to other parts of Littleton or the region? What opportunities or constraints does that create?
- What local **issues**, regional **trends** or larger economic trends create **opportunities** for the Station Area? Which create **challenges**?
- How does the station area relate to **adjacent neighborhoods**? What needs to be preserved or protected about that relationship? What needs to change?
- What **potential impacts** on adjacent neighborhoods do you fear or hope for?
- How can the Station Area fit into the **Town's needs and priorities**?
- What are the **barriers** that get in the way of improvements in the Station Area?
- What are the **opportunities** that make improvements possible?

Littleton Station Area Plan

Visioning Workshop

Saturday, April 6, 9AM-12PM

Meeting Objectives

- Identify improvement opportunities for the Station Area related to traffic, parking, streetscape, open space, recreation, conservation, public spaces
- Identify desired uses, building types, architectural styles Identify additional information that needs to be gathered to inform planning for the Station Area
- Begin developing ideas for a vision plan for the area

Saturday Morning Station Exercises (1 hour and 15 minutes. 3 rotations of 25 minutes each)

A facilitator at each station will guide participants through an exercise or discussion designed to verify key problems and opportunities (building on the Friday night session) and brainstorming potential solutions. Participants will visit three stations, spending 25 minutes at each station.

1. Design Strategies for Traffic, Parking & Streetscapes, focusing on enhancing the safety and efficiency of roadways and parking areas, improving the appearance of streets, evaluating Complete Streets strategies, and exploring ideas for enhancing connectivity for both vehicles and pedestrians.

Materials

Base map

Board with relevant goals from Master Plan

Board and map showing Complete Streets proposal for area (F&O to bring)

Map with context, traffic volumes, crash info (F&O to bring)

Trace paper

Markers

Street type stickers

Introduction presentation by Facilitator (2-5 minutes)

- *Introduce the map. Point out 495 and Route 2. Trace the path from Route 2 to the MBTA station. Talk about where roads in the area lead to: Taylor north to 2A; Taylor south to Boxborough and West Acton; Foster north to 2A to Littleton Common, etc.*
- *Talk about how town and MassDOT are in process of major investment in the area. Goals: connect station to office parks and adjacent areas; make it easier to walk or bike to station and around neighborhood; improve traffic flow.*
- *Describe phases of project and where you are now.*
- *Briefly show plan. Try to limit discussion of it while getting the input that can help you.*
- *Move onto discussion questions below. Draw up ideas on trace paper. Try not to be constrained by the dollar signs you see adding up!*

Discussion Questions

- What would make it safer or enjoyable to walk or bike in the area? [Draw in locations for improved or new sidewalks, bike facilities with **blue** marker]

- What would make it safer or more pleasant to drive through or park in the area? Are there logical areas for street improvements, new streets, connections across lot lines, shared parking lots, etc.? [Draw in with **black** marker]
- Are there particular streets or areas that would benefit from better lighting, benches, trees, landscaping, drainage improvements, and other streetscape improvements? [Draw in with **green** marker]
- If new streets are established as part of development or redevelopment, what should they be like?

2. Design Strategies for Architecture and Public Spaces

including a visual preference survey designed to elicit input on preferred building types and architectural styles and public amenities.

Materials

Visual Preference Survey for buildings showing a range of housing types and commercial building types. Focus on scale and uses more than styles

Visual Preference Survey for public spaces showing a range of options for mixed-use areas, rural areas, and office park type settings

Discussion Questions

- What **patterns** do you all see in the results of the Visual Preference Survey so far?
- **Which images** did you particularly **like** and why?
- **Which images** did you particularly **not like** and why?
- Are there any **design principles** we can identify for future development?

3. Natural Resources, Open Space and Recreation

including protection of wetlands and other natural areas, establishment of greenways to protect important corridors, and the provision of trails and other recreational amenities.

Materials

Base map

Open Space and Recreation maps from Master Plan

Ecological Resources and Biodiversity Map from Master Plan

Board with relevant goals from Master Plan

Trace paper

Markers

Open space stickers

Introduction presentation (2-5 minutes)

Point out wetlands, streams, NHESP areas, conservation areas. Explain what is shown on the base map

Discussion Questions (mark up results of each question on trace overlays, can also use Open Space stickers)

- Do you use any of the **existing conservation areas, or trails in the Station Area**? Which ones?
- How can **existing conservation areas or trails be improved**?
- What are the **most important natural areas**? [Look at Ecological Resources map]
- How could these areas be **connected together** into larger preserves or greenways?
- Are there any **key pedestrian connections** missing?
- Do you use any of the **parks in the vicinity**?

- **How can existing parks be improved?**
- What **additional parks** or recreation facilities are needed?
- Are there any opportunities to make improvements to “**privately owned public spaces?**” [privately owned public spaces are the places that function as public space but are really private: examples could be a walking path around an office buildings, a publicly accessible tot lot within a housing development, café seating in the private frontage of a restaurant along a walkable street]

4. Economic Development, Marketing & Branding, evaluating future use of existing office buildings, identifying community goals for new commercial or industrial uses, and thinking about how the area could be marketed as a Station Village with its own identity.

Introduction presentation (2-5 minutes)

Review info gathered to date

Review market trends

Introduce the different types of housing and commercial spaces

Materials

Base map

Housing type stickers

Commercial stickers

Introduction

Review info gathered to date

Introduce the different types of housing and commercial spaces

Discussion Questions

- What is your **economy** like? Where do you shop? Where do you work? What are the **trends** impacting the local economy and how can the Station Area fit into that?
- What is the **economic role** of the Station Area compared to other parts of Littleton, like the Common or the Point? What **commercial uses** are best suited to this area?
- Which **commercial building types** are appropriate for the station area? (Examples, office buildings, mixed use buildings, attached or free standing retail or restaurants, industrial spaces). Write on post it notes or use stickers and put them on the map.
- Does the **housing** in Littleton meet your needs? Does it meet the needs of everyone in town?
- What role can the Station Area play in meeting housing needs in town?
- Which **housing types** are appropriate for the station area? (Examples, single-family houses, cottage neighborhoods, townhouses, apartments over commercial, small apartment buildings, large apartment buildings). Write on post it notes or use stickers and put them on map.
- If you were going to market this area, what selling points would you promote? What improvements would you want to make to make it more marketable?

5. Social Issues & Quality of Life, discussing the future role of the area in the life of the town, addressing questions of affordable housing and social equity, and desirable community uses and amenities that would enhance life for the neighborhood and the town at large.

Materials

Flip chart and markers

Base map

Introduction (2-5 minutes)

This station is about planning for people and what they need to have a good quality of life. Not all people are the same and their needs aren't the same. How can the study area meet the needs of different people? How do we prioritize which people's needs it will meet?

Discussion Questions

- What are the **different groups** of people in Littleton? What are **their needs**? [Brainstorm list of groups. Then brainstorm the needs of each group. Can categorize needs to help people: housing, transportation, places to play, good and services needed, workplace needs. Try to be specific. For example, older adults need small housing units, preferably accessible, level "safe" places to walk with places to rest, transportation options, opportunities to see others, etc.]
- Are there **overlaps** between the needs of different groups? Are there conflicts?
- Which groups of people should the station area be for? Are we trying to create an environment for just **some people, or all people?**
- Which groups and needs should **be prioritized**? Why?
- Are **different parts of the station area** better for meeting the needs of some groups than others? Which ones? Why?

6. Masterplan Alternatives

where participants work with a designer to draw up quick sketches to explore overall design concepts for the study area.

Materials

Base map

Trace

Markers

Housing type stickers

Commercial stickers

Open space stickers

Street stickers

Parking cutouts

Introduction Presentation

Introduce the idea of physical planning, review major opportunities and constraints.

Discussion Questions

- What do you like about the Station Area? What's working well and needs to be kept the way it is? What would you miss if it were gone?
- What **don't** you like about the Station Area; what's broken and needs to be fixed?
- Where are the opportunities for improvement?
 - Which improvements would make it easier or more enjoyable to move through the area on streets, sidewalks, paths? Are there particular streets or paths that would benefit from better pavement, lighting, sidewalks, trees, landscaping and other streetscape improvements?

- Which buildings could be expanded, redeveloped, replaced? What would these buildings ideally be used for?
- Where could new buildings be added? What would they ideally be used for?
- How could existing outdoor spaces be improved? Where could new outdoor spaces be added? What would new outdoor spaces ideally be used for?
- Where could parking be added or removed? How could parking be improved?
- Are different parts of the station area more suited for some uses than others?
- Are there any principles for the design of the place that we can identify? [For example, do we want it to be walkable? Do we want some parts to have a critical mass of activity? Do we want it to appear rural, like a village center? Do we want buildings to shape public spaces?]

Report Out and Group Discussion (45 minutes)

7 minutes per group total. 5 minutes per group to report out. 2.5 minutes per group for discussion. Each facilitator should be prepared to propose goals for their topic to be vetted in group discussion.

Summary of Friday Night Listening Workshop
Littleton Station Area Visioning Workshop
Friday, April 5th, 2019

Strengths:

- Rural character
- Historic sites, buildings and agricultural landscape
- Winding rural roads lined with trees and stone walls
- Beautiful woods with walking trails
- Train station
- IBM Shuttle
- High real estate values
- Family-friendly town

Weaknesses:

- Not enough parking at station
- Foster Street narrow, dark and bumpy
- No sidewalks= dangerous walking and biking
- Half-full office/industrial buildings
- Indirect highway access
- Dangerous intersections
- Winding, hilly roads with poor sight lines.
- Difficult office/retail market
- Too many big houses with no place to downsize to
- Lack of sewer; poor soils limit wastewater systems
- Soils, ledge and wetlands constrain development

Opportunities:

- More parking, perhaps a parking garage for station
- Fix & expand Foster Road
- Business & Retail Center near the station – local, not chains
- Diverse housing types near station
- Elderly housing, affordable housing, apartments
- Market rate, including luxury housing.
- Enclosed Platform with Coffee Shop
- Direct off-ramps from the highway
- Repurpose defunct office/industrial properties for housing
- Hotel and restaurants
- Assisted living and nursing care, increased mobility for elders
- Bike path connections to town and city
- Enhanced Shuttle service
- Take advantage of hilltop views for homes, restaurants, brewery
- Community center with fitness center, pool, theater, arts, etc.
- Preserve historic sites

Group 1

Traffic/Parking/Circulation

- Great Rd. is very congested
- Hazardous driving, walking, biking to train
- Train station in trouble
 - Needs more parking
 - Hazardous without sidewalks and bike lanes
 - Handicapped parking gets blocked
 - Needs better traffic flow for drop-off and pickup
- MART
 - Needs advertising at train station
 - Shuttle needs better schedule
- Shuttles: Perhaps from other nearby parking areas?
- Driverless shuttle?
- Need alternative route(s) in and out of train station – vehicle, bikes or walking
- Station needs nicely landscaped parking garage
- Train station amenities: coffee shop, café
- Place to eat supper on the way home

Business, Industry, Services

- Repurpose office buildings
 - Athletic Center
 - Indoor parks
 - Shared community spaces
 - ? Could a building tour be done of existing buildings?
- Train station amenities: coffee shop, café
- Place to eat supper on the way home
- Brewery/restaurant in vacant building
- Function halls in area of views

Group 2

Green Space

- Want to maintain greenway on Foster
- Town has done well preserving open space
- Preserve historical sites (such as Liberty Square)

Traffic/Parking/Circulation

- Connect Common to train station
- Need sidewalks on Foster St.
- Bus or shuttle system in town from parking to train
- Municipal parking areas around town connected by bus
- Town is not generally walkable
- Is below-grade parking an option?
- Availability of bike lanes

Business, Industry, Services

- Need more local or farm-to-table restaurants
- Need coffee shops in town
- Avoid chain businesses
- Could we develop a community center (pool, arts, etc?)
- This area has a restaurant void
- Retail marijuana doesn't fit town character
- Prefer local businesses over chain or national businesses

Housing

- Need more affordable housing (younger families, seniors)
- Need mixed-age residential housing
- Smaller, more affordable
- Single family homes put pressure on infrastructure

Group 3

Green Space

- Bike trail connections to Groton, Acton?
 - Efforts at state level
- Rail trail along tracks?
- Access from Trot Rd. development (across 495 from station)
- Preserve historic Durkee Farm house/barn

- Convert bldg. to event space?
- Connect to trails
- Green space along Foster St. is beautiful
- Current green space at Durkee – available, but full of poison ivy, not managed
- Pond south of 495 – keep/preserve, possible trails?
- Preserve Liberty Square area – site of Revolutionary War historical site, monument

Traffic/Parking/Circulation

- Want sidewalks along entire length of Foster St
- Sidewalks should continue as far as downtown
- Foster is narrow, no streetlights – dangerous for pedestrians and bikes
- Only sidewalk on Foster is short and right next to station
- Overflow lot to train dangerous to get to
- Predictable high traffic along Foster, at neighborhood intersections at rush hour
 - Speeding
 - Bottlenecks at intersections
- Shuttle from IBM parking lot not well known
 - Increase frequency?
- Poor visibility at Foster/Harwood intersection (steep slope, curve)
- Footbridges to trails (from Foster? Across 2/495?)
- Want bus/shuttle service between proposed new village and station (if not walkable), plus other landmarks of town
- Train is expensive

Business, Industry, Services

- Want café/coffee shop at train station
- Would like to see shared work space (sim. to West Concord)
- Draw for people to come to part of town south of 495?
- Convenience services at train station: dry cleaner, dog daycare, café, etc. for commuters
- Taylor St: more industrial in feel – supermarket?
- Attractive tenants for office/industrial space: technology, medical companies
 - Provide high-paying jobs locally

Housing

- Mixed-use condo development near train station
- Small walkable village neighborhood w/ cafes, restaurants
- Shuttle
- New housing should be accompanied by matching industry/jobs – i.e. if high-paying workplaces move in, market-rate housing should come in as well

- Want a range of housing – town should reflect diverse occupations
- Style of housing should fit character of town
- Senior co-housing could be built near current nursing home
- Desire for homes to downsize to

Group 4

Green Space

- Put rules in place to protect wildlife and neighbors with buffers as development happens

Traffic/Parking/Circulation

- People don't know about the shuttle
- Too hard to walk to train station especially in the dark
- Speeding
- No parking for residents

Business, Industry, Services

- Opportunity in the area for housing, shops

Housing

- No place to downsize
- Don't build more \$700,000 homes

Group 5

Traffic/Parking/Circulation

- Foster St. should be expanded
- Parking garage
- Enclosed platform – feel more like a train station

Business, Industry, Services

- Coffee shop at train station
- Business and retail center near station – give people a reason to come

Group 7

Green Space

- Rural character needs to stay
- Would like more trails, bike paths
- Community likes rural feel, natural beauty, lack of crowding in town

Traffic/Parking/Circulation

- More sidewalks
- Concern over too much traffic on Foster St.
- Mobility for elders/aging is a concern
- Lack of mass transit to station
- Do not want more traffic
- Autonomous vehicles?
- Regional traffic has gone up too much
- Roadway infrastructure
- Do not want speed bumps (dangerous for bikes, pedestrians)
- Poor lighting/would like a lighting study
- New road so Foster St. isn't affected by new development
- Bike paths/pedestrian connections to Kimball Farm (ice cream)

Business, Industry, Services

- Would like to fill vacant buildings
- Mixed development desired
- Development within walking distance

Housing

- Quality of new housing should be in line with existing
- Assisted living/nursing home/senior housing is needed
- Low income housing not wanted
- Market rate or luxury housing desired

M E M O R A N D U M

TO: Judi Barrett – Principal, Barrett Planning Group LLC

FROM: Nick Lapointe – Project Manager/Senior Transportation Engineer, Fuss & O'Neill
Rekha Korlipara – Transportation Engineer, Fuss & O'Neill

DATE: April 23, 2019

RE: Littleton, MA – Foster Station Visioning Workshop notes

Summarized below are our rough notes and observations made relating to public input to the Foster Station visioning and listening sessions held on 4/5 and 4/6/2019.

Friday Listening Session Notes:

Transportation discussions

- At the table were mostly abutters who live on Foster Street/in nearby neighborhoods or have business interests on Foster Street.
- All agreed that parking at the station is huge problem and that more priority needs to be given to Littleton residents.
- The rural character of Foster street is important
- Lack of safe walking paths and desires for more off road walking routes.
- Strong concern over the **QUALITY** of development that may happen. Those present all agreed that any development, specifically it is residential type, needs to be "high end" in order to maintain current strong property values. Concerns that a mixed-use development offering dense housing would end up being "section 8" or "low income" housing.
- The terms "luxury condos" was used frequently as being a preferred development type.
- Most felt that encouraging more walking and biking was important, especially to the business/office parks.
- Residents on street concerned about people speeding to try and find a parking spot to catch train.

Saturday Visioning Session Notes:

Transportation discussions

What would make it safer or enjoyable to walk or bike in the area?

- Bike paths that do not follow roads – e.g., trail through the woods from Foster Street to the other side of I-495
- Clean sidewalks and bike lanes/pathes (timely plowing)

What would make it safer or more pleasant to drive through or park in the area? Are there logical areas for new roads, connections across lot lines, shared parking lots, etc.?

Ms. Judi Barrett

April 23, 2019

Page 2 of 3

- Biggest issue for residents is the lack of adequate parking at the MBTA station
 - Introduction of the MBTA station increased regional traffic on Foster Street
 - Residents want their interests to be considered before residents of nearby towns
 - Suggestions:
 - Preferential parking for Littleton residents at the MBTA station
 - Use 305 Foster Street (business complex) parking lot as spillover parking for the MBTA station – the owner of 305 Foster Street can rent out spots
 - Pave a new parking lot at the end of Foster Street(255 Taylor Street (intersection of Foster Street and Taylor Street)
- Discuss with the MBTA the possibility of increasing the frequency of trains at the MBTA station
- Awning at the MBTA station for shelter from elements
- Coffee shop at the MBTA station would be nice
- Traffic calming – e.g., speed bumps on Foster Street
- Residents prefer the area to be of medium density not high density housing
 - Some residents interested in a potential mixed-use building with high end retail stores at the MBTA station – would like small housing units with different price points (contingent on sewer)

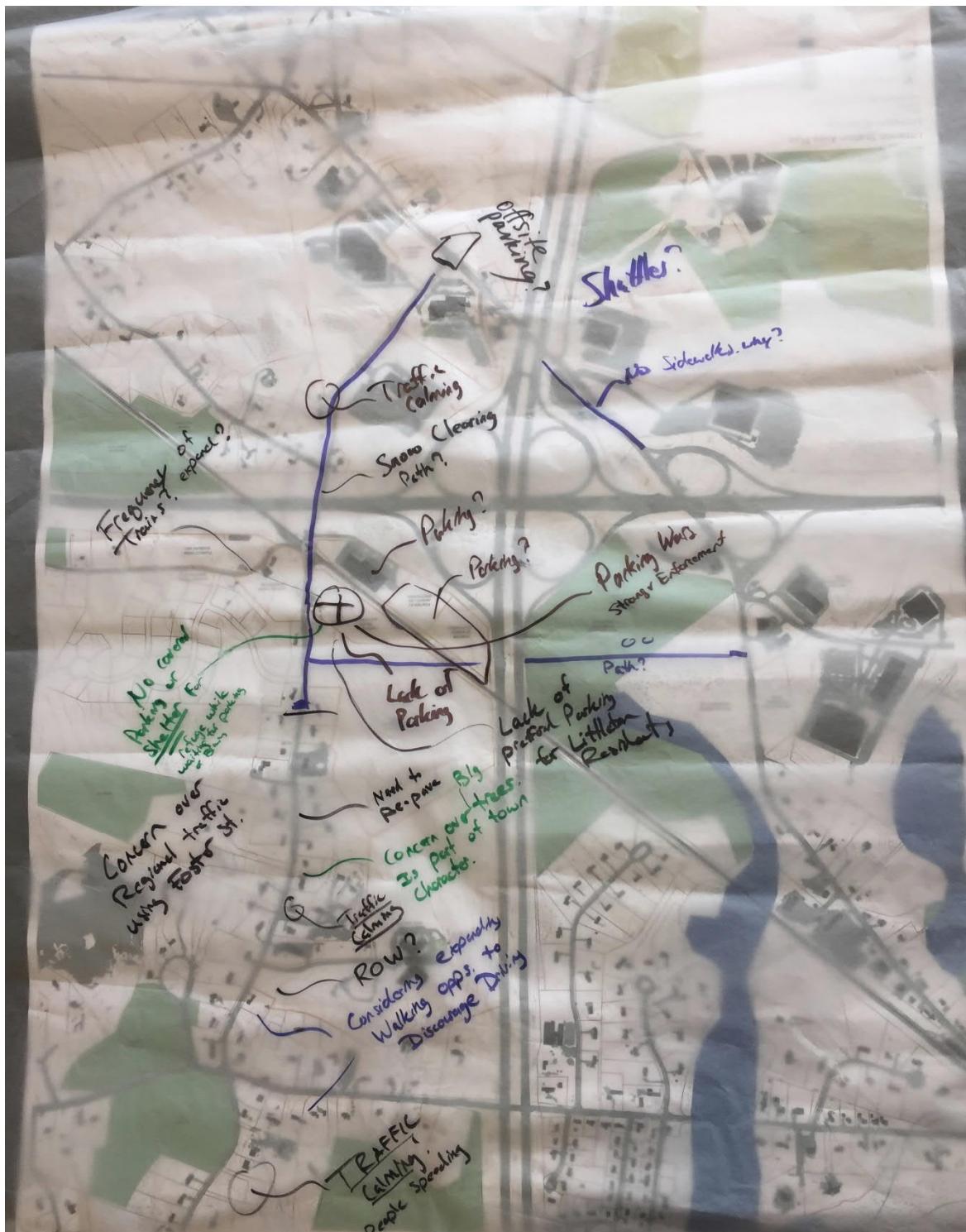
Are there particular streets or areas that would benefit from better pavement, lighting, sidewalks, trees, landscaping, and other streetscape improvements?

- Residents would appreciate any facilities that would make it easier to get to the MBTA station without driving, since parking is limited
- Full fog line/shoulder along Foster Street (all phases, from Taylor Street to Tahattawan Road)
- Foster Street – use design components that maintain rural character; keep narrow road, stone walls
 - Ensure that deer and turkeys can cross Foster Street and other roads in the area
- Street lighting between the MBTA station and the parking lots across Foster Street that some commuters use (not the true MBTA parking lot) – several residents mentioned that they have had near misses with pedestrians crossing the street in the dark at that location
 - Street lights with low environmental impact and simple design that blends into the landscape

Ms. Judi Barrett

April 23, 2019

Page 3 of 3



Sketch Notes from Saturday Visioning Session – Design Strategies for Traffic, Parking, & Streetscape

Who lives in Littleton? What are their needs? (* = high priorities)

SINGLES

Smaller units/apartments/condos/low maintenance*

Socializing opportunities*

Breweries, restaurants

Public transport*

Take-out/delivery/prepared meals

Non-auto access to recreation

RETIRED PEOPLE

Downsizing opportunities

Smaller homes, single-floor living

Public transport

Healthcare

Places to socialize

Arts, creativity, involvement opportunities

Easy access to groceries, CVS, etc.*

Places to walk

Libraries*

Restaurants, coffee shops

Educational opportunities

Exercise facilities/classes

Community center or senior center*

FAMILIES

Schools

Libraries, technology

Safe transportation to school

Public transport

Reasonably priced housing*

Recreation

Fields

Non-field activities

Variety of housing types

Sidewalks

Recreation: indoor/outdoor

Yard/field/playground

Convenient shopping

Supermarket

Pharmacy
Shops, stuff for kids
Urgent care
Peace and quiet
Daycare
Elder care *

2-INCOME HOUSEHOLDS

Childcare, elder care
Shopping/delivery services*
Meal prep delivery*
Convenience/for things to be uncomplicated
Safe transport for kids
Train
Reliable infrastructure (i.e. high-speed internet)

PEOPLE WITH SPECIAL NEEDS

Easy access to homes – universal design
Door-to-door or last mile transport
Convenient healthcare, recreation, socialization*

LOW-INCOME HOUSEHOLDS

Affordable housing
Non-stigmatized
Non-segregated
Public transport
Mix of shopping, including lower-cost options
Community center/recreation – not market-driven*

COMMUTERS

Library
Small market/convenience store
Lighting
Train – enclose to make it a station, not a platform
Parking
Coffee shop/caf /deli
Gym
Safety crossings
Road improvements
Availability of tech (high speed internet/fios)

YOUNG PROFESSIONALS

Availability of tech (high speed internet/fios)
Library with work cubicles
Schools – highly rated

Mix of housing, mix of settings/densities*

Mixed uses

Peace/quiet

MILLENNIALS

Small markets, coffee shops

Places where they can contribute

Opportunities for social responsibility

Ability to get around without a car

Tech access*

Library*

BUSINESS OWNERS

Customers

Fios/wifi connectivity

Visibility, access

Location

Wastewater disposal/sewer

Parking

FARMERS, HORSE FARMERS

Space/affordable land

Decent arable land

More people to visit/patronize farms

People who care about local food

Housing for workers

KIDS

Green space

Bikeable areas

Keeping hills open for sledding, snow tubing

Playgrounds

Good schools, not overcrowded

Sidewalks

Tech

Houses with yards

Community opportunities

Vegetable gardens

Library

Littleton Workshop

Saturday, April 6, 2019

TOPIC: DESIRED BUSINESSES AND SERVICES

Opportunities/Desires

New spaces:

Community Athletic Center with trails, pool – share with Boxborough?

Like Westford Courier Building

Artist/Artisan space – woodworking, pottery, etc. Live/work space

New elementary school in renovated large building

Restaurant

Café

Boutique hotel

Healthcare

Nail salon

Yoga studio

Clothing stores

Shoe stores

Tech/startup incubator (medical?)

Collaborative labs with schools

Industries:

Medicine

Tech

Holistic medicine?

Enclave/incubator

Littleton Station Area
Buildings Visual Preference Survey
Results from 4/6/19 Visioning Workshop

	Score			Height							Roof	Siding	Front Setback							
	Total Score	Appropriate	Not-Appropriate	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	13	13	0											Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	11	11	0																	
	7	7	0																	
	7	7	0																	
	7	7	0																	

	Score			Height					Roof		Siding		Front Setback							
	Total Score	Appropriate	Not Appropriate	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	6	6	0	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	6	7	1	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	6	7	1	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	5	5	0	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	4	4	0	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	3	4	1	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved

	Score			Height					Roof	Siding	Front Setback									
	Total Score	Appropriate	Not Appropriate	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	3	6	3	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	2	4	2																	
	2	3	1																	
	1	2	1																	
	1	4	3																	

	Score			Height						Roof	Siding	Front Setback								
	Total Score	Appropriate	Not Appropriate	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	0	2	2											Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	-1	2	3																	
	-1	4	5																	
	-3	0	3											Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	-3	2	5											Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	-4	0	4											Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved

	Score			Height					Roof		Siding		Front Setback							
	Total Score	Appropriate	Not Appropriate	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	-4	0	4									Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	-4	1	5									Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	-4	2	6									Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	-5	0	5									Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	-5	0	5									Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved

	Score			Height						Roof	Siding	Front Setback	
	Total Score	Appropriate	Not Appropriate	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories		
	-6	1	7									Flat	Sloped
	-6	1	7										
	-7	2	9										
	-7	0	7										
	-8	0	8										
	-10	0	10										

	Score			Height					Roof		Siding		Front Setback							
	Total Score	Appropriate	Not Appropriate	1 Story	1.5 Stories	2 Stories	2.5 Stories	3 Stories	3.5 Stories	4 Stories	5 stories	Flat	Sloped	Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	-10	1	11											Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved
	-14	0	14											Brick, Glass, Metal	Clapboard, Shingle, Vinyl	Glass/Metal	Large Green	Medium Green	Small Green	Paved

Littleton Station Area**Public Realm Visual Preference Survey****Results from 4/6/19 Visioning Workshop**

	Score	Appropriate	Not Appropriate
	10	10	0
	9	9	0
	8	8	0
	8	8	0
	8	8	0

	Score	Appropriate	Not Appropriate
	8	8	0
	7	7	0
	7	7	0
	7	8	1
	7	7	0
	7	7	0

	Score	Appropriate	Not Appropriate
	7	8	1
	6	6	0
	6	6	0
	6	7	1
	5	5	0
	5	5	0

	Score	Appropriate	Not Appropriate
	5	7	2
	4	5	1
	4	5	1
	4	4	0
	4	5	1
	3	4	1

	Score	Appropriate	Not Appropriate
	3	5	2
	3	4	1
	2	3	1
	2	2	0
	2	4	2
	2	2	0

	Score	Appropriate	Not Appropriate
	1	3	2
	-1	1	2
	-2	1	3
	-3	0	3
	-3	2	5
	-3	0	3

	Score	Appropriate	Not Appropriate
	-5	1	6

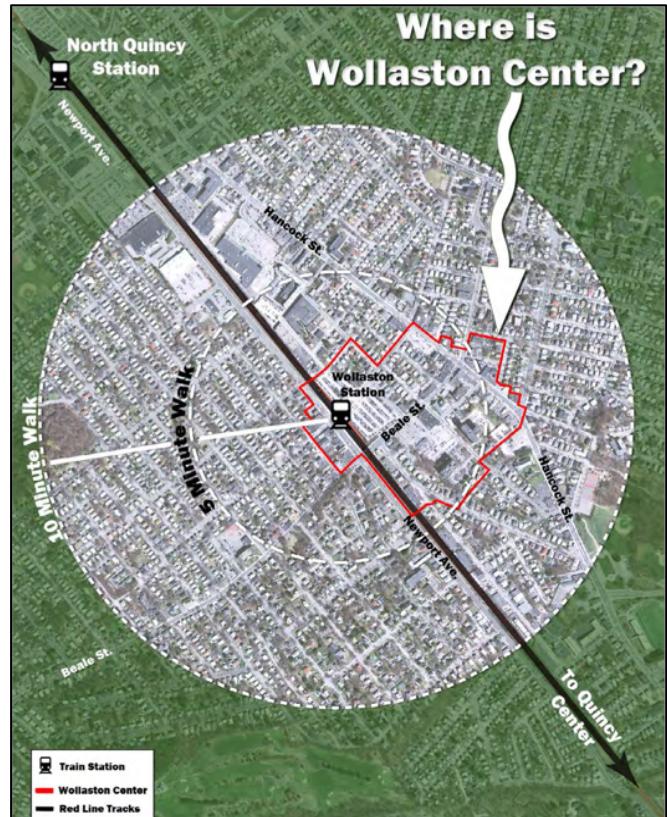
APPENDIX E

Wollaston Center Red Line Station

Nestled at the border of the South Shore and the Greater Boston Area, the city of Quincy has quickly become one of the most popular municipalities in the state. This popularity can be largely attributed to the four Red Line subway stops located there: Quincy Adams, Quincy Center, Wollaston Center and North Quincy. These combined stations have a typical weekday ridership of 25,000 people (as of FY 2013)¹, with Wollaston Center accounting for 19%. Wollaston Center was taken offline in late 2017 while undergoing construction and is scheduled to reopen in the summer of 2019. The vision for the new station and the surrounding area will be designed to sustain a connected and walkable neighborhood that will prioritize mixed-use development, diversifying the current housing stock and selection of businesses there. Many of the existing commercial properties are widely separated from the station and in a state of disrepair or vacant. Metropolitan Area Planning Council and the City of Quincy conducted a station area re-envisioning in September of 2013. The area is currently zoned for industrial, business and multiple residential.

Conclusionary items derived from the analysis were as follows²:

- Formation of a city working group with community stakeholders is largely beneficial
- Completion of a parking study is mandatory when evaluating high-traffic station areas
- Implement of zoning changes based on findings in the parking study
- Address temporary transportation improvements that can be addressed now
- Then move on to other short-term, but permanent transportation improvements i.e. crosswalk re-striping
- Prioritize public realm improvements that are easier to implement and are cost-effective
- Plan community-engagement events to gather feedback, focusing on short-term public improvements while construction is underway
- Develop a Business Improvement District, perhaps from an existing partnership
- Work with developers, the MBTA, and the city to coordinate a separate zoning overlay district for parking
- Form a strategic partnership for assisting the developer in specific areas it is needed i.e. a public-private partnership
- Consider asking adjacent properties if they have an interest in redevelopment or sale, rather than selling off individual parcels
- Utilize strategic street elements to improve the overall look of the area i.e. bike racks and street furniture
- Use different funding sources for permanent roadway changes such as federal or state funding options



¹ *Ridership and Service Statistics Fourteenth Edition*, Massachusetts Bay Transportation Authority, 2014, CH 02 P 05.

² *Re-Envisioning Wollaston: A Station Area Plan for Wollaston Center*, Massachusetts Area Planning Council, September 2013, P07-P46



FACT SHEET³

POPULATION: 93,824

DEMOGRAPHICS:

- White: 60,027
- Black: 5,634
- Asian: 28,032
- American Indian and Alaska Native: 553
- Native Hawaiian and Other Pacific Islander: 284
- Latino: 2,908
- Other: 1,230
- Two or More Races: 1,900
- Male: 45,432
- Female: 48,392
- Under 18: 14,551
- 18 and Over: 79,273
- 65 and Over: 14,310
- Median Age: 39

LABOR FORCE

- Civilian labor force: 56,622
- Employed: 53,338
- Unemployed: 3,284

EMPLOYMENT

- Unemployment Rate: 5.8%
- Service occupations: 10,526
- Management/business/science/arts: 24,677
- Sales/office: 11,528
- Natural resources/construction/maintenance: 2,752
- Production/transportation/material moving: 3,855

INCOME

- Median Household Income: \$71,808
- Mean Income: \$88,675
- Median Earnings: \$42,417
- Per Capita Income: \$38,631

EDUCATIONAL ATTAINMENT

- Percent high school graduates or higher: 88.7%
- Percent bachelor's degree or higher: 43.7%

COMMUTING TO WORK

- Car/truck/van alone 29,816
- Car/truck/van carpooled: 4,731
- Public transportation: 14,706
- Bicycle: 194
- Walk: 1,463
- Other: 360
- Worked at home: 946
- Mean travel time to work: 35.6 minutes

HOUSING:

- Homeowner vacancy rate: .3%
- Renter vacancy rate: 1.8%
- Total Housing Units: 42,889
- 1-unit: 16,900
- 2-4 units: 10,548
- 5+ units: 15,381
- Mobile homes: 20
- Median Sales Price: \$375,000⁴
- Median Gross Rent: \$1,370

³ U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, DP05, Quincy City, MA

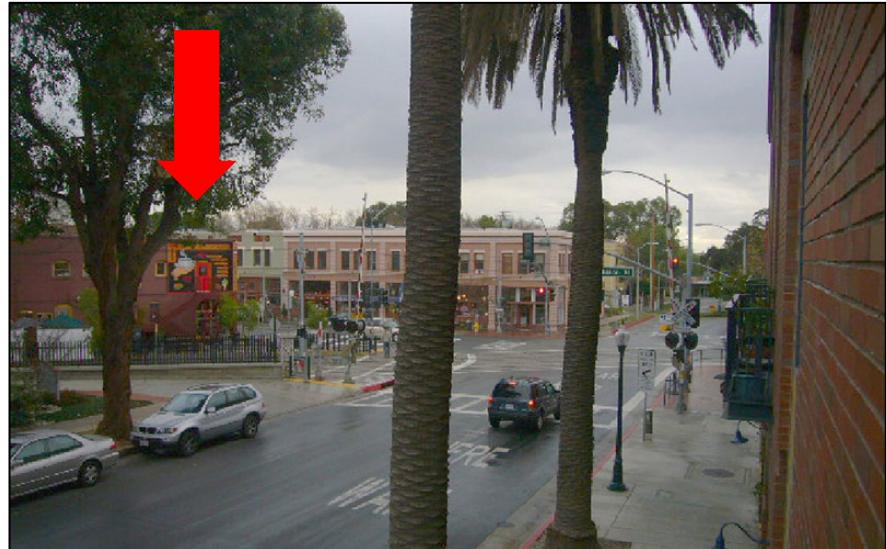
⁴ Median Sales Price, "Town Stats," *Banker and Tradesman*, 2019

Mission Meridian Village

Located across the street from a light rail station servicing the Gold Line to Los Angeles from South Pasadena, the Mission Meridian Village development is an award-winning mixed-use village development in Southern California. The site consists of 67 condos and 5,000 square feet of retail over a 1.65-acre site. There are two levels of subterranean parking, providing 280 spaces in total for residents and nonresidents. The housing types located on-site range from single-family homes, to bungalows, duplexes, mixed-use lofts, and courtyard housing¹. Mission Meridian Village is distinctive in placement, as it is between the historic neighborhood center and a traditional single-family-home neighborhood, forming a connection that was previously unrealized while preserving the local historic character. The development has won the following awards for its intelligent design, proactive approach to transit-oriented development, and commitment to new-urbanism: the Charter Award from the Congress for the New Urbanism (2006), the “Tranny Award” from the California Department of Transportation (Caltrans, 2006), five Golden Nugget Awards from the Pacific Coast Builders Conference (2006), and it was selected as an Outstanding Transit Project in America by Urban Land Institute (2006).²

Conclusions from this study were as follows:

- **Develop a clear time frame and strategy for implementation**
- **Capitalize on the existence of opportunities such as large parking lots or vacant land. They are less useful for an area with limited scope.**
- **Conduct a clear visioning process with extensive community feedback, particularly before building. This will avoid delays at time of approval which can increase the cost of development.**
- **Work closely with single-family homeowners in the area, remaining sensitive to their needs and expectations**
- **Allow for “by-right” zoning when and where possible**
- **Consider incorporating a “transit-district” or “transit-village” overlay zone to affirm certain TOD criteria is met**
- **Establishment of a “floating” TOD overlay zone allows for fluid planning of the station area and the surrounding corridors, while avoiding higher land speculation costs**



¹ Mission Meridian Village, Moule & Polyzoides Architects & Urbanists, 2006, P 01

² Michael B. Bell, “Mission Meridian Village,” Sotheby’s International Realty, 2019



FACT SHEET³

POPULATION: 25,974

DEMOGRAPHICS:

- **White: 14,240**
- **Black: 830**
- **Asian: 7,574**
- **American Indian and Alaska Native: 56**
- **Native Hawaiian and Other Pacific Islander: 20**
- **Latino: 5,234**
- **Other: 1,640**
- **Two or More Races: 1,614**
- **Male: 12,751**
- **Female: 13,223**
- **Under 18: 6,174**
- **18 and Over: 19,800**
- **65 and Over: 3,727**
- **Median Age: 40**

LABOR FORCE

- **Civilian labor force: 14,623**
- **Employed: 13,810**
- **Unemployed: 813**

EMPLOYMENT

- **Unemployment Rate: 5.6%**
- **Service occupations: 1,387**
- **Management/business/science/arts: 8,421**
- **Sales/office: 2,849**
- **Natural resources/construction/maintenance: 512**
- **Production/transportation/material moving: 641**

INCOME

- **Median Household Income: \$92,756**
- **Mean Income: \$133,825**
- **Median Earnings: \$53,901**
- **Per Capita Income: \$54,001**

EDUCATIONAL ATTAINMENT

- **Percent high school graduates or higher: 95.9%**
- **Percent bachelor's degree or higher: 62.8%**

COMMUTING TO WORK

- **Car/truck/van alone 10,375**
- **Car/truck/van carpooled: 881**
- **Public transportation: 657**
- **Bicycle: 103**
- **Walk: 161**
- **Other: 235**
- **Worked at home: 1,203**
- **Mean travel time to work: 29.8 minutes**

HOUSING:

- **Homeowner vacancy rate: 1.4%**
- **Renter vacancy rate: 4.1%**
- **Total Housing Units: 11,143**
- **1-unit: 5,905**
- **2-4 units: 1,023**
- **5+ units: 4,198**
- **Mobile homes: 17**
- **Median Sales Price: \$831,500⁴**
- **Median Gross Rent: \$1,556**

³ U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, DP05, South Pasadena City, CA

⁴ "Pasadena Home Prices and Values," *Zillow Home Value Index*, 2019

University Station

Situated along both Route 128 and I-95, and adjacent to the Route 128 Commuter Rail station, University Station has blossomed into one of the most multi-faceted and frequently-visited mixed-use developments in the Greater Boston Area. The 120 acres in Westwood, MA are zoned for uses including hotel, office, retail and residential use, with 750,000 square feet dedicated to retail and restaurants and 350,000 square feet dedicated to office space. Current tenants range from Wegmans, to Del Frisco's Grille, to Target and Nordstrom Rack¹. Brigham and Women's Health Care Center is also located there. The announcement of the University Avenue Mixed-Use District acquisition was made in 2012 by Charles River Realty Investors in partnership with New England Development, Eastern Real Estate, and Clarion Partners². The site officially opened in March of 2015 and is one of Massachusetts's largest mixed-use development projects today.

University Station was a comprehensive effort on the part of the developers, the municipality and the community to re-envision and rejuvenate an area that was previously an old industrial site. In coordination with town officials, a new master plan for the area was created from the existing that was better suited to the financing feasibility and permitting processes involved in bringing the site to fruition. A new zoning overlay district was established upon agreement from the community and town staff, and development was divided into several phases.³ Housing options now include assisted living residences and luxury apartments, with two 4-story condominium buildings currently under construction.

Conclusions from this study were as follows:

- Align re-permitting in coordination with re-envisioning to create cohesion and improve overall efficiency
- Establish strong communication channels with all invested parties to ensure a smooth transition and avoid unnecessary pitstops. For example, the MBTA, the Finance Committee and the Board of Selectmen
- Understand what is feasible to your specific project and the needs of those living nearby who will actively eat, work and play at the site
- Partner with interested vendors early in the process
- Strongly analyze station area data during initial assessment to scale the style and growth of proposals, particularly when a plan is being carried out in phases



¹ University Station, New England Development, 2019, P 01

² "New Team, New Vision for Westwood, MA Mixed-Use Development," Charles River Realty Investors, April 13, 2012, P 01-03

³ "Case Study- University Station," New England Development, 2019, P 01



FACT SHEET⁴

POPULATION: 15,597

DEMOGRAPHICS:

- White: 13,956
- Black: 47
- Asian: 1,182
- American Indian and Alaska Native: 0
- Native Hawaiian and Other Pacific Islander: 0
- Latino: 298
- Other: 166
- Two or More Races: 246
- Male: 7,594
- Female: 8,003
- Under 18: 4,184
- 18 and Over: 11,413
- 65 and Over: 3,016
- Median Age: 45

LABOR FORCE

- Civilian labor force: 8,107
- Employed: 7,791
- Unemployed: 316

EMPLOYMENT

- Unemployment Rate: 3.9%
- Service occupations: 718
- Management/business/science/arts: 4,816
- Sales/office: 1,665
- Natural resources/construction/maintenance: 368
- Production/transportation/material moving: 224

INCOME

- Median Household Income: \$145,799
- Mean Income: \$187,296
- Median Earnings: \$71,758
- Per Capita Income: \$66,862

EDUCATIONAL ATTAINMENT

- Percent high school graduates or higher: 97.2%
- Percent bachelor's degree or higher: 74.7%

COMMUTING TO WORK

- Car/truck/van alone 5,162
- Car/truck/van carpooled: 365
- Public transportation: 1,314
- Bicycle: 12
- Walk: 130
- Other: 38
- Worked at home: 629
- Mean travel time to work: 34 minutes

HOUSING:

- Homeowner vacancy rate: 1%
- Renter vacancy rate: 17.2%
- Total Housing Units: 5,882
- 1-unit: 4,612
- 2-4 units: 113
- 5+ units: 1,111
- Mobile homes: 46
- Median Sales Price: \$668,750⁵
- Median Gross Rent: \$1,575

⁴ U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, DP05, Westwood Town, Norfolk County, MA

⁵ Banker and Tradesman, Median Sales Price, "Town Stats," *Historical Statistics Table*, 2019



Concord Commons

Concord Commons is a transit-oriented, mixed-use development in West Concord that was developed in conjunction with Concord Crossing in the downtown. This 1.93-acre site is ideally located not only adjacent to the train tracks, but to a nearby industrial park and active/passive recreation resources. Community members were very receptive to this project as the previous site was the former Atlantic Pre-Hung-Door factory, and was a major eyesore in the town. The site was made possible in the early 2000s because of a provision for a special permit process which allowed for a combination of uses in an industrial zone.¹ The Commons consists of 20 apartment units, 5% of which are affordable, as well as restaurant, retail and office uses. Under the plan, 146 parking spaces were provided, totalling a 15% parking reduction. There are 15 spaces dedicated strictly to commuter parking.

Walkable connections to the West Concord Center Village, the Concord commuter rail station and the Concord-Acton Industrial Park have vastly expanded options for residents, affiliated local businesses, and created job opportunities, particularly along Thoreau and Sudbury Roads. A push on behalf of the town for more greening has made these connections more pleasant and popular. The town also advocated for a reduction in lot size from 2.15 to 1.93 acres, hugely contributing to these pathway improvements.²

Concord Commons demonstrates an almost effortless transition from an underutilized lot to a quaint yet activated space. The development fulfilled the goals of revitalizing the West Concord Center Village, strongly engaged with the community throughout the development process, and provided more affordable housing options with funding provided solely by private developers.

Conclusions from this study were as follows:

- **Town's must advocate for uses they know will best service their constituents, despite the fact that it might not be the developer's first option**
- **Transparency and proper community outreach can virtually eliminate pushback throughout the TOD (re)development process**
- **Reduction of impervious surfaces can have multiple economic benefits including on stormwater management systems and on parking requirements**



- **Continue to engage those property owners interested in furthering smart growth initiatives throughout the town**
- **Integrate tactics that employ form over use, not only to create human-scale spaces, but spaces that are uniform with existing development outside the station area plan**
- **Advocate for greening/landscaping and streamlined architectural design in new connections to encourage usage and promote smart growth. Also request commercial businesses to follow these guidelines.**

¹ Concord Commons and Concord Crossing, Metropolitan Area Planning Council, 2019

² "Concord Commons, Concord MA", *Transit-Oriented Development (TOD) Success Stories*, Massachusetts Government Smart Growth Toolkit



FACT SHEET³

POPULATION: 19,357

DEMOGRAPHICS:

- White: 16,339
- Black: 651
- Asian: 1,217
- American Indian and Alaska Native: 0
- Native Hawaiian and Other Pacific Islander: 0
- Latino: 1,232
- Other: 672
- Two or More Races: 478
- Male: 9,980
- Female: 9,377
- Under 18: 4,463
- 18 and Over: 14,894
- 65 and Over: 3,760
- Median Age: 46

LABOR FORCE

- Civilian labor force: 8,573
- Employed: 8,269
- Unemployed: 304

EMPLOYMENT

- Unemployment Rate: 3.5%
- Service occupations: 569
- Management/business/science/arts: 6,132
- Sales/office: 1,063
- Natural resources/construction/maintenance: 372
- Production/transportation/material moving: 133

INCOME

- Median Household Income: \$137,743
- Mean Income: \$193,742
- Median Earnings: \$69,627
- Per Capita Income: \$68,012

EDUCATIONAL ATTAINMENT

- Percent high school graduates or higher: 94.6%
- Percent bachelor's degree or higher: 71.4%

COMMUTING TO WORK

- Car/truck/van alone 5,588
- Car/truck/van carpooled: 332
- Public transportation: 638
- Bicycle: 72
- Walk: 278
- Other: 181
- Worked at home: 1,150
- Mean travel time to work: 32 minutes

HOUSING:

- Homeowner vacancy rate: 2.9%
- Renter vacancy rate: 6.5%
- Total Housing Units: 7,319
- 1-unit: 5,513
- 2-4 units: 547
- 5+ units: 1,259
- Mobile homes: 0
- Median Sales Price: \$1,260,226⁴
- Median Gross Rent: \$2,006

³ U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates, DP05, Concord Town, Middlesex County, MA

⁴ Banker and Tradesman, Median Sales Price, "Town Stats," *Historical Statistics Table*, 2019

APPENDIX F

LITTLETON STATION VILLAGE

Survey Snapshot



Through a series of three surveys administered from May-June 2019, participants shared their thoughts about developing Littleton Station and surrounding areas.

RESIDENTIAL OR MIXED USE BUILDINGS, 2-3 STORIES



The visual preference portion of the survey included 32 images of a variety of building types, including:

- Residential or mixed use buildings (2-3 stories)
- Larger residential or mixed use buildings
- Cluster housing
- Villages or centers

Participants were asked to check off any images that contained building styles they felt may be suitable for Littleton. These images were selected by **at least 50% of the respondents**. (Note: none of the images of larger residential or mixed-use buildings were selected by at least 50% of survey participants.)

CLUSTER HOUSING



VILLAGE OR CENTER



LITTLETON STATION VILLAGE

Survey Snapshot

Respondents were given a variety of options to identify as good or bad opportunities for transforming Littleton Station Village. Below are the top 3 "yes" and "no" ideas as indicated through the surveys.

LITTLETON STATION VILLAGE

General Opportunities

- Bike path connections (69%)
- Preservation of historic sites (56%)
- Parking garage (54%)

Business Opportunities

- Coffee shop (57%)
- Bakery, ice cream shop, deli, etc. (42%)
- Brewery/pub (42%)

VACANT LAND NORTH OF STATION

- Biking and walking trails (57%)
- Parking for Littleton residents (48%)
- Shops and restaurants (42%)

FOSTER & TAYLOR STREET

- Biking and walking trails (63%)
- Village center with mixed-use buildings (39%)
- Playgrounds (31%)

TOP 3 "NO" IDEAS

General Opportunities

- Diverse types of housing (39%)
- Repurposing existing buildings for housing (24%)*
- Assisted living and nursing care (19%)*

*23% rated these ideas favorably, indicating a split in public opinion.

Business Opportunities

- Light industry (48%)
- Boutique hotel (44%)
- Pharmacy (40%)

- Conventional single-family homes (48%)
- Affordable housing (37%)
- Cottage-style homes (36%)

- Technology-related office or light industrial use (52%)
- Conventional single-family homes (51%)
- Cottage-style homes (36%)

Top 3 LIKES about Littleton Station Village:

- Family-friendliness of area
- Train station
- Winding rural roads lined with trees and stone walls



69% of respondents considered it a top priority to **preserve historically important sites and places** when considering open space protection and connectivity with the Commuter Rail.

Top 3 WEAKNESSES of Littleton Station Village:

- Lack of parking
- Lack of sidewalks
- Narrowness/darkness of Foster Street



Increased parking availability

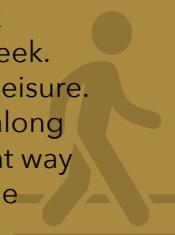
was identified as the top potential benefit of redevelopment.

Top 3 CONCERNs about redevelopment near the station:

- Loss of rural town character
- Increased traffic
- Potential for more school children



- 61% of respondents go for a walk around Littleton at least once a week.
- 93% of those who walk do so for leisure.
- 50% feel that creating sidewalks along Foster Street is the most important way to improve pedestrian safety in the vicinity of the station.



APPENDIX G



Littletown Station Village Interim Report

June 6, 2019

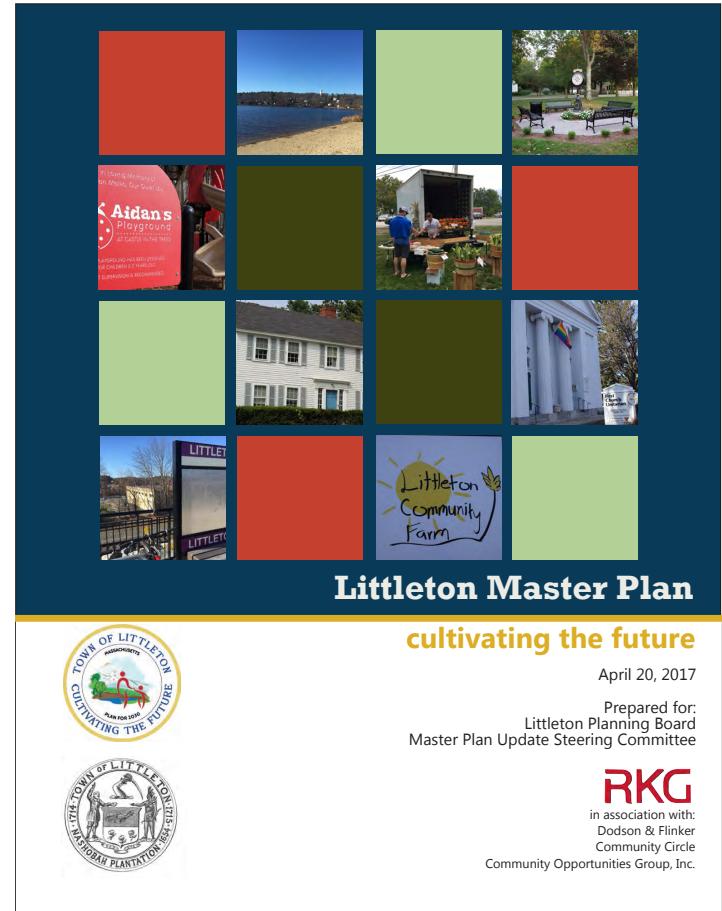


Contents

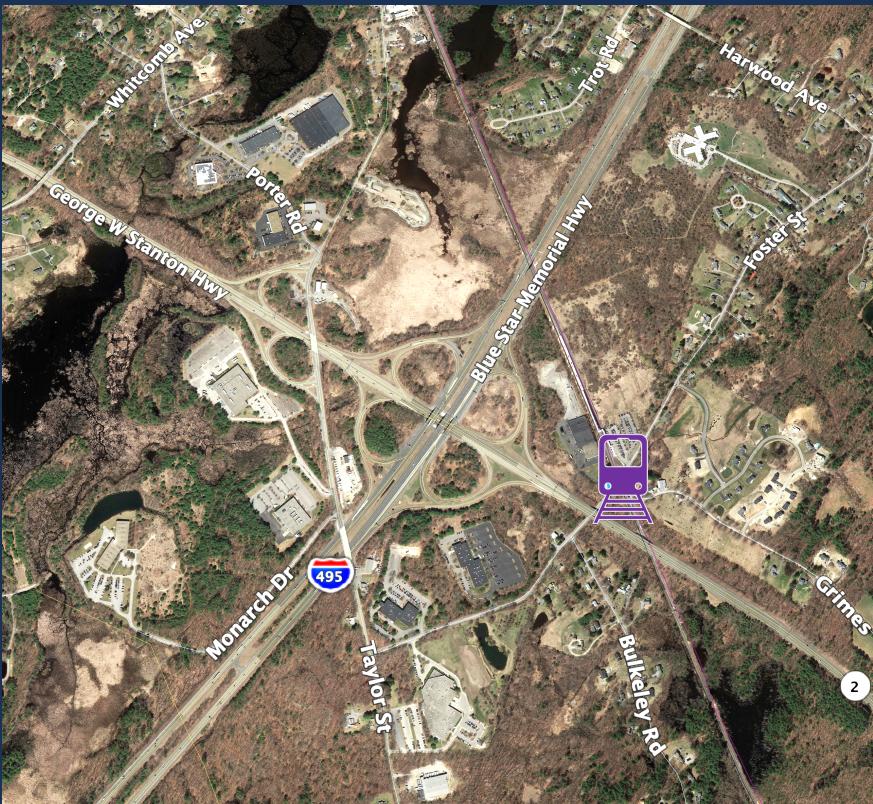


Brief review

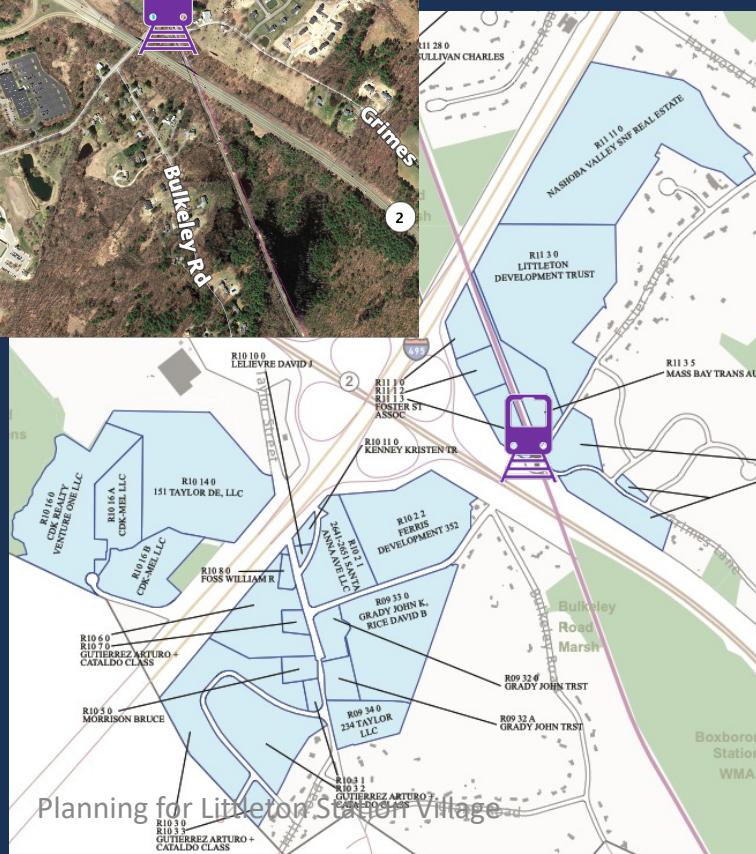
- Littleton Station is one of three “opportunity areas” in Littleton Master Plan (2017)
- Littleton’s designation as Housing Choice Community (2018) opened the door to MassHousing grant for Littleton Station Village plan and potential for new zoning



Study area



Approximately
263 acres



Study area metrics

Location / Quadrant	Parcel ID	Acres
Southeast - East of Taylor Street	R10-2-2	19.34
	R10-2-1	10.32
	R10-33	18.86
	R10-32	2.76
	R10-32-A	2.85
	R10-34	6.34
<i>subtotal and % of Total</i>	<i>22.8%</i>	<i>60.47</i>
Southeast - West of Taylor Street	R10-8	0.82
	R10-6	10.98
	R10-7	1.27
	R10-5	1.80
	R10-3-1	1.04
	R10-3-2	14.03
	R10-3-3	1.92
<i>subtotal and % of Total</i>	<i>12.0%</i>	<i>31.84</i>

Southwest - West of Taylor Street	R10-14	28.80
	R10-16-A	8.97
	R10-16-A	23.90
	R10-16-B	11.11
<i>subtotal and % of Total</i>	<i>27.4%</i>	<i>72.79</i>
Northeast - East of Tracks	R8-15-5	0.72
	R8-15	5.00
	R11-3-5	6.00
	R11-3	33.94
	R11-11	42.70
	<i>subtotal and % of Total</i>	<i>33.3%</i>
Northeast - West of Tracks	R11-1-3	4.05
	R11-1-2	3.33
	R11-1	4.58
	<i>subtotal and % of Total</i>	<i>4.5%</i>
Total Acreage		265.43

Source:Barrett, RKG and Patriot Properties (2018)

Project goals

Understand development opportunities at the train station

Understand community & neighborhood needs

Understand constraints

- Location
- Regulatory
- Infrastructure
- Market

Identify options

Make recommendations to the Town

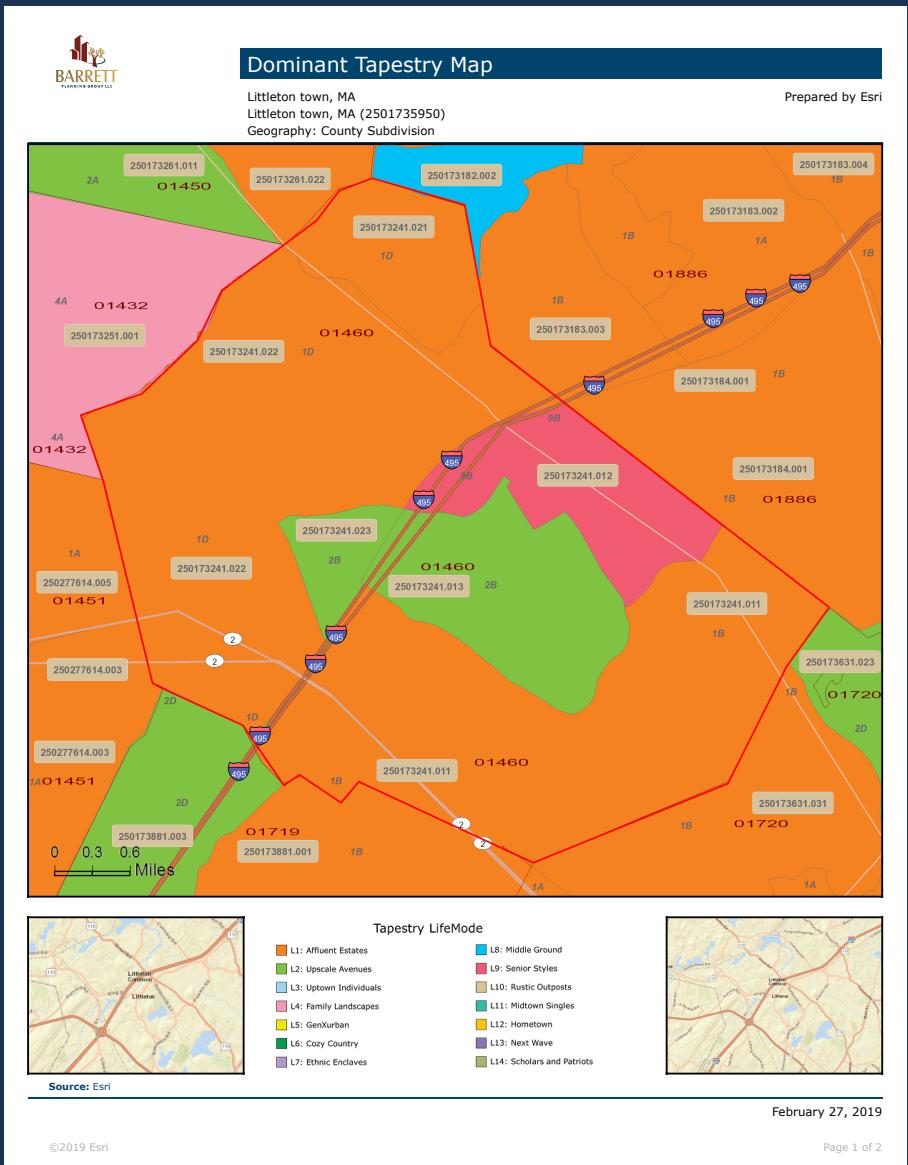


Taking the town's pulse

- Market, demographic, and geographic data analysis
- Site visits and interviews
- Suburban transit development case studies
- Interviews at town hall
- Project working group

Market overview

Planning for Littleton Station Village



Market observations

- Retail opportunities in the Train Station area will be limited by inadequate visibility, access, regional competition, and other locational factors ... any future retail in this study area [should] focus on serving a local customer base and offer convenient access and visibility where possible.
- The continued growth of online sales activity will drive demand for distribution and warehousing space . . . additional industrial development appears to be the most viable commercial development option but . . . consider how industrial uses co-exist and interact with residential or mixed-use if those too are desired.



Market observations

- Demographically, Littleton's population composition is changing.
- ...Encourage future housing developments to incorporate age-friendly design ... it is best to design and build units that can be marketed to a wider resident base.



Market observations: single-family and condominiums

The median selling price of single-family homes has increased 20 percent since 2012. Prices for condominiums in Littleton have skyrocketed at the same time, jumping 160 percent. The median selling price for condominiums increased from a low of \$165,660 to \$430,000 in 2018. In 2017, the median condominium sale price surpassed the median single-family sale price.



Market observations: rental

Rents at both Pondside and Village Green are generally equal ... [yet] Pondside is quite a bit older than the new Village Green and contains fewer amenities. This could speak to demand for rental apartments in Littleton since prices and vacancy are nearly identical in two rental complexes that were built at different times and have differing levels of amenities.

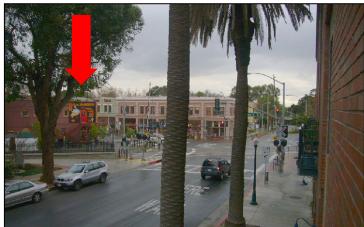


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¹ University Station, New England Development, 2019, P.01

² "New Team, New Vision for Westwood, MA Mixed-Use Development," Charles River Real Estate Investors, April 13, 2012, P.01-03

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Happenings in other towns

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- Reduction of impervious surfaces can have multiple economic benefits including on stormwater management systems and on parking requirements

¹ Concord Commons and Concord Crossing, Metropolitan Area Planning Council, 2019

² "Concord Commons, Concord MA", Transit-Oriented Development (TOD) Success Stories, Massachusetts Government Smart Growth Toolkit

Imagine Upton—A Vision for Revitalizing Upton Center



Slower Traffic, Simplified Intersections, Walkable Streetscapes	Build a parklet in Convenient Locations
1 Reconfigure the north end of Grove Street	Build a new central shared parking lot on Grove Street
Instead of intersecting with Route 40 across from Church Street, Grove Street is being built in a loop that would connect the building of a new bridge over the 400 block of the Remond Building. When the bridge is completed the intersection of the center of town will be the intersection of the heart of town. The new bridge will be built in 2014 and the intersection of Route 40 for reevaluation.	A sizable shared parking lot is located between Church and Route 40, in land that is currently vacant and undeveloped. The lot is currently used for storage and appears to be appropriate for an active plaza or parklet, a small business, a food truck, a small restaurant, or a personal service. The upper stories of these buildings could have residential or additional commercial space. 54 parking spaces are available between the two buildings. Additionally, a new library and a new post office are planned for the area. The proposed site features trees and a site.
2 Close Warren Street	Expand the parklet to adjacent to Town Hall
Warren Street is closed and converted into a double lined parking lot adjacent to the Town Hall.	A parking lot is located to the west of the town hall, across from the 25 square block adjacent to Town Hall. A parking deck could be built west of the town hall if new land is not available. The parking deck could provide about 40 spaces for the town hall. The proposed site is a paved area with trees and the upper tiered area from the town hall.
3 Reconfigure the intersection of North Main Street/Church Street and Route 109	Add on-street parking throughout the Center
Currently the intersection of North Main Street and Route 109 is a four way stop. The town is considering changing the intersection to a roundabout. The town is also considering the removal of the center median. The town will provide funding for up to 10 new parking bays on both sides of North Main Street. Church Street intersects with Route 109 and the town is considering the removal of the center median. The town will provide funding for up to 10 new parking bays on both sides of Church Street. The town will provide funding for up to 8 new parking bays on both sides of Route 109. Route 109 and Route 210 are roughly equidistant from the town's center intersection, so there are entering and exiting areas for Route 109.	40 on-street parking spaces can be added in the Center. About 40 on-street parking spaces can be added in the Center.
4 Improve streetscapes throughout the Center	New Green Spaces and Improved Connections to Existing Open Spaces
Streets are improved throughout the Center with trees, planting beds, and planters. Sidewalks are widened and the placement of sidewalks on roadsides increases walking distances and the visibility of pedestrians while on the road. Planting buffers distance from traffic.	1 Create a trail loop along and across Center Bridge A trail loop along both sides of Center Bridge with footbridges that connect the Grove Street area to the west and the town hall area to the east. The trail would be paved and provide great views to the west and to the east. 2 Relocate and improve Community Center's Memorial Playground The playground is moved south of the current location to space for new buildings. The new location is closer to the town hall and the town hall is the closest building to the playground. The proposed playground is to trail and boardwalks that loops back across Center Bridge to Grove Street. 3 Add a trail to connect Upton Center to Heritage Park A trail is proposed to connect the town hall and the town hall to a paved and cased walk to a paved and cased walk to the southern end of town. A paved and cased walk could be added where the trail meets Mill Pond.
New Buildings for local-serving Businesses, Places to Live, and an Expanded Tax Base	What's Next?
5 Add two new building between Knowlton-Risteen Building & Holy Angels Church	At Town Meeting on May 2 at 7:00 pm at Nipmuc High School, voters will be asked to endorse this Vision and to direct the Selectboard to take appropriate
Approximately 6,000 square feet and 12,000 square feet, the buildings are well situated for ground floor retail and upper floors for residential or office space. The buildings are well situated for ground floor retail and upper floors for residential or office space. Pending the building of the buildings is a shared lot connected to the Town Hall and the Common area on town square. Pending is the building of the buildings is a shared lot connected to the Town Hall and the Common area on town square.	At Town Meeting on May 2 at 7:00 pm at Nipmuc High School, voters will be asked to endorse this Vision and to direct the Selectboard to take appropriate
6 Reimagine existing building at 400 block of North Main Street	
A new 400 block of North Main Street is proposed. The town is proposing a new Village Center frame the southern side of the Common and provides space for the town center with spaces for restaurants. Parking is proposed to be located on the northern side of the Common. The proposed site is a paved area with trees and a site.	
7 Remove or expand the Knowlton-Risteen for the library (not shown)	
The site can accommodate up to 15,000 square feet building footprint with adjacent parking and playground. This space is not shown on the drawing.	

Smaller towns planning for village development

Town of Littleton

COME PLAN WITH US!

Share your opinions and help us envision a great future for the Foster Street-Taylor Street area!



For more information contact the Planning Office, MToohill@littletonma.org or 978-540-2425



Join us to discuss:

- **Housing**
- **Business development**
- **Commuter rail parking**
- **Creation of a true Littleton Station Village**

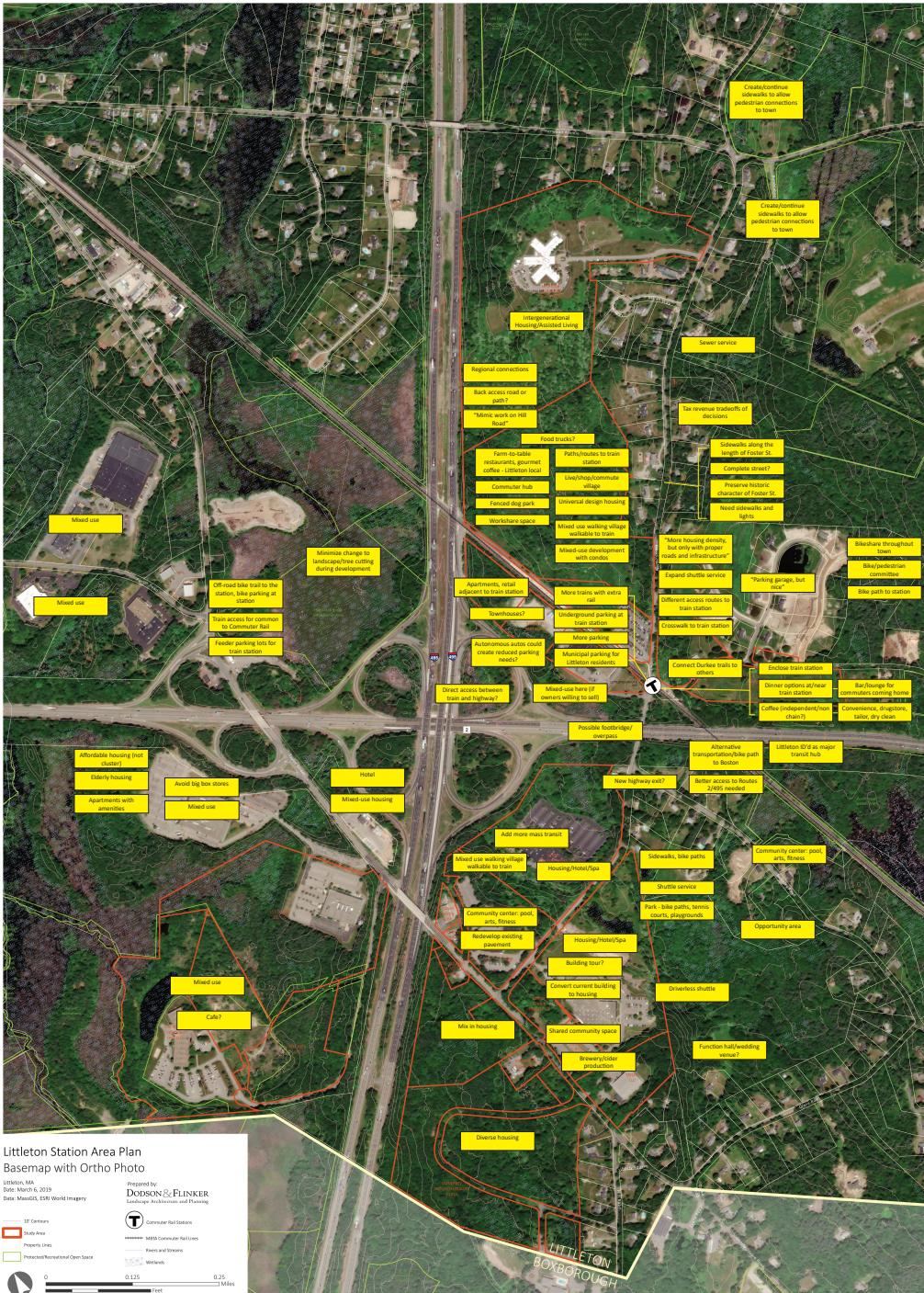
**Littleton Middle School
55 Russell Street
Friday, April 5: 6:30-8:30 pm
Saturday, April 6: 9 to Noon**

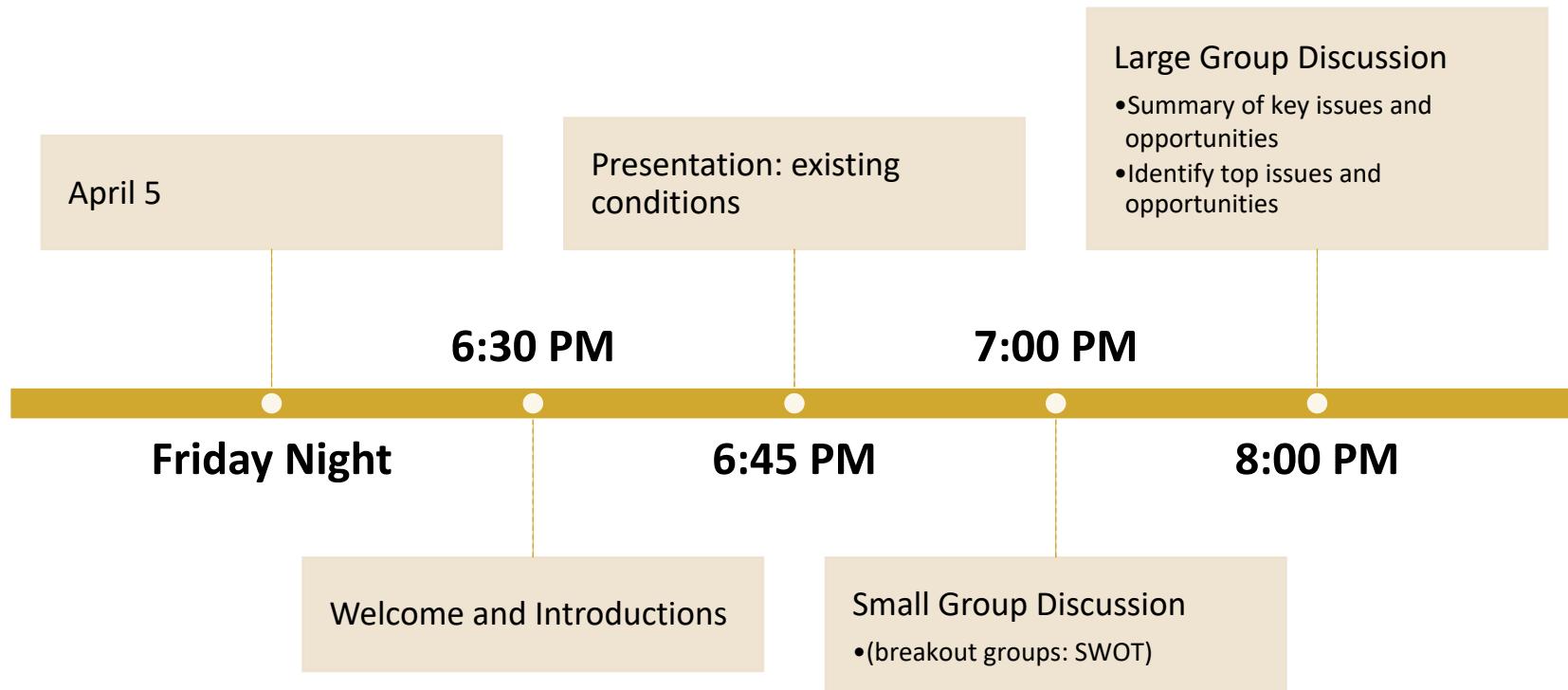


DODSON & FLINKER
 Landscape Architecture and Planning
RKG
 ASSOCIATES, INC.

Community visioning

Planning for Littleton Station Village





What we did

Planning for Littleton
Station Village

6/6/19



Strengths

- Rural character
- Historic sites, buildings and agricultural landscape
- Winding rural roads lined with trees and stone walls
- Beautiful woods with walking trails
- Train station
- IBM shuttle
- High real estate values
- Family-friendly town



Weaknesses

Not enough parking at the train station!

Foster Street narrow, dark and bumpy

No sidewalks

Half-full office/industrial buildings

Indirect highway access

Dangerous intersections

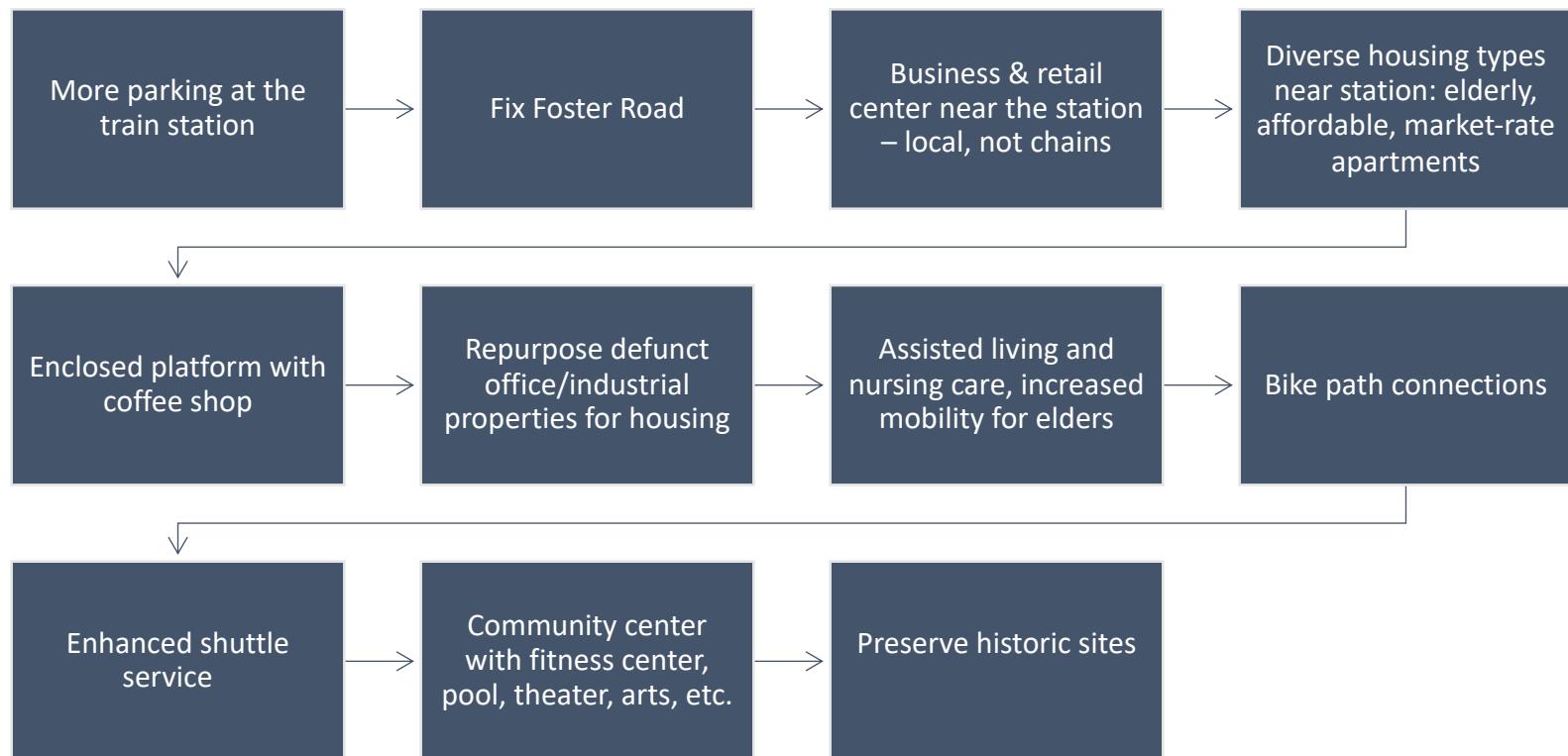
Difficult office/retail market

Too many big houses with no place to downsize to

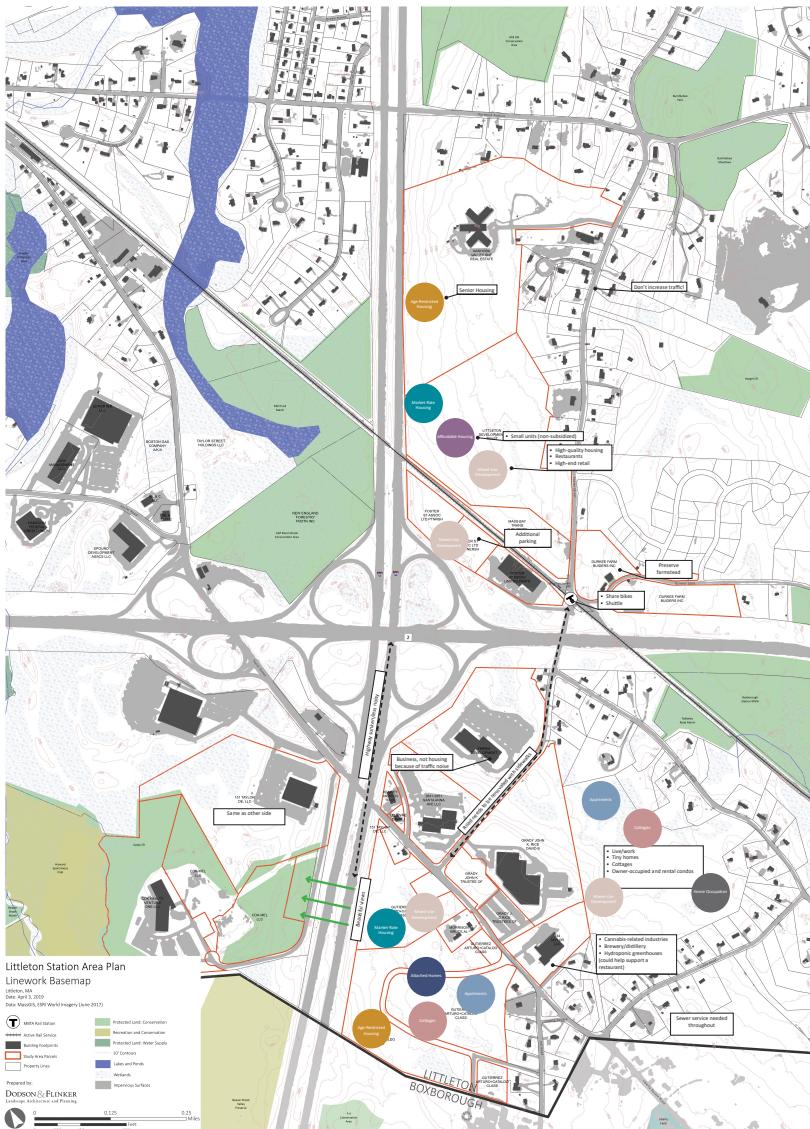
Lack of sewer

Soils, ledge and wetlands constrain development

Opportunities



What we learned



Housing & Social Connections



Recognition that Littleton has many types of households and families, but hard for some people to find housing



Smaller units at the train station could benefit older adults, young adults, small families



People need places to socialize: coffee shop, brew pub, restaurant



People want things to do: arts/culture, easy access to groceries, places to walk



People want to get around without a car when possible

Neighborhood

Residents
appreciate “peace
and quiet”

Value homes with
yards, gardens

Many concerns
about traffic,
Foster Street, train
station parking

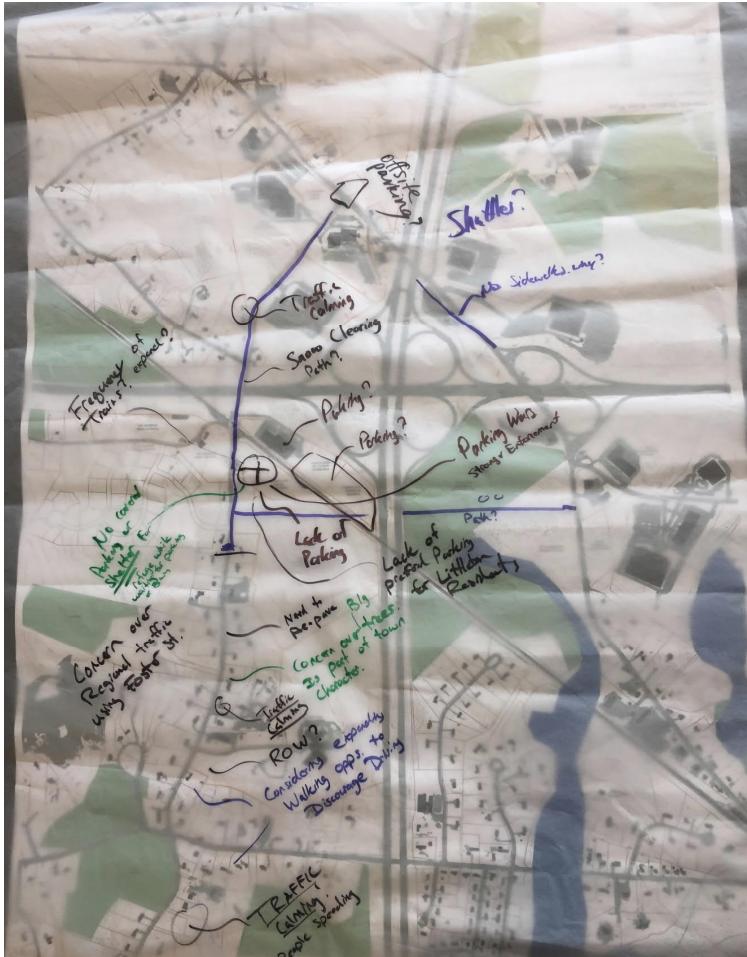
Goods & Services

- Café
- Yoga studio
- Community athletic center
- Tech/start-up incubator
- Artisan space
- Health care
- Holistic medicine

And many others ...



Transportation & Mobility



- Biggest issues we heard:
 - Lack of train station parking
 - Lack of shelter/awning
 - Need for traffic calming on Foster Street
 - Street lighting between train station and parking areas across Foster Street

What now?

Planning for Littleton Station Village

Community Surveys

- Three over six weeks
- Mirror topics at Saturday 4/6 vision session
 - Social/housing, economic development (closed)
 - Transportation/mobility, open space (open)
 - Visual preferences, master plan ideas (soon)

Key questions

- What is Littleton's appetite for change?
- Housing is a market opportunity. Is it an acceptable one?
- Limited food service/retail is a potential market opportunity, mainly targeted at commuters. With more housing, more possibilities.
- Is the town open to ideas like District Improvement Financing (DIF) to address some infrastructure needs in the study area?
- What role(s) does the Town want to play in addressing the future of Littleton Station Village? Activist? Moderate? Indirect?

