MASTER PLAN IMPLEMENTATION COMMITTEE
P.O. Box 1305
Littleton, Massachusetts 01460

Tuesday, July 16, 2019
7:00 PM
Room 103
Shattuck Street Town Offices at 37 Shattuck Street

Proposed Agenda

1. Reorganization
2. Setting Goals
3. First Line Contacts and Message
4. Member Input
5. Public Input
6. Minutes: June 18, 2019
7. Next meeting – August 20
   a. July 18 Littleton Station Area Study: Fire Dept. at 7:00 p.m.
   b. July 25 Form Based Code Presentation: Room 103 at 6:30 p.m.
   c. September 5 FBC Public Hearing: Room 103
8. Adjourn
2019 MASTERPLAN IMPLEMENTATION COMMITTEE (MPIC) GOALS

In accordance with the mission of MPIC to guide and promote the implementation of the 2017 Master Plan, the Committee has determined to continue its focus on the high priority goals listed below, each of which includes a reference to related items as described in the Master Plan. Each Goal includes a number of tasks and projects to achieve the goal. For example, the Revitalization of the Common includes sewerage, zoning regulation changes, and additions and enhancements to pedestrian and bicycle access. Housing requires zoning changes, mechanisms to encourage elder housing construction, and practical solutions to diversify types and pricing of housing.

These are goals being pursued with ongoing tasks and projects undertaken by existing Boards and Committees most notably by the Board of Selectmen and Planning Board with participation as appropriate by the Town Administrator and Professional Staff. Not only are there many tasks but the timelines to completion for each vary from a few years to five or more.

- Littleton Common Revitalization (Sewer and Other) #1,8
- Zoning Assessment and Diagnostics #2,8,9,10
- Transportation #44, 3,4,6,10,12,15,21,34,
- Housing: Targeted Development # 11,16,39,40,41,48
- Space Needs at Town Office Bldg #60,35
- Area Plan for Parcels in Vicinity of Taylor/Foster St. #11,12
- Include Town (master) plan project costs into yearly budgeting process #59,

To help ensure the vital contributions and participation of Town committees and Boards to fulfillment of the goals and tasks of the Master Plan, MPIC will sustain engagement with them in accordance with their specific spheres of interest and role. MPIC thus will continue its liaison program.

In connection with costs and resource needs for realizing the very numerous Master Plan Goals (#59) including and in addition to the goals set forth above, MPIC will seek to meet with the Board of Selectmen (and other Boards, Administrators, and others deemed appropriate by the Board of Selectmen) for a fresh re-examination of major goal and priority project setting.
MASTER PLAN IMPLEMENTATION COMMITTEE MEETING
TUESDAY, July 16, 2019 AT 7:00 P.M.
Room 103
Shattuck Street Town Offices at 37 Shattuck Street

Minutes approved 10/15/19

Present: Chair Mike Zeldin and Members Mike Fontanella, Jonathan Liebowitz, Lyle Webster, and Delisa Laterzo.
Also present: Maren Toohill
Absent: Megan Ford, Chase Gerbig

The Pledge of Allegiance was recited and Chair Mike Zeldin welcomed all present.
The meeting was called to order at 7:00. Committee members introduced themselves, including Delisa Laterzo, the new representative from the Planning Board.

1. Reorganization - positions for reorganization: Chair, Vice Chair and Clerk.
   Zeldin acknowledged that Toohill is doing a great job as clerk and there is no need for a nomination for Board Clerk at this time. Asked for the committee member’s input on chair nomination. Liebowitz nominated Zeldin. Fontanella seconded. All in favor, 5:0.
   Vice Chair: Zeldin nominated Fontanella. Webster seconded it. All in favor, 5:0.

2. Setting Goals:
   Zeldin stated setting goals will direct the committee on future actions. There are currently 7 prioritized projects, at different stages of progress. Posed the question: What do we want to do to reinforce those goals, and do we want to start something new?
   The sentiment of the committee is that we don’t want to get the town involved yet in anything beyond the original 7 goals that already exist in the master plan. It covers such items as not only the needs assessment for this building, but also connected with it is a community center, along with the sewering, the revitalization of the common, and the diversification of housing options in the town. Those 7 projects are being led primarily by the board of selectmen and the planning board.
   The committee had previously asked Fontanella and Gerbig to undertake the task of providing clear communication to the town in general on the master plan status. Imperative to do so, as it may appear to the town that it is fragmented. Asked Fontanella for an update on that effort. He replied no progress has been made yet, due to travel by him and Gerbig. Fontanella is now available and will start putting together a frame work to present to Gerbig, to be revised and presented to the committee. High priority on his to do list. Zeldin asked for verification that the plan is to have the report well formatted and ready for presenting well before the town meeting. Acknowledged it is no small effort, and is indeed a gathering of forces. An important task. Reiterated it would be worthwhile, as members or liaison, to let other committees know there is a master plan and various components do intertwine and affect each other. Liebowitz asked if Gerbig will continue as the BOS representative. Zeldin replied yes, that has been confirmed.

   Zeldin referenced the list of MPIC goals, estimates given in $ signs. Summarized it by saying: The ability of the town to finance many of these projects, many of which are capital projects, appears to be a big challenge to the town, without floating a bond. Although as MPIC it is not our job to address the finances, it is our job to provide guidance.
He stated asked: why do we do things incrementally, episodically? What is our debt to revenue ratio practice? This is important because it is what municipalities use to decide their debt limit. After further investigating, feels the town is not efficiently using its revenue to debt ratio in order to accomplish certain capital projects.

Fontanella explained that when the town collects taxes, and acquires local aid and other small streams of revenue from grants, etc. ..., we have a certain amount of $ to spend and we spend that every year. As needed, we do some funding of contingency funds. There are policies regarding how much of available revenue should be earmarked for those purposes (capital projects). They are guidelines / policies which can be revisited. That’s the only way the debt to revenue ratio can materially move, unless the town gets more revenue from the tax payers, by going outside the levy. If the town borrows more money (bonds) and is going to pay it back, it need to raise more money to pay down the bond by going outside the levy. The only way to change the ratio is to spend more on debt and less on operations.

Zeldin asked: Are we really using the financial prowess of the town, to better leverage what we have? Fontanella replied that the committee has not had an explicit discussion on the issue since the last time the financial policies were worked on. They made good decisions at the time, but we can certainly request to revisit the policies, have a discussion and make appropriate determinations. Zeldin proposed this issue should be one of MPIC’s goal. Encourage and ask the BOS, the Finance Committee and the professional staff to begin the process of reviewing and re-assessing the policies.

Laterzo reiterate that the goal is to look at ways to raise money to accomplish the master plan goals.

Fontanella reminded the committee that what debt we service, the goal is typically to plan our debt outlay, so that as the debt on one project is retired, it is earmarked for the next project in line. The master plan duration is 30 years, and we shouldn’t plan to do everything at once, right now.

Zeldin expressed concern about revenue stream. As one of the goals, suggested MPIC motivate the economic development committee and BOS, starting as soon as possible in advance of the fall town meeting, to identify a series of actions designed to attract businesses and revenue streams to the town. Determine what direct marketing effort Littleton is going to implement.

Laterzo stated that it would be difficult to implement a direct marketing plan until Form Based Code has been implemented, since there is currently not much to market in Littleton to attract business, due to the lack of space.

Toohill agreed that the business district is already developed, and to encourage re-development you have to update the zoning. Indicated Littleton is well positioned to attract business due to its proximity to 495, without affecting residential areas.

Laterzo indicated that there is currently a plan to repurpose some buildings. Need to develop a master plan for Littleton Station so it doesn’t grow organically.

Zeldin stated that until Littleton does something about turning the common and the station area into something with proper infrastructure, the town will not be able to make proper use of the land. Many of the key property owners in the common, who have the resources to do so, have already expressed an interest in making a move when Littleton moves. They will build it as long as there is someone to occupy those spaces, such as housing and 21st century industry. Do we have the potential for job creation in Littleton? There are currently very few areas in Littleton where this could be visualized, one of which is the common. It has all the components in place. The train station has future potential, but the common is ready to go now. We need to encourage the economic development community (ECD) and the BOS to start planning how to market it.

Laterzo indicated the EDC currently has 3 vacancies. We’ll need to wait until those positions are filled, as they don’t have the bandwidth.
Zeldin asked if the town can solicit outside funds that the town would be willing to match, as it has done in the past, so that we can start formatting a marketing plan.

Toohill reiterated that it will take time, staff, and volunteers to find the funding and decide what the next steps are.

Zeldin indicated that there will be a vote in the fall for moving ahead with or without new zoning and sewer in the Common. In either eventuality, the town needs to be prepared, is this a sufficiently compelling reason for this committee to join in the outreach?

Fontanella disagreed. Feeble all these issues have been considered and discussed by the BOS and the PB. Unknown whether or not they are considering it with the same level of priority MPIC has. The committee cannot circumvent their role or take ownership of their task, unless otherwise delegated by them. That is the process. Recommended waiting until after the vote has been taken. Feebles MPIC goal is to revisit the master plan with the BOS and EDC and reiterate its time line. Suggested that as the MPIC chair, it would be appropriate for Zeldin to meet with other committees’ chairs and ask for updates.

Laterzo recommended speaking with Carolyn Armstrong, as she is the new chair of the EDC. Encourage the EDC to recruit people and get involved.

Zeldin asked the committee members if they have any additional goals they want to set. In response, Liebowitz proposed revisiting the original 7 status and evaluating them.

Zeldin responded that only the historic survey of Littleton has been completed. All others are in progress, in various stages.

For example:
- **Sewering**: The committee should be getting an update soon from sewing task force through the BOS on the common project.
- **Library building**: The space needs committee task force is still trying to decide what to do about the town hall building. The library has recently secured the funding from the state. Will be decided at the town meeting whether or not it will do another borrowing to fund the balance.
- **Housing**: Toohill stated there is a table set with some amended zoning bylaws, to address housing. It includes affordable housing, 2 senior residential developments, one of which is under construction, and one to start construction soon. The cottage style homes will be available in a couple of years. If FBC is implemented in the common, it will open up opportunities for a small number of apartment style residences. Some of the zoning to do that is in place, and we are doing the planning to draft and gather support for some of the other zoning that will help address housing. That is a long term issue as well.
- **Community Center**: Still under discussion. No current updates.

3. **First Line Contact and Messages:**

Zeldin stated that neither the Council on Aging, the BOS or the PB needs any more encouragement to keep their eye on the projects, as they are very much aware of the progress. This is a testimonial to the PB and the BOS, who are doing “most of the heavy lifting” to get things done.

Laterzo asked if all the town’s boards and committees’ goals are linked up to the master plan and the road map. She noted the cultural committee is not. Zeldin replied that very few of the committees have linked up. Laterzo indicated she has already reached out to someone in the cultural committee and upon mentioning their goals should be linked up to the master plan, found out they are not. Zeldin indicated some of the committees may not be very active, and the information may not have been assimilated. Laterzo suggested reaching out to the committees a couple of times a year to share information and verify they are linking up.

Zeldin asked the committee members which committees should they be contacting and encouraging.

Fontanella stated he feels they should all be contacted 2 or 3 times a year. It should be part of MPIC’s annual process.
Zeldin suggested that they approach the committees with something specific. For example, if approaching the pedestrian and bicycling committee, it would be reasonable to go to them because we have an ongoing effort to make the town more pedestrian and bicycling friendly. It’s a mission we can talk to them about. Using the master plan fold out, to talk to them about what their role would be, we could suggest what their steps might be to accomplish the mission.

Liebowitz agreed. Mentioned he was assigned to some conservation type groups, and found they don’t have much time to talk about many of the issues. It might be helpful if they are presented with something specific.

Zeldin indicated there is some $ to try to get together the open and development spaces, to try to coordinate the two areas. No progress to date. Asked who would be in a better position to undertake the action. Toohill suggested asking the Open Space Implementation Committee the question, as they have the broad reach of the various groups. This is a specific goal we now have funding for.

Laterzo mentioned that not many committees looks at the economic development section of the master plan. Suggested we email the goal section to them. The idea was well accepted.

Zeldin indicated the committee should spend one more meeting on this topic.

4. Member Input:
- Zeldin indicated he attended a BOS meeting, at which the location for the marijuana facility was discussed. Two candidates made it through the review process. The BOS will soon announce the likely candidates for a host-town relationship. There were residents in the audience who live near the facility location on King Street, and felt very strongly about having an inappropriate facility located so near them. The next step in the process, assuming the BOS agree we could have a host-town relationship, is to go to the planning board for approval, and then to the state for provisional license. The facility area has been pre-approved.

- Toohill reported on the next PB meeting: Littleton Station area is under discussion; we’ll have a report from the consultants Thursday evening, 7/16 at 7 PM at the fire station. We’ll hold the next meeting for Form Based Code (FBC), at 37 Shattuck Street, Room 103 on the following Thursday, 7/25, 6:30 PM. There will be a public hearing on BFC for Littleton Common on 9/5. The meeting has been well advertised to residents and local area engineers.

- Laterzo asked if there was anything new on the sewer. Selectmen are going to be involved. Should we be doing anything prior to the town meeting? Zeldin replied there will be a process in place to remind the town of the benefits of supporting the sewer initiative. The engineering design step is near completion, and the next step will be requesting funding for the actual build. Will come up at the fall town meeting. The state continues to be very helpful in assisting the town in identifying funding sources, in a partnership with Littleton. The results of that effort won’t be known until town meeting, a crucial part of the process.

5. Public Input: NA

6. Minutes: June 18th, 2019 – Liebowitz motioned to approve the MPIC minutes for June 18th 2019. Fontanella seconded. All in favor, 5:0.

7. Next Meeting - August 20th 2019
   A. July 18th Littleton Station Area Study: Fire Dept. at 7:00 .PM.
   B. July 25th Form Based Code (FBC) Presentation: Room 103 at 6:30 P.M.
   C. September 5th FBC Public Hearing: Room 103

Adjourn: Fontanella motioned to adjourn, Liebowitz seconded. All in favor, 6:0.

DOCUMENTS
Agenda
The Initial 7 Master Plan Goals