



Zoning & Planning Committee **Report**

City of Newton **In City Council**

Monday, January 14, 2019

Present: Councilors Leary (Chair), Albright, Danberg, Baker, Brousal-Glaser, Kalis, Krintzman;

Absent: Councilor Downs

Also present: Councilors Auchincloss, Greenberg, Gentile, Norton, Cote, Rice, Noel, Grossman, and Lappin

City Staff Present: Maureen Lemieux (Chief Financial Officer) Sue Dzikowski (Comptroller), Barney Heath (Director, Planning Dept.), James Freas (Deputy Director, Planning Dept.), Rachel Nadkarni (Long Range Planner), Lily Canan Reynolds (Community Engagement Manager), Kathryn Ellis (Economic Development Director), Marie Lawlor (Assistant City Solicitor), Andrew Lee (Assistant City Solicitor), Karyn Dean (Committee Clerk)

Referred to Zoning & Planning and Finance Committees

#29-19

Funds to cover the cost of a vision plan for the Riverside MBTA property

HER HONOR THE MAYOR requesting authorization for the acceptance and expenditure of funds provided by the Riverside MBTA property developer to cover the cost of independent consultant support for a vision plan for the Riverside MBTA property.

Finance Approved 7-0 on 1/14/19

Action:

Zoning & Planning Approved 7-0

Note: The Zoning & Planning Committee joined the Finance Committee to discuss this item. Please refer to the January 14, 2019 Finance Committee Report for details of that discussion.

Referred to Zoning & Planning and Finance Committees

#28-19

Appropriation of \$600,000 for rehabilitation of Allen House

COMMUNITY PRESERVATION COMMITTEE recommending the appropriation of six hundred thousand dollars from the Community Preservation Fund to the Planning & Development Department for a grant to the Newton Cultural Alliance for the rehabilitation of the historic Allen House, 35 Webster Street, for use as a community

arts and cultural center, to supplement the CPA funding previously appropriated for this project through Council orders #227-14(2) and #156-16.

Finance Approved 7-0 on 01/14/19

Action: Zoning & Planning Approved 6-0 (Councilor Danberg recused)

Note: The Zoning & Planning Committee joined the Finance Committee to discuss this item. Please refer to the January 14, 2019 Finance Committee Report for details of that discussion.

#630-18 **Re-appointment of Anne Killilea to the Commission on Disability**
HER HONOR THE MAYOR re-appointing ANNE KILLILEA, 789 Watertown Street, West Newton, as a member of the COMMISSION ON DISABILITY for a term to expire December 31, 2021. (60 days 02/15/19)

Action: Zoning & Planning Approved 7-0

Note: The Committee voted to approved Ms. Killilea's re-appointment to the Commission on Disability, with no discussion, 7-0.

#220-18 **Discussion relative to the Washington Street Corridor Action Plan**
DIRECTOR OF PLANNING requesting monthly progress discussions on the Washington Street Corridor action plan.

Finance Held 7-0

Action: Zoning & Planning Held 7-0

Note: The Zoning & Planning Committee joined the Finance Committee to provide an update on the budget for the Washington Street Corridor Action Plan project. Please refer to the January 14, 2019 Finance Committee Report for details of the joint discussion.

The Zoning & Planning Committee continued discussion of this item. The first draft of the Washington Street Vision Plan was released in the fall and may be found online at:

<http://www.newtonma.gov/civicax/filebank/blobdload.aspx?t=51741.99&BlobID=94678>

Director of Community Engagement and Project Manager for the Washington Street Vision Plan, Lily Canan Reynolds, explained that the focus of this discussion would be on the Newtonville and Crafts Street areas of the Washington Street Corridor Plan. She reminded the Committee that a similar focus was dedicated to the West Newton area of the corridor at the November 26th Zoning & Planning Committee meeting. A PowerPoint presentation was provided to accompany and illustrate Ms. Reynolds remarks. Please refer to the attached presentation for details.

At the Committee of the Whole meeting which took place on December 6th, staff introduced a height map which was not included in the first draft of the Plan. Ms. Reynolds distributed a copy of the height map and it is attached for reference.

Newtonville

Ms. Reynolds noted that the Newtonville area under discussion is located on both the north and south sides of Washington Street and along Walnut Street. Various sections of this area are identified as areas in which to preserve the scale of the neighborhoods; to enhance the quality of the villages; or to enable new value at the edges. There are also one or two parcels identified as being at high risk of development due to vacancy and/or low land values. Please see attached map in the presentation to view these various parcels.

The McGovern Site (the McGovern Auto Dealership, between Walnut Street and Harvard Street on Washington Street) was used to illustrate the possible scenarios within the Newtonville area. This site is currently zoned BU2 which would allow 2 stories by-right and 3-4 stories by special permit. On the site is an L-shaped building and a corresponding L-shaped parking lot. The presentation shows three different development options for this site which include the market-driven option; the courtyard option and the incremental option.

- The market driven option bases the building size on the required parking. This tends to create wide buildings (maximum of 300-500'), with a maximum of 5 stories, that fill the majority of the block, providing no public space. Architects often create façade treatments that mimic a series of smaller scale buildings. This type of building does not seem appropriate for the Newtonville area and the focus should be on building for people, not for cars. (Parking spaces: 138)
- The courtyard option pushes the parking garage underground, which is more expensive, but allows for privately owned, but publicly accessible inner courtyard(s) at the street level, surrounded by buildings. On-street parking would provide some additional spaces as well. The maximum height in this option would be 4 stories and the buildings are smaller scale (maximum of 145') than the market driven option. A range of 3-4 story mixed-use buildings could form the edge of the commercial core of Newtonville and new townhouse type homes along Court Street in the back would provide a seamless step-down transition to the existing single-family neighborhood. Providing more street connections between Washington Street and Court Street would also make this block more walkable and manageable and less fortress-like. (Parking spaces: 142)
- The incremental option would decrease the sheer number of parking spaces that need to be built by having smaller, individual parking garages that are built over time. Building heights would vary from 2-6 stories, develop over a number of years and tend to be smaller in scale. There would be less opportunities for public space because it is done piecemeal and not as a master plan. A new street connection would be established between Washington Street and Court Street. (Parking spaces: 36)

The attached height map indicates the proposed building heights for Newtonville.

Newtonville is bisected by the Mass Pike and a way to bring back a "street wall" on both sides of the Walnut Street Bridge, providing a connection of the north and south sides would be to build new one-story retail buildings on the sides of the bridge. This provides a sense of protection when

walking and also blocks the view of the Pike. In addition, providing an upgraded, ADA accessible west entrance to the Newtonville Commuter Rail station would provide a focal point. Micro retail pavilions lining the edge of Washington Street on the Turnpike side, provide a visual and acoustic buffer. Ms. Reynolds showed an example of a windswept, chain-link fence lined pedestrian walkway in Ohio, which was rarely used because it was so unwelcoming. Retail buildings were built along this bridge which brought vitality back to the area. (See presentation).

Another option would be to further expand decking over the Turnpike to create a place for a large (50,000 square feet) new public park and gathering space. Highlighting some of the beautiful buildings in the area would make this a very attractive space. The estimate for a decked park is \$47 million (see presentation for image).

Crafts Street Area

Ms. Reynolds pointed out that the area under discussion encompasses the Whole Foods site, Marty's Liquor site as well as the Chatham Center. Again, various sections of this area are identified as areas in which to preserve the scale of the neighborhoods; to enhance the quality of the villages; or to enable new value at the edges. There are also parcels identified as being at high risk of development due to vacancy and/or low land values. Please see attached map in the presentation to view these various parcels.

- The market driven option bases the building size on the required parking. This tends to create wide buildings (maximum of 237'), with a maximum of 5 stories, that fill the majority of the block, providing no public space. Architects often create façade treatments that mimic a series of smaller scale buildings. (Parking spaces: 599)
- The courtyard option pushes large parking garages underground, which is more expensive, but allows for more public space. The maximum height in this option would be 10-12 stories with height concentrated at the center of the block, away from the existing single-family neighborhoods. These higher buildings could be an attractive location for commercial office or lab tenants. Four-story residential buildings would provide a step-down transition to the adjacent residential neighborhood. Approximately 25,000 square feet of public parks and plazas can create unique gathering spaces and benefit local businesses. (Parking spaces: 791)
- The incremental option would provide smaller, individual surface parking lots with some on-street parking as well. Buildings would have 180' maximum width and would vary up to 6 stories incorporating a wide variety of shapes to be developed over a number of years with a step-down transition to residential existing neighborhoods. There would be less opportunity for public space because it is done piecemeal and not as a master plan but there is still opportunity for about 1500 square feet. (Parking spaces: 442)

The attached height map indicates the proposed building heights for the Crafts Street area.

There has been concern about buffering the neighborhood from the Mass Pike. Having some building height on Washington Street of 6 stories could accomplish that.

Community Benefits/Infrastructure Investments

There were a number of other community benefits and infrastructure investments mentioned including the improving connections over the Mass Pike and the decking and park at Newtonville, upgrading the commuter rail tracks, creating new parks and courtyards in underserved areas of the city, developing diverse housing options, building central parking garages, reconfiguring the Mass Pike interchange at West Newton with improved adjacent roads, and a Complete Streets investment in Washington Street to better serve all travel modes and add tree canopy. The City has to decide which community benefits are priorities for Newton.

Jonathan Yeo, Chief Operating Officer, explained that the City is tens of millions of dollars apart in coming to any kind of deal with T upgrades at this time. The state is not rushing forward to spend the kind of money necessary at the 3 train stations in Newton to make them fully accessible and potentially increase and improve service. There may be a trade-off of density or height in order to acquire the benefits of the upgrades for the T stations.

Ms. Reynolds asked the Committee:

1. How important connecting Newtonville on the north and south sides of the bridge would be and if the Plan provides a good template for new buildings lining the bridge;
2. If they were comfortable with more development in other places in order to make these improvements; and
3. If they were comfortable with more height where shown, as a way to generate additional tax revenue that can help pay for larger community benefits.

Next Steps

At the January 28th Zoning & Planning meeting, staff will present the Zoning Toolkit for discussion and bring the second draft of the Vision Plan to Committee on February 11th. On March 19th, a Committee of the Whole will be held for a fiscal deep dive which will be attended by the consultants. The hope is to have the final vision plan and zoning presented to Zoning & Planning and the City Council in the April/May timeframe.

Committee Comments/Questions

A Councilor stated that the Walnut Street bridge over the Mass Pike is on a significant hill. She wondered if a rebuild of a bridge could be done based on that pitch. Ms. Reynolds said an architect has not looked at that issue, but she will bring that question forward.

It was also noted that the Principle Group's illustrations are not helpful and seem somewhat outdated in that all the buildings look like the old John Hancock building. In addition, the report states that with wider buildings, different facades would be required to break up the long stretch of wall, however, the illustrations do not portray those differences. It is imperative that the illustrations be updated to better reflect what can actually be built or this plan will never be accepted. They look outdated and imposing. Another Councilor said that the different options look very similar and it is difficult to discern one option from the other.

A Committee member requested more data from the conversations, open houses and consultations. He did not see any of that data reflected in the Plan. He would like to see percentages of various points of view and preferences on building heights, for example. He is personally comfortable with the higher heights at the end of West Newton and in the McGovern site example but could not envision 10-12 stories as presented in the Crafts Street example. He also felt that connecting Newtonville is very important and would make a huge difference for the area.

It was asked if the reference to tax revenue would suggest that any taxes stay in the area to provide improvements. Most people believe that tax revenue from buildings would go into the general fund would not provide benefits specifically to their neighborhood. People might be more amenable to more height or density if the improvements were made in their neighborhood. Ms. Reynolds said that they are investigating that possibility.

Another Councilor noted that if the vision is for more multi-level housing that is elevator accessible, that housing generally does not add much to the net revenue base of the City. Commercial development is needed for additional revenue. If the housing has school and infrastructure costs associated with it, it is difficult to claim it will provide revenue to provide for other amenities. Mr. Yeo said that many of those types of buildings would generate substantial revenue for the City in excess of their operating costs. It will depend on the building and the site but it is possible. The Councilor noted that a betterment improvement is an example of a public improvement paid for by residents, but he is not sure this is a similar situation and it should be presented carefully and not simply by asking if people would accept more of this housing as a trade-off for more open space. Mr. Heath noted that the March 19th Committee of the Whole is going to be dedicated to the subject of fiscal impact and providing examples of the financial benefits for the types of projects that are being proposed. The fiscal consultant will be at that meeting.

A Committee member said that setting back buildings from the edge of the street more makes a difference. The space does not have to be green, but should at least provide some breathing space. The illustrated options look more monolithic.

A Councilor said that people still drive in this City and to assume that putting a lot of people in tall buildings will persuade them to not have cars is unreasonable. He is not ready to accept that less parking will incentivize people not to drive. There is also the issue of ride sharing in that people may opt not to use their own car, but if cars are circling around the street at slower paces to pick up and drop off, it still causes a transportation and traffic issue. It is becoming a big problem in many cities around the country and Planning has to consider these impacts. He would not want to give up parking spaces and trade that for gridlock with ever-moving cars around the streets. Ms. Reynolds said the balance is to try to find ways to make it easier, more comfortable and desirable for people to not get in a car for at least some of their trips.

A Committee member said that no developer would create too few parking spaces in a building because it would be a detriment to the sale of units. She also said that some buildings such as the

Atrium Mall, have excess parking. In that building, level 4 was the most expensive level of parking to build and there is never anyone parked there. If a reduced parking requirement is adopted, the neighborhoods have to be protected from unwanted spillover.

The example of the Ohio bridge project was lovely, and a Committee member asked how much that might cost for the Walnut Street Bridge. Ms. Reynolds said the Columbus project cost \$1.9 million in city investment for treating two bridges in that manner, however, that information was from 10 years ago. She noted that there are different mechanisms that could be used for funding which would be up to the City Council. Perhaps the City would make a pad ready for development. There would be some agreement between the City, the owner of the bridge and a developer. It was asked how much the expanded decking over the Pike would cost, as shown in the presentation. The number provided is \$47M but it is unclear if that includes costs associated with acquiring the bridge land, which is owned by the state. Mr. Heath said they would look into this further to break down the costs. A developer would have to provide significant investment otherwise the City could not undertake the project. Ms. Reynolds noted that the Star market air rights project was a lease between Star Market Corporation and the state. She was not sure about how much money exchanged hands on that, but there might be an avenue of utilizing a long-term lease instead of purchase. Zoning would have to be worked out on this. A Councilor noted that the Prudential Center is an air rights project and there has to be some learning that came out of the Boston Redevelopment Authority process.

A Committee member noted that all three options (market driven, court yard and incremental) are developed from a parking assumption. Some would like to reduce auto traffic and parking spaces and he was interested to see if there is another option to reduce the parking requirements and how that might influence the building heights. If heights are dependent upon the parking requirements, they could both be scaled down. Ms. Reynolds noted that Ms. Nadkarni has spoken with the team about parking structures and whether they could be designed with future-proofing in mind so they could be used for alternate uses if they are no longer necessary. One idea is to consider moving parking requirements out of zoning and allowing the market to dictate the amount of parking a developer might see as needed at the time of development. This allows developers to respond over time to changing clientele.

A Committee member asked why the number of stories were higher for the above ground parking when underground parking is more expensive. Ms. Reynolds stated that the market driven option for the McGovern site has 5 stories and the courtyard option has 4 stories, which is for the buildings. The consultants have done the order of magnitude counts for how many parking spaces would be afforded in both types, but they did not show how much of the building is parking and how much is housing. She will get back to the Committee with some information.

It was noted that the court yard option greenspace was walled off to the public. It was felt more public facing open space was needed. The incremental options are a natural mode of development but that is not what happens now. People buy up and aggregate lots and large areas are developed

at one time. It was asked how the City can zone for amassed lots. Ms. Reynolds said the zoning tools will be covered at the next meeting and there are some that specifically speak to this.

There are many hypothetical ideas about what a certain amount of development gets for the City. Are there other requirements for providing parks and open space? Ms. Reynolds said there are off-site and on-site improvements. Some proscriptive guidelines can include what is included on-site and there are mitigation funds that can be used for off-site projects like upgrading the train stations.

A Councilor said that at the beginning of this process, the City asked the residents what they wanted to see on Washington Street, however, the City is now telling people what they can have. That is one of the frustrations with the process. Mr. Yeo said he took Philip Herr's planning class and Mr. Herr stated that Planning is all about choices and it cannot be all about wishes. There are public policy issues and every small thing that is touched requires trade-offs and choices. This makes it a lot messier, but it is how it works. Ms. Reynolds added that she understands the frustration and it a good lesson in community engagement and communication. She also has tried to bring to light that by not Planning, the City Council is also making a choice. What they are discovering is less planning provides fewer opportunities for the residents to be involved. The process then becomes reactive.

Mr. Heath said they tried to approach the process in phases. The first phase was asking residents what they envisioned for the area and they received a whole range of options. The second phase was looking at how to get there and find revenue sources. They tried to lay out the choices to help achieve some of the options and goals at the Newton North meeting. It will be a trade off for achieving some of the goals and they are working on getting a clearer picture of those choices. The Chair noted that there are a range of wants from the public and the Newtonville Area Council report showed a point of view. There are others as well and all points of view need to be heard and reflected.

A Committee member said that Planning implies choices, and some create value for the private sector in ways that are not available right now. A landowner will make more money with a 12-story building than a 3-story building. What is the City getting for that value added to the developer? The City can take land by eminent domain like the Turnpike authority did, but the City does not have that option. The City is trying to create a private sector incentive system that respects what the community wants but provides enough for the developer to do something

The Chair noted that the Craft Street building heights would depend on fixing the train stations. If the City zones Craft Street for 12 stories, the state and city need to make certain things happen for that to be successful. Asking for that at this point makes no sense because the trains cannot support that. Perhaps in 20 years that could be possible, but a project proposed in 5 years would not be good for the area. Ms. Reynolds said that there would be feasibility for some residential use in the higher buildings and would put less demand on transportation. The Chair still felt that the

infrastructure was not at a level to support that height. She is generally in favor of the heights for Newtonville and Crafts Street, except for the 12-story buildings.

The Mass Pike is very noisy and having a park close to it would not be very pleasant. A park behind buildings would be better, but there needs to be good access to it from the street.

A Committee member noted that zoning is not appropriate for architecture. The drawings are placeholders. He also noted that the Committee needs to respond to the questions being posed by the Planning Department and should articulate their preferences. Ms. Reynolds said staff has been listening and will provide more information in the second draft.

The Committee thanked Ms. Reynolds for her excellent work and moved to hold this item, unanimously.

#518-18 Discussion and review relative to the draft Zoning Ordinance

DIRECTOR OF PLANNING requesting review, discussion, and direction relative to the draft Zoning Ordinance.

Action: Zoning & Planning Held 7-0

Note: Rachel Nadkarni, Long Range Planner, explained that the focus of this discussion will be on the Village Districts in the first draft zoning ordinance. She provided a PowerPoint presentation which is attached. Her comments and the PowerPoint follow the organization of the Planning Memo, which was provided in the Friday Packet, and may be found online at:

<http://www.newtonma.gov/civicax/filebank/blobdload.aspx?t=42866.8&BlobID=94559>

The memo provides detailed information of the Village Districts including the various districts and building types, alternatives development configurations and allowed uses. Ms. Nadkarni noted that staff would like feedback on the building types proposed for each district and if additional building types are needed.

Committee Comments/Questions

A Committee noted that there are currently de facto limits on 3-story construction. The proposed change would result in higher 3-story buildings because of the upward change in story height limits. This could potentially change the scale of the village centers in ways the public might not understand. Mr. Freas said then when developers are looking for height, they are really looking for floor area/stories. They are going to aim for the lowest height they can get to because the higher they go without getting additional stories, the more costs they have. The floor area is what is rented, not the walls, so they want to rent as much space as they can with the lowest cost. The proposal creates flexibility to allow the uses that the City would like to see including office, lab and retail space.

Committee members were in favor of the proposed approach to keep chain restaurants out of the village centers. Mr. Freas pointed out that Village districts do better with a range and diversity of uses, particularly unique local retailers. The language proposed is neutral on the ownership issue,

but if it is a “formula” establishment, then a special permit would be required. A court case was brought in Wellfleet in 2015 under this provision and the town lost but did not appeal the decision. Cambridge adopted this provision this year.

A Councilor liked the idea of putting in parameters to control the number of banks in village centers. Bronxville NY has regulations to require at least 150 linear feet between banks/financial institutions. They also require that while ATMs can be on the ground floor, the rest of the business be on upper floors, except by special permit. There was an uproar at first, but then banks decided it worked out very well. She wondered if Newton could do something similar. There was some concern with having a heavy vault built on a second floor.

She also felt personal services such as dentists, physicians, spas, etc. should not be on the ground floor in village centers. The better use of those spaces is for shops go be able to go in and out of and promote movement around the village center. Committee members mentioned that there are currently very many personal services establishments on the ground floor in many of the village centers. Another Councilor felt having your doctor or dentist in a village center was beneficial. It gave the sense of being able to do all your business in your village. Ms. Nadkarni said some transparency requirements at the front of buildings may mitigate some of those concerns and some existing establishments have shallow lobby spaces that look like a retail area, with services behind that. There is also the issue of not many 2-story buildings in village centers.

A Councilor was concerned that there were 0-foot setbacks in some of the proposed regulations. He is not sold on the increase in scale but would be more amenable if he felt wider sidewalks would be a trade-off.

A request was made for staff to provide a build-out analysis of the village districts as is being done for the residential districts.

A Committee member asked about Village 3. Staff replied that the properties in Village 3 are the hotel over the Pike and One Newton Place. The other Village 3 area is in the center of the block of the Needham Street Vision Plan. Unlike the rest of the villages, this area is based on the vision plan and is a little squarer, and more regular and based on actual plot lines. Riverside is also a placeholder for Village 3 but they are waiting to see what comes out of the visioning process.

A Councilor felt that proposed building sizes seem too big. For instance, are Washington Place types construction going to be welcomed in other village centers. Ms. Nadkarni said Washington Place is designed as two buildings attempting to look like three. What they would like to see in other village centers would be several, smaller separate buildings, that may be attached similar to Union Street - that building has many entrances and does not seem like one monolithic building. It is very aesthetically pleasing.

It was asked what a line garage is. Ms. Nadkarni explained that it is similar to the market driven images from the Principle Group illustrations. It allows the garage to drive the scale of the structure. There may be instances where a garage structure is appropriate which is why it is still included in the ordinance.

There was a question about signage. The sign ordinance needs to be updated and this is an opportunity to consider how existing and new signs can be integrated in a pleasant way and how to eliminate the clutter. Ms. Nadkarni said the sign ordinance is on the schedule for the development standards discussions and this is the time to revisit it. A Supreme Court case was heard a few years ago that changes what communities are allowed to look at for signage, so it has to be reviewed. The Urban Design Commission is looking at this as well and providing their perspective.

The fence ordinance was also mentioned. Care should be taken so that fences do not wall off properties extensively. Mr. Freas noted that fences are in the city ordinances and not in the zoning ordinance. The Committee has discussed bringing it into zoning but decided against it.

A Councilor said the draft ordinance gives the impression that multiple uses cannot exist in one space. It was asked how the primary use would be determined and how people will have predictability. Mr. Freas said that is not intentional and they will take another look at that section so that it is clear how primary uses, accessory uses and other factors play into determinations. It was also asked why the permit granting authority would not determine if a use is acceptable instead of the Commissioner of Inspectional Services. New uses are coming on line everyday that might not have been predicted. Mr. Freas said the categories have been made broader which should make any new use easier to fit into a category. Instead of "can factory", "taco factory", "doll factory", there will just be "factory". There could be something that is far outside any category they could realize at this point, however, an amendment can be made to the zoning ordinance to accommodate that.

A Councilor asked if more can be said about curb cuts. Ms. Nadkarni said it is in the transportation section and will be reviewed in the meetings to come. The curb cuts in the commercial districts are very important for public safety.

There is a parking setback which requires that the parking is either to the side of the building or behind and cannot be in front.

A Committee member was surprised about the outdoor space requirement and asked if the math works out for that. Ms. Nadkarni said they will run some numbers of that. Another member said that balconies are not always a good idea and can cause privacy issues in some contexts. Balconies were deliberately not added to a building on the golf course because of the safety issue.

The factor of 1000 to determine residential units is something that is confusing and the Committee and would like some more review of that going forward.

It was noted that the residential districts do not include co-living. Mr. Freas said they would look into that.

It was also noted that marijuana is not listed in this section. Mr. Freas said a placemaker is there for marijuana as they were awaiting the results of the election and the zoning. Ms. Nadkarni pointed out that marijuana is a use that goes into a building and not a building type in and of itself.

A Committee member expressed his thanks for the amazing work that has been done on the ordinance. It is innovative and he applauds the effort. Jonathan Yeo, Chief Operating Officer, noted that the Mayor gave an Innovation Award this year and the recipient was Rachel Nadkarni for her extraordinary work on the zoning ordinance.

Also, an Employee of the Year award was given to outgoing City Solicitor, Ouida Young.

The Committee voted to hold this item, unanimously.

#408-18 Discussion and adoption of Economic Development Strategy Plan

DIRECTOR OF PLANNING requesting discussion and adoption of the Economic Development Strategy Plan as an amendment to the 2007 Newton Comprehensive Plan.

Action: Zoning & Planning Approved as amended 7-0

Note: This item had been voted out of Committee but was recommitted at the City Council meeting due to some requested amendments to the Economic Development Strategy Plan. Barney Heath, Director of Planning, explained that he and staff worked with Councilor Baker who proposed the amendments to the document. He did not believe the edits changed the course of the strategy and were more editorial in nature. The Committee had been provided with a redline of the proposed changes prior to the meeting in the Planning Memo.

The Chair stated that Councilor Downs was unable to attend the meeting but sent some comments:

Objective 4.B i: She would prefer to see a shorter, simpler special permit process and would like to retain the two-track recommendation. Councilor Baker would not like to make an explicit criticism that the City's current system is not optimal. The Chair said her recommendation would be to analyze and propose options to the current zoning review process to find efficiencies without making any reference to a two-track system. Other Committee members agreed that a more efficient process was needed, and the current system needed analysis and recommendation should be made. The Chair asked Mr. Heath to draft some language to bring to Committee for the City Council meeting on January 22nd.

Objective 4.C. iii: Councilor Downs also felt that the parking requirements should be reformed by reducing or eliminating them. The current system is an ecological and economic drag. Another

Councilor suggested amending that sentence to read “Review parking requirements for ground floor uses in village centers.” The Committee agreed on this amendment.

Objective 4.C.iv: A Committee member preferred the unedited version of this which states: “Prepare an impact analysis guide that outlines the cost of different types of development on Newton including types of residential, commercial, retail, open space, etc. use this as a tool to guide policy, decision making and public education.” Councilor Baker was concerned that this was too proscriptive and should not be in this document. If this Plan is going to add value, requiring this as a tool for Land Use decision-making is going to be a big challenge for people to go through. Others noted that this requirement is for the Councilors and staff and not for residents or developers. Councilor Baker noted that zoning decisions cannot be made on the basis of fiscal impact so he is nervous about using a fiscal impact analysis for decision making. The Chair took a straw vote for retaining the original language while deleting the last sentence “Use this as a tool to guide policy....” The Committee voted in favor of this amendment.

The Chair wanted to retain some of the language that was deleted in the *Planning and Development Process and Role of the City of Newton* bullet on page 5 of the Plan. Councilor Baker said that the desired outcome remains intact and his amendment deletes a negative reference to Newton’s current process. The language could cause discord and could be seen as critical of Newton’s residents and staff and open the door for serious problems. Whether the process is perceived as flawed or not, the deleted statement is not necessary to furthering the goal of “updating the development review process and land use policies to ensure that they align with Newton’s goals and are streamlined and predictable”. Other Committee members also felt that stating residential pushback is a problem is not wise. Having an involved citizenry is desirable, is not a problem and is typical in many, many communities. The Committee agreed to original amendment and retaining just the last sentence.

The Committee voted to approve the document as amended, unanimously. The updated redline will be provided to the Committee prior to the full City Council meeting. The Committee thanked Ms. Ellis for her excellent work on this Plan. Clerk’s Note: The updated redline is attached.

Referred to Zoning & Planning and Finance Committees

#576-18 **Discussion of a visioning process for land surrounding Riverside MBTA station**
COUNCILORS KRINTZMAN, GENTILE, MARKIEWICZ, LAREDO AND AUCHINCLOSS
requesting a discussion with the Director of Planning on conducting a vision process for the potential development of the land around the Riverside MBTA station.

Action: **Zoning & Planning Voted No Action Necessary 7-0**

Note: The Planning Department has agreed to undertake a visioning plan for the Riverside area as requested, therefore, this item is no longer relevant. A discussion item to receive updates on the project will be docketed. The Committee voted No Action Necessary unanimously.

Respectfully Submitted, Susan S. Albright, Chair

HELLO WASHINGTON STREET!

ZAP Presentation January 14, 2019



PRINCIPLE 

Not One Size Fits All Approach



Not One Size Fits All Approach



Not One Size Fits All Approach



Not One Size Fits All Approach



Not One Size Fits All Approach



Not One Size Fits All Approach



Newtonville: McGovern Site



Newtonville: McGovern Site

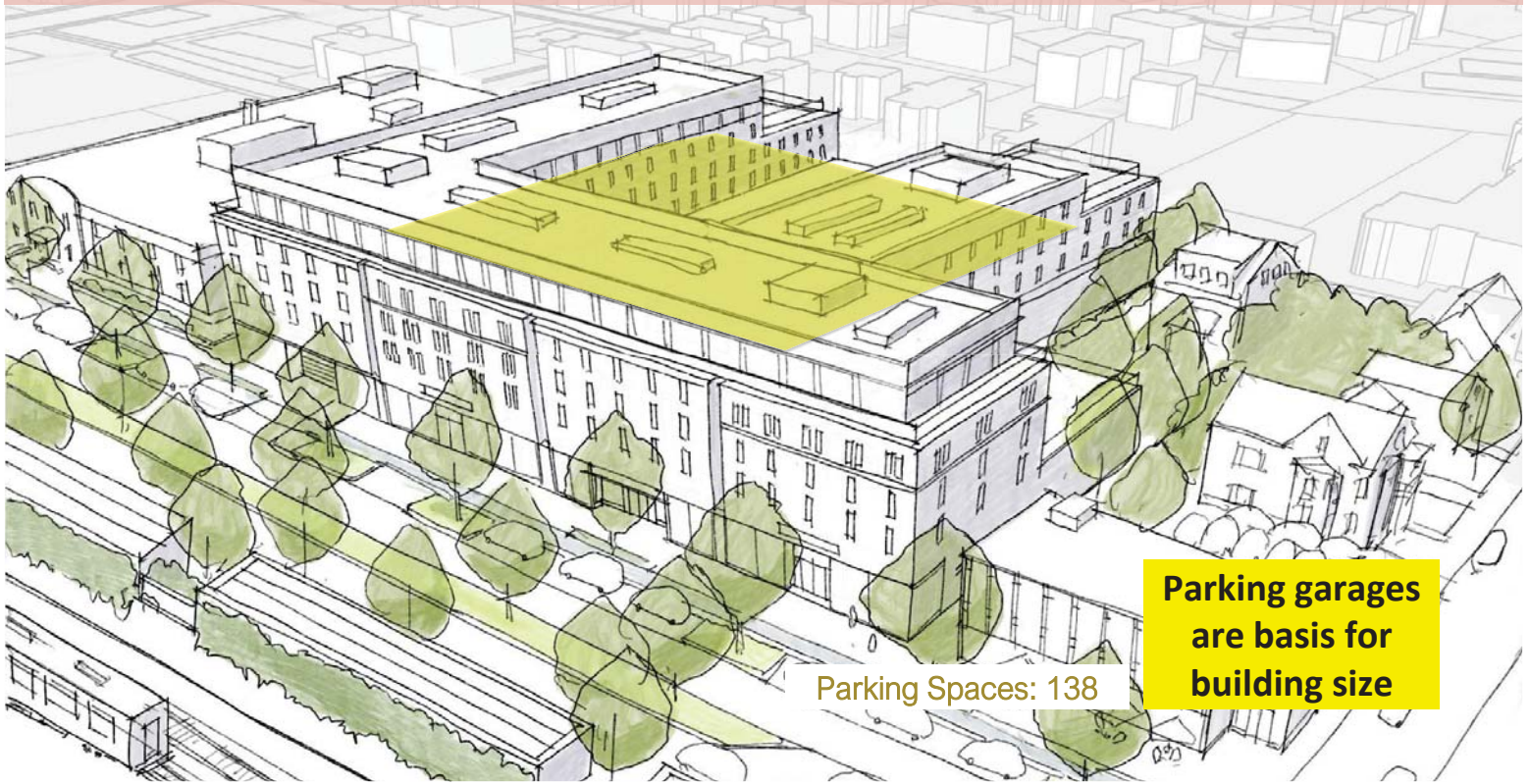


Newtonville: McGovern Site



Newtonville: McGovern Site – Market-Driven Option #220-18





Parking Spaces: 138

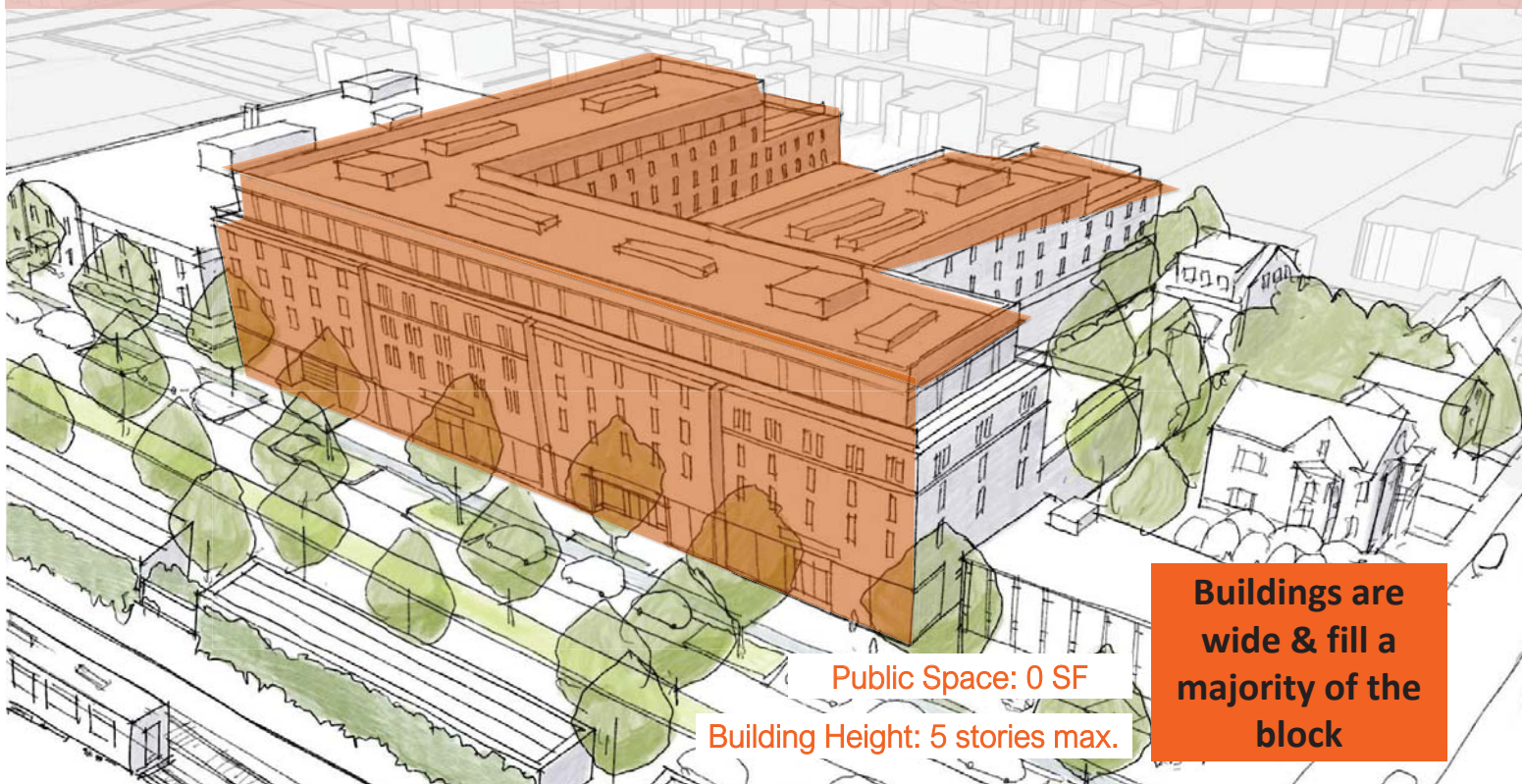
**Parking garages
are basis for
building size**



Building Width: 300' – 500' max

**Buildings are
wide & fill a
majority of the
block**

Newtonville: McGovern Site – Market-Driven Option

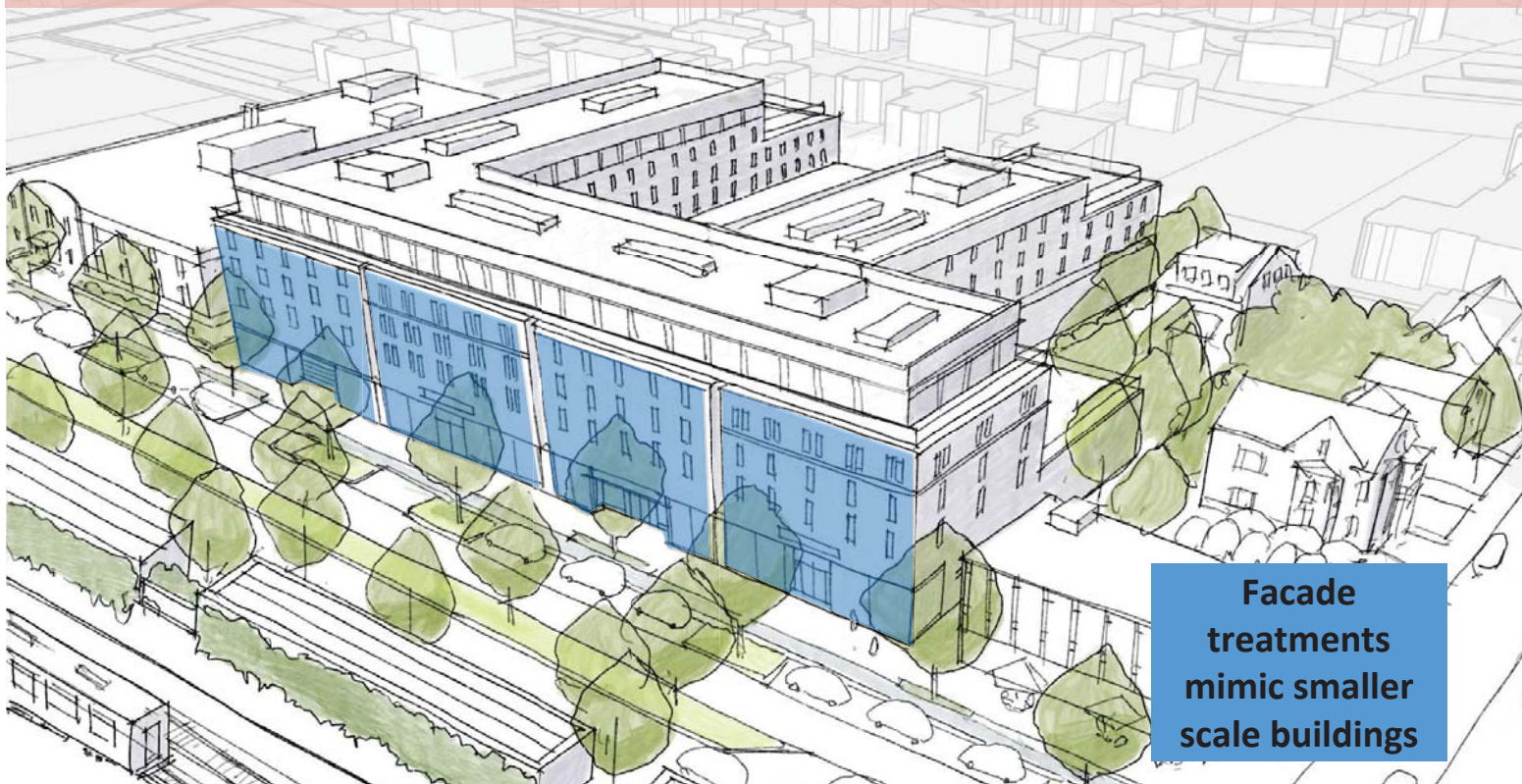


Public Space: 0 SF

Building Height: 5 stories max.

Buildings are wide & fill a majority of the block

Newtonville: McGovern Site – Market-Driven Option



Facade treatments mimic smaller scale buildings



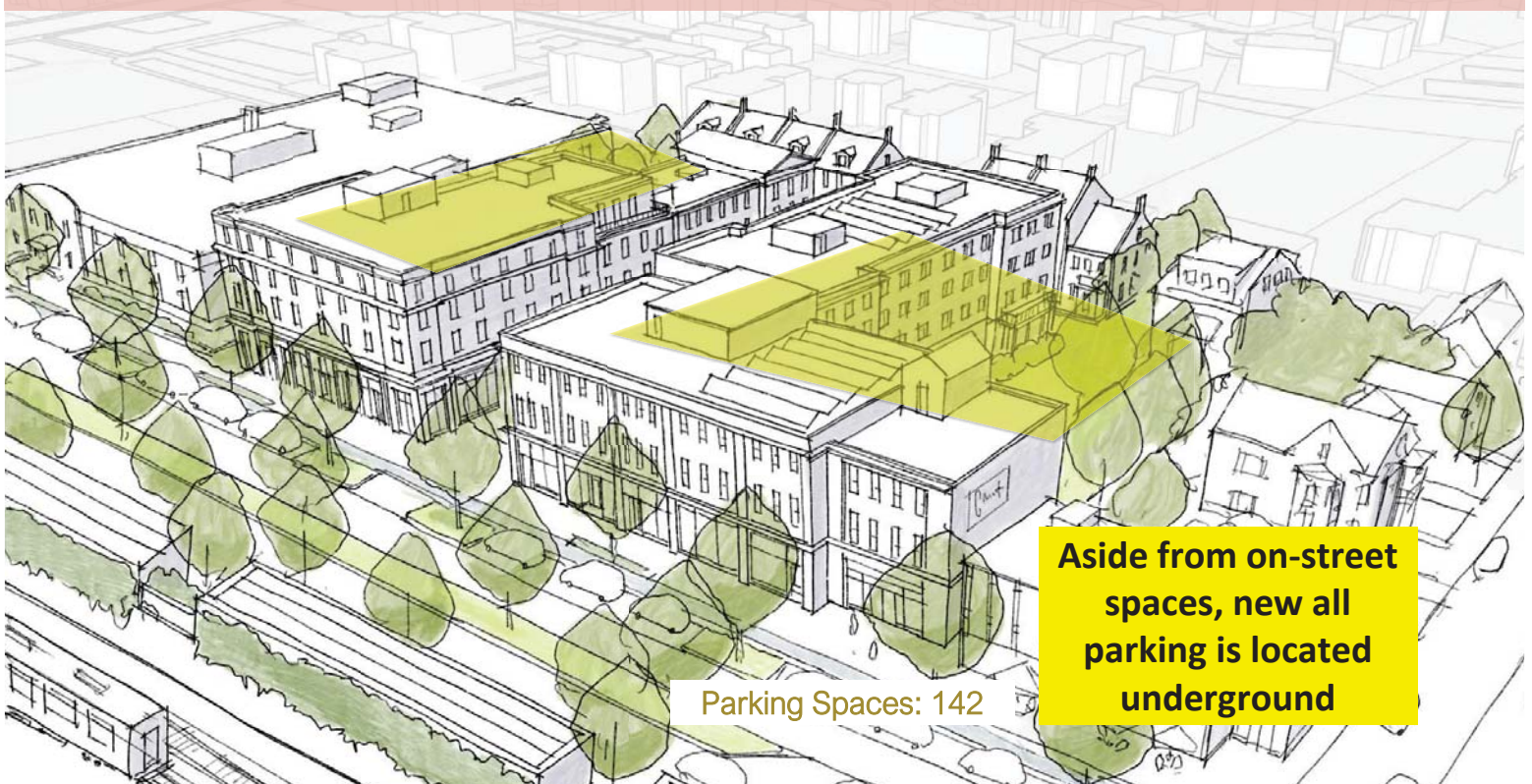
#220-18

Market Driven
Precedent



#220-18

Plan for people or plan for cars?



Aside from on-street spaces, new all parking is located underground

Parking Spaces: 142

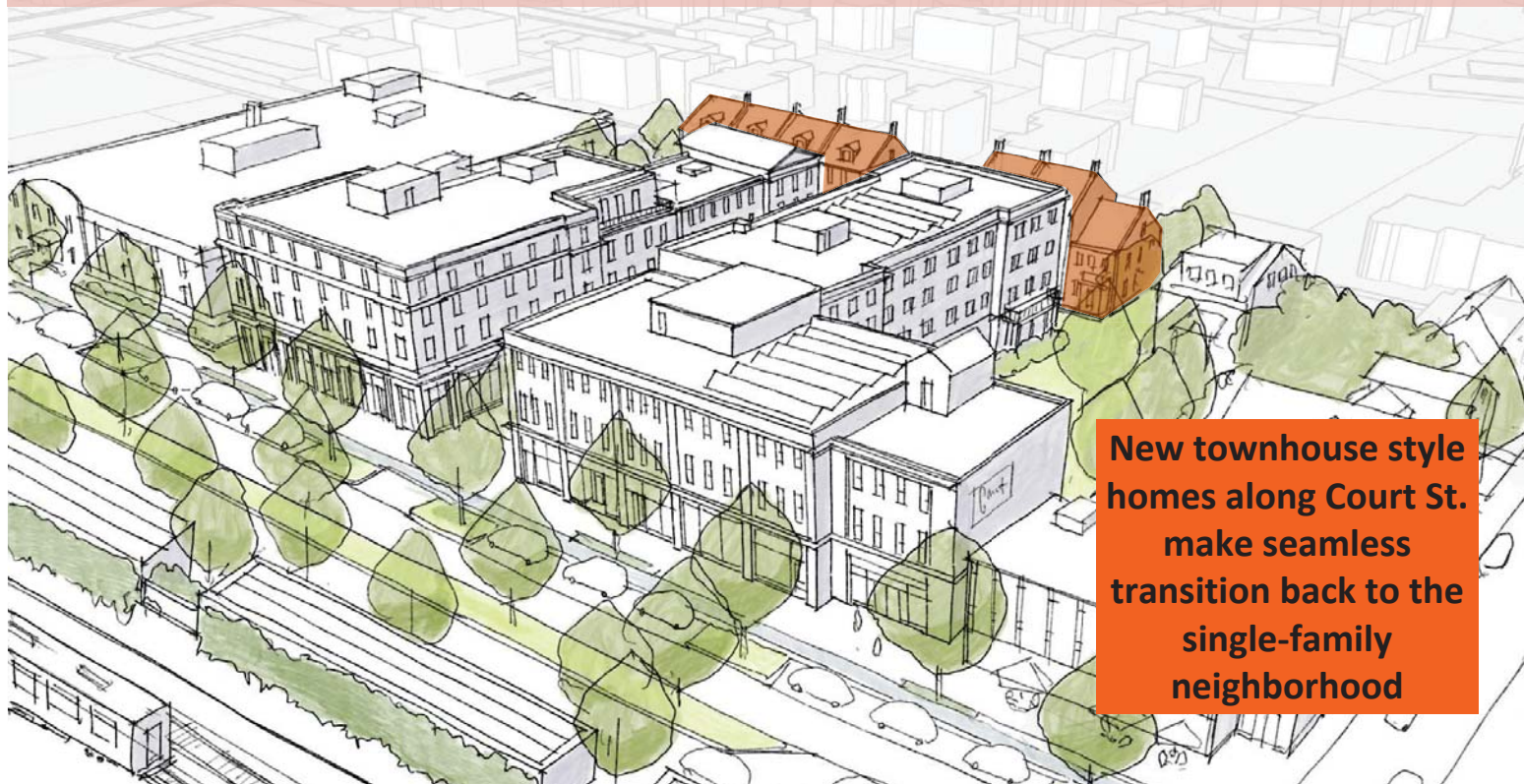
Newtonville: McGovern Site – Courtyard Option



Newtonville: McGovern Site – Courtyard Option



Newtonville: McGovern Site – Courtyard Option



New townhouse style homes along Court St. make seamless transition back to the single-family neighborhood

Newtonville: McGovern Site – Courtyard Option

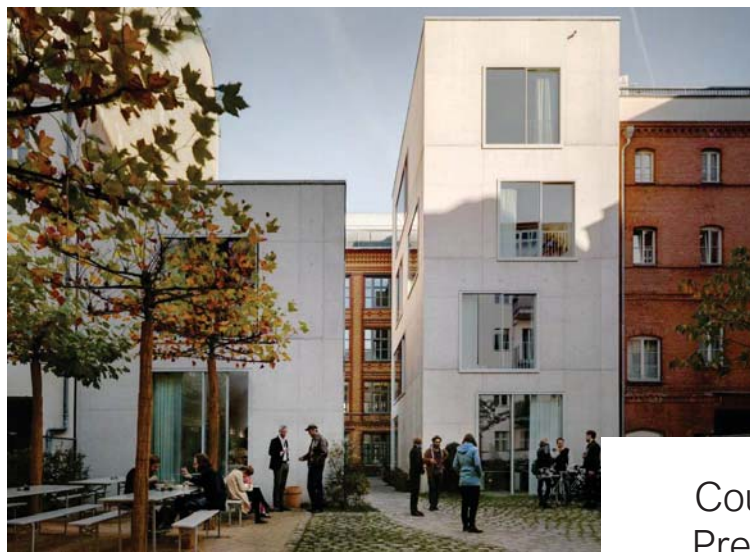


New street connection between Washington St. & Court St.

Newtonville: McGovern Site – Courtyard Option

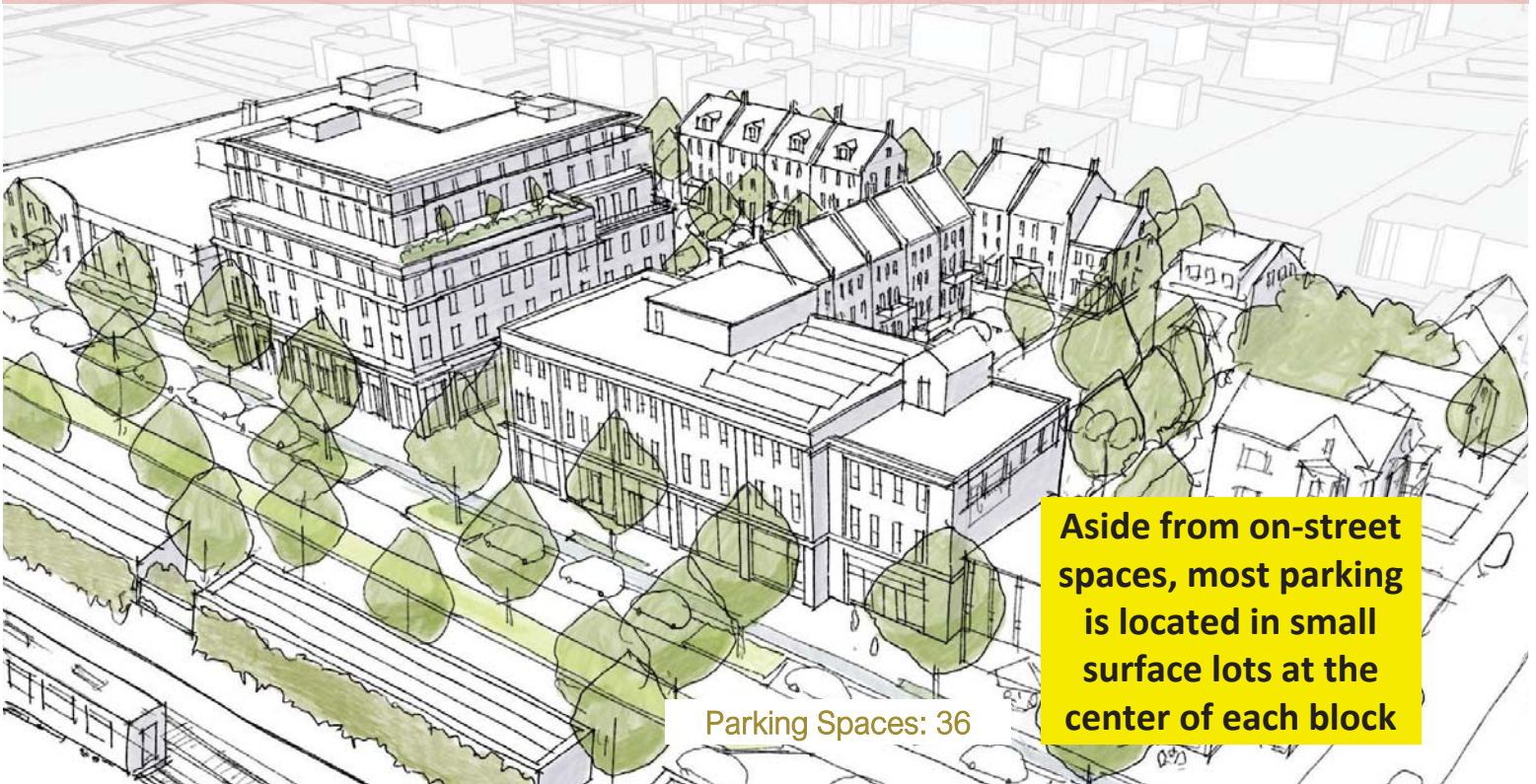


Semi-public courtyards are wrapped by new development



Courtyard Precedent

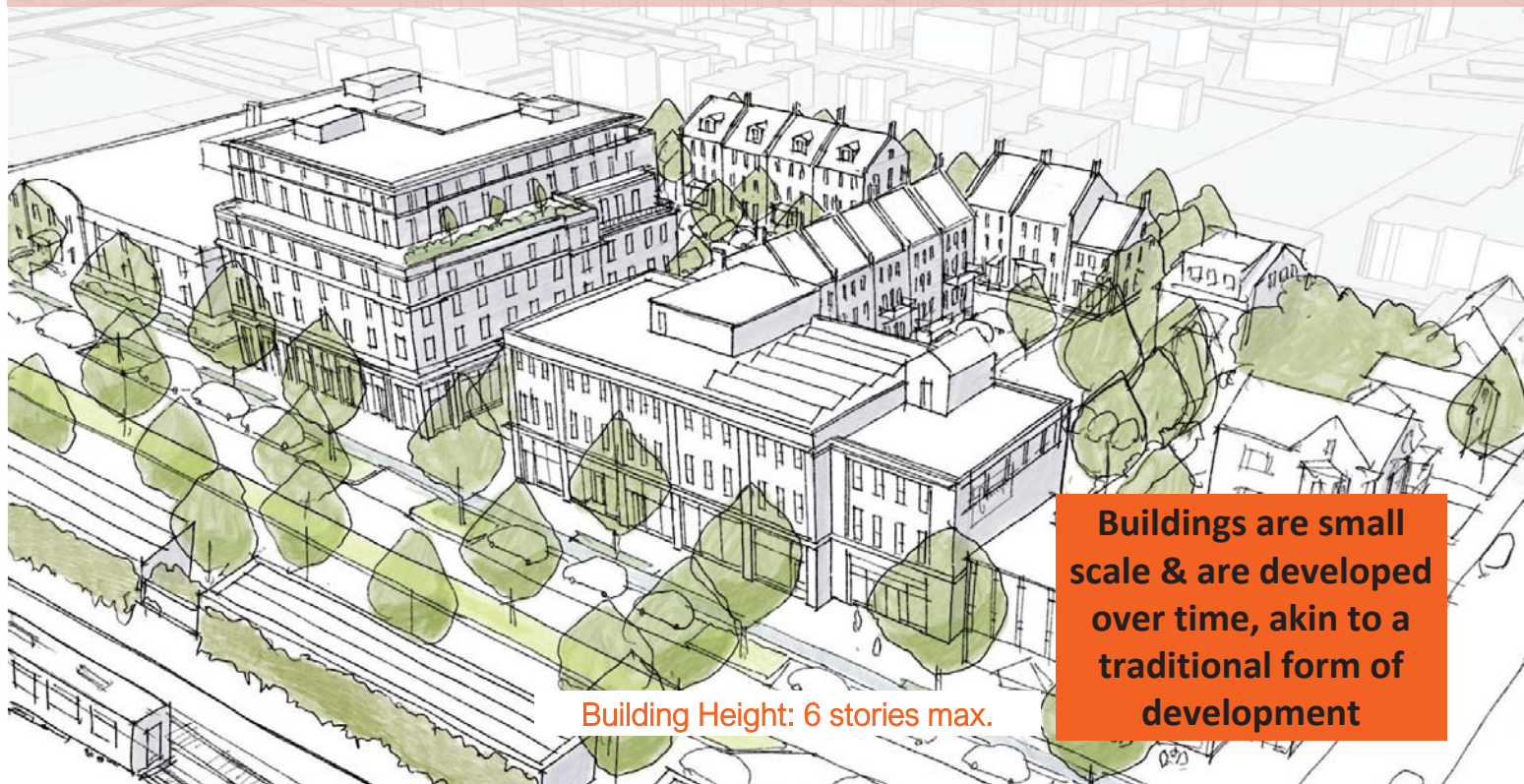




Aside from on-street spaces, most parking is located in small surface lots at the center of each block

Parking Spaces: 36

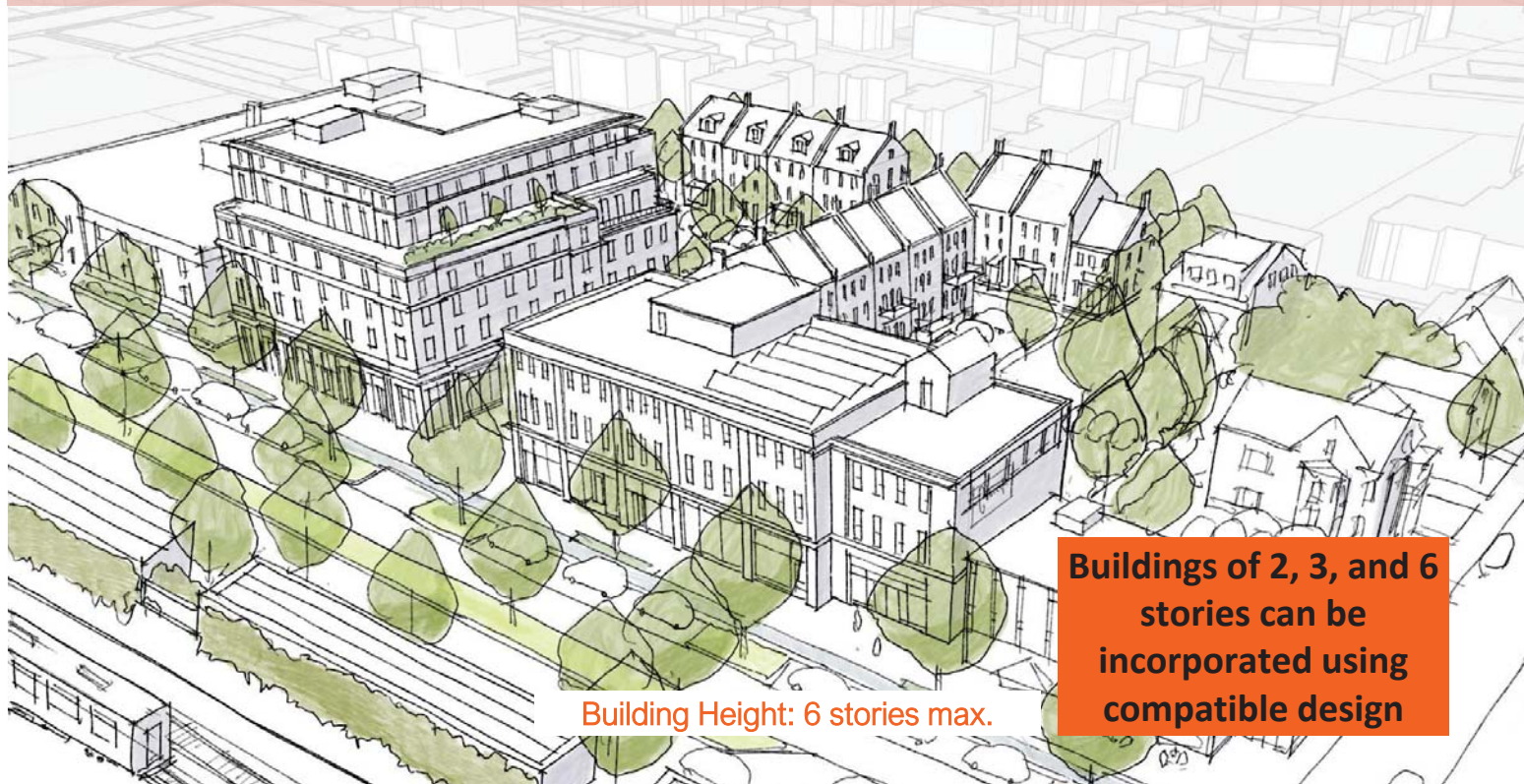
Newtonville: McGovern Site – Incremental Option



Building Height: 6 stories max.

Buildings are small scale & are developed over time, akin to a traditional form of development

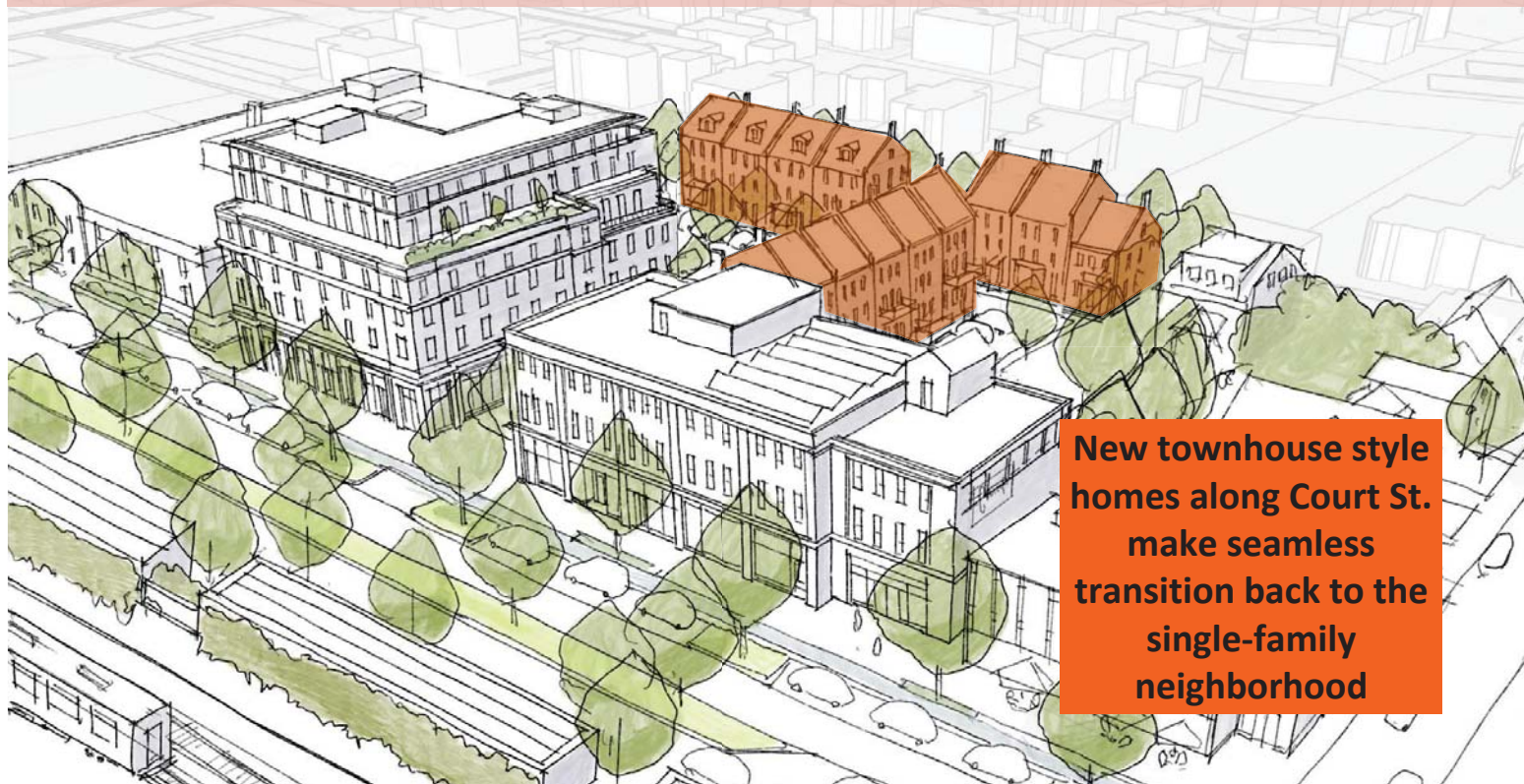
Newtonville: McGovern Site – Incremental Option



Building Height: 6 stories max.

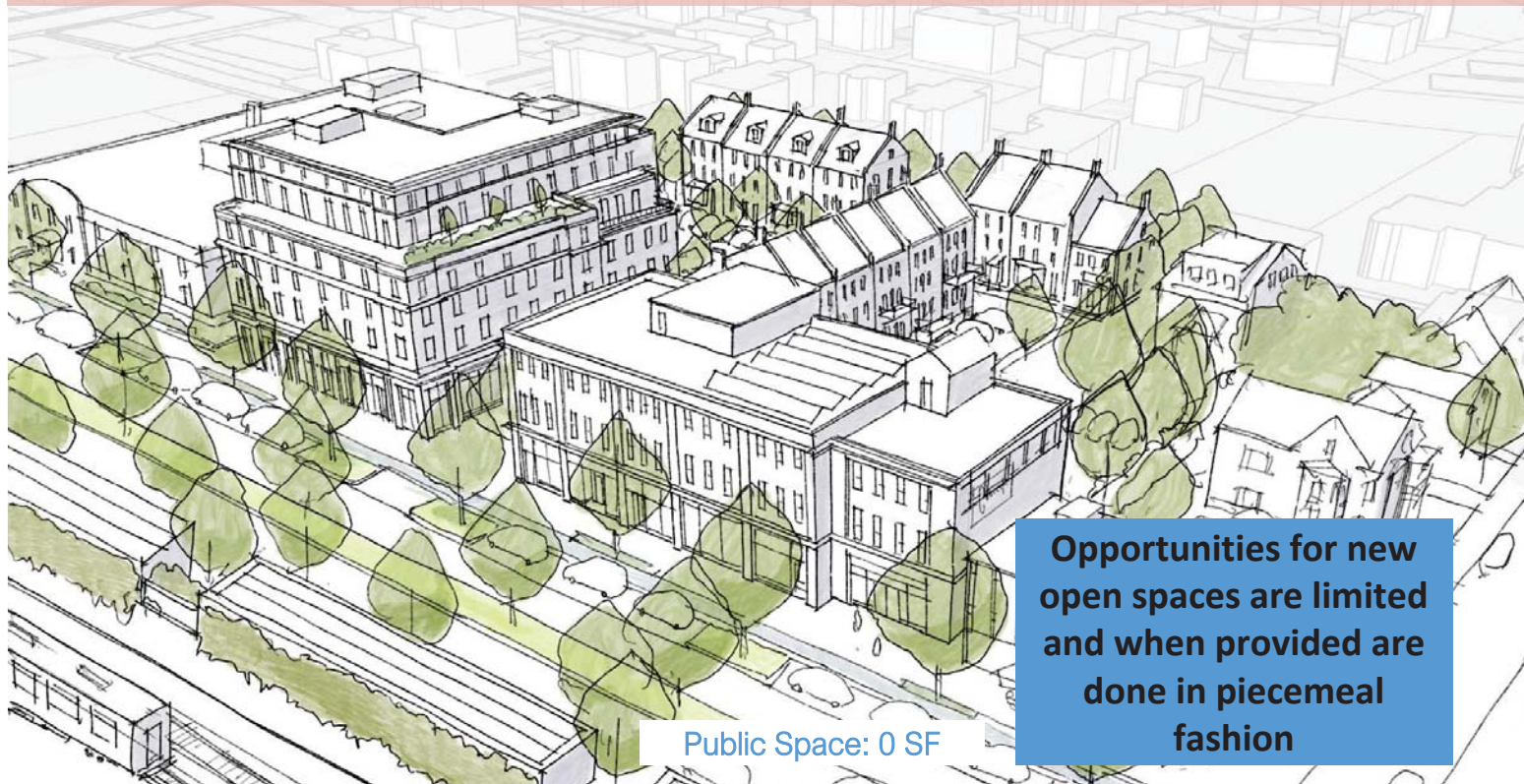
Buildings of 2, 3, and 6 stories can be incorporated using compatible design

Newtonville: McGovern Site – Incremental Option



New townhouse style homes along Court St. make seamless transition back to the single-family neighborhood

Newtonville: McGovern Site – Incremental Option



Opportunities for new open spaces are limited and when provided are done in piecemeal fashion

Public Space: 0 SF



**New street
connection
between
Washington St. &
Court St.**



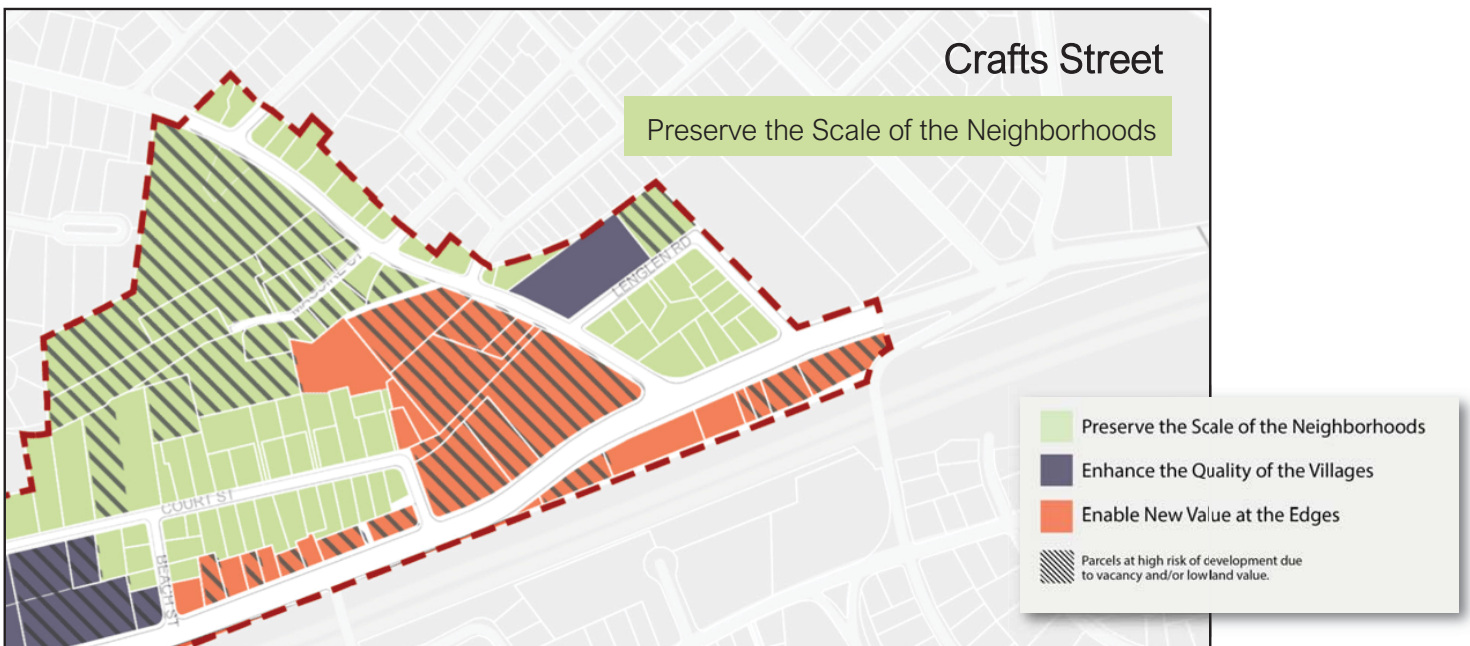
Incremental
Precedent

What heights are appropriate for Newtonville?

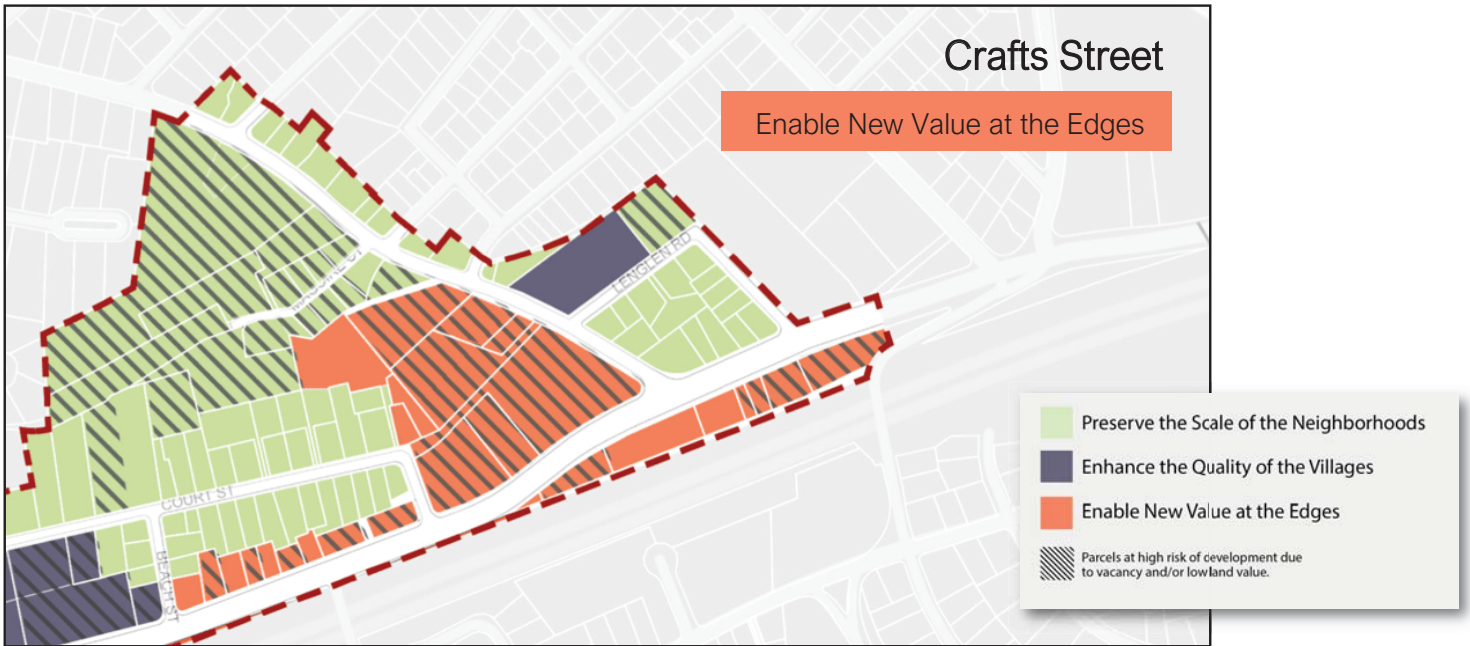




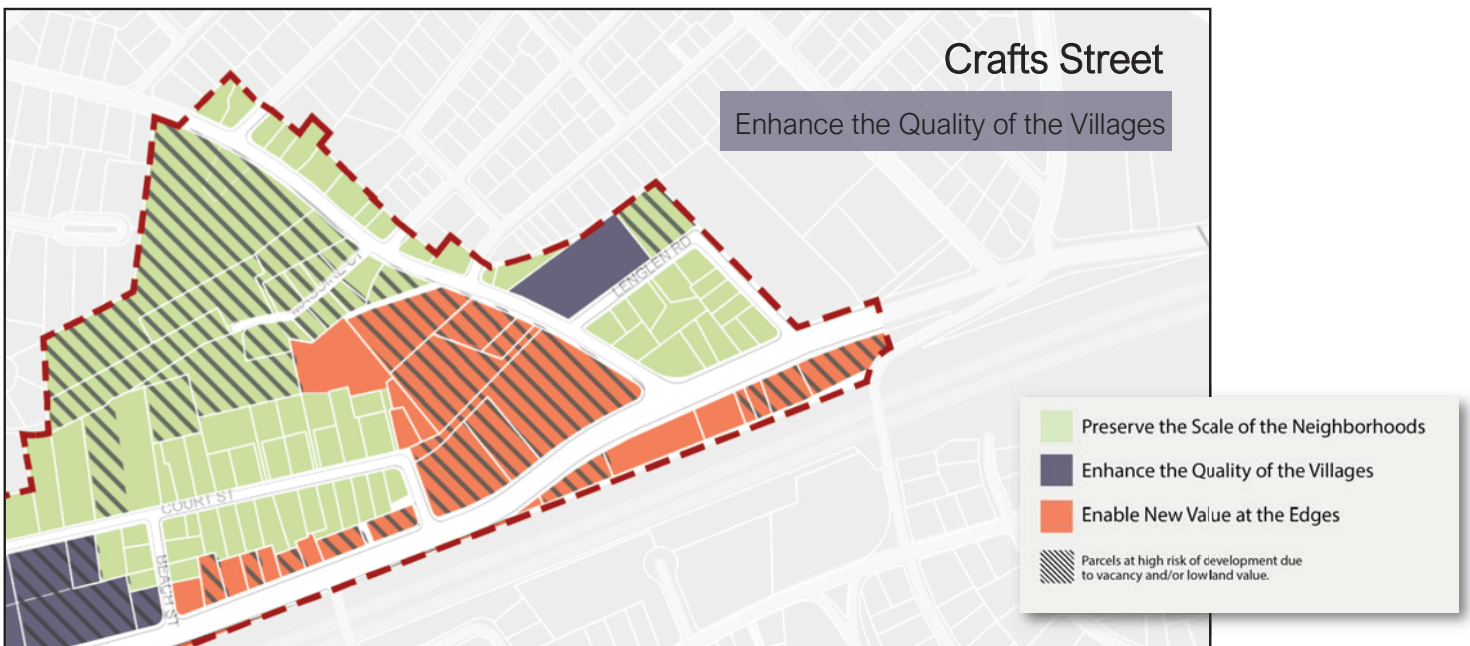
Not One Size Fits All Approach

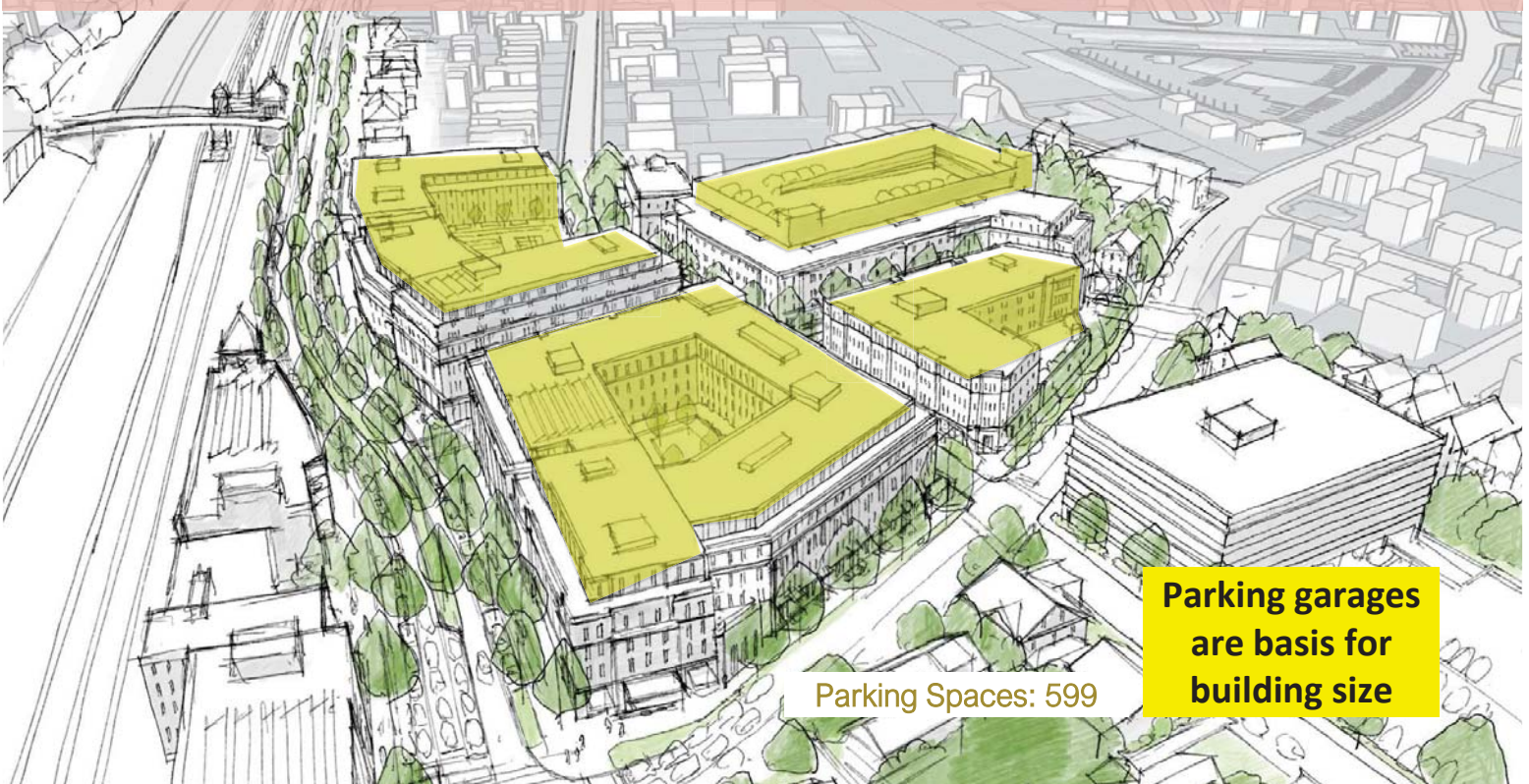
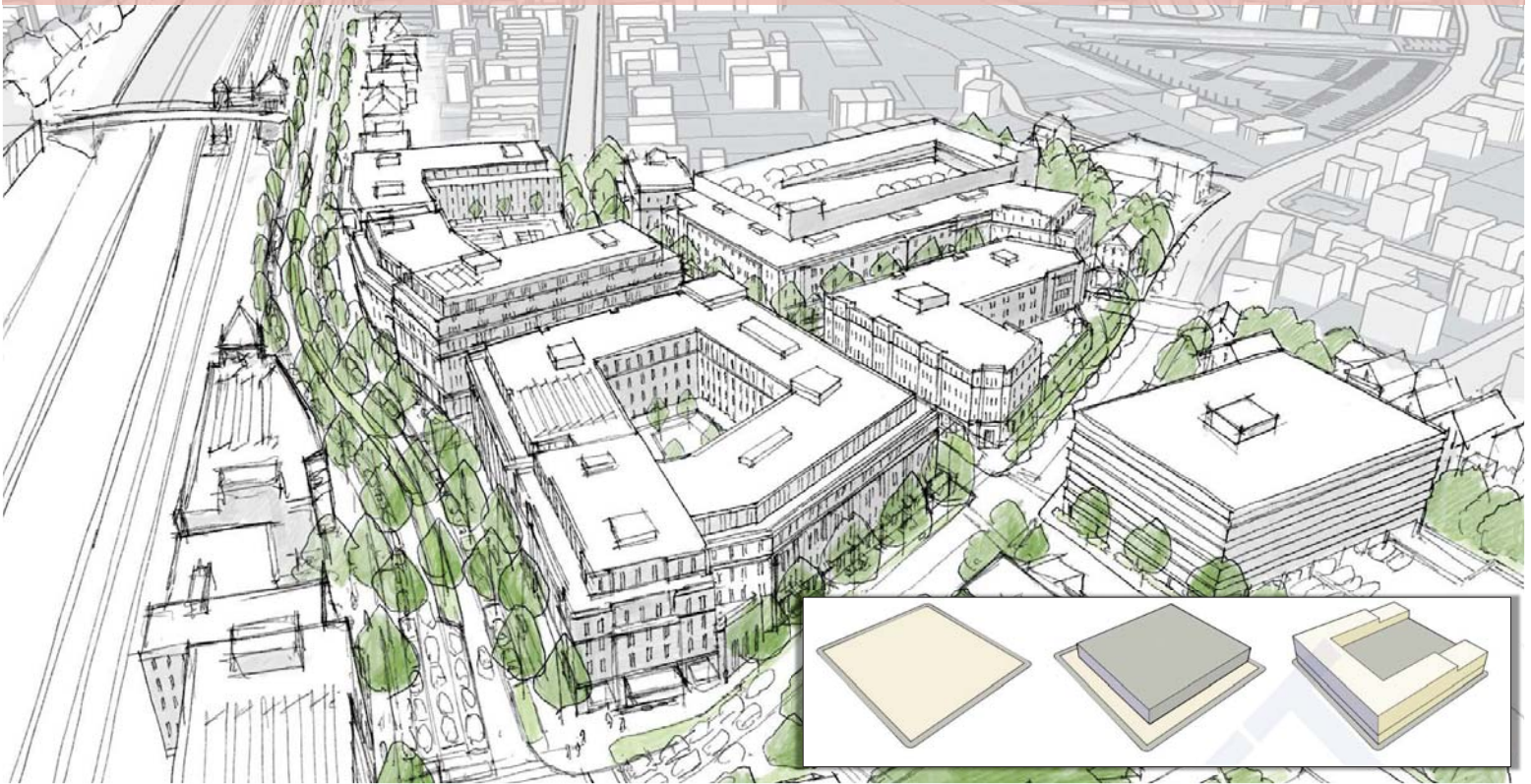


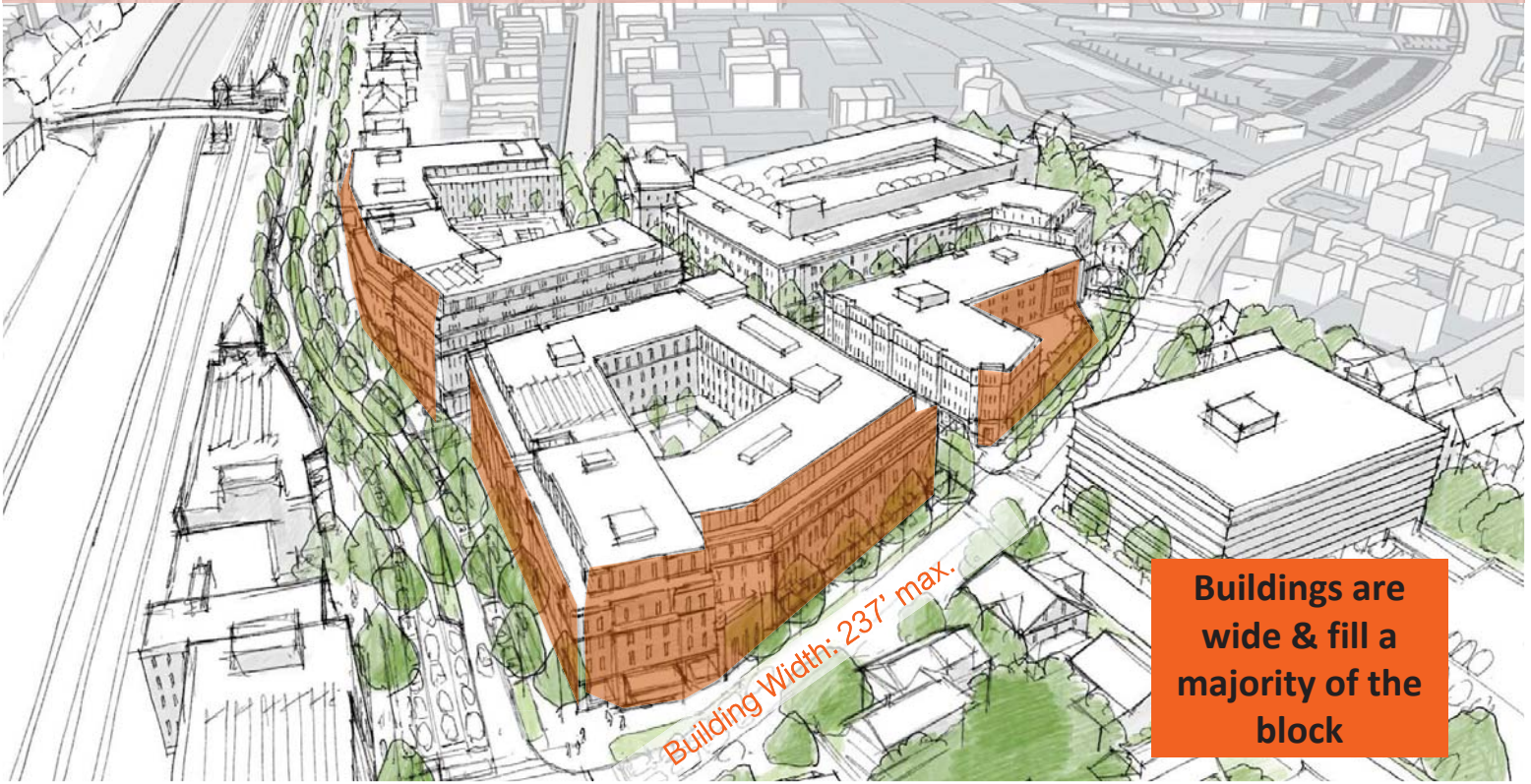
Not One Size Fits All Approach



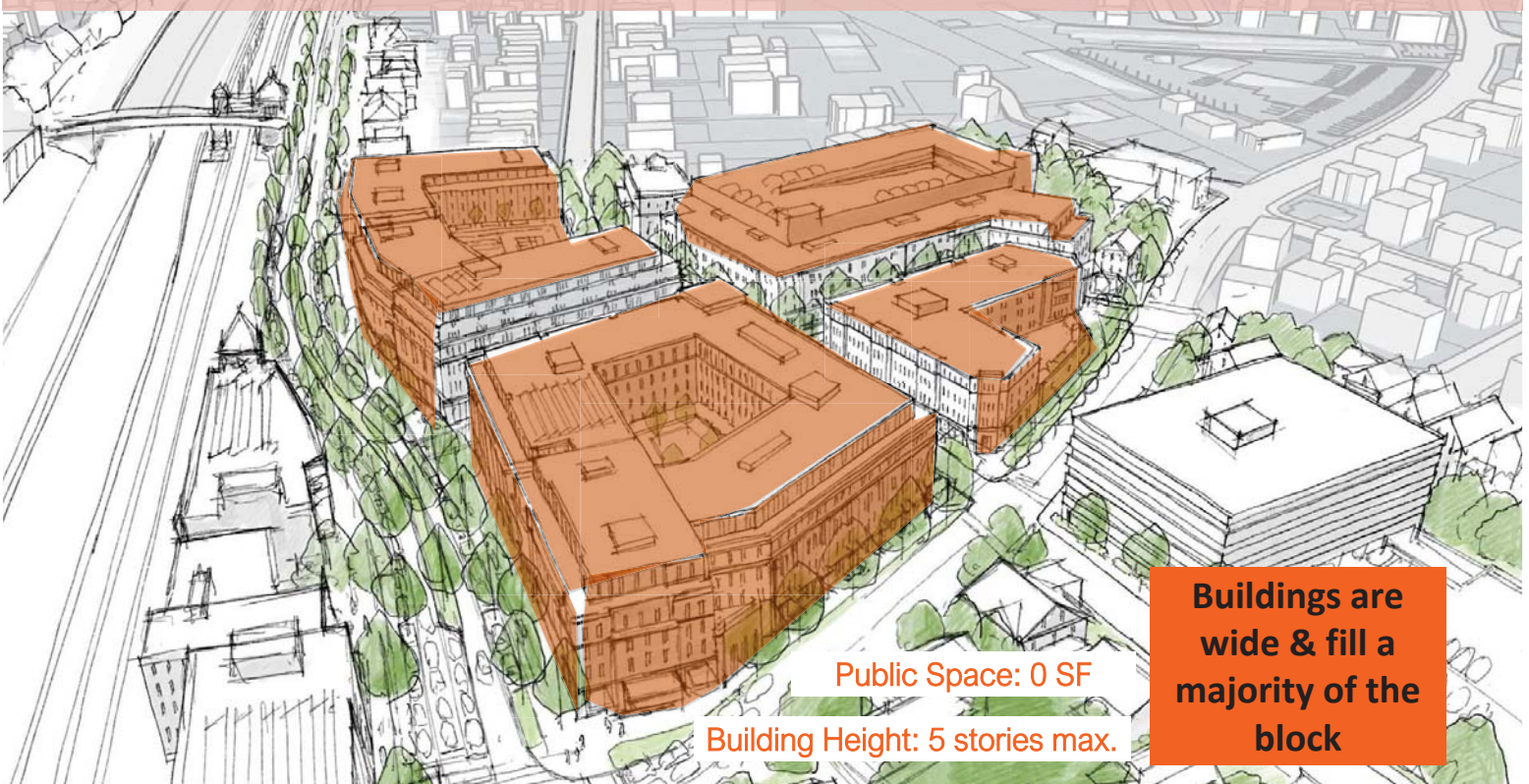
Not One Size Fits All Approach





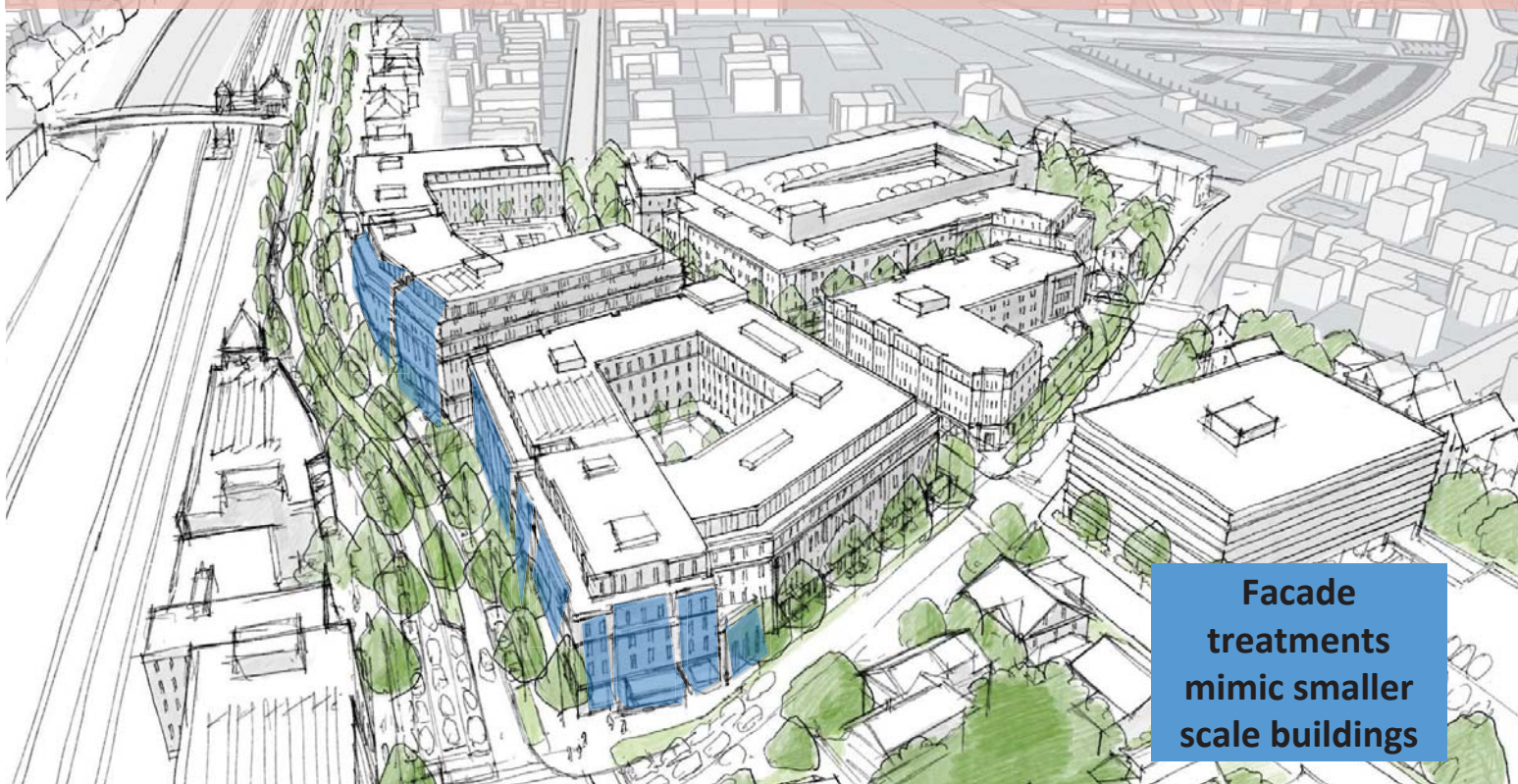


Buildings are wide & fill a majority of the block



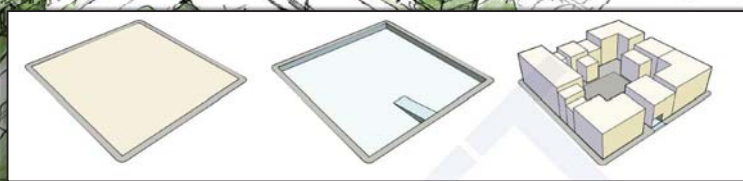
Buildings are wide & fill a majority of the block

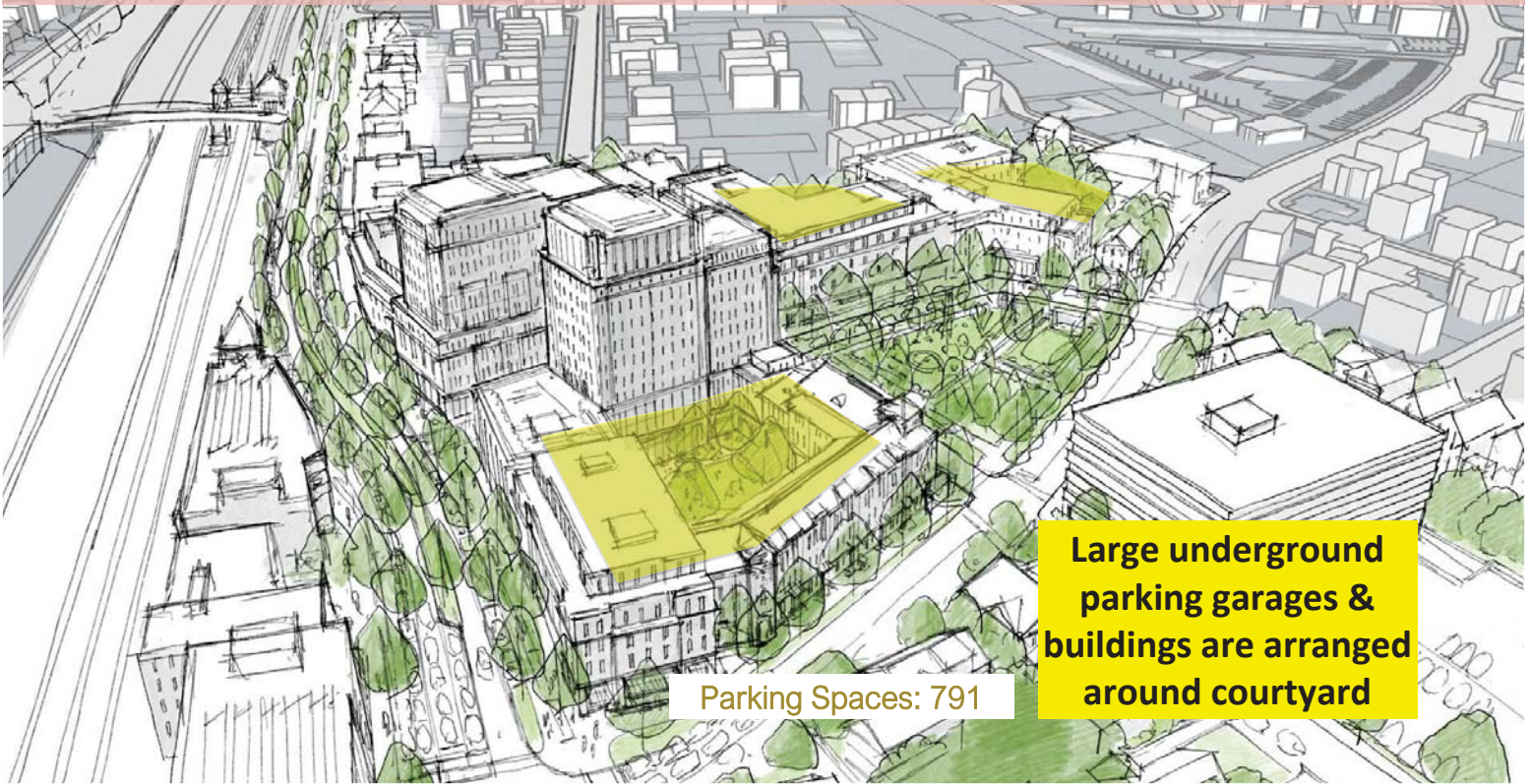
Crafts Street – Market-Driven Option



Facade treatments mimic smaller scale buildings

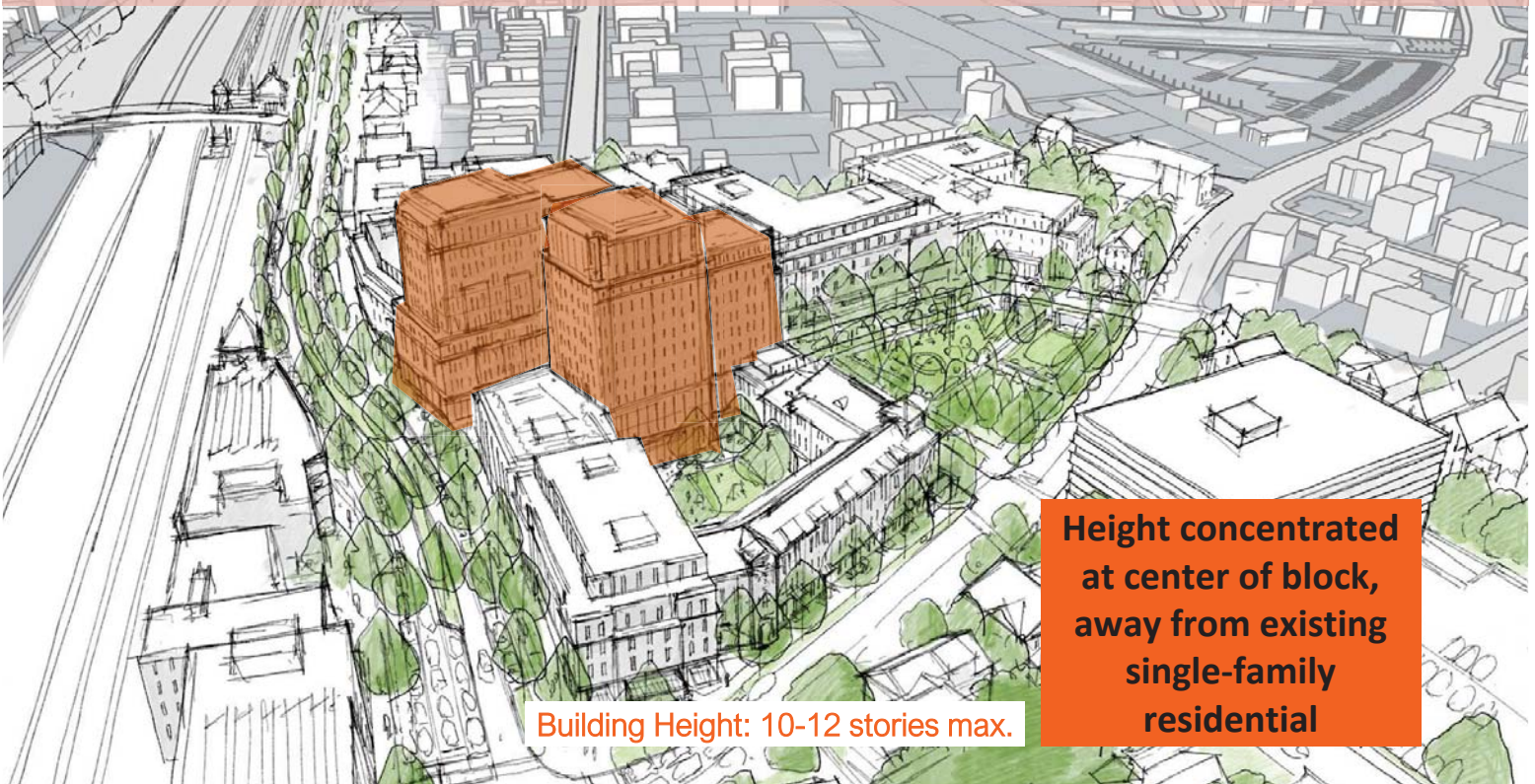
Crafts Street – Courtyard Option





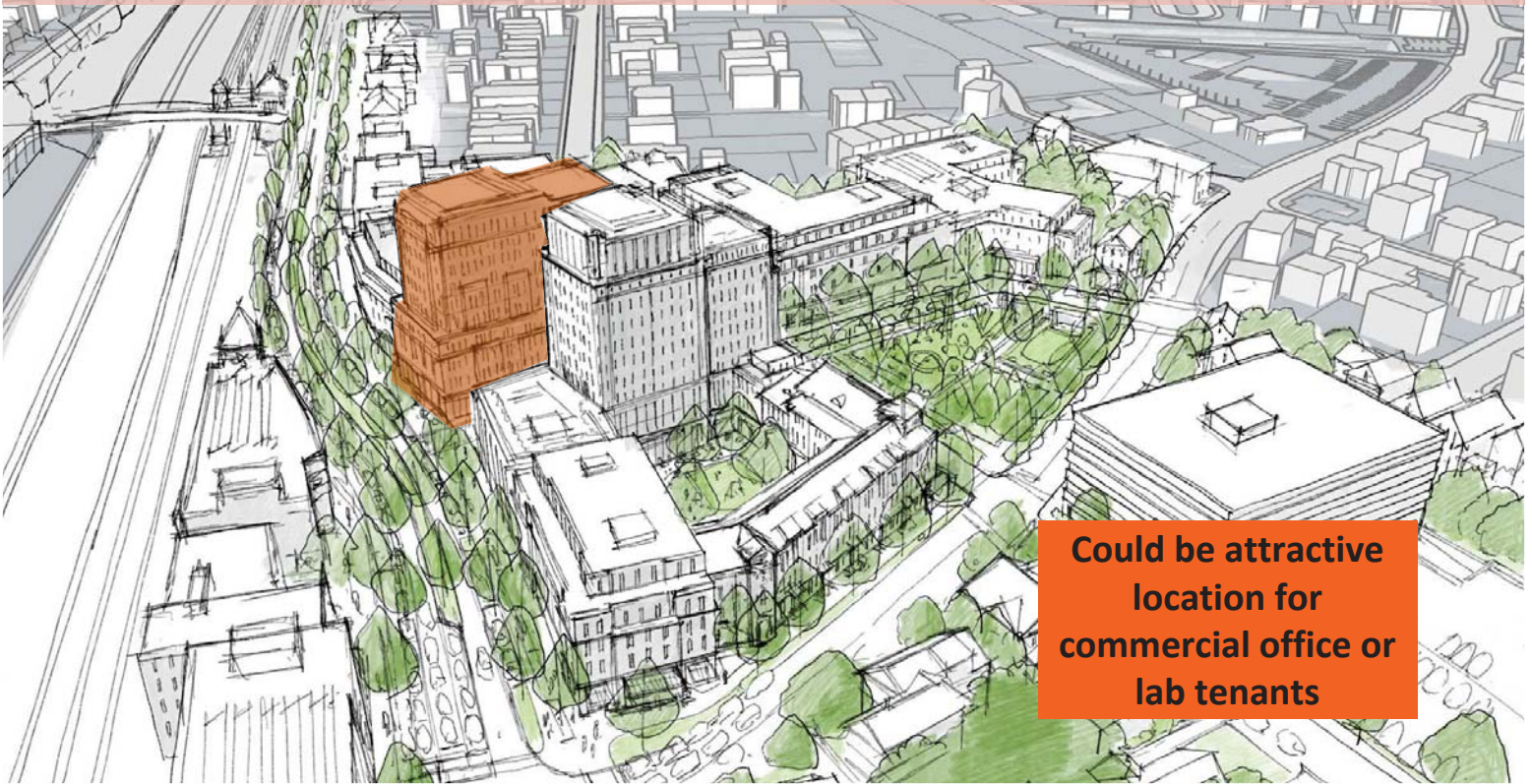
Parking Spaces: 791

Large underground parking garages & buildings are arranged around courtyard

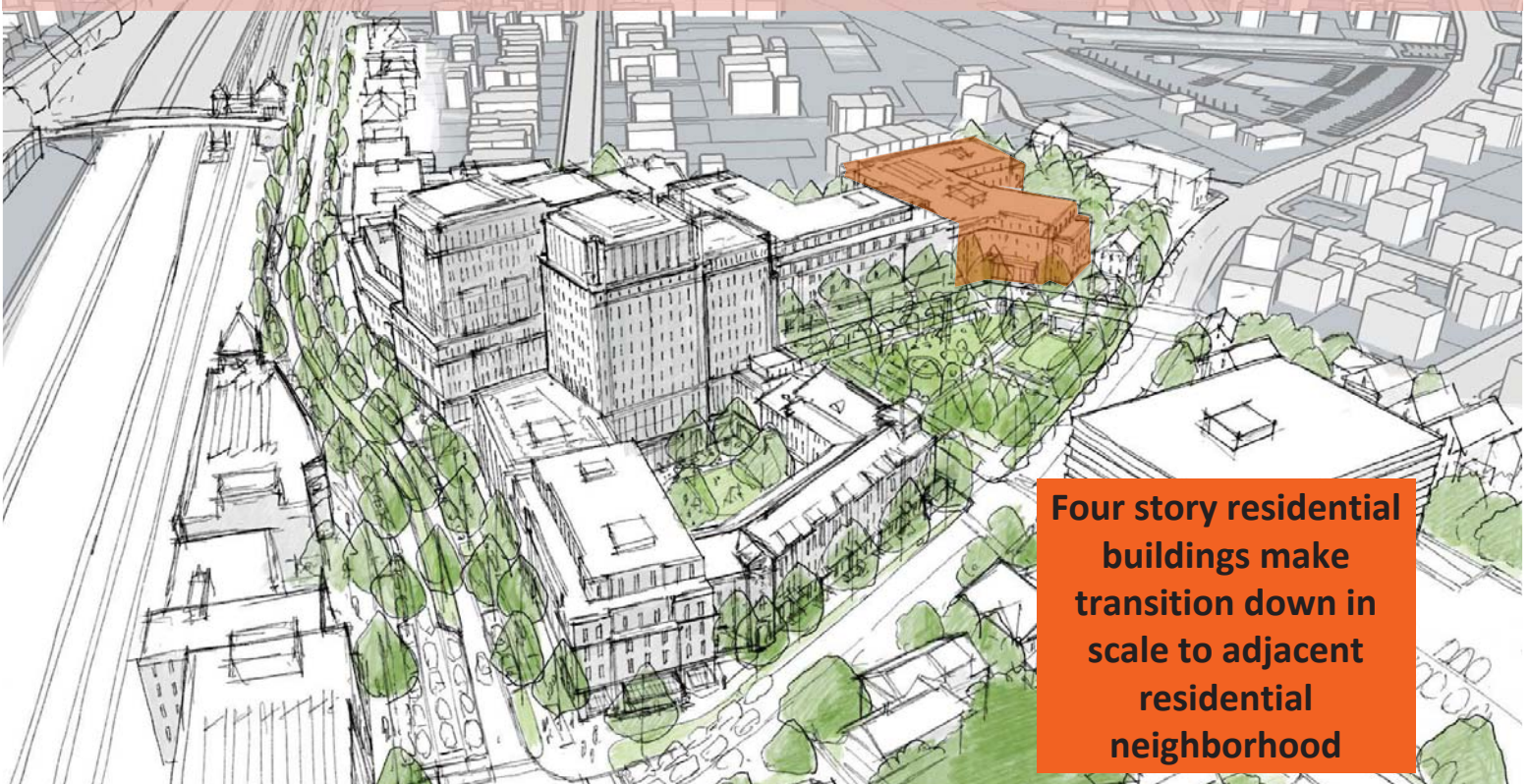


Building Height: 10-12 stories max.

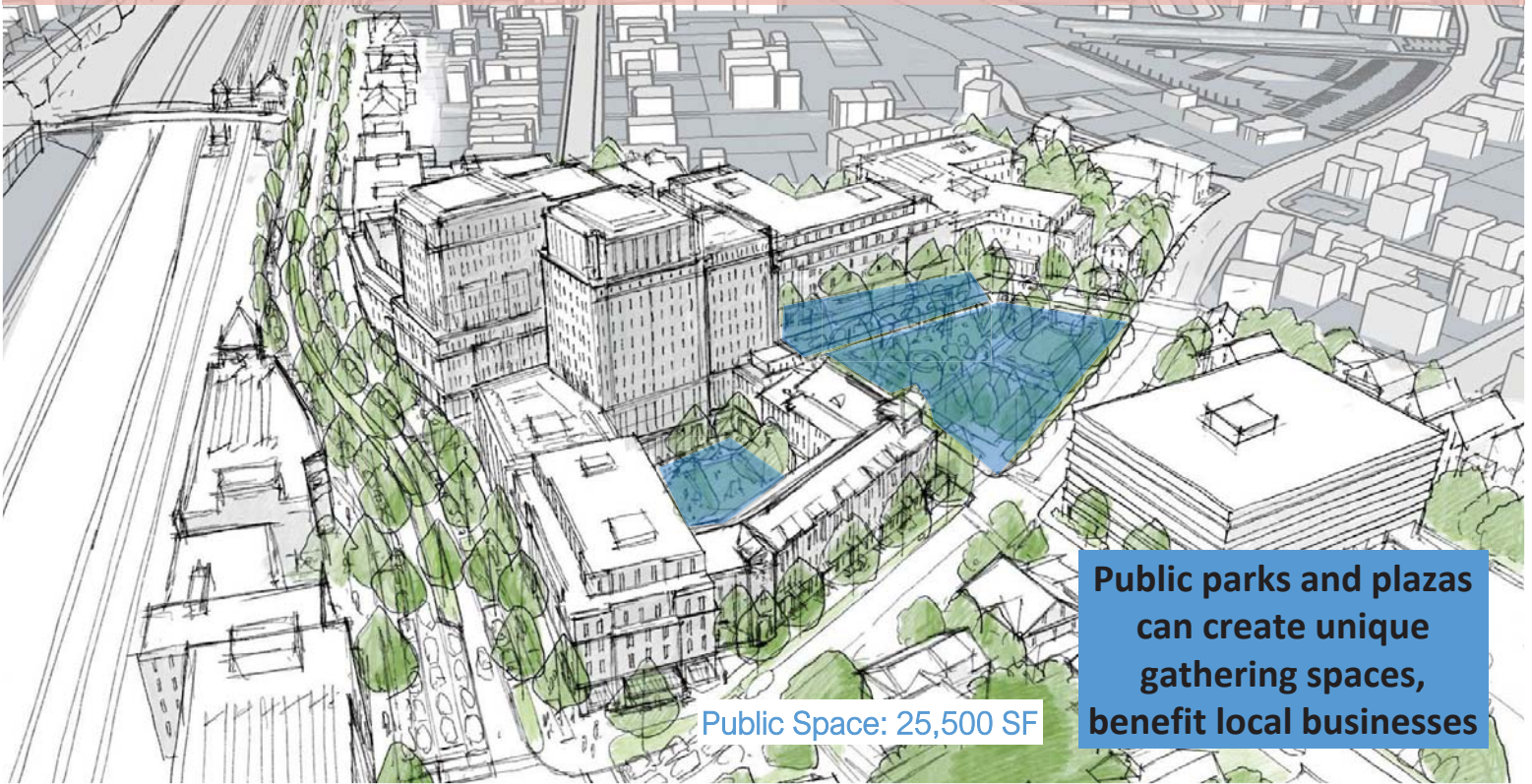
Height concentrated at center of block, away from existing single-family residential



Could be attractive location for commercial office or lab tenants



Four story residential buildings make transition down in scale to adjacent residential neighborhood

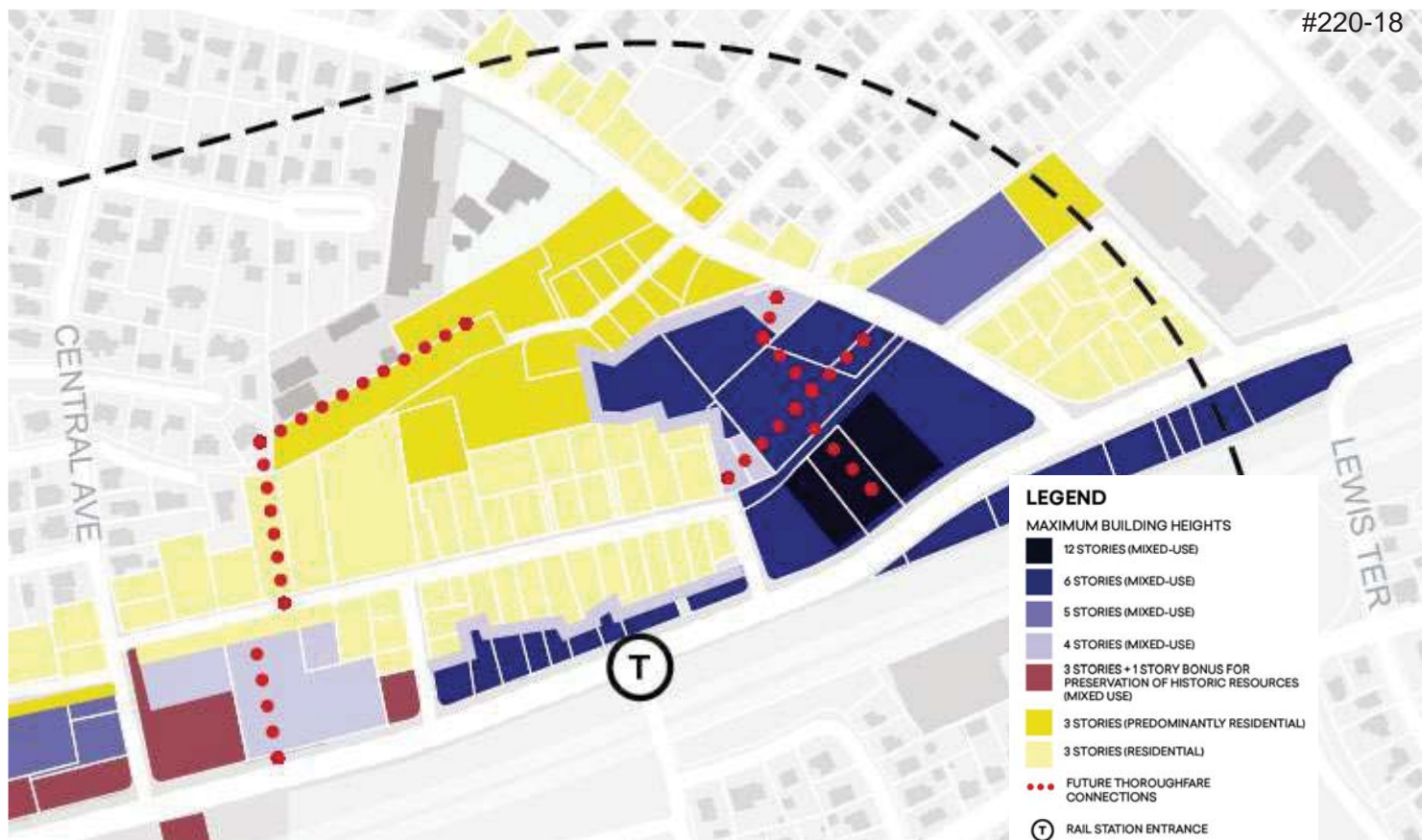


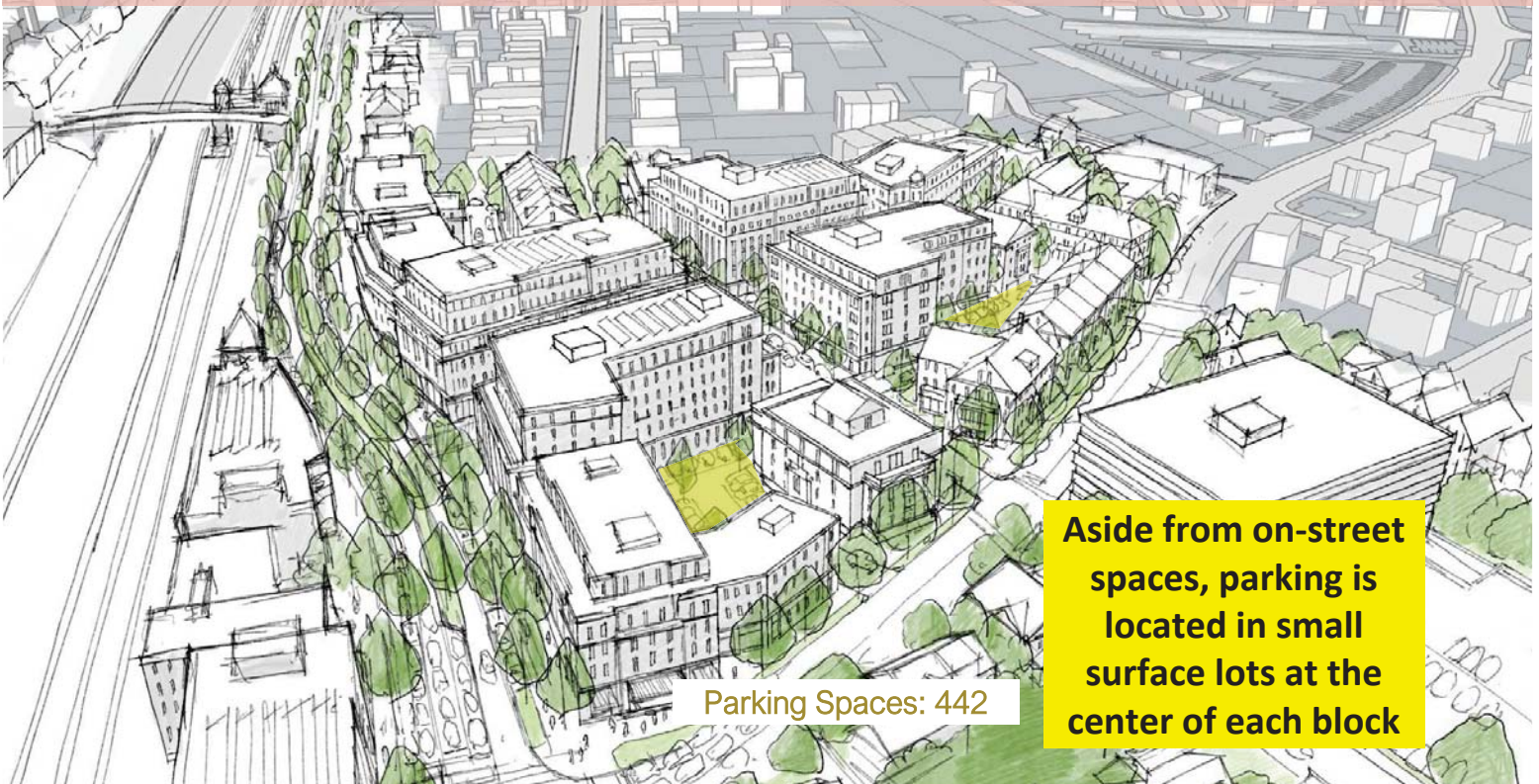
Public Space: 25,500 SF

Public parks and plazas can create unique gathering spaces, benefit local businesses



Are you comfortable with more height where shown, as a way to generate additional tax revenue that can help pay for larger community benefits such as the large park or some of the improvements to the train stations?





Aside from on-street spaces, parking is located in small surface lots at the center of each block

Parking Spaces: 442

Crafts Street – Incremental Option



Buildings are smaller scale & are developed over time, akin to a traditional form of development

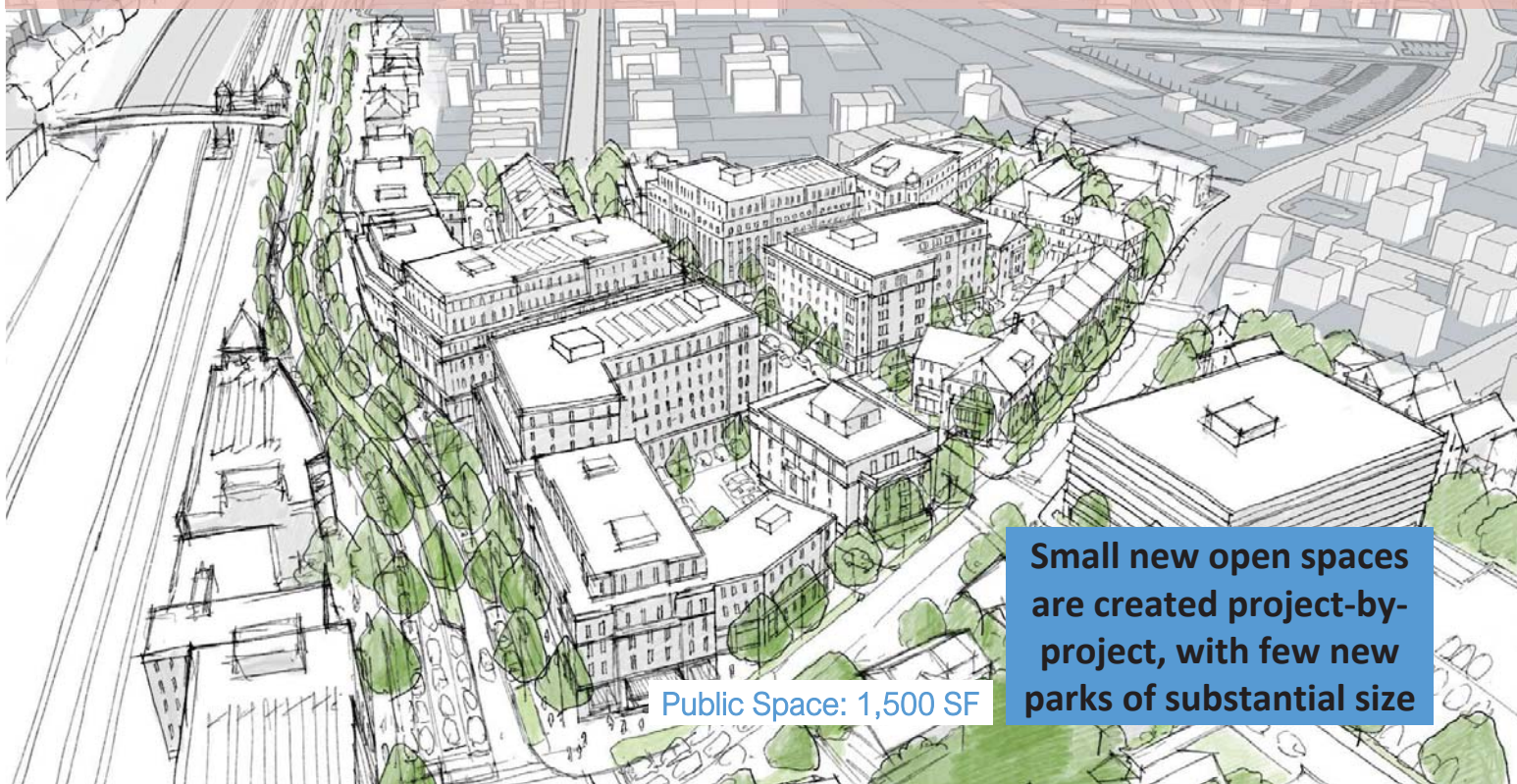
Crafts Street – Incremental Option



A wide variety of building heights and shapes provide interest along street edge; step down to existing residential

Building Height: 6 stories max.

Crafts Street – Incremental Option



Small new open spaces are created project-by-project, with few new parks of substantial size

Public Space: 1,500 SF

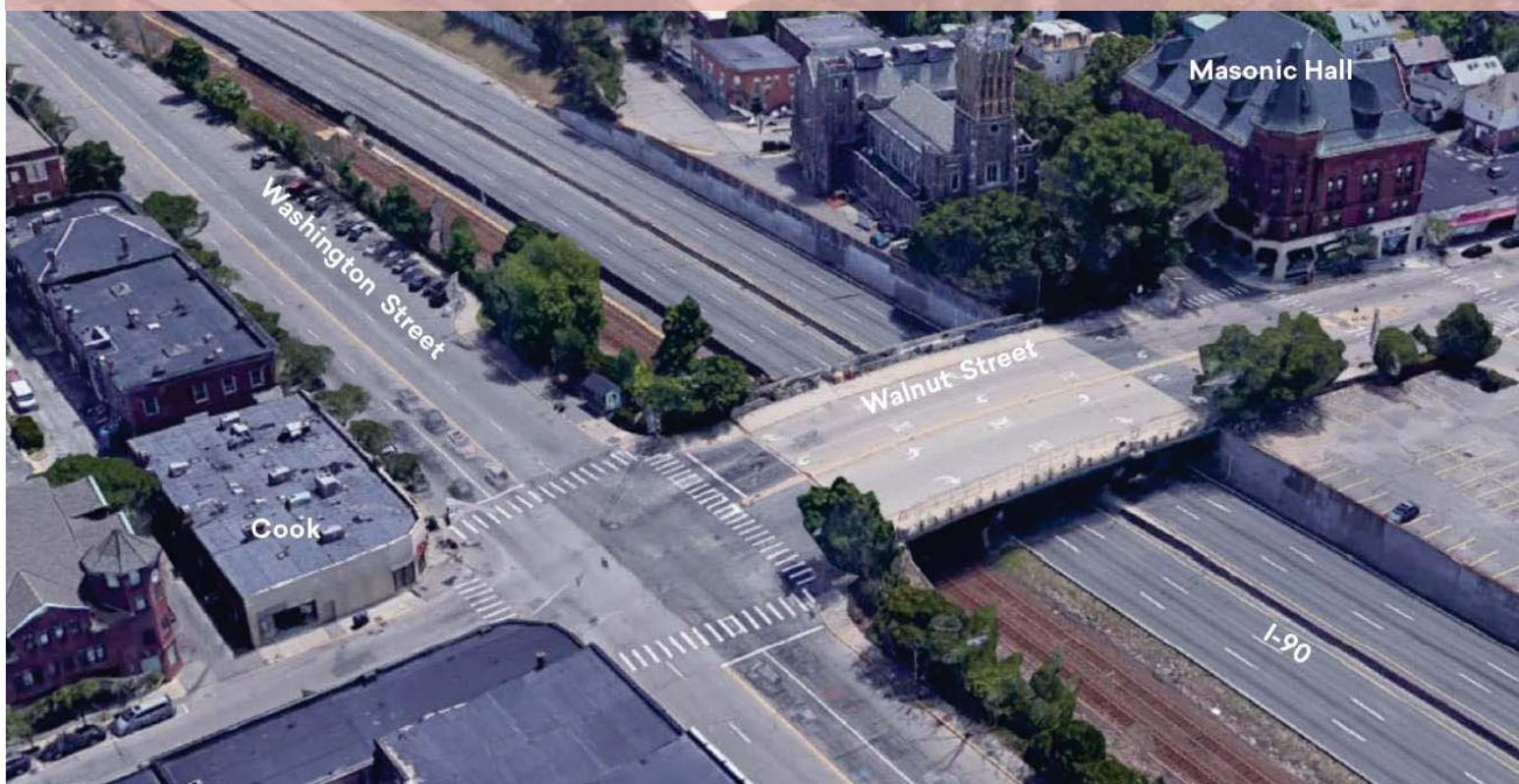
Crafts Street – Incremental Option



As a way to protect the neighborhood from the highway, how would you feel about six-story buildings against the highway at this location?

What areas need to become better parts of Newton?

Newtonville Square – Existing



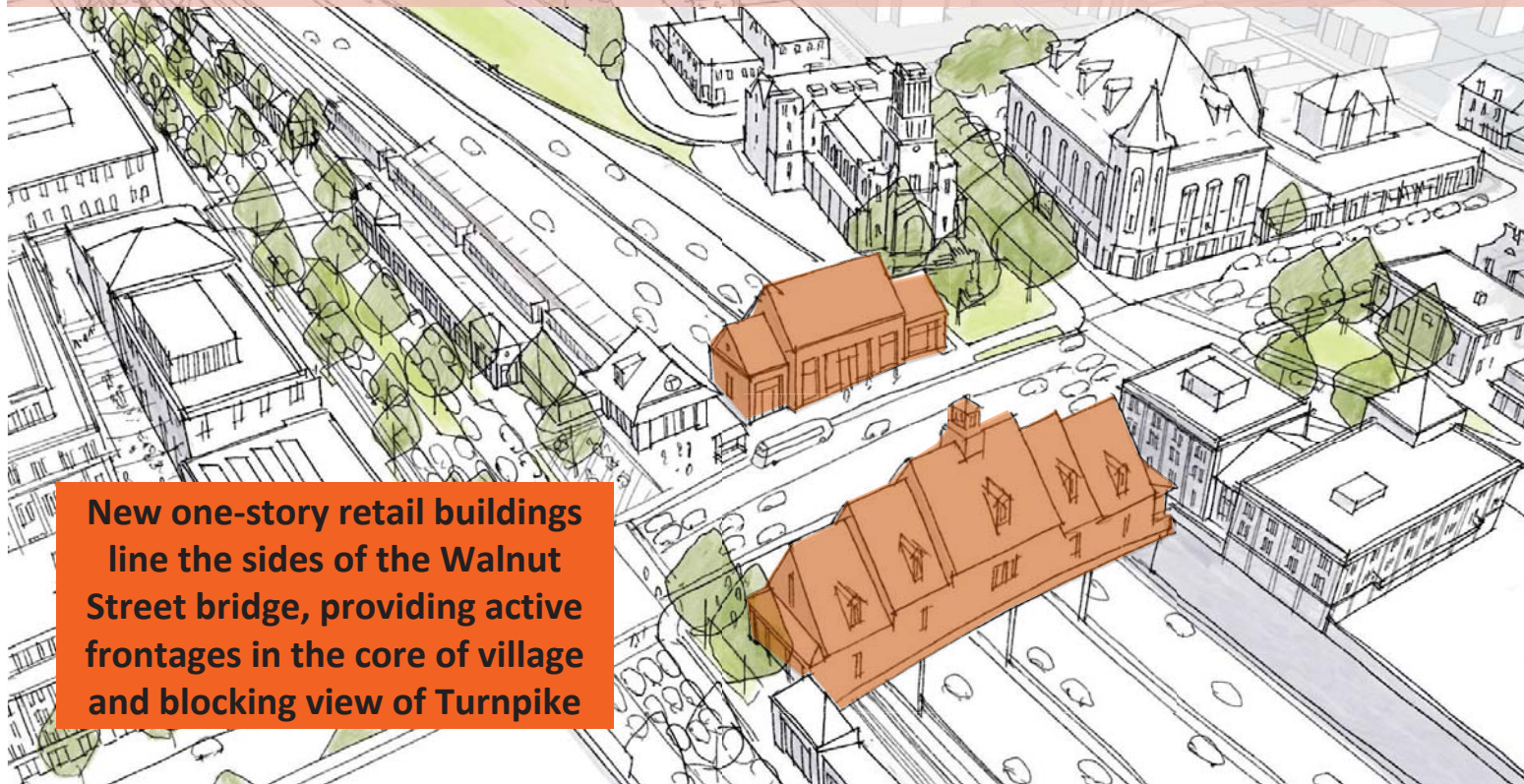
Newtonville Square – “Lined Walnut Street Bridge” Option



Newtonville Square – “Lined Walnut Street Bridge” Option

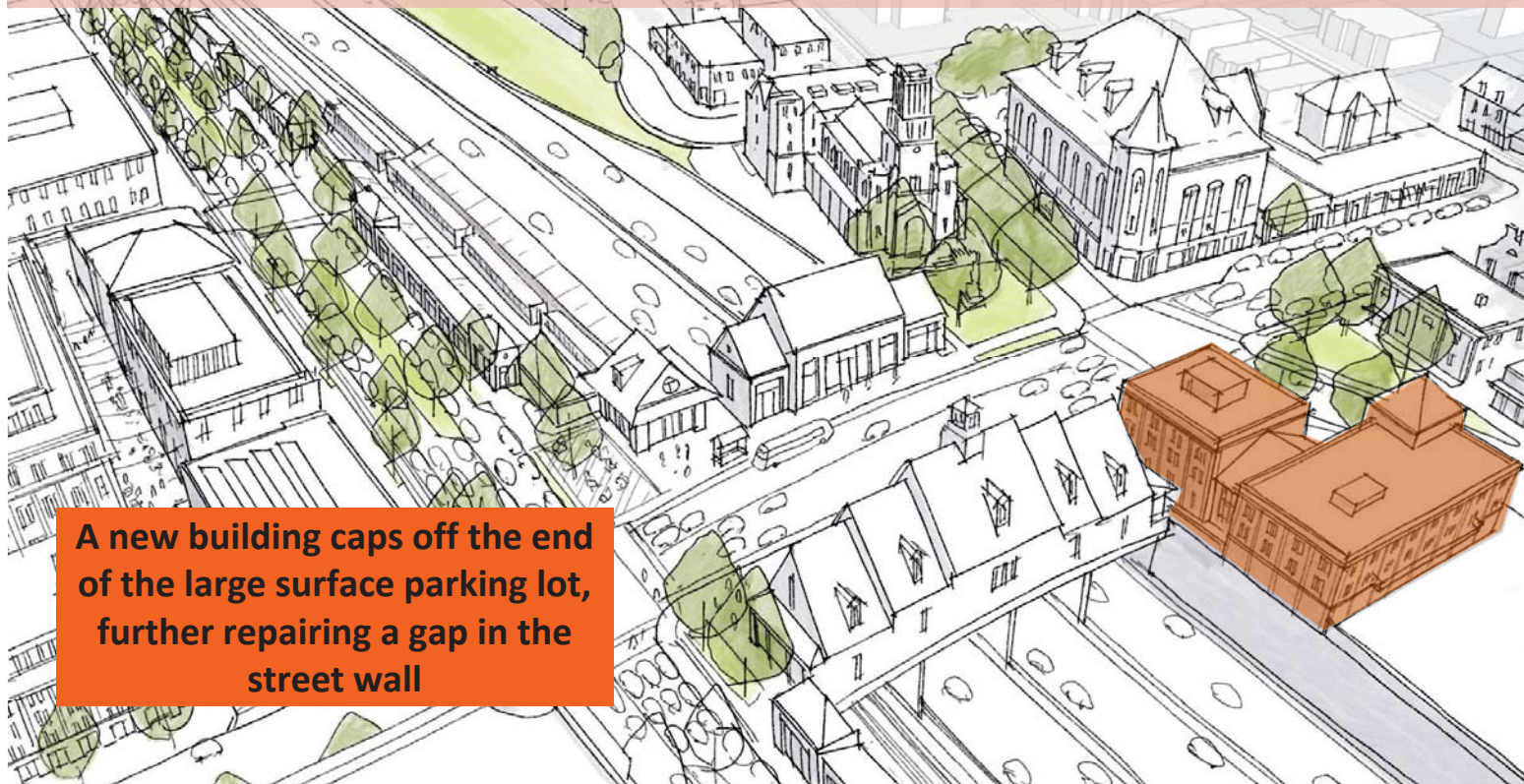


Newtonville Square – “Lined Walnut Street Bridge” Option



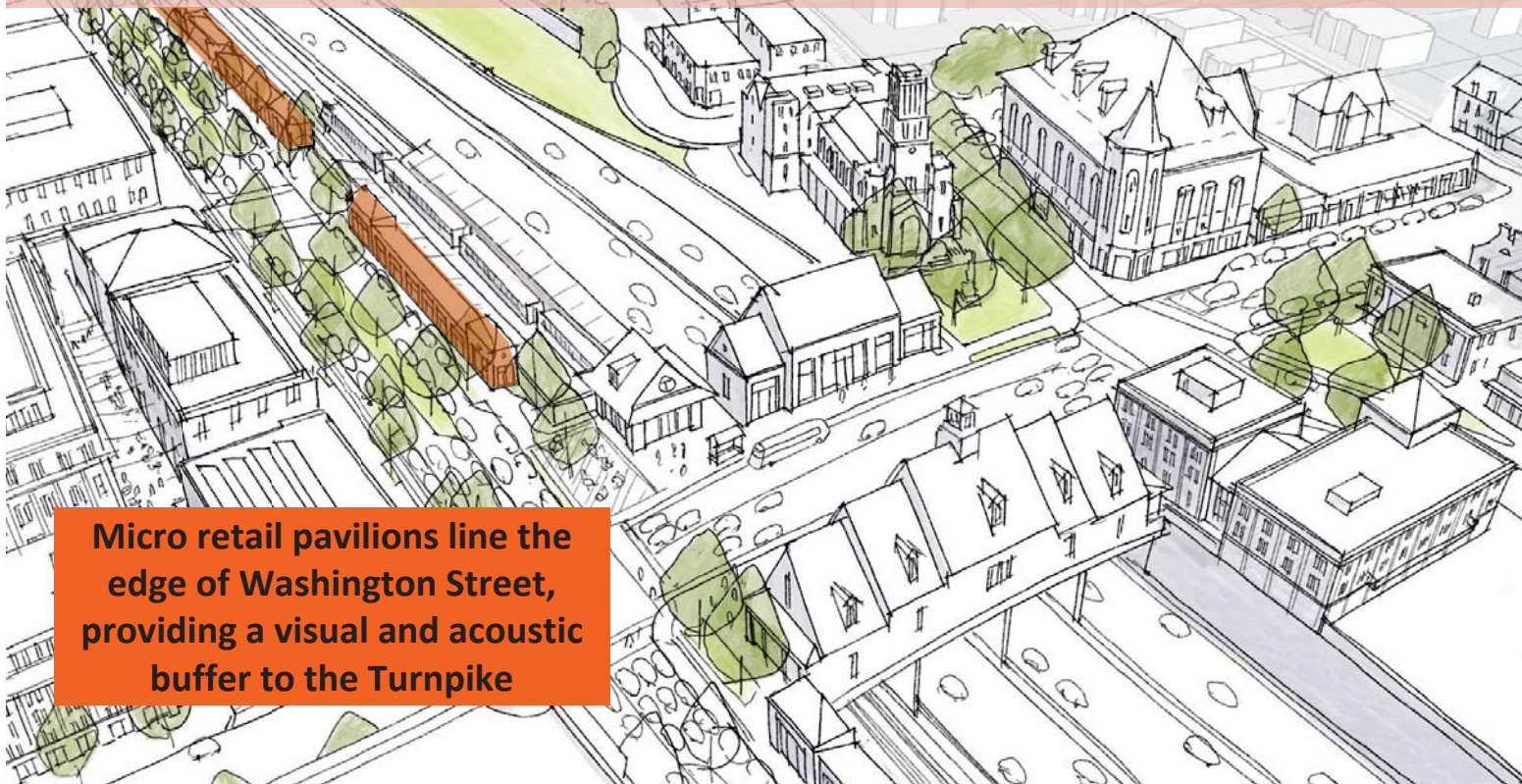
New one-story retail buildings line the sides of the Walnut Street bridge, providing active frontages in the core of village and blocking view of Turnpike

Newtonville Square – “Lined Walnut Street Bridge” Option



A new building caps off the end of the large surface parking lot, further repairing a gap in the street wall

Newtonville Square – “Lined Walnut Street Bridge” Option



Micro retail pavilions line the edge of Washington Street, providing a visual and acoustic buffer to the Turnpike

Newtonville Square – “Lined Walnut Street Bridge” Option



New infill development could occur on the existing surface parking lots



#220-18

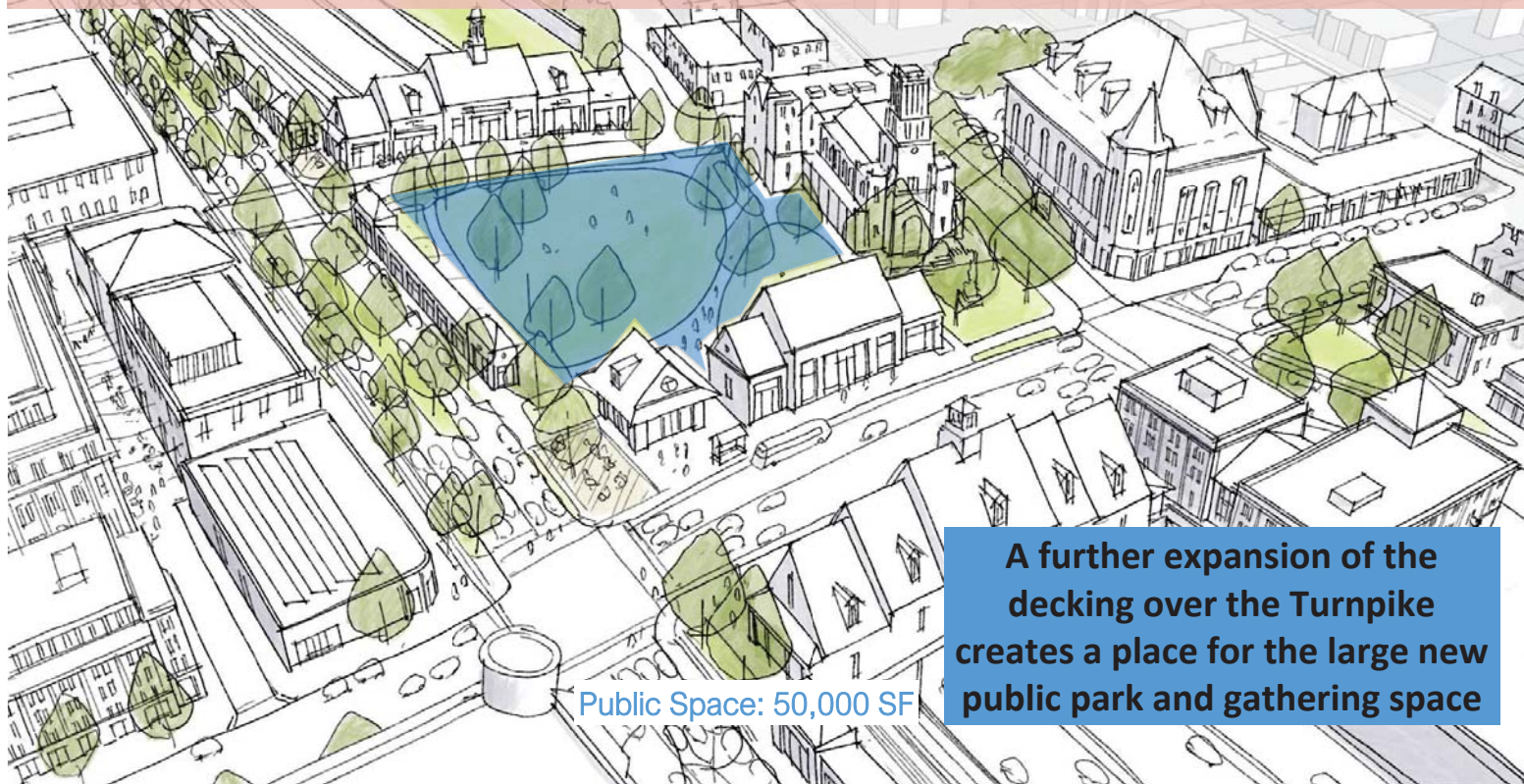




Newtonville Square - "Walnut Street Deck Park" Option



Newtonville Square – “Walnut Street Deck Park” Option



A further expansion of the decking over the Turnpike creates a place for the large new public park and gathering space

Public Space: 50,000 SF





Newtonville Square - "Walnut Street Deck Park" Option



How important is it to **connect Newtonville** on the north and south sides of the highway? Does this plan do a good job with new buildings lining the bridge?
Are you ok with **more development in other places** in order to make these improvements possible? (Decked park is estimated \$47 million.)

What community benefits are priorities for Newton?

COMMUNITY BENEFITS & INFRASTRUCTURE INVESTMENTS FOR NEWTON

1. Commuter rail accessibility to both tracks, allowing for more frequent train service.



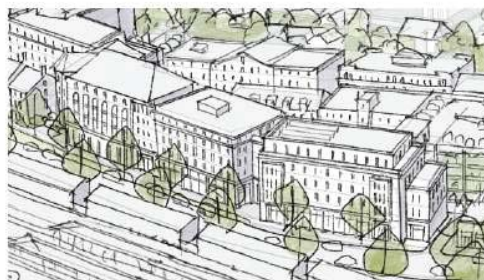
COMMUNITY BENEFITS & INFRASTRUCTURE INVESTMENTS FOR NEWTON

2. New neighborhood parks and courtyards in underserved areas with a variety of recreational opportunities.



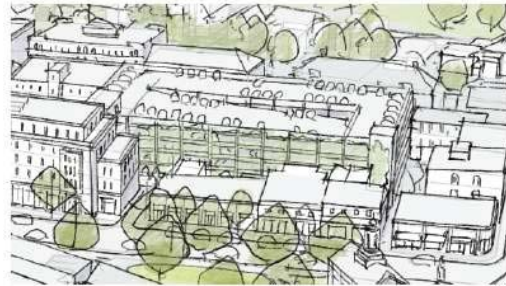
COMMUNITY BENEFITS & INFRASTRUCTURE INVESTMENTS FOR NEWTON

3. Development of diverse housing options, including elevator accessible and affordable housing.



COMMUNITY BENEFITS & INFRASTRUCTURE INVESTMENTS FOR NEWTON

4. Central parking garages to relieve pressure and provide village-wide shared parking facilities.



COMMUNITY BENEFITS & INFRASTRUCTURE INVESTMENTS FOR NEWTON

5. Reconfigured Mass Pike interchange at West Newton with new westbound on-ramp and improved intersections between city roads and highway ramps.



COMMUNITY BENEFITS & INFRASTRUCTURE INVESTMENTS FOR NEWTON

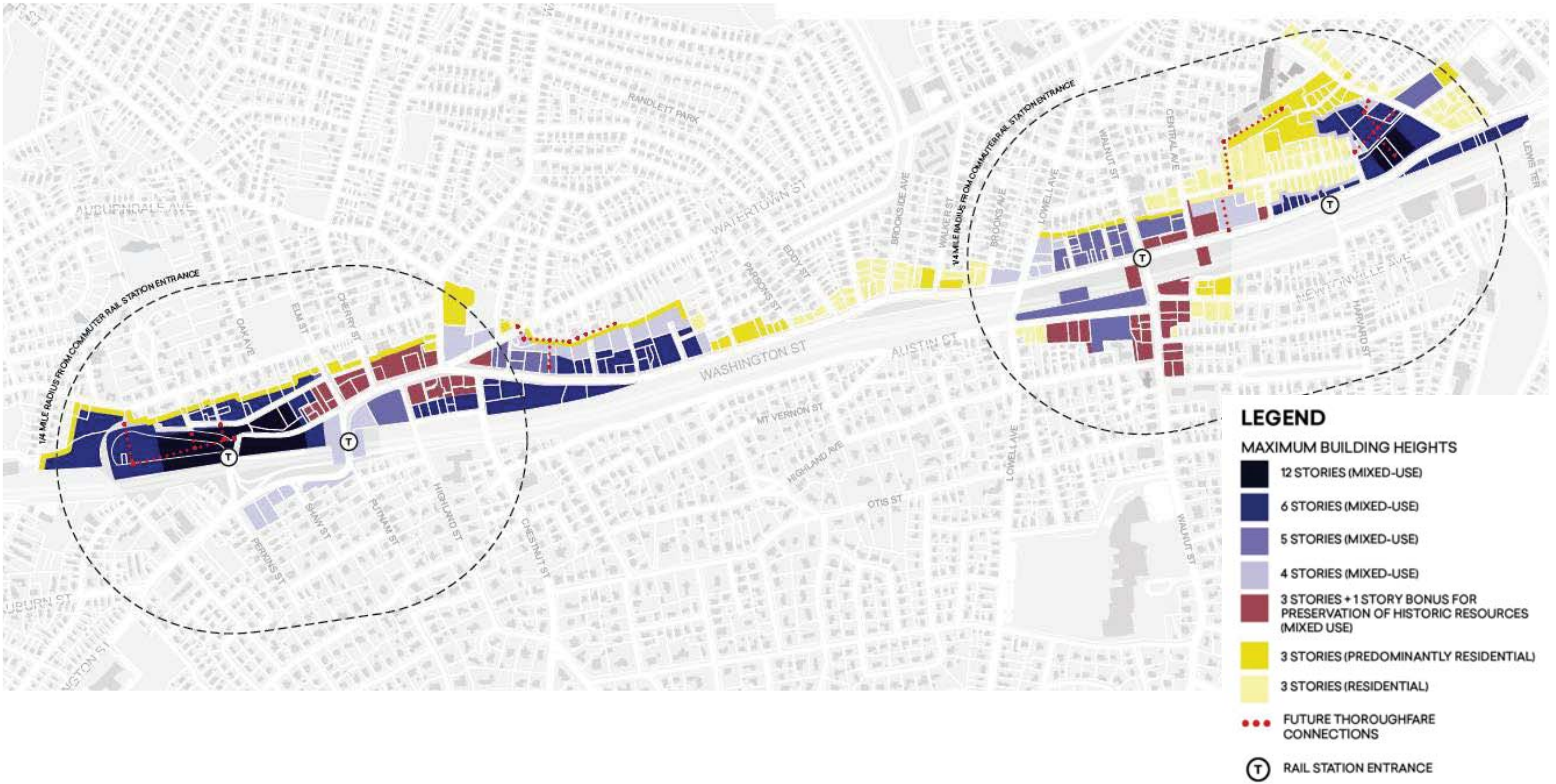
6. Improved connections over the Mass Pike, including a new park over the Pike at the center of Newtonville.



COMMUNITY BENEFITS & INFRASTRUCTURE INVESTMENTS FOR NEWTON

7. Complete Streets investments in Washington Street to better serve all travel modes and add tree canopy.





NEXT STEPS FOR COUNCIL PROCESS

- ✓ November 26 – ZAP - West Newton deep dive
- ✓ December 6 - Full Council - Review of Vision Map
- ✓ January 14 – ZAP – Newtonville & Crafts Street deep dive
- January 28 – ZAP - Zoning Toolkit & Other Tools
- February 11 – ZAP - Vision Plan Draft #2
- March 19 – ZAP – Full Council – Fiscal deep dive
- TBD presentations
- April/May – ZAP - Final Vision Plan & Zoning presented to Council

THANK YOU

HELLO WASHINGTON STREET!
newtonma.gov/washingtonstreetvision
@hellowashingtonstreet
WASHINGTONSTREET@NEWTONMA.GOV



PRINCIPLE 

DESIGN OBJECTIVES

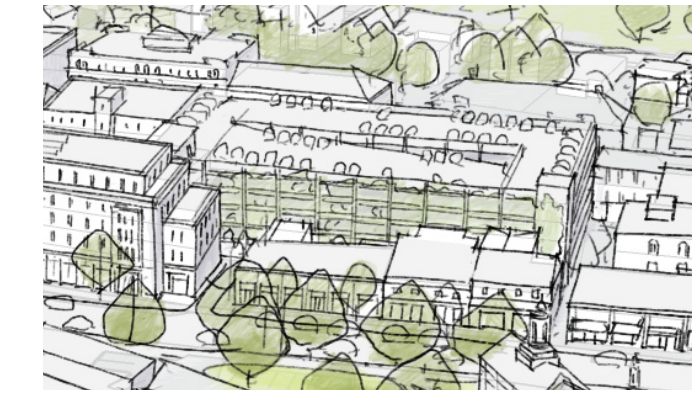
1. Require varied building sizes, heights, and roof types along Washington Street to provide a village-scale experience.
2. Locate taller buildings and pavilions abutting the Turnpike to reduce noise and fumes, and improve the quality of life within the village centers and neighborhoods.
3. Encourage preservation of historic buildings and/or facades.
4. Encourage public spaces like plazas, parks and passages in the center of blocks instead of surface parking lots to encourage more economic vitality.
5. Ensure that parking does not adversely affect the pedestrian experience along Washington Street by requiring all off-street parking to be provided underground or hidden within the centers of blocks.
6. Step down building height to 3 stories when new buildings abut a residential district.
7. Allow all parking to be provided off-site as part of village-wide "district parking" strategies.
8. Extend new streets through blocks to provide more connections, and walking and biking opportunities.

COMMUNITY BENEFITS

1. Neighborhood green spaces and courtyards along Washington Street.
2. Major Commuter rail upgrades, and new headhouses in West Newton and Newtonville, that allow more frequent trains service.



3. Central parking garages to relieve pressure and provide village-wide shared parking facilities.



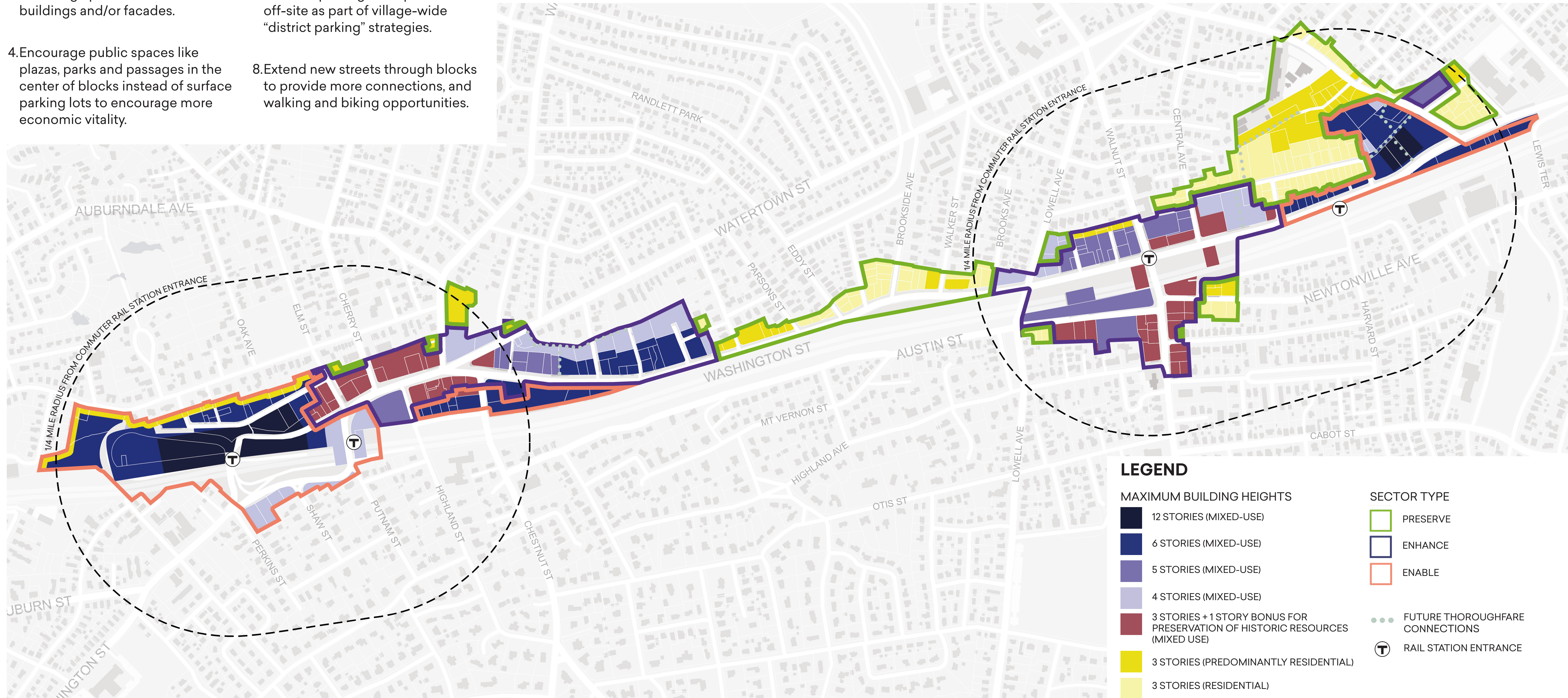
4. New street connections to create more walkable, human-scale blocks.



5. Simplified I-90 on and off ramps, and new deck parks connect the City back together.



6. Upgrades to Washington Street for improved safety and reduced carbon emissions.





Newton 1st Draft Zoning Ordinance Committee Village Districts

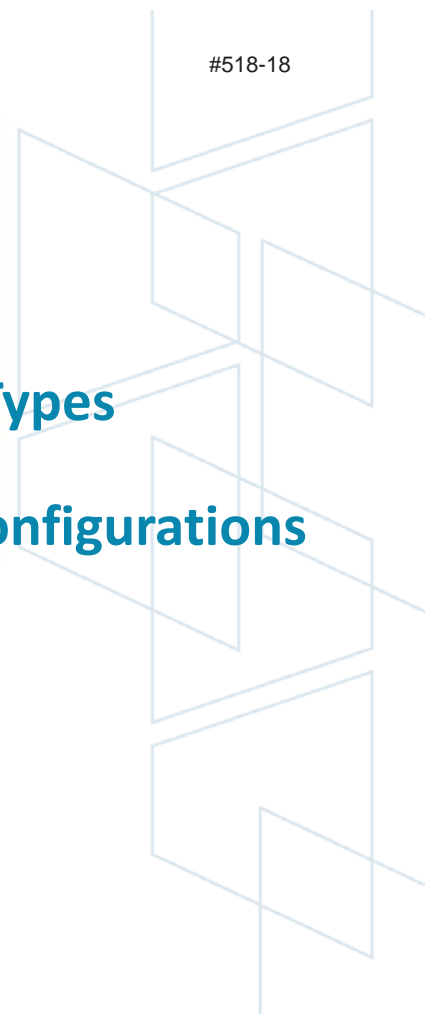
Agenda

Overview

Village Districts & Building Types

Alternative Development Configurations

Allowed Uses



Overview

Overview

Village Districts provide the rules for development in Newton's village centers and many other commercial areas.

- 1. District Lot Standards – Setbacks, Lot Coverage, Frontage**
- 2. Building Design – Massing & Height**
- 3. Alternative Configurations**
- 4. Land Use**

Mapping the Village Districts Newton Corner

Residence Districts

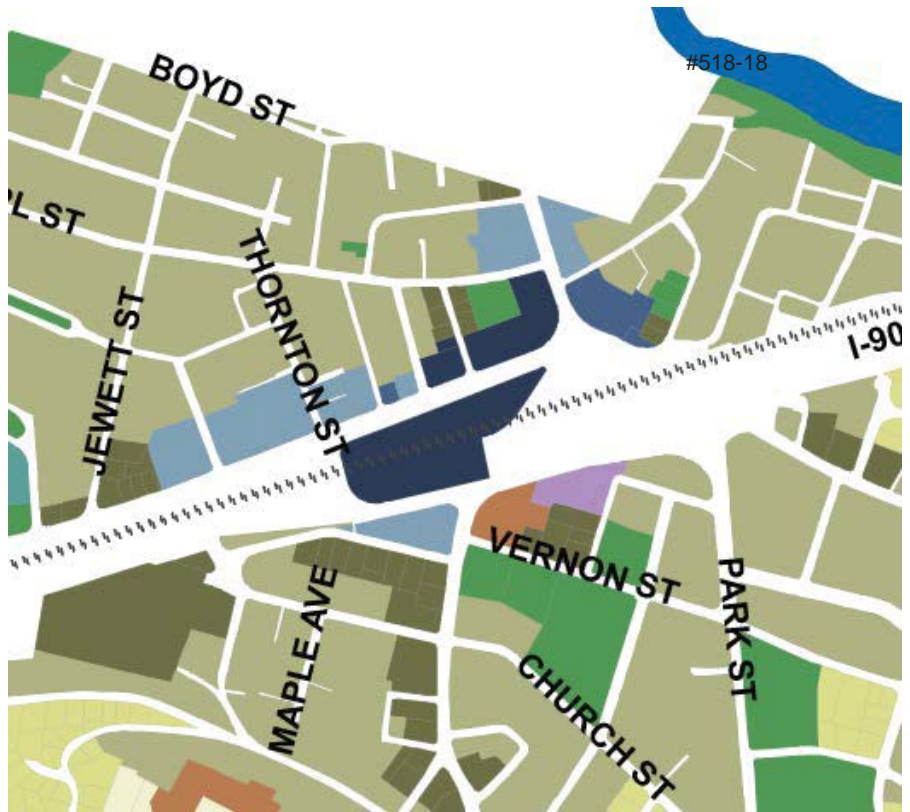
- R1 Residence 1
- R2 Residence 2
- R3 Residence3
- N Neighborhood General

Village Districts

- V1 Village 1
- V2 Village 2
- V3 Village 3

Single Purpose Districts

- Public Use
- Recreation
- Office
- Fabrication
- Non-Contextual Multi-Unit Residence
- Regional Retail
- Campus / Institutional



Newton's village centers typically follow a concentric circle model (more intense activity at the center, stepping down to surrounding neighborhoods)

Mapping the Village Districts Newton Centre

Residence Districts

- R1 Residence 1
- R2 Residence 2
- R3 Residence3
- N Neighborhood General

Village Districts

- V1 Village 1
- V2 Village 2
- V3 Village 3

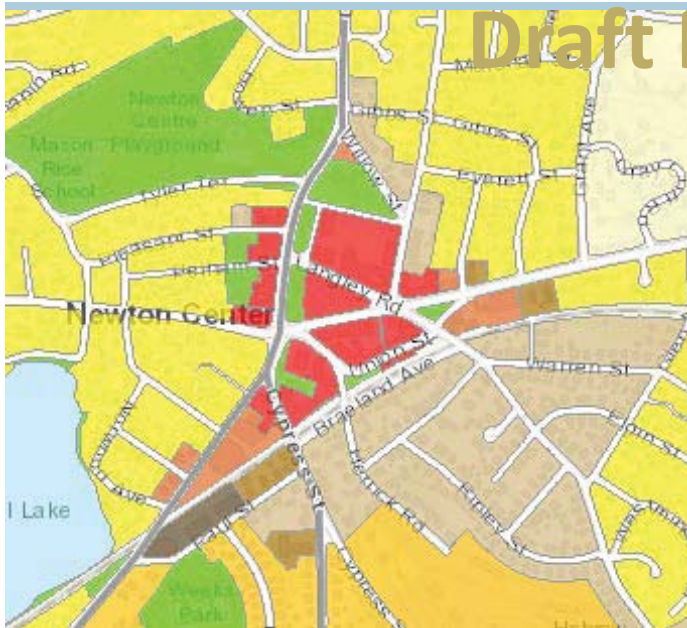
Single Purpose Districts

- Public Use
- Recreation
- Office
- Fabrication
- Non-Contextual Multi-Unit Residence
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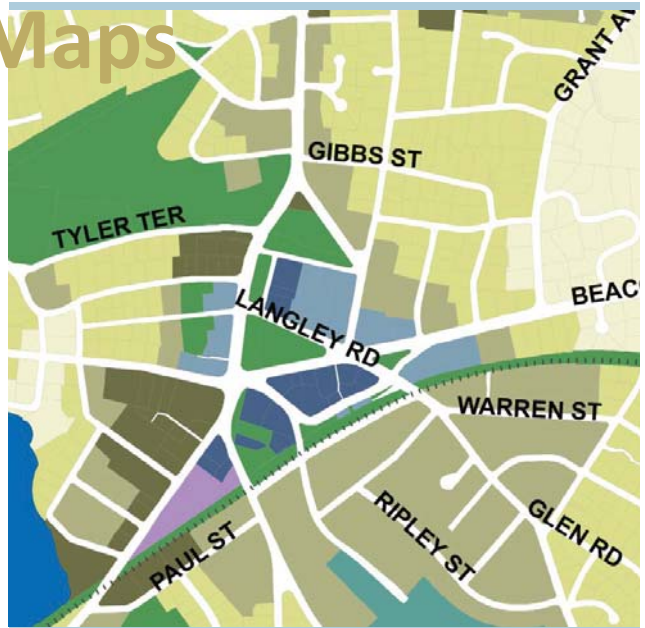
Newton's village centers typically follow a concentric circle model (more intense activity at the center, stepping down to surrounding neighborhoods)

Comparing Current and First Draft Maps



Current Ordinance

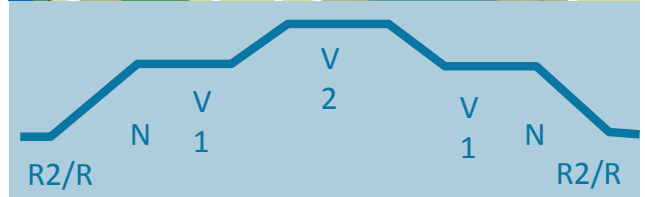
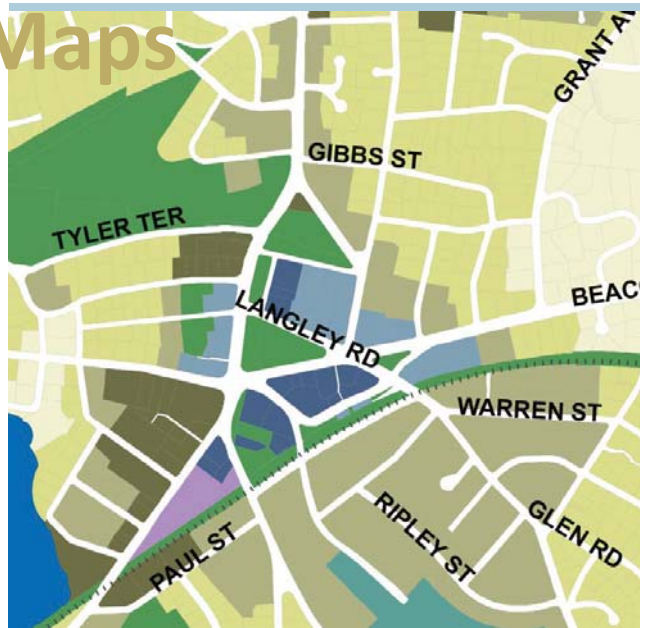
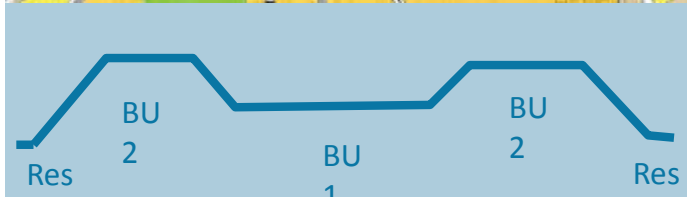
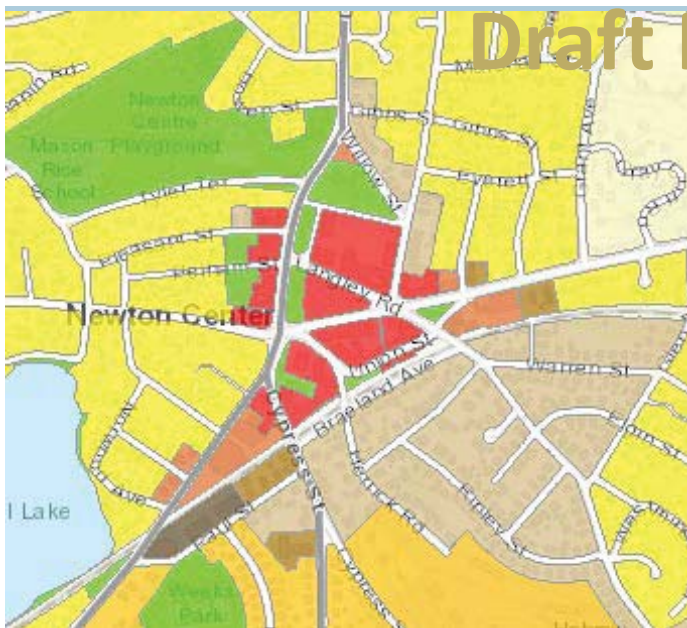
- Primarily BU1
- Some BU2 at edges
- MR1, MR2, MR3, SR2, & SR3 in neighborhoods



First Draft Ordinance

- Mix of Village 2 and Village 1
- Neighborhood General at transition
- R3 and R2 in surrounding neighborhoods

Comparing Current and First Draft Maps



Village Districts and Building Types

Lot Standards

V1 Village 1								
Lot Standards (Sec. 4.1.2)	Min Frontage	Max Frontage	Min Primary Front Setback	Max Primary Front Setback	Frontage Buildout	Min Side Setback	Min Rear Setback	Lot Coverage
	30 ft	200 ft	0 ft	15 ft	60%, except min driveway	5 ft	15 ft	80% SP: 90%

V2 Village 2								
Lot Standards (Sec. 4.1.3)	Min Frontage	Max Frontage	Min Primary Front Setback	Max Primary Front Setback	Frontage Buildout	Min Side Setback	Min Rear Setback	Lot Coverage
	30	200	0	15	75%, except min driveway	5	15	85% SP: 95%

V3 Village 3								
Lot Standards (Sec. 4.1.4)	Min Frontage	Max Frontage	Min Primary Front Setback	Max Primary Front Setback	Frontage Buildout	Min Side Setback	Min Rear Setback	Lot Coverage
	30	200	0	15	75%, except min driveway	5	15	85% SP: 95%

Lot Standards

V1 Village 1

Lot Standards (Sec. 4.1.2)	Min Frontage	Max Frontage
	30 ft	200 ft

V2 Village 2

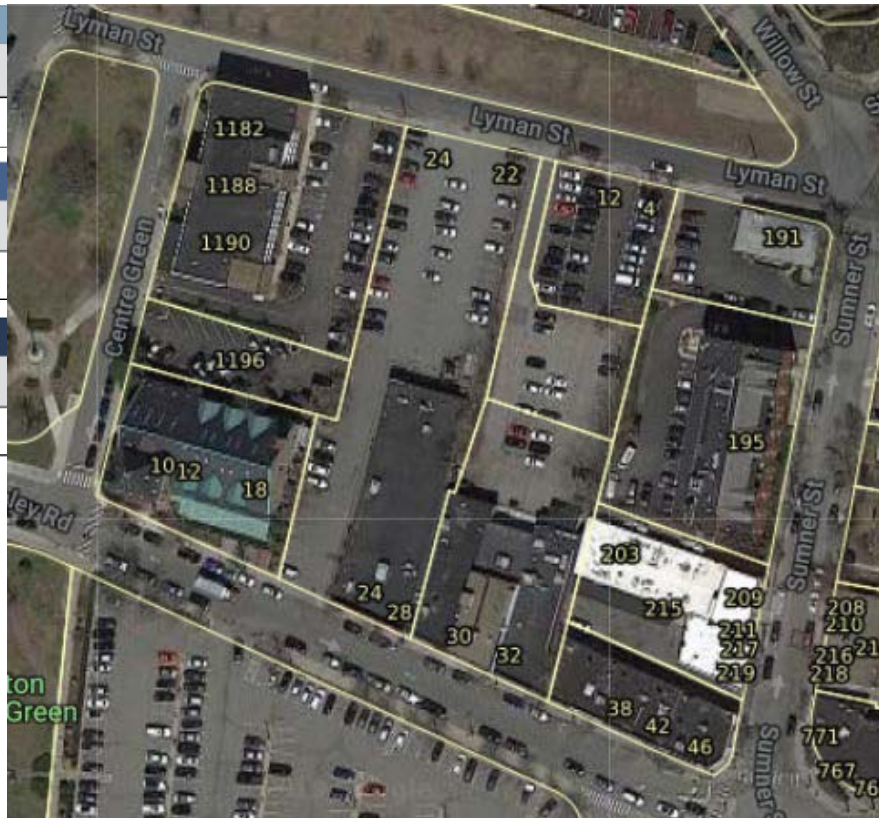
Lot Standards (Sec. 4.1.3)	Min Frontage	Max Frontage
	30	200

V3 Village 3

Lot Standards (Sec. 4.1.4)	Min Frontage	Max Frontage
	30	200

In residential development there is typically one building on one lot.

In commercial the lot and building relationship is more complex.



Lot Standards

V1 Village 1

Lot Standards (Sec. 4.1.2)	Min Frontage	Max Frontage	Min Primary Front Setback	Max Primary Front Setback	Frontage Buildout	Min Side Setback	Min Rear Setback	Lot Coverage
	30 ft	200 ft	0 ft	15 ft	60%, except min driveway	5 ft	15 ft	80% SP: 90%

V2 Village 2

Lot Standards (Sec. 4.1.3)	Min Frontage	Max Frontage	Min Primary Front Setback	Max Primary Front Setback	Frontage Buildout	Min Side Setback	Min Rear Setback	Lot Coverage
	30	200	0	15	75%, except min driveway	5	15	85% SP: 95%

V3 Village 3

Lot Standards (Sec. 4.1.4)	Min Frontage	Max Frontage	Min Primary Front Setback	Max Primary Front Setback	Frontage Buildout	Min Side Setback	Min Rear Setback	Lot Coverage
	30	200	0	15	75%, except min driveway	5	15	85% SP: 95%

Lot Standards

V1 Village 1

Lot Standards (Sec. 4.1.2)	Min Frontage	Max Frontage	Min Primary Front Setback	Max Primary Front Setback	Frontage Buildout	Min Side Setback	Min Rear Setback	Lot Coverage
	30 ft	200 ft	0 ft	15 ft	60%, except min driveway	5 ft	15 ft	80% SP: 90%



0% frontage buildout

75-80% frontage buildout

Village 1 District

V1 Village 1

Lot Standards (Sec. 4.1.2)	Min Frontage	Max Frontage	Min Primary Front Setback	Max Primary Front Setback	Frontage Buildout	Min Side Setback	Min Rear Setback	Lot Coverage
	30 ft	200 ft	0 ft	15 ft	60%, except min driveway	5 ft	15 ft	80% SP: 90%
Building Types	Min Building Width	Max Building Width	Max Building Depth	Max Building Footprint	Max Stories	Ground Story Height (min-max)	Upper Story Height (min-max)	Units & Notes
Shop House	20 ft	40 ft	80 ft	2,000 sf SP: 2,500 sf	2.5	12 ft -24 ft	Max 12 ft SP: 14 ft	RU Factor: base=1000 incentive = 750
Small Shop	18 ft	100 ft	100 ft	7,000 sf	1.5	12 ft -24 ft	-	no residential
Shop	30 ft	150 ft	150 ft	15,000 sf	1.5	12 ft -24 ft	-	no residential
Small Multi-use building	40 ft	100 ft	150 ft	12,000 sf	3	14 ft - 24 ft	10 ft - 14 ft SP: +/- 2 ft	RU Factor: base=1000 incentive = 750
Small Apartment Building*	20 ft	80 ft	80 ft	4,200 sf	3	Max: 12 ft SP: 14 ft	Max: 12 ft SP: 14 ft	RU Factor: base=1000 incentive= 750
Fabrication Building*	-	175 ft	200 ft	30,000 sf SP: 40,000 sf	3	16 ft - 24 ft	14 ft - 20 ft	no residential
Civic Building	14 ft	300 ft	200 ft	30,000 sf	4.5	12 ft - 18 ft	12 ft - 18 ft	



Shop House



Small Shop



Small Apartment Building

Village 2 District

V2 Village 2								
Lot Standards (Sec. 4.1.3)	Min Frontage	Max Frontage	Min Primary Front Setback	Max Primary Front Setback	Frontage Buildout	Min Side Setback	Min Rear Setback	Lot Coverage
	30	200	0	15	75%, except min driveway	5	15	85% SP: 95%
Building Types	Min Facade Build Out	Max Facade Width	Max Building Depth	Max Building Footprint	Max Stories	Ground Story Height (min-max)	Upper Story Height (min-max)	Units & Notes
Shop House	20 ft	40 ft	80 ft	2,000 sf SP: 2,500 sf	2.5	12 ft -24 ft	Max 12 ft SP: 14 ft	RU Factor: base=1000 incentive = 750
Small Shop	18 ft	100 ft	100 ft	7,000 sf	1.5	12 ft -24 ft	-	no residential
Shop	30 ft	150 ft	150 ft	15,000 sf	1.5	12 ft -24 ft	-	no residential
Small Multi-use Building	40 ft	100 ft	150 ft	12,000 sf	3	14 ft - 24 ft	10 ft -14 ft SP: +/- 2 ft	RU Factor: base=1000 incentive = 750
Medium Multi-use Building	40 ft	200 ft	200 ft	20,000 sf	3 SP: 4	14 ft - 24 ft	10 ft -14 ft SP: +/- 2 ft	RU Factor: base=1000 incentive = 750
Lab Building	40 ft	200 ft	300 ft	40,000 sf	3 SP: 4	16 ft - 24 ft	12 - 20 ft	no residential
Small Apartment Building*	20 ft	80 ft	80 ft	4,200 sf	3	Max: 12 ft SP: 14 ft	Max: 12 ft SP: 14 ft	RU Factor: base=1000 incentive = 750
Lined Garage*	-	300 ft	300 ft	75,000 sf	3 SP: 5	16 ft - 24 ft	Max: 14 ft	RU Factor: base=1000 incentive = 750
Civic Building	14 ft	300 ft	200 ft	30,000 sf	4.5	12 ft - 18 ft	12 ft - 18 ft	



Village 3 District

V3 Village 3								
Lot Standards (Sec 4.1.4)	Min Frontage	Max Frontage	Min Primary Front Setback	Max Primary Front Setback	Frontage Buildout	Min Side Setback	Min Rear Setback	Lot Coverage
	30	200	0	15	75%, except min driveway	5	15	85% SP: 95%
Building Types	Min Facade Build Out	Max Facade Width	Max Building Depth	Max Building Footprint	Max Stories	Ground Story Height (min-max)	Upper Story Height (min-max)	Units & Notes
Shop House	20 ft	40 ft	80 ft	2,000 sf SP: 2,500 sf	2.5	12 ft -24 ft	Max 12 ft SP: 14 ft	RU Factor: base=1000 incentive = 750
Small Shop	18 ft	100 ft	100 ft	7,000 sf	1.5	12 ft -24 ft	-	no residential
Shop	30 ft	150 ft	150 ft	15,000 sf	1.5	12 ft -24 ft	-	no residential
Small Multi-use Building	40 ft	100 ft	150 ft	12,000 sf	3	14 ft - 24 ft	10 ft -14 ft SP: +/- 2 ft	RU Factor: base=1000 incentive = 750
Medium Multi-use Building	40 ft	200 ft	200 ft	20,000 sf	5 SP: 6	14 ft - 24 ft	10 ft -14 ft SP: +/- 2 ft	RU Factor: base=1000 incentive = 750
Large Multi-use Building	60 ft	200 ft	250 ft	30,000 sf SP: 40,000 sf	5 SP: 7	16 ft - 24 ft	12 ft -16 ft	RU Factor: base=1000 incentive = 750
Lab Building	40 ft	200 ft	300 ft	40,000 sf	6 SP: 7	16 ft - 24 ft	12 - 20 ft	no residential
Tall Multi-use Building*	60 ft	200 ft	250 ft	30,000 sf SP: 40,000 sf	10	14 ft - 24 ft	10 ft -14 ft SP: +/- 2 ft	RU Factor: base=1000 incentive = 750
Lined Garage*	-	300 ft	300 ft	75,000 sf	6 SP: 8	16 ft - 24 ft	Max: 14 ft	RU Factor: base=1000 incentive = 750
Civic Building	14 ft	300 ft	200 ft	30,000 sf	4.5	12 ft - 18 ft	12 ft - 18 ft	

Village 3 District

V3 Village 3								
Lot Standards (Sec 4.1.4)	Min Frontage	Max Frontage	Min Primary Front Setback	Max Primary Front Setback	Frontage Buildout	Min Side Setback	Min Rear Setback	Lot Coverage
	30	200	0	15	75%, except min driveway	5	15	85% SP: 95%
Building Types	Min Facade Build Out	Max Facade Width	Max Building Depth	Max Building Footprint	Max Stories	Ground Story Height (min-max)	Upper Story Height (min-max)	Units & Notes
Shop House	20 ft	40 ft	80 ft	2,000 sq ft	2	12 ft	12 ft	RU Factor: base=1000 incentive = 750
Small Shop	18 ft	40 ft	80 ft	2,000 sq ft	2	12 ft	12 ft	residential
Shop	30 ft	40 ft	80 ft	2,000 sq ft	2	12 ft	12 ft	residential
Small Multi-use Building	40 ft	100 ft	150 ft	12,000 sq ft	3	14 ft	14 ft	RU Factor: base=1000 incentive = 750
Medium Multi-use Building	40 ft	200 ft	150 ft	12,000 sq ft	3	14 ft	14 ft	RU Factor: base=1000 incentive = 750
Large Multi-use Building	60 ft	200 ft	150 ft	12,000 sq ft	3	14 ft	14 ft	RU Factor: base=1000 incentive = 750
Lab Building	40 ft	200 ft	150 ft	12,000 sq ft	3	14 ft	14 ft	RU Factor: base=1000 incentive = 750
Tall Multi-use Building*	60 ft	200 ft	250 ft	12,000 sq ft	3	14 ft	14 ft	RU Factor: base=1000 incentive = 750
Lined Garage*	-	300 ft	300 ft	12,000 sq ft	1	14 ft	14 ft	RU Factor: base=1000 incentive = 750
Civic Building	14 ft	300 ft	200 ft	12,000 sq ft	1	14 ft	14 ft	RU Factor: base=1000 incentive = 750

With each district, we would like feedback on the building types proposed and if additional building types are needed

Reading the Building Types

Height & Massing

Small Multi-Use Building

Building Width		Building Depth	Building Footprint	Number of Stories	Story Heights	
Min	Max	Max	Max	Max	Ground Story	Upper Stories
40 ft	100 ft	150 ft	12,000 sf	3 stories	Min 14 ft Max 24 ft	Min 10 ft Max 14 ft SP: +/- 2 ft

SP = Special Permit with mandatory design review (See Sec. 4.2.2)

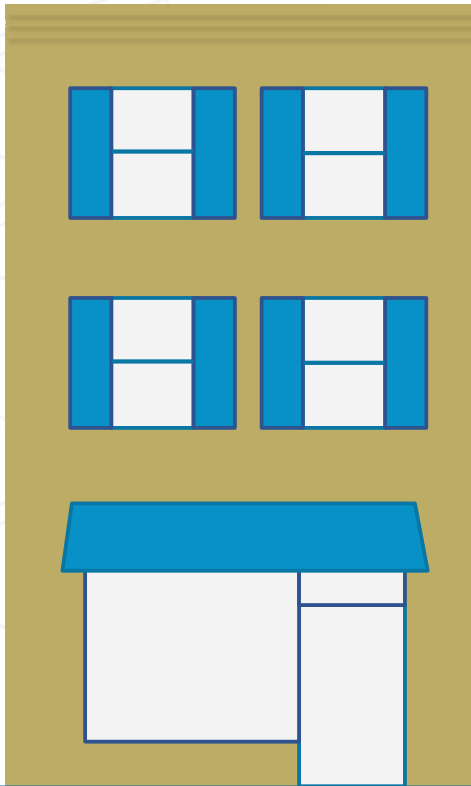


- Building width: 66 ft ✓
- Building depth: 30 ft ✓
- Building footprint: ~ 3600 sf ✓
- Stories: 3 ✓
- Ground story height: ~15 ft ✓
- Upper stories: ~10 ft ✓

Reading the Building Types

Height & Massing

Small Multi-Use Building

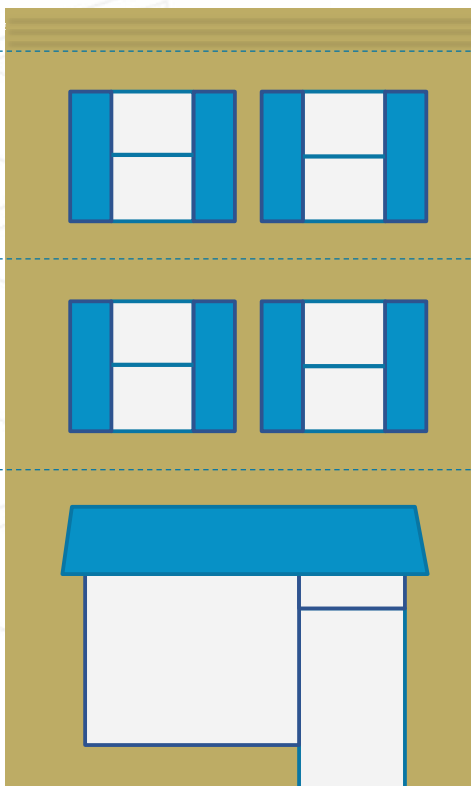


Story Heights	
Ground Story	Upper Stories
Min 14 ft Max 24 ft	Min 10 ft Max 14 ft SP: +/- 2 ft

Reading the Building Types

Height & Massing

Small Multi-Use Building



The upper story height range is meant to encourage flexibility over time (residential or office uses)

Office typically needs slightly higher floor to floor heights

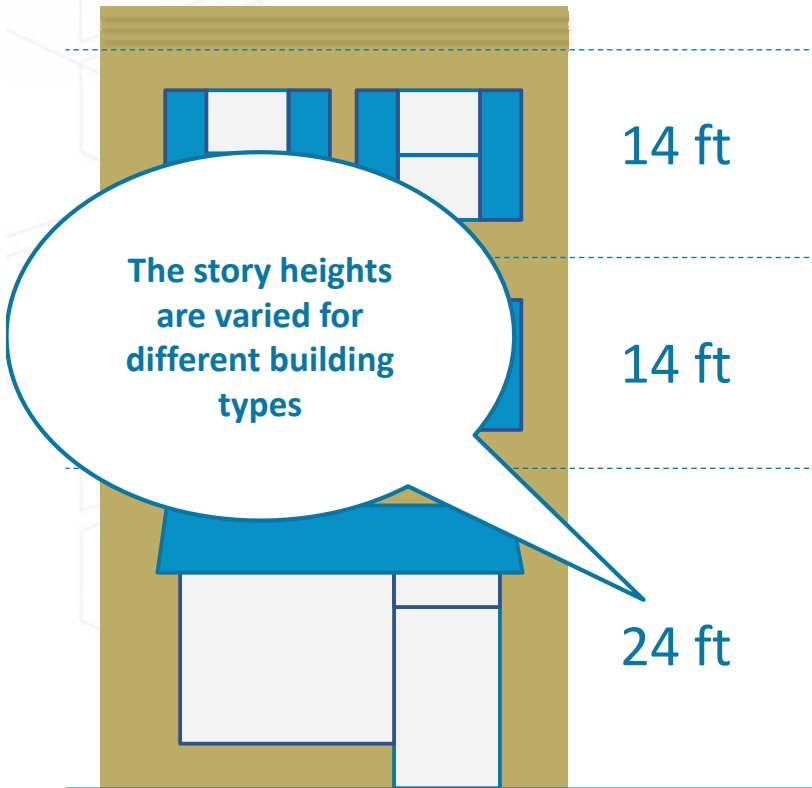
Restaurants & Retail Uses need a higher floor to floor height than Residential Uses

Story Heights	
Ground Story	Upper Stories
Min 14 ft Max 24 ft	Min 10 ft Max 14 ft SP: +/- 2 ft

Reading the Building Types

Height & Massing

Small Multi-Use Building



Max. by right height for a Small Multi-Use Building is 52 ft

Story Heights	
Ground Story	Upper Stories
Min 14 ft Max 24 ft	Min 10 ft Max 14 ft SP: +/- 2 ft

Reading the Building Types

Fenestration



Visual connections between buildings and the sidewalk enhance the walking environment

Reading the Building Types

Fenestration



Visual and physical connections are particularly symbiotic between sidewalks and ground floor retail and restaurants

Reading the Building Types

Fenestration

Small Multi-Use Building



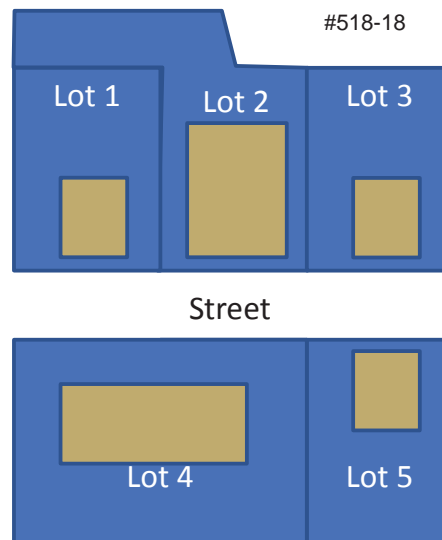
- 1. Ground Story Fenestration: 50% Minimum ✓
- 2. Upper Story Fenestration: 20% Minimum ✓
- 3. Max Blank Wall: 20 ft x 30 ft ✓
- 4. Principal Entrance Spacing: min. 1 entrance in each 40 ft. of frontage ✓

Reading the Building Types

Ground Story Non-Residential Use
Standards & Residential Units Factor

Current Ordinance

- Lot size determines building size for single unit projects
- Lot size determines number of units in multi-unit and mixed-use projects



Reading the Building Types

Ground Story Non-Residential Use
Standards & Residential Units Factor

Current Ordinance

- Lot size determines building size for single unit projects
- Lot size determines number of units in multi-unit and mixed-use projects

#518-18

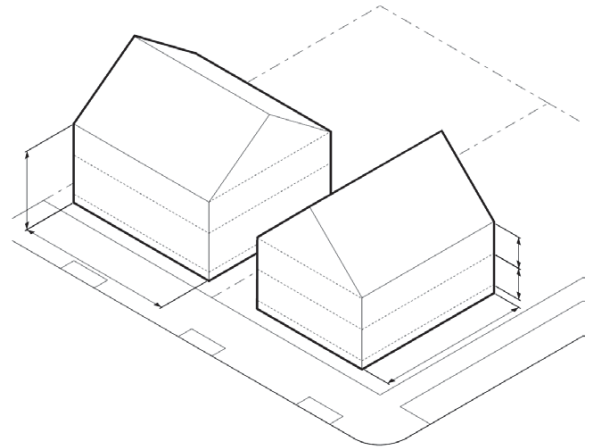


Reading the Building Types

Ground Story Non-Residential Use Standards & Residential Units Factor

First Draft Ordinance

- **Building types determine building size** for single unit projects
- **Building size determines number of units** in multi-unit and mixed-use projects



Small Multi-Use Building Examples



Reading the Building Types

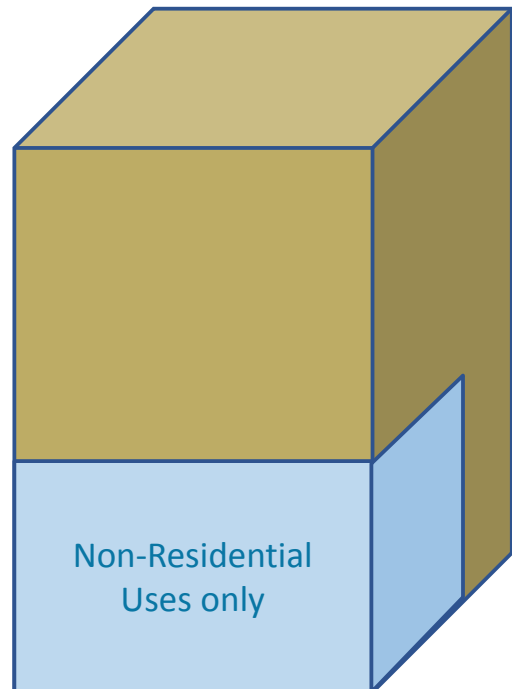
Ground Story Non-Residential Use Standards & Residential Units Factor

Small Multi-Use Building

Residential Units Factor:

The maximum number of residential units is calculated from the proposed building volume dedicated to residential uses

$$\frac{\text{Total Sq. Ft. devoted to Residential Uses}}{\text{Residential Units Factor}} = \text{Max. number of Units}$$



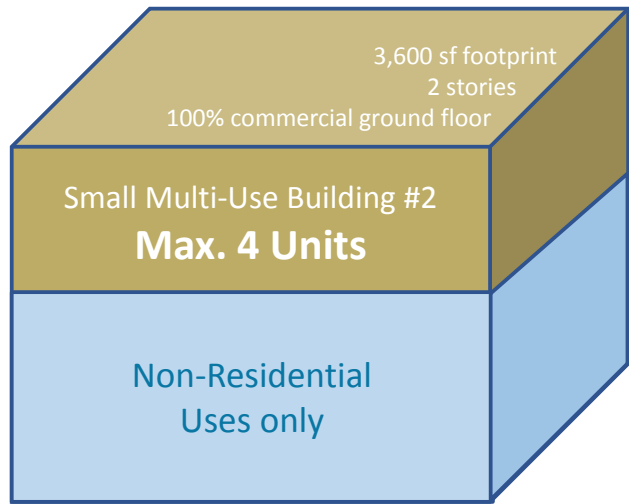
Reading the Building Types

Ground Story Non-Residential Use
Standards & Residential Units Factor

Small Multi-Use Building



$$\frac{\text{Total Sq. Ft. devoted to Residential Uses}}{\text{Residential Units Factor}} = \text{Max. number of Units}$$



Reading the Building Types

Ground Story Non-Residential Use
Standards & Residential Units Factor

Building Type	Footprint Stories * (has ground floor comm. requirement)	Base RU Factor	Max Units		Incentive RU Factor	Max Units	
Small Apartment Building	4,200 3 stories	1000	13		750	17	
Shop House	2,000 3 stories* (max. total res. space = 3,600)	1000	4		750	5	
Small Shop	-	-	-		-	-	
Shop	-	-	-		-	-	
Small Multi-Use Building	12,000 3 stories* (max. total res. space = 30,000)	1000	30		750	40	
Medium Multi-Use Bldg.	20,000 3/5 stories* (max. total res. space: V2 = 48,000, V3 = 88,000)	1000	48 (V2)	88 (V3)	750	64 (V2)	117 (V3)
Large Multi-Use Bldg.	30,000 5* (max. total res. space = 129,000)	1000	129		750	172	
Tall Multi-Use Bldg.	30,000 10* (max. total res. space = 279,000)	1000	279		750	372	
Lined Garage	75,000 3/6* (max. total res. space: V2= 86,480, V3= 199,280)	1000	86 (V2)	199 (V3)	750	115 (V2)	266 (V3)
Lab Building	-	-	-		-	-	
Fabrication Bldg.	-	-	-		-	-	
Civic Building Conversion	30,000 4.5	1000	135		750	180	

Reading the Building Types

Ground Story Non-Residential Use
Standards & Residential Units Factor

Small Multi-Use Building

Building Type	Footprint Stories * (has ground floor comm. requirement)	Base RU Factor	Max Units		Incentive RU Factor	Max Units	
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Shop	-	-	-		-	-	
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Lab Building	-	-	-		-	-	
Fabrication Bldg.	-	-	-		-	-	
Civic Building Conversion	30,000 4.5	1000	135		750	180	

Reading the Building Types

Ground Story Non-Residential Use
Standards & Residential Units Factor

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Lab Building	-	-	-		-	-	
Fabrication Bldg.	-	-	-		-	-	
Civic Building Conversion	30,000 4.5	1000	135		750	180	

The Residential Unit Factor does not dictate unit size but maximum number of units

A building is still anticipated to have a mix of smaller and larger units

Reading the Building Types

Ground Story Non-Residential Use Standards & Residential Units Factor

Small Multi-Use Building

Ground Story Non-Residential Use:

- A **minimum of 50%** of the ground story must be utilized for non-residential uses
- Non-residential use must be located along the **front elevation**
- Non-residential use must be at least **50 ft deep or 60% of the building depth**, whichever is less
- Non-residential use dimensional standards may be varied by Special Permit

Residential Unit Factor:

- Base RU Factor = 1000
- 100% Affordable/Sustainable Design Standard = 750

Reading the Building Types

Outdoor Amenity Space

Small Multi-Use Building

Outdoor Amenity Space Required:

- 1/residential unit, may be shared

24
square
feet



Alternative Development Options

What to do with lots with multiple buildings?

What to do with buildings and complexes that cross lot lines?

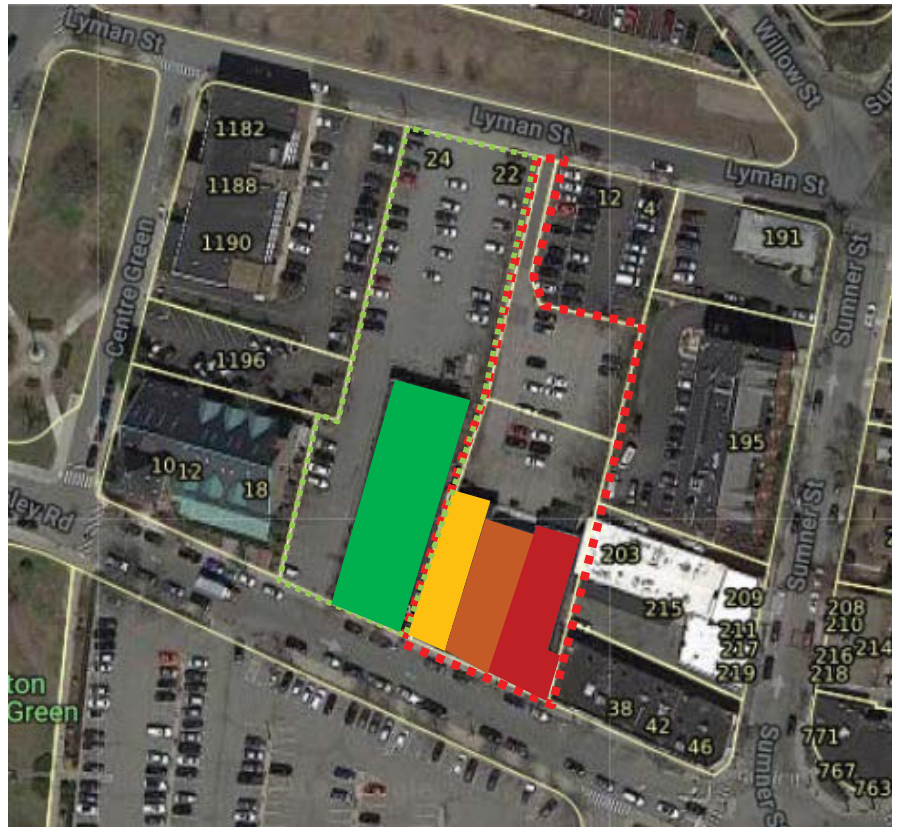
How to ensure variety in building shape,



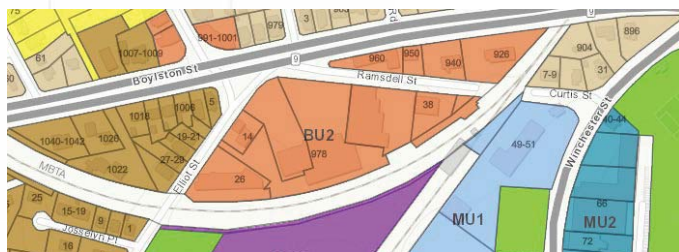
Multi-Building Assemblage

—
Specific standards for allowing multiple buildings on a lot or for buildings to cross lot lines
—

Intent is to maintain character of village centers with design diversity of adjacent buildings



Multi-Building Assemblage

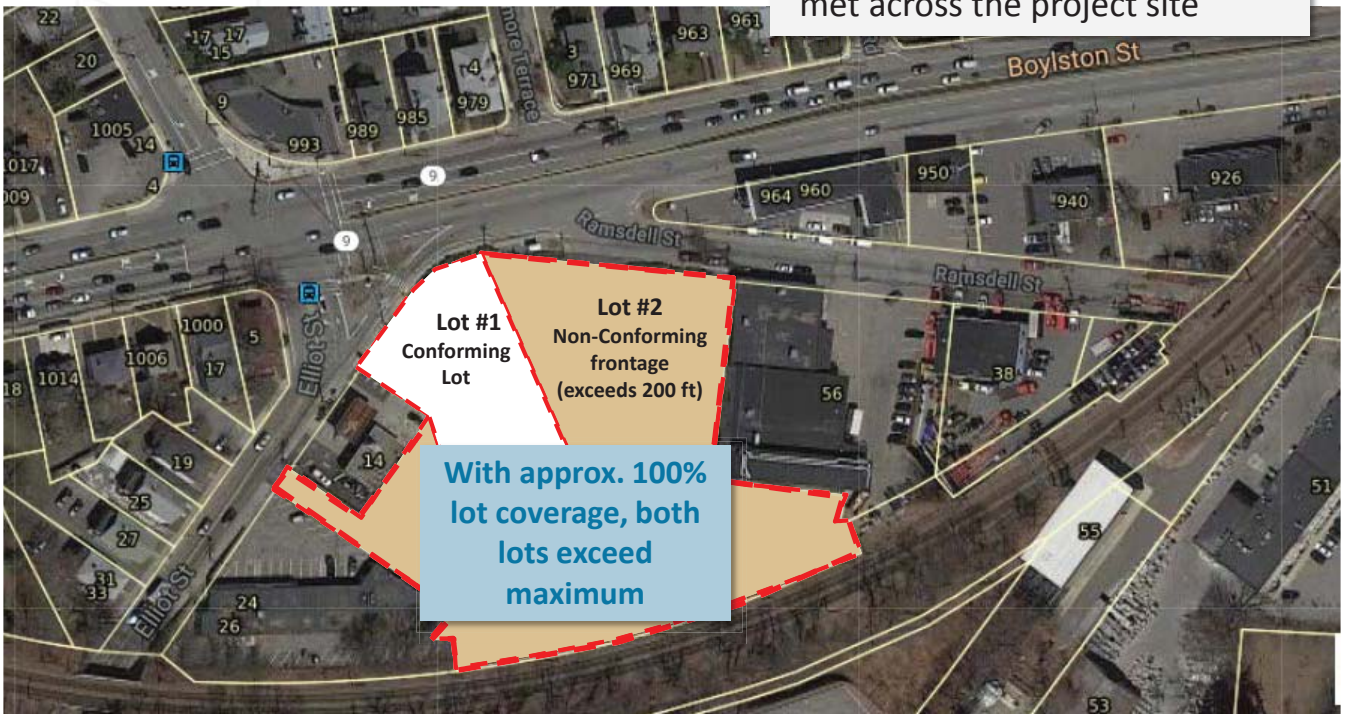


Multi-Building Assemblage



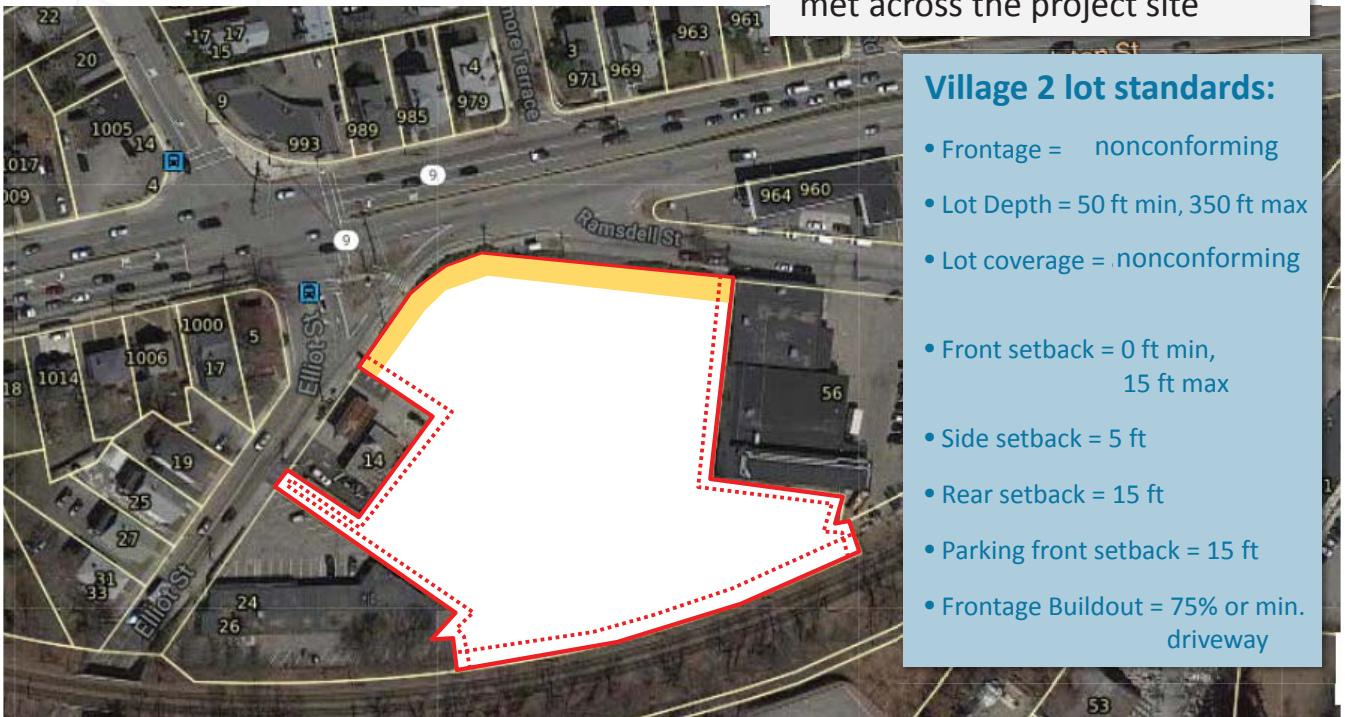
Multi-Building Assemblage

1. All Lot Standards must be met across the project site



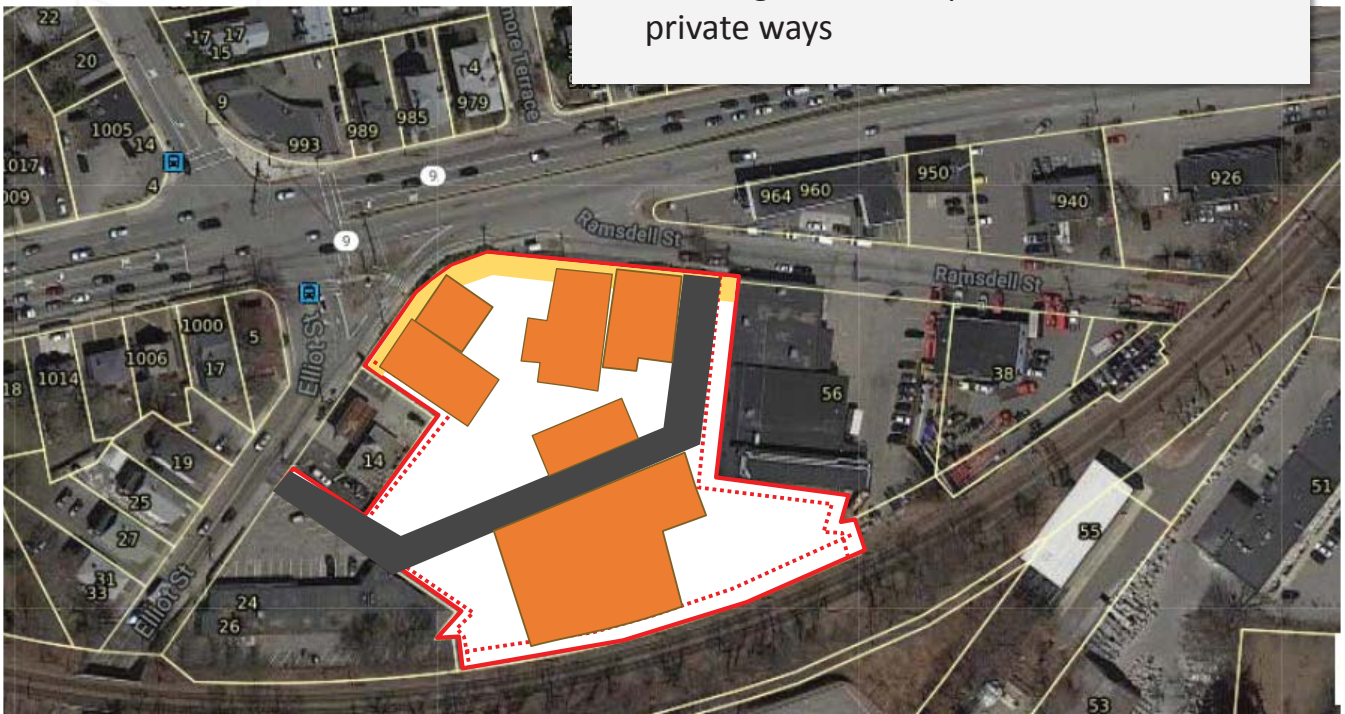
Multi-Building Assemblage

1. All Lot Standards must be met across the project site



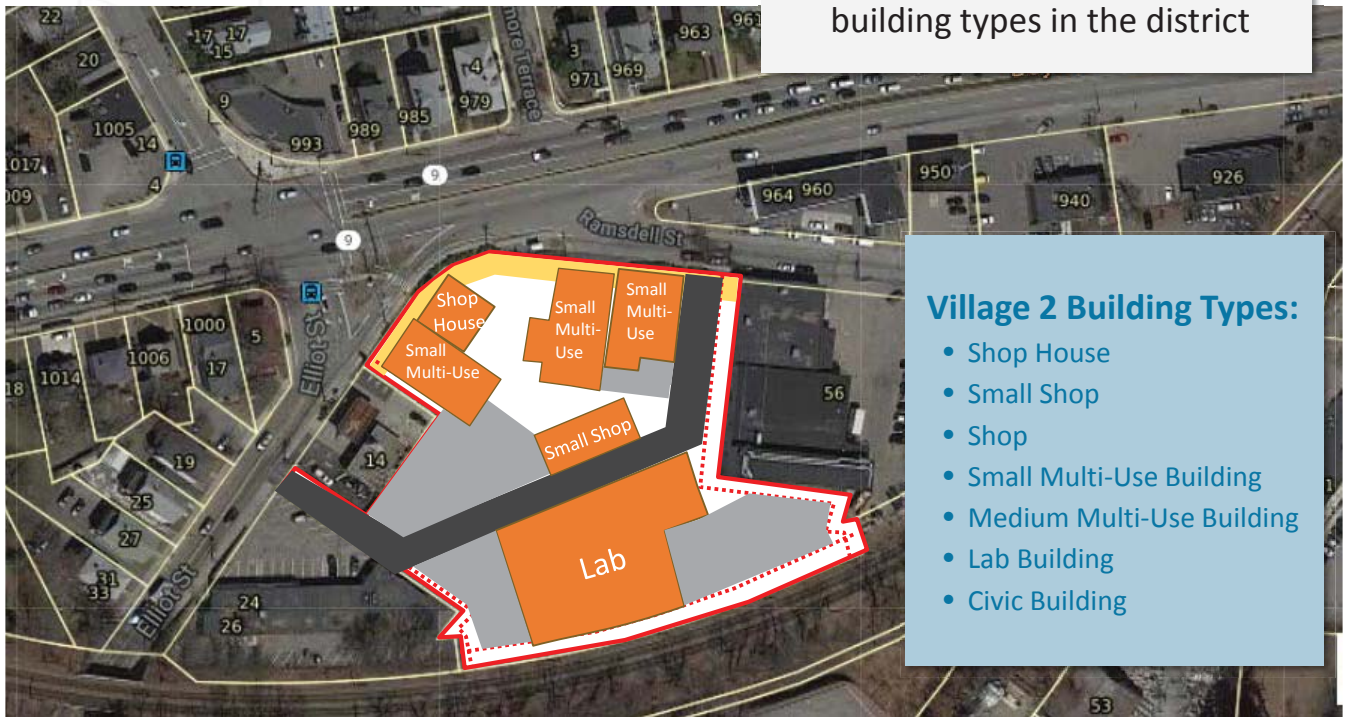
Multi-Building Assemblage

2. Buildings can be on public roads or private ways



Multi-Building Assemblage

3. All buildings must be allowed building types in the district

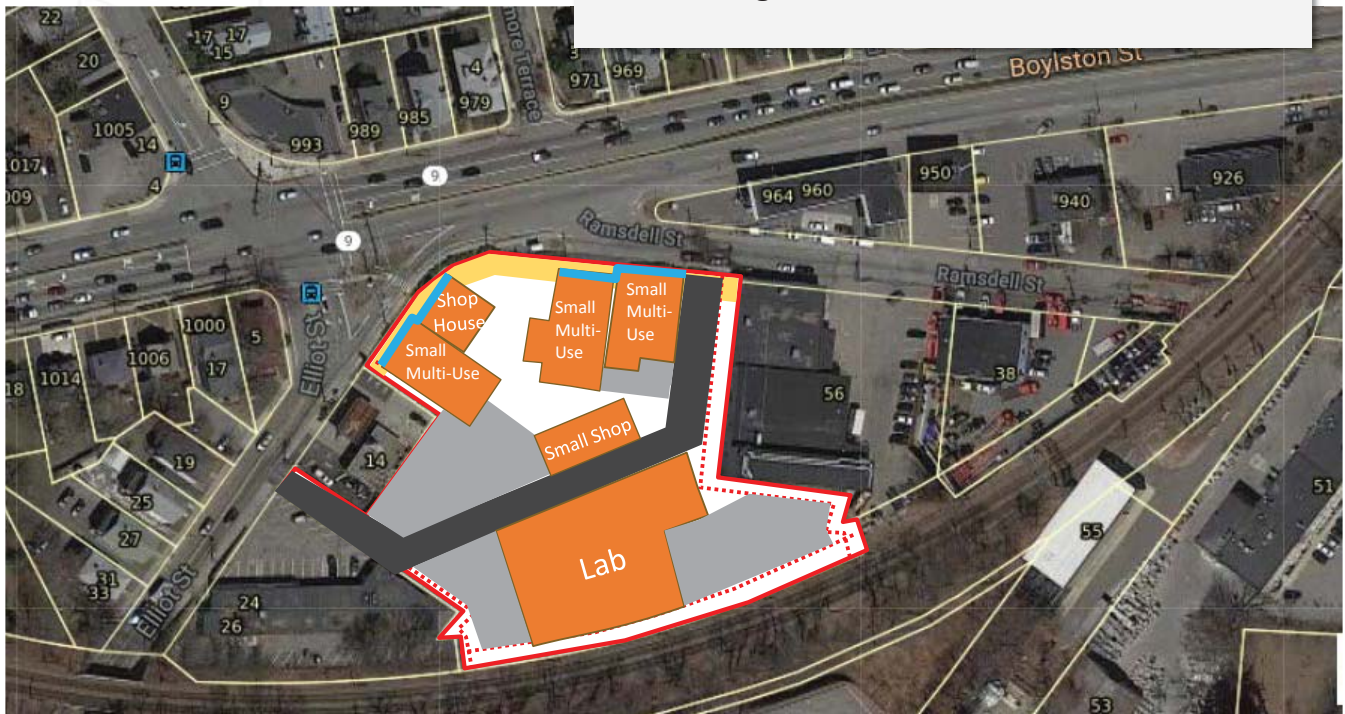


Village 2 Building Types:

- Shop House
- Small Shop
- Shop
- Small Multi-Use Building
- Medium Multi-Use Building
- Lab Building
- Civic Building

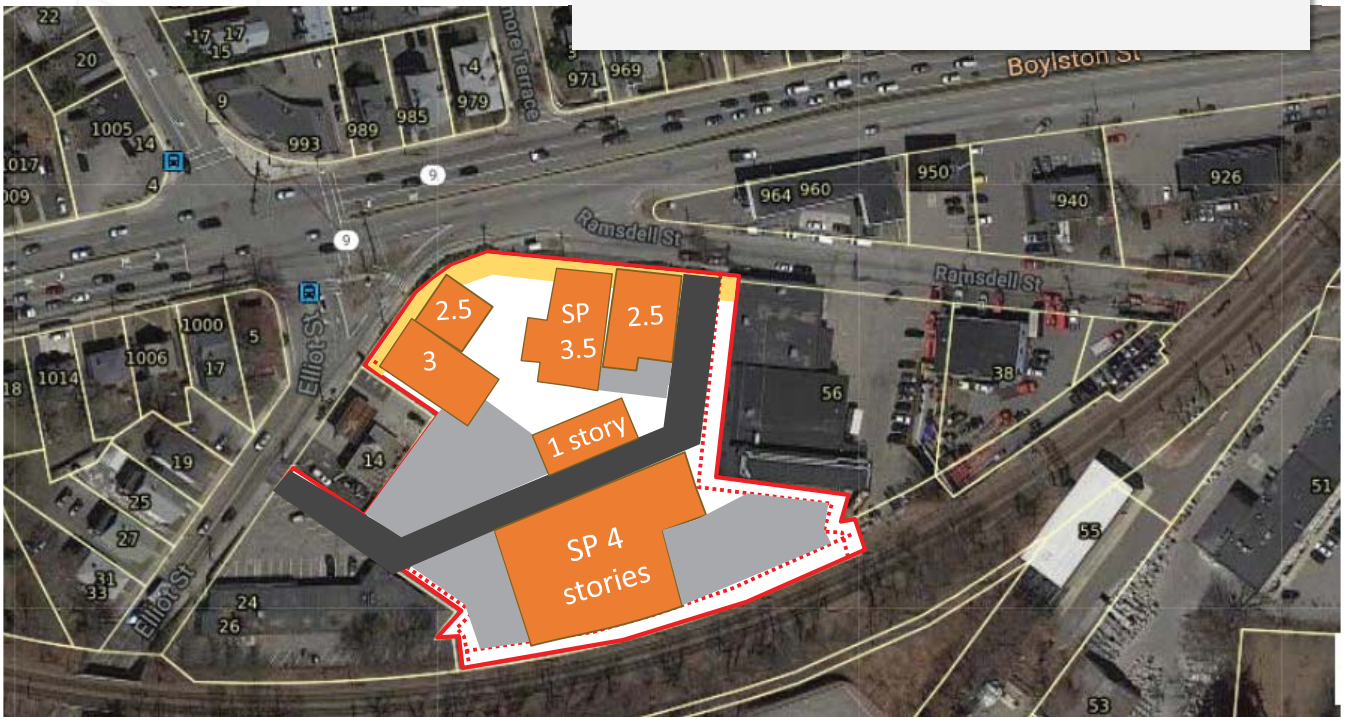
Multi-Building Assemblage

4. Building front setbacks must be varied



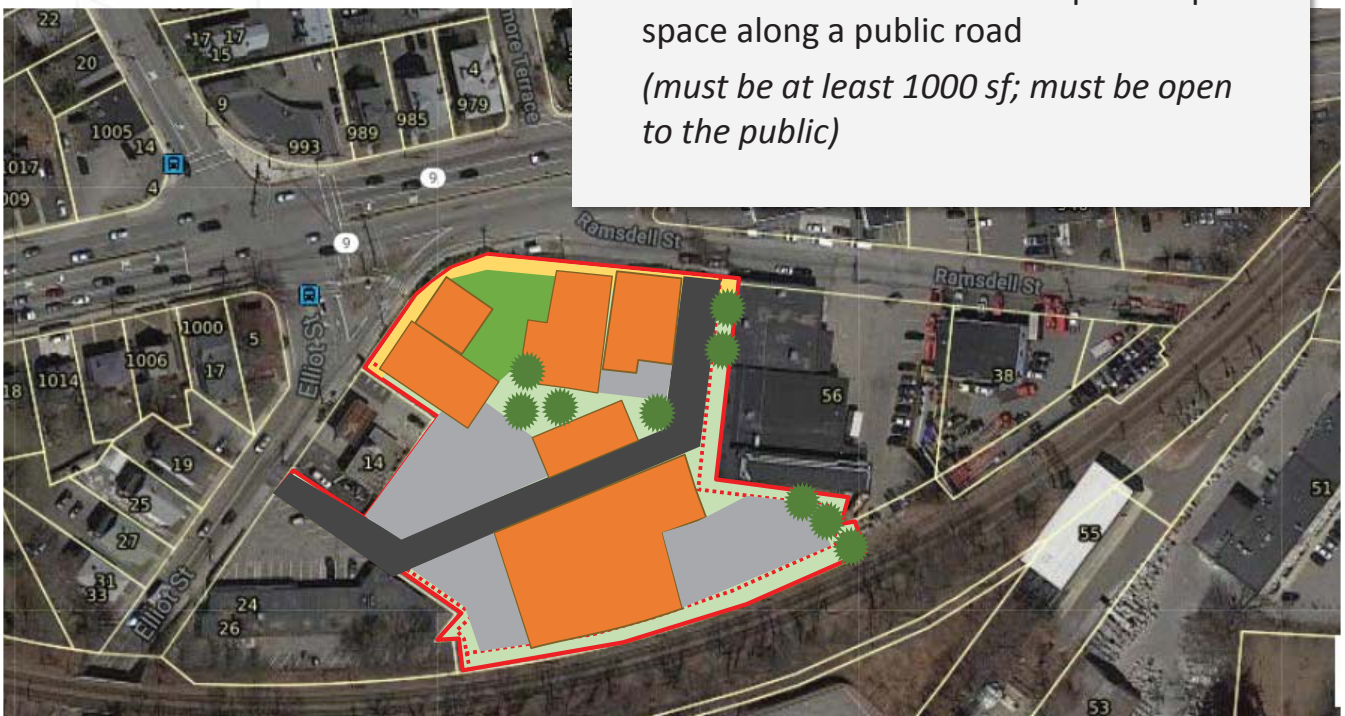
Multi-Building Assemblage

5. Heights need to be varied as well



Multi-Building Assemblage

6. There needs to be at least 1 public open space along a public road
(must be at least 1000 sf; must be open to the public)



Multi-Building Assemblage

Underlying lot lines are unchanged in the process



Land Use

Arts Uses



Banks



Capital One Official Photo—from Eater Austin

Formula Restaurants & Retail



Office



Thank You!

#518-18



Opportunities and Challenges Assessment

The findings of the interviews, data analysis, capacity assessment, and knowledge of the region were compiled into a list of the City of Newton's opportunities and challenges related to economic development and quality of life. This assessment is used to inform the goals, and actions identified in the Action Plan Matrix. The full list of opportunities and challenges are outlined below.

Newton's Opportunities

- Excellent location and proximity within Boston Metro
- Highly educated workforce
- Well established villages
- Well-known reputation as a great place to live
- High-quality schools
- Undergoing zoning redesign
- High incomes and consumer spending power
- Numerous new development projects in progress
- Strong demand for lab space in the region
- Boston College Schiller Institute and UMass Amherst developments
- Three commuter rail and seven MBTA Green Line stops
- Access to the Charles River
- Lower commercial property tax rate than Boston and neighboring communities

Newton's Challenges

- Limited space/sites for development
- Inadequate transportation infrastructure, traffic congestion, and parking challenges
- Limited diversity of housing options
- Negative perception related to predictability and ease of development
- Limited resources for economic development
- ~~Zoning regulations restricting development~~
- ~~Outdated zoning ordinance~~
- Tension within community around the vision for the future of Newton
- Heavy reliance on residential values for tax base
- Difficulty attracting and retaining entrepreneurial and innovative businesses

- **Planning and Development Process and Role of the City of Newton:** ~~The City's current planning and development review process has resulted in significant delays and increased costs for developers looking to do projects in Newton compared to other Massachusetts cities and towns. Unfortunately, Newton is well-known for being particularly difficult for developers. Some challenges include extensive community pushback, city process delays and unpredictability, and lengthy review and discussion periods. There are a number of large-scale proposals on the table that would have positive effects on the city; however, the current process makes it difficult for a developer to have any success moving forward.~~ A crucial recommendation outlined in the Action Plan Matrix is to update the development review process and land use policies to ensure that they align with Newton's goals and are streamlined and predictable.

- **Neighborhoods, Corridors, and Transportation:** Within the City of Newton, there are 13 unique villages ranging from small neighborhood-serving ones like Waban to major commercial hubs like Newton Centre. These villages, along with the commercial corridors of the City including Needham Street, Washington Street, and Route 9, all have varying degrees of development and community engagement. The economic development strategy must address the varying needs of the villages and corridors within the city to ensure all are able to attract and retain suitable development that supports small businesses, diversity in population and real estate product, and aligns with the community's vision for quality of life here.

The issue of transportation related to economic development was discussed in numerous interviews, public engagement sessions, and within previous research. Transportation issues of congestion, insufficient public transportation options, lack of parking in some areas, and areas of unsafe bike and pedestrian infrastructure came up as a barrier to workforce and customer attraction and ultimately a barrier to business attraction. When businesses struggle to attract and retain their employees because of transportation cost and time, they will look to locate elsewhere, in particular, where employees can travel by bike, public transportation, or walk. Talent attraction is one of the most important factors businesses consider when they are making location decisions. Newton struggles to compete with other nearby localities who have

City of Newton Zoning Code

The City of Newton is undergoing a significant update of the zoning code and related land use regulations. This zoning re-write will address some of the major issues related to economic development, including bringing parcels into conformity with their current use to minimize appeals and amendments, reviewing parking requirements, and ensuring the types of uses that are desired are allowed in the villages and corridors.

Review of the zoning regulations and associated policies will also include considering ways to make the overall process more predictable and faster; this review aligns with the City's goal of growing the commercial tax base.

Housing Diversity

Although not always seen as a typical economic development concern, having a diversity of housing options in Newton is vital to having a range of both employees and commercial sectors. Allowing increased variety of housing in targeted locations, different types of housing options, and different price points ensures that Newton can be home to a range of people and that the businesses are able to get the workers they need, all of which impacts economic development.

Goal 4 Make the development process more predictable and efficient including community consensus and refinement of the review process.

Objective #4.A. - Create positive, community-based conversations around the future of Newton

- i. Engage villages residents around what they want for their local area. Include a citywide discussion around the future of Newton, and the role of "village" within the larger city as it pertains to the future.
- ii. Find ways to engage the residents of Newton in regular positive, open discussions around the core issues facing Newton including diversity, affordability, residential growth, inclusion, local initiatives and funding for projects. Make these conversations ongoing through multiple channels and use the information gathered to guide economic development in the direction desired by the community.

Objective #4.B. - Improve the development review process

i. Investigate the potential for creating two tracks for zoning review (small vs. large commercial projects)

~~i. Create two tracks for zoning review (smaller vs larger commercial projects) to allow for a more efficient process.~~

ii. Improve the existing one stop shop within Newton to assist with larger projects and act as a liaison through the review process.

iii. Improve and possibly streamline procedures for engaging the community around large projects that are being proposed. Engage developers early in community discussions to identify issues and have fewer delays.

iv. Implement a customer service survey for applicants to identify areas for improvement. Implement recommended changes as appropriate.

Objective #4.C. - Review ~~all~~ land use regulations and development policies

i. Complete the zoning redesign project ~~to~~and ensure regulations are predictable and align with stated goals of the community around economic development, livability, diversity, density, and inclusion. Create guidelines ~~for when and where to increase height and square footage allowed in~~



~~commercial areas~~ to ~~growth~~ grow the commercial tax base and ~~have~~ enhance vibrancy. Focus on core commercial areas and village centers, particularly those areas with multi-modal transportation options and existing infrastructure.

ii. Focus zoning redesign ~~on reducing the need for special use permits to make~~ on making development more predictable and easier in places where it is appropriate.

iii. ~~Reduce or eliminate~~ Review -parking requirements for ground floor uses in village centers.

iv. Provide the public and decision makers better information about the fiscal impact of land use decisions. ~~by developing an impact analysis guide that outlines the fiscal result of various types of development (i.e. residential, commercial, industrial). Prepare an impact analysis guide that outlines the cost of different types of development on Newton including types of residential, commercial, retail, open space, etc. Use this as a tool to guide policy, decision making, and public education.~~

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Objective #4.D. - Improve development review process to create more walkable developments in areas close to Newton's transit assets

- i. Use zoning update process to clarify regulations for more walkable villages and commercial corridors and to consider parking requirements in context.
- ii. Require analysis of transportation options as part of development analysis to understand impacts.
- iii. Streamline design review process to make it predictable and efficient for applicants.
- iv. Create a transportation fund, where developers can pay for site context improvements or for specific elements to be implemented in the capital improvement program.

Goal 5 Maintain and enhance the special qualities of Newton while improving transportation throughout Newton for residents, businesses, and visitors.

Objective #5.A. - Promote multimodal transportation safety and comfort in villages and neighborhoods

- i. Enhance sidewalks, crossings, and add bike parking to increase safety, attractiveness, and usability and to support a "park once" environment to reduce extra driving in village centers.



Goal 4: Make the development process more predictable and efficient including community consensus and refinement of the review process.

Rationale: Enhancing the efficiency of the development process, while at the same time respecting the wishes of the community, will create a more positive business environment and attract additional development to Newton.

Objective	Actions	Lead and Partners	Priority and Timeframe	Resources	Measures for Progress and Success
4.A. Create positive, community-based conversations around the future of Newton	<ul style="list-style-type: none"> i. Engage village residents around what they want for their local area. Include a citywide discussion around the future of Newton, and the role of "village" within the larger city as it pertains to the future. ii. Find ways to engage the residents of Newton in regular positive, open discussions around the core issues facing Newton including diversity, affordability, residential growth, inclusion, local initiatives and funding for projects. Make these conversations ongoing through multiple channels and use the information gathered to guide economic development in the direction desired by the community. 	City of Newton, EDC, Neighborhood Area Councils	High, Immediate and ongoing	Moderate Staff Time	Number of events and sessions held
4.B. Improve the development review process	<ul style="list-style-type: none"> i. Create two tracks for zoning review (smaller vs larger commercial projects) to allow for a more efficient process. ii. Improve the existing one stop shop within Newton to assist with larger projects and act as a liaison through the review process. iii. Improve and possibly streamline procedures for engaging the community around large projects that are being proposed. Engage developers early in community discussions to identify issues and have fewer delays. iv. Implement a customer service survey for applicants to identify areas for improvement. Implement recommended changes as appropriate. 	City of Newton, EDC	High, Immediate and ongoing	Moderate Staff Time and Salary	Development review process time,
4.C. Review all land use regulations and development policies	<ul style="list-style-type: none"> i. Complete the zoning redesign project and ensure regulations are predictable and align with stated goals of the community around economic development, livability, diversity, density, and inclusion. Create guidelines for when and where to increase height and square footage allowed in commercial areas to growth the commercial tax base and have vibrancy. Focus on core commercial areas and village centers, particularly those areas with multi-modal transportation options and existing infrastructure. ii. Focus zoning redesign on reducing the need for special use permits to make development more predictable and easier in places where it is appropriate. iii. Reduce or eliminate parking requirements for ground floor uses in village centers. iv. Provide the public and decision makers better information about the fiscal impact of land use decisions. Prepare an impact analysis guide that outlines the cost of different types of development on Newton including types of residential, commercial, retail, open space, etc. Use this as a tool to guide policy, decision making, and public education. 	City of Newton	High, Immediate	Moderate Staff Time	Complete the re-zoning project
4.D. Improve development review process to create more walkable developments in areas close to Newton's transit assets	<ul style="list-style-type: none"> i. Use zoning update process to clarify regulations for more walkable villages and commercial corridors and to consider parking requirements in context. ii. Require analysis of transportation options as part of development analysis to understand impacts. iii. Streamline design review process to make it predictable and efficient for applicants. iv. Create a transportation fund, where developers can pay for site context improvements or for specific elements to be implemented in the capital improvement program. 	City of Newton	Medium, Short Term - Change to High, Immediate	Moderate Staff Time	Zoning update

Goal 5: Maintain and enhance the special qualities of Newton while improving transportation throughout Newton for residents, businesses, and visitors.

Rationale: Quality of place is an important factor for economic development and specifically business and talent attraction. The City of Newton offers residents and businesses a high quality of place. In order to maintain and enhance this quality of place, there are some improvements that can be made in village centers and throughout Newton.

Objective	Actions	Lead and Partners	Priority and Timeframe	Resources	Measures for Progress and Success
5.A. Promote multimodal transportation safety and comfort in villages and neighborhoods	<ul style="list-style-type: none"> i. Enhance sidewalks, crossings, and add bike parking to increase safety, attractiveness, and usability and to support a "park once" environment to reduce extra driving in village centers. ii. Expand placemaking and beautification measures at street level to promote walkability. iii. Implement slow traffic zones where needed. iv. Invest in transit and cycling networks and services to serve younger workforces that want alternatives to commuting by car. Specifically, focus on linking gaps between mass transit services and bike paths and employment centers. 	City of Newton	High, Short Term and ongoing	Capital Investment	Number of improvements made
5.B. Use shared parking to reduce parking footprint in village centers	<ul style="list-style-type: none"> i. Update zoning policy to enable shared parking exceptions. ii. Assist willing property owners in drawing up and implementing joint agreements that would allow for shared parking opportunities. iii. Establish and adopt a parking availability goal (could be village-wide or sub areas) iv. Regularly evaluate supply and demand of public and private parking use to evaluate needs and compliance with goal. v. Use supply and utilization data to examine the right amount of parking as part of future developments. vi. Use parking technology to encourage motorists to park in the most appropriate places. 	City of Newton	High, Short Term and ongoing	Minimal Staff Time	Number of shared parking agreements
5.C. Comprehensively evaluate private shuttle routes that operate to create a more inclusive and comprehensive community transit system	<ul style="list-style-type: none"> i. Partner with operators to develop a mutually-beneficial system between private and institutional shuttles while also filling needed gaps in service. ii. Partner with adjacent municipalities to create sub-regional service. iii. Promote and incentivize ridership. 	City of Newton, Operators	Medium, Mid-Term - Change to High, Short Term	Minimal Staff Time	Number of partnerships established, Number of riders
5.D. Focus on maintaining the character and unique feeling of the villages while supporting economic vibrancy	<ul style="list-style-type: none"> i. City of Newton representatives should continue to regularly visit businesses and attend neighborhood meetings to identify concerns and challenges to the business environment and how small businesses can be supported. Work with residents to identify any issues or concerns that impact their quality of life and their ability to interact at the neighborhood level. ii. Invest in public infrastructure, streetscape improvements, street furniture, parks, and green space to create opportunities for increased interactions among neighbors and walkability. iii. Work cooperatively with businesses and residents to create small scale community gathering places (playgrounds, street furniture, etc.) events and opportunities for place making and neighborhood scale networking. 	City of Newton, Chamber of Commerce	Medium, Mid-Term	Staff Time	Number of commercial businesses in smaller village centers

Appendix B

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City of Newton Economic Development Plan

Implementation Priorities

HIGH PRIORITY

1. EXPAND CAPACITY OF NEWTON INNOVATION CENTER (NIC) (3.F)

- i. Narrow the purpose and focus of the Center, including who it is trying to serve and why, and what goals and objectives Newton is trying to accomplish.
- ii. Actively look for a larger building closer to more restaurants, coffee shops, entertainment, small offices, and mass transit.
 - *Note:* This initiative would be a joint effort with the Chamber and Cambridge Innovation Center.
 - *Budget implications:* This action could utilize existing staff capacity and resources. However, resources may be needed for a new building.

2. IMPROVE THE EXTERNAL MARKETING OF NEWTON'S BUSINESS ENVIRONMENT (3.C)

- i. Create a more professional economic development website with web-based applications and GIS platforms.
 - *Budget implications:* There will be initial set up costs and annual operating costs (approximately \$10,000).
- ii. Update the economic development website to make it easier to access. Include targeted demographic, economic and workforce data, infrastructure availability, news and events and contact information.
 - *Budget implications:* This initiative may require additional staff or staff time to handle updating with data and information on a regular basis.

3. INCREASE LAB SPACE IN NEWTON TO CAPITALIZE ON HIGHLY SKILLED WORKFORCE WITH SCIENCE BACKGROUND AND REGIONAL ECONOMIC TRENDS. (1.A) AND INCREASE OFFICE SPACE IN NEWTON INCLUDING COWORKING SPACE TO ATTRACT AND RETAIN COMPANIES AND INCREASE THE COMMERCIAL TAX BASE. (1.B)

- i. Identify a corridor or collection of parcels that will be geared towards lab space and rezone as necessary to encourage development to that area.
 - *Budget implications:* Initiative will require additional staff or staff time.
- ii. Look for opportunities to encourage new commercial growth including office and co-working space in new development and expansions.
 - *Budget implications:* Initiative may require additional staff or staff time.

4. CREATE A BUSINESS ENVIRONMENT IN NEWTON THAT PROVIDES MORE SUPPORT FOR SMALL AND LOCAL BUSINESSES (3.A) AND IMPLEMENT POLICIES TO SUPPORT SMALL RETAILERS AND IMPROVE THEIR ABILITY TO REMAIN VIABLE. (3.E)

- i. Develop a regular communication system to ensure easy access of information related to business resources, training programs, and support that is available digitally and in hard copy.
 - *Budget implication:* Integrate initiative with website changes identified above and create regular online communication via newsletter to business (quarterly). Will require staff time to prepare plus the annual subscription cost platform.

- ii. Establish land use policies that encourage or require affordable rent for locally-owned retail establishments in targeted locations throughout Newton.
 - *Budget implication:* Initiative will require staff and volunteer time to develop the policy.
- iii. Recognize historic businesses as special Newton assets by creating a database of long-established small retail businesses and evaluate using this information to design a financial assistance program.
 - *Budget implications:* Integrate into the business visitation software and may require additional resources to meet the specific needs of the retailers.
- ii. Consider employing small business friendly zoning.
 - *Budget implications:* Initiative will require additional research and policy development to achieve goals

5. LEVERAGE THE ECONOMIC DEVELOPMENT COMMISSION (3.B)

- i. Use the Economic Development Commission as a partner in implementation of the Economic Development Action Plan.
 - *Budget implications:* No additional cost or staff but will require providing clear assignment to EDC.

6. BETTER UNDERSTAND AND PROVIDE MORE SUPPORT TO EXISTING BUSINESSES BY EXPANDING NEWTON'S BUSINESS VISITATION PROGRAM. (3.D)

- i. Implement a formal Business Retention and Expansion program.
- ii. Continue to create a schedule and priority list for what companies to conduct visitation with.
 - *Budget implications:* Design or subscribe to business visitation digital tools and staff time to begin to implement the program, collect and report the information, and do proper follow through.

7. IMPLEMENT REGULAR OPPORTUNITIES FOR FEEDBACK FROM BUSINESSES IN THE VILLAGES AND CORRIDORS (3.G) AND CREATE POSITIVE, COMMUNITY-BASED CONVERSATIONS AROUND THE FUTURE OF NEWTON (4.A)

- i. Run a series of round-table discussions in each of the villages to gather information from landlords, property owners, business owners and residents about what they want for their village.
- i. Engage villages residents around what they want for their local area. Include a citywide discussion around the future of Newton, and the role of "village" within the larger city as it pertains to the future.
 - *Budget implications:* Initiative may require additional staff or staff time.

8. PROMOTE MULTIMODAL TRANSPORTATION SAFETY AND COMFORT IN VILLAGES AND NEIGHBORHOODS (5.A)

- i. Enhance sidewalks, crossings, and add bike parking to increase safety, attractiveness, and usability and to support a "park once" environment to reduce extra driving in village centers.
- ii. Expand placemaking and beautification measures at street level to promote walkability.
 - *Budget implications:* To be determined based on physical improvements necessary and desired.

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MEDIUM TO LONG TERM PRIORITIES

1. MONITOR DEVELOPMENT OF RIVERSIDE, NORTHLAND AND WASHINGTON STREET CORRIDOR

- i. Encourage uses that align with the goals of Newton in terms of building out co-working space/office/lab space, diversity of housing types, and diversifying and growing the tax base.
 - *Budget implications:* Initiative may require additional staff or staff time.
- ii. Engage neighbors and business community in project discussions.

~~3-1. PROMOTE MULTIMODAL TRANSPORTATION SAFETY AND COMFORT IN VILLAGES AND NEIGHBORHOODS (5.A)~~

- ~~i. Enhance sidewalks, crossings, and add bike parking to increase safety, attractiveness, and usability and to support a "park once" environment to reduce extra driving in village centers.~~
- ~~ii. Expand placemaking and beautification measures at street level to promote walkability.~~
 - ~~Budget implications: To be determined based on physical improvements necessary and desired.~~

3-2. REVIEW ALL LAND USE REGULATIONS AND DEVELOPMENT POLICIES (4.C) AND IMPROVE THE DEVELOPMENT REVIEW PROCESS (4.B)

- i. Complete the zoning redesign project and ensure regulations are predictable and align goals.
- ii. Focus zoning redesign on reducing the need for special use permits to make development more predictable and easier in places where it is appropriate.
 - *Budget implications:* Initiative is underway and can utilize existing staff capacity and resources.
- iii. Create two tracks for zoning review (smaller vs larger commercial projects) to allow for a more efficient process.
 - *Budget implications:* Initiative may require additional staff or staff time.

4-3. MAXIMIZE PARKING MANAGEMENT SYSTEMS TO ASSIST COMMERCE IN VILLAGE CENTERS (5.B)

- i. Update zoning policy to enable shared parking exceptions.
 - *Budget implications:* Initiative will require additional staff or staff time.
- ii. Assist willing property owners in drawing up and implementing joint agreements that would allow for shared parking opportunities.
 - *Budget implications:* Initiative may require additional staff or staff time from planning and legal team.
- iii. Continue to implement programs like bike share, car share and differential parking rates to reduce congestion and promote multi-modal transportation.

SUMMARY GUIDANCE ON COSTS

The specific immediate and high priority action items have been identified above based on priorities set and outlined in the matrix and additional information received from the City of Newton related to day to day work responsibilities. Additionally, we have included guidance related to the impact of these initiatives on the City's budget, including both financial and personnel resources. The budget implications can be broken into three main categories:

- 1) Direct expenditures: These are items like designing and operating a new website, upgrading GIS capabilities, and necessary costs associated with a new location of the NIC facility.
- 2) Capital budgeting: These items are multi-year longer requirements and will require incorporating the annual costs into capital budgeting. Typically, they are physical infrastructure upgrades that will need to be determined based on available funds and desires of the community.
- 3) Staff time: Many of the action items will not necessarily require additional financial resources but will require staff resources.