



## TOWN OF SHREWSBURY

Richard D. Carney Municipal Office Building  
100 Maple Avenue  
Shrewsbury, Massachusetts 01545-5338

### MEMORANDUM

TO: Kevin Mizikar, Town Manager  
FROM: Kristen D. Las, Assistant Town Manager/Economic Development  
SUBJECT: Budget Request FY2020  
DATE: December 19, 2018

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The purpose of this memorandum is to outline projects and tasks that were undertaken by the Planning and Economic Development department in calendar year 2018 and to anticipate what work will be performed in calendar year 2019. This memo will also outline the budget requests for the Planning and Economic Development department for Fiscal Year 2020.

#### Description of Large-Scale Projects – Calendar Year 2018

- Zoning Bylaw Changes
  - Recreational Marijuana Establishments definitions, zoning districts and procedures
  - Two-family Duplexes requiring a Special Permit
  - Self-storage definition and zoning district allowances
  - Update to definition of farm stand
  - Alphabetizing of zoning use table
  - Adoption of a digital zoning map
  - Remove requirement that Planning Board chair serve on Board of Appeals
  - Additions on separate lots in commercial business districts
  - Additions and reorganization of Zoning District intentions
  - Relocation of Aquifer Definitions
  - Impervious area re-definition
  - Amendments to site plan criteria
  - Amendments to site plan procedures
  - Expansion of the Flexible Development A zoning district
- Complete Streets Policy with Complete Streets Committee and Complete Streets Prioritization Plan development for Tier 2 Communities
- Town Manager Goal “assemble current plans and documents for Route 20 corridor and formulate into marketing tool”
  - Route 20 Corridor Master Plan with MassDOT

- MassWorks Grant for transportation improvements at Lake Street and Hartford Tpke (see below)
- Sewer expansion support
- Centech Park North Site Readiness Grant and work (see below)
- Town Manager Goal “Continue advocacy for focus on improving development opportunities in Town Center”
  - Massachusetts Downtown Initiative (MDI) Town Center parking study
    - Attended and participated in steering committee meetings with consultant
    - Coordinated public events, outreach and advertising
    - Provided feedback and oversight of final report issued December 2018
  - MassDevelopment Town Center and Beal School Master Planning and Visioning
    - Attended and participated in steering committee meetings with consultant
    - Helped to develop survey
    - Attended and participated in Town Center workshops
  - Shrewsbury Town Center Association
    - Assisted with founding of the association in partnership with town center stakeholders
    - Attendance at monthly meetings and providing guidance and information to the association
  - Submission of a Massachusetts Downtown Initiative (MDI) Grant Application for Branding and Wayfinding in the Town Center
- Glavin Center
  - Review of property for a potential K-4 elementary school
  - Assist with moving forward with legislation to purchase the property
  - Negotiation of leases to access the property for survey and other due diligence purposes
- Centech Park North
  - Continuation of staffing of the Shrewsbury Development Corporation, marketing the property and meeting with prospective users
  - Review of property for a potential K-4 elementary school
  - Preparation and submittal of application for Site Readiness Grant. After receipt of grant, participation with MassDevelopment and consultant on the design and permitting of the North Road
  - Master Plan and Marketing Plan update with CMRPC
- Edgemere Drive In Redevelopment
  - Preparation and submission of application for MassWorks grant for roadway improvements at Lake Street and Hartford Turnpike (Route 20)
- Lakeway Commons
  - Attendance at bi-weekly construction meetings
  - Facilitate permitting with other departments, diminish change requests with the Planning Board and other project finalization tasks
  - Attend various grand openings of businesses
- Lakeway Business District

- Continuation of attending monthly board meetings and providing guidance to the business group
- Municipal Vulnerability Preparedness Plan Completed May 2018 and Hazard Mitigation Plan Update Completed October 2018
- Boston to Worcester Airline Trail
  - 2016 Master Plan Action Item T2.1.d. Continue to explore the Boston to Worcester Airline Trail with Northborough and Westborough.
  - Informational session August 9, 2018
- Master Plan Update
  - Implementation and staffing Master Plan Implementation Committee
  - Continued outreach in support of the Master Plan with various Boards, Departments, Committees, and the public
  - PED/PB/ZBA/IC/SDC responsible party Master Plan Implementation tasks
- Central Massachusetts Regional Health Alliance - Regional Health District
  - Continued participation on the governing board
  - Participation at local and national events to represent the Alliance
  - Providing high level guidance to the Alliance on regionalization issues
- The Pointe at Hills Farm Comprehensive Permit
  - Continued review of the project and coordination of peer review by outside consultants.
- Population Projections
  - Provide yearly updates on the actual school children population based upon data provided by the School Committee
- Board Staffing
  - Planning Board
    - The Planning Board saw that requested permits from 2018 to 2019 decreased. There was \$24,545 in collected fees from 2018 to 2019.
      - Fees collected in 2014: \$47,715
      - Fees collected in 2015: \$38,770
      - Fees collected in 2016: \$42,085
      - Fees collected in 2017: \$48,735
      - Fees collected in 2018: \$24,545 (as of 12/19/18)
  - Zoning Board of Appeals
    - The Zoning Board saw a decrease in the number of projects that requested permits from 2017 to 2018 and a slight decrease in the amount of fees.
      - Fees collected in 2014: \$21,900 (78 hearings)
      - Fees collected in 2015: \$47,300 (67 hearings)
      - Fees collected in 2016: \$16,800 (82 hearings)
      - Fees collected in 2017: \$16,800 (74 hearings)
      - Fees collected in 2018: \$14,100 (61 hearings)
  - Trails Committee
  - Master Plan Implementation Committee
  - Shrewsbury Development Corporation

- Various other tasks as directed by the Town Manager

#### Description of Anticipated Large-Scale Projects – Calendar Year 2019

- Continuation of majority of projects listed for 2018
- Continue implementing Master Plan, including zoning rewrite
- Continuation of permitting guidebook development
- Continuation of Inclusionary Zoning handbook development
- Begin the establishment of an Affordable Housing Trust
- Prepare an Economic Development Fact Sheet about the Town
- Continuation of rezoning for signs and parking
- Permitting and review of the New Beal School at Glavin
- Collaboration with UMass regarding the potential redevelopment of their property at 222 Maple Avenue
- Conduct yearly audit of Audubon affordable unit eligibility
- Ongoing permitting and review of Centech Park North roadway and site readiness MassDevelopment project
- Finalization of Complete Streets Initiative Tier 2 Community Process including application for Tier 3 project funding and ADA Compliance Plan development
- Ongoing review of Pointe at Hills Farms project and construction oversight
- Ongoing permitting and review of Edgemere Drive-In Reuse project
- Finalization of Housing Production Plan Update
- Coordination with CMRPC for Open Space and Recreation Plan Update
- Other projects that may arise as the year progresses

#### Discussion of Planning and Economic Development Budget for Fiscal Year 2020

The Department of Planning and Economic Development was established by Town Meeting in May 2013, becoming effective, July 1, 2013. The first budget was prepared for the department for Fiscal Year 2015. In that budget, the Director requested and was granted a part time position for an Assistant Town Planner. A portion of the Director's salary was taken from the general Salary and Wages Full Time account with the remaining portion of the salary coming from the Planning Board fee account. The part time Assistant Town Planner was also funded from the Planning Board fee account. The Assistant Town Planner was hired and started at the beginning of September 2014 and was elevated to full time in June 2015.

As of August 2016, the Assistant Town Planner was staffing the Zoning Board of Appeals and the Town Planner was staffing the Planning Board. I was elevated to the position of Assistant Town Manager in October 2015 and I still serve as the head of the Planning and Economic Development Department.

In my Fiscal Year 2017 budget request, I asked for the Assistant Town Planner, to be elevated to PT-6, Step A, Town Planner/Economic Development Coordinator and for a new person to be hired for the PT-3, Step A, Assistant Town Planner position, full time.

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The Department requests a continuance of the Town Planner position as full time, PT-6, Step D, up to Step E February 2019 and a continuance of the Assistant Town Planner position as full time, PT-3, Step D, up to Step E February 2019.

The Town Planners salary comes out of the Planning and Economic Development budget with overtime coming out of the Planning Board Fee account. The Assistant Town Planner's salary will continue to come out of Planning Board Fee account as well as a portion of the Planning Department Administrative Assistant.

#### Additional Considerations

Not included in my budget filing, but outlined in this section of my memo is a request for additional funding to send the Town Planner and Assistant Town Planner to trainings and workshops associated with planning and/or leadership topics. Specifically, this would include the Town Planner attending a weekly leadership training. I would like the opportunity to discuss that with you at our budget meeting in December.

I would also like to continue the discussion about a part time or full time Economic Development Coordinator (EDC) position to assist with keeping and attracting new businesses to Town. I believe that a dedicated EDC position would help carry forward many of the goals and action items of the 2016 Master Plan as well as your goals for FY18 and beyond.

#### Summary

The Planning and Economic Development Department continues to engage in both day to day operations and high level projects for the Town of Shrewsbury. Based upon projections of work for Fiscal Year 2020 and beyond, I request that the Planning and Economic Development Department continue to be staffed at 2.0 Full Time Equivalent (FTE) with shared administrative duties discussed with the formation of the Department of Public Works. I am happy to answer any questions or provide clarification before or during the Finance Committee Budget Hearing for which I am scheduled to attend in March 2019.



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### MEMORANDUM

TO: Shrewsbury Board of Selectmen  
FROM: Kristen D. Las, Assistant Town Manager/Economic Development  
SUBJECT: FY2019 Planning Department Goals and Priorities  
DATE: July 24, 2018

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The purpose of this memorandum is to present to you how the Planning Department goals and priorities line up with the Town Manager Strategic Priorities for FY2019. Additionally, this memorandum gives a general outline of the projects that the Planning Department is currently working on and will work on through FY2019.

I look forward to presenting this information to you at your meeting on July 24, 2018.

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#### Town Manager Strategic Priorities FY2019 Economic Development

- Establish a feedback process and document the developer/contractor/trades suggestions to improve the Town's regulatory and permitting processes – March 31, 2019 – to begin August 2018
- Assemble current plans and documents for Route 20 corridor and formulate into marketing tool – July 1, 2019 – in process
  - Edgemere Project
    - Massworks grant
  - Re-zoning
  - Sewer
  - Upper Blackstone Assessment
  - Shrewsbury Master Plan
  - MassDOT Corridor plans
  - Centech Park North Master Plan and update with CMRPC

- Continue advocacy for focus on improving development opportunities in Town Center – ongoing
  - Attendance at Town Center Association meetings and events
  - Facilitate Town Center Parking Analysis with MDI consultants
  - Applied for MassDevelopment Real Estate Technical Assistance program for the Beal Reuse project

Complete and submit Green Communities application by October 2018

- Recommend Fuel Efficiency Vehicle Policy to the Board of Selectmen by August 28, 2018
- Recommend an Energy Reduction Plan to the Board of Selectmen by September 11, 2018
  - KDL to review draft plan with CMRPC on July 24, 2018

#### Description of Large-Scale Projects – FY2019

- Zoning Bylaw Changes
  - Steep slope review
  - Floor Area Ratios for residential development
  - Remove Planning Board member from sitting on ZBA
  - General clean up (definitions, consolidation)
- Recreational Marijuana Establishments Special Permit Granting Authority through Planning Board
- Amendments to Planning Board Rules and Regulations for Special Permit and Site Plan Approval to incorporate new Stormwater Regulations
- Complete Streets Policy and Prioritization Plan development with Complete Streets Committee for Tier 2 Communities
- Housing Production Plan Update – Plan expired 1/22/2017 – currently in the process of updating
- Glavin Center
  - Reuse Committee staff work
  - Site Plan Review for K-4 Elementary school
- Centech Park North
  - Continuation of staffing the Shrewsbury Development Corporation, marketing the property and meeting with prospective users
  - Site Readiness Grant
  - Update of Master Plan and Marketing study with CMRPC
- Lakeway Commons
  - Attend various grand openings of businesses
- Lakeway Business District
  - Continuation of attending monthly board meetings and providing guidance to the business group

- Master Plan Update
  - Implementation and staffing Master Plan Implementation Committee
  - Continued outreach in support of the Master Plan with various Boards, Departments, Committees, and the public
  - PED/PB/ZBA/IC/SDC responsible party Master Plan Implementation tasks
- The Pointe at Hills Farm Comprehensive Permit
  - Continued review of the project and coordination of peer review by outside consultants.
- Population Projections
  - Provide yearly updates on the actual school children population based upon data provided by the School Committee
- Massachusetts Downtown Initiative (MDI) Grant Application for parking in the Town Center
- Municipal Vulnerability Preparedness Program – completed planning round June 30, 2018
- Municipal Vulnerability Preparedness Program – Complete application for infrastructure grants during next round of funding
- Hazard Mitigation Plan Update through CMRPC
- Boston to Worcester Airline Trail
  - 2016 Master Plan Action Item T2.1.d. Continue to explore the Boston to Worcester Airline Trail with Northborough and Westborough.
  - Informational session August 9, 2018
- Board Staffing
  - Planning Board
  - Zoning Board of Appeals
  - Trails Committee
  - Master Plan Implementation Committee
  - Shrewsbury Development Corporation
- Continuation of permitting guidebook development
- Continuation of Inclusionary Zoning handbook development
- Completion of Duplex design guidelines
- Prepare an Economic Development Fact Sheet about the Town
- Begin rezoning efforts for signs, parking and special permits
- Collaboration with UMass regarding the potential redevelopment of their property at 222 Maple Avenue
- Conduct yearly audit of Audubon affordable unit eligibility
- Various other tasks as directed by the Town Manager
- Other projects that may arise as the year progresses

In summary, we will continue to refine the goals of the Planning and Economic Development Department to align with the Town Manager goals and the goals and action items of the 2016 Master Plan.