Town of Reading
Meeting Posting with Agenda

RECEIVED
TOWN CLERK
READING, MASS.
2013 SEP -5 P 12: 10

Board - Committee - Commission - Council:

Board of Selectmen

Other:

Date: 2013-09-10 Time: 7:00 PM

Building: Reading Town Hall Location: Board of Selectmen Room

Address: 16 Lowell Street

Purpose: General Business

Meeting Called By: Paula Schena on behalf of Chairman James Bonazoli

Notices and agendas are to be posted 48 hours in advance of the meetings excluding Saturdays, Sundays and Legal Holidays. Please keep in mind the Town Clerk's hours of operation and make necessary arrangements to be sure your posting is made in an adequate amount of time. A listing of topics that the chair reasonably anticipates will be discussed at the meeting must be on the agenda.

All Meeting Postings must be submitted in typed format; handwritten notices will no longer be accepted.

Topics of Discussion:

- Open session for topics not reasonably anticipated 48 hours in advance of the meeting

OFFICE HOUR – James Bonazoli **6:30**

1) Reports and Comments
- a. Selectmen's Liaison Reports and Comments
- b. Public Comment
- c. Town Manager's Report

2) Proclamations/Certificates of Appreciation

3) Personnel and Appointments
- a. Appointment to Ad Hoc Zoning Advisory Committee 7:30

4) Discussion/Action Items
- a. MAPC Member Report 7:15
- b. Planning and Development Workshop 8:00
  - Joint meeting with Housing Authority re: Affordable Housing
  - Permits Process Update
  - Economic Development Commission Mission
  - Development Updates
- c. Preview Subsequent Town Meeting 9:30

5) Approval of Minutes
- a. August 20, 2013
- b. August 21, 2013

6) Licenses, Permits and Approvals

7) Executive Session

8) Correspondence

Copy a. Email from Mary Frere re: Verizon Change in the FiOS Channel Lineup

Copy b. Email from Jill Fairweather re: Current Package Stores

This Agenda has been prepared in advance and represents a listing of topics that the chair reasonably anticipates will be discussed at the meeting. However the agenda does not necessarily include all matters which may be taken up at this meeting.

2013-08-26

2013	DRAFT - BOARD OF SELECTMEN AGENDAS		2013
9/5/2013		Presentation	Estimated Start time
	September 9, 2013	**@RMHS**	
	Appoint School Committee member	joint mtg SC	7:45
	September 10, 2013	**WORKSHOP**	
Office Hour	John Arena		6:30
	MAPC member Report	Sadwick	7:15
	Selectmen Appointments to ad hoc Zoning Advisory Committee		7:30
	Planning & Development Workshop		8:00
	Affordable Housing	joint mtg RHA	
	Permits process update	Delios/ Honetschalger	
	EDC mission	joint mtg EDC	
	Development updates	Delios	
	Preview Subsequent Town Meeting (Warrant closed next meeting)	LeLacheur	9:30
	September 24, 2013		
Appointments	ZBA, EDC, Climate Advisory Committee, Historical Commission, Cultural Council, Constable		
	Veteran's Chair	Driscoll	7:20
	Public Safety Badge pinning	Cormier	7:30
	Town Accountant Report	Angstrom	7:45
HEARING	Close Subsequent TM Warrant (leave Hearing open while next two items covered)	LeLacheur	8:00
	Reading/Wakefield Assessing update	joint mtg BOA	8:30
HEARING	Amend Table of Organization	LeLacheur	9:00
	Review BOS/TM Goals	LeLacheur	9:30
	September 26, 2013	**@RMHS PAC**	
	Youth Risk Survey	joint mtg SC, RCASA	7:00
	October 8, 2013	**WORKSHOP**	
Office Hour	James Bonazoli		6:30

	Reports		7:15
	RIAA Report	McFadden	
	CAB (RMLD) member Report		
	RCTV members Report	Smethurst & Walsh	
	Traffic & Safety Workshop		8:00
	Review of Downtown public parking	Cormier	
	Specific traffic issues	Cormier	
	Discuss driveway width issues	Zambouras	
	West Street project oveview	Zambouras	
	Main/Franklin intersection update	Zambouras	
	October 9, 2013 (Weds.) - Financial Forum (FY15 Budget)	Pleasant St. Ctr	7:30
	October 22, 2013		
proclamation	"Friends of the Library" Week	Klepeis	
	Library Building Committee update		
	Tax Classification preview	joint mtg BOA	7:30
	Dog Park opportunity	Feudo	8:30
	Birch Meadow Master Plan	Feudo	8:45
	Strout Avenue Master Plan (complete after Town Forest planning work is done)	Feudo	9:15
	Vote Subsequent TM Warrant Articles	LeLacheur	9:30
	November 5, 2013		
Office Hour	Marsie West		6:30
HEARING	Tax Classification	joint mtg BOA	7:30
	Second Water Meter	Zager	8:30
	Review Final Drainage studies	Zambouras	8:45
	Review Storm Water Enterprise Fund	LeLacheur	9:15
	Discuss moving Enterprise Fund debt to tax rate (requires voter approval)	LeLacheur	9:30
	November 7, 2013	Senior Center	7:00
	Adopt an Island Reception		
	November 12, 2013 - Subsequent Town Meeting (Tues)	no meetings	7:30
	November 14, 2013 - Subsequent Town Meeting (Thurs)	no meetings	7:30

	November 18, 2013 - Subsequent Town Meeting (Mon)	no meetings	7:30
	November 26, 2013		
	RCASA overview	McNamara	7:30
	Approve Liquor Licenses		8:00
	Approve Other Licenses		
	Approve early openings/24 hour openings		
	December 10, 2013	WORKSHOP	
Office Hour	Marsie West		6:30
	Financial Workshop		7:30
	Preview Town Manager's FY15 budget	LeLacheur	
	December 17, 2013		
	Appoint Town Counsel		
	Town Manager Performance Evaluation		
Future Agendas			
	Regionalization of other functions	LeLacheur	
	Policy on Trust Fund Commissioners	Heffernan	
	New Website	Gemme	
	Lyme Disease mitigation strategy	Clay	
	Consideration of Class 2 MV license - Global gas station.	LeLacheur	
Recurring Items			
	Town Accountant Report	Jan-Apr-Jul-Oct	Qtrly
	Review BOS/TM Goals	Jan-May-Sept	Tri-ann
	Review Customer Service survey results	Jan & July	Semi-ann
	RCTV members Report	Apr & Oct	Semi-ann
	CAB (RMLD) member Report	Apr & Oct	Semi-ann
	MAPC member Report	Apr & Oct	Semi-ann
	Reading Housing Authority Report		Annual
	Reading Ice Arena Report		Annual
	Appointments of BCCs	June	Annual
	Approve Classification & Compensation	June	Annual
	Tax Classification Hearing	Oct/Nov	Annual
	Approve licenses	December	Annual
	Appoint Town Counsel	December	Annual

Town of Reading
16 Lowell Street
Reading, MA 01867-2685

FAX: (781) 942-9071
Email: townmanager@ci.reading.ma.us
Website: www. readingma.gov

TOWN MANAGER
(781) 942-9043

To: Board of Selectmen

From: Bob LeLacheur

Date: September 5, 2013

Re: Selectmen's Agenda for September 10, 2013

The Board is well aware of the Perfecto's situation, and they may appear in front of the Board to give their side of the story during the public comment section of your next meeting. I wanted to make sure you know that there are eleven properties in total that are engaged in various states of conversation with the Town regarding the Vacant Property Bylaw. As of this writing we have taken no other action to levy fines for non-compliance, although in the next few weeks that may change. Enclosed in your packet is a summary of those properties – most are residential.

The first item of business in your Agenda will be an update from Steve Sadwick, the Board's representative on the Metropolitan Area Planning Council. Steve comes in about every six months. Next will be appointments to the ad hoc Zoning Advisory Committee. As a reminder the Board created a 7-member group which includes two members from CPDC, one from ZBA and one Selectman. Right now applications are light for the three representatives from the public, so the Board may need to improvise in order to achieve a quorum. The ZAC was formed at a Public Hearing on August 20th so any changes to their composition would need to be done in another Hearing – in the meanwhile perhaps a second member from

the Board could step in as a representative from the public in order to achieve a quorum? The first meeting of the ZAC is scheduled for September 30th.

Next on the agenda is a Planning & Development workshop. The Community Services Director/Town Planner, Staff Planner and GIS Coordinator will participate as staff members. There are two major items on this agenda – a joint meeting with the Reading Housing Authority (RHA) to discuss affordable housing strategies in Reading, and a joint meeting with the Economic Development Committee to do the same for economic development in town. Other topics include a quick update on changes to our permits process and a demonstration of our new permits software, and a review of development activities around town.

The affordable housing discussion is meant to be a broad step back to review the entire issue, and it will have a few different components. I will review the status of the Affordable Housing Trust Fund (AHTF) - it currently has a balance of $259,895.45 (recall that Oaktree was allowed $200,000 in order to complete their project). We left open the possibility that we could move some 40R funds back in to replenish this fund. The current balance of the 40R fund is $310,000, and there are no further plans to spend any funds as part of our capital plan. As you will see later in the evening when I preview the November Town Meeting Warrant, one option is to move a $150,000 Smart Growth payment received late last fiscal year into the 40R from free cash. Another option would be to add it into the AHTF.

I will then ask the Board if they would like to investigate the state's model approach to the AHTF, which would require action by Town Meeting – possibly next April. Thu current practice in Reading, which includes the BOS/RHA in joint session and annual Town Meeting approval of an AHTF Allocation Plan was adopted before the state model existed.

I'll turn the discussion over to the BOS & RHA for a discussion about strategies of sources of revenue for the fund. Most successful AHTFs have a dedicated source of revenue not related to the tax levy. In addition to the one-time 40R payments, from a memo to the Board from the previous Town Manager other suggestions include adopting the Community Preservation Act and dedicating a portion of those annual funds to the AHTF or instituting Development (commercial)

mitigation payments. The latter possibility if desired might be clarified and folded into the efforts of the ZAC.

Following should be a discussion of possible uses of the AHTF. That list includes grants or loans to developers of affordable housing, grants or loans for existing housing, rental subsidies (similar to Section 8 payments) or help with security deposits, or assistance to first-time home buyers with down-payments/closing costs. Note that in addition to the RHA other agencies in Town may be of assistance in the pursuit of affordable housing. We have reached out to members of EMARC, Habitat for Humanities and Peter Sanborn Place to attend this workshop and share their ideas.

The next portion will be the Community Services Director/Town Planner, who will review the Housing Production plan, which is a good summary of options we have as a community looking forward; the regional Housing Coordinator position the Board agreed to pursue last summer; a few comments about the AHTF; and finally an introduction to the last item on the Affordable Housing portion – the Artis development on the former Eric's greenhouse site.

Current Reading zoning bylaws require 10% affordable units for this project. This requirement was added to our Zoning bylaws when the Marriott development was proposed for the old Spence Farms on West Street (now Reading Commons). Artis has been in discussion with the Town since last winter, but only recently we learned that their approach would not include the 10% affordable component – instead their financial model relies on 100% private pay clients. As the facility will not deal with an affordable element they have proposed making a payment in lieu of units, as is allowed in the bylaw. Ultimately this decision will be rendered by the ZBA as part of a Special Permit – the ZBA Chair will be present for this part of the affordable housing discussion. Artis and the RHA, as well as CPDC, have had extensive recent discussions on this topic, and any guidance from the BOS/RHA to ZBA will be helpful in resolving the matter on what the payment in lieu of units should be.

For the joint meeting with the Economic Development Committee, they have submitted several documents for the Board to review, listed below:

- Economic Development Plan 7/25/2013 and Attachments: Prepared by Theresa Park via Peer to Peer Grant
- Retail Visioning Flier/Application and Intern Services for Design: This is the information for the Retail Visioning Program as well as an example letter offering design services via summer intern.
- Building Façade and Signage Improvement Program (BFSI) Outline: This outlines the program including eligibility requirements, timelines, grant awards, etc.
- DIET Funding Business Plan: This plan identifies alternative funding avenues for sustaining the DIET.
- Social Medial Strategy: This identifies various options for social media outlets to promote the EDC/DIET.
- Passport to Doing Business: This is a booklet which was created to guide businesses through the permitting process
- Downtown Revitalization Observation 2007: This was a report from Adam Baacke via Peer to Peer Grant
- EDC Strategy 2008: Also prepared by Adam Baacke via Peer to Peer Grant.]
- Why Reading Brochure
- Activity Worksheet: Maintains a list of commercial activity in Town.
- EDC work plan

I suggest a wide-open exchange of ideas between the Selectmen and the EDC about their mission going forward. Selectman John Arena submitted some thoughts to the EDC which I reviewed with them at a meeting last week, as he was going to miss the joint meeting. Please find his comments attached at the beginning of the EDC material.

Lastly I will preview the November Town Meeting Warrant – we have 16 Articles and should be through them in one or possibly two nights.

Vacant Properties Inforcement List (last updated 9/5/2013)

Number	Street	Name of Property	Violation	Letter
165	Main Street	Vacant House (next to Dynamik)	external maintenance	Sent 7/9/2012 Sent 2/6/13 **Sent 8/19/2013**
258	Main Street	Former Bridal Shop	external maintenance	Sent 7/9/2012 **Sent 8/19/2013**
259	Main Street	Smith Oil - Vacant House	external maintenance	Sent 7/9/2012 Sent 2/12/13 **Sent 8/19/2013**
306	Main Street	Former Getty Station	external maintenance	Sent 7/9/2012 **Sent 8/19/2013**
22	Pasture Road	Vacant House With Pool	secure to prevent entry	Sent 7/9/2012 **Sent 8/19/2013**
46	County Road	Vacant Lot	external maintenance	Sent 7/9/2012 **Sent 8/19/2013**
211	Main Street, Unit 1	2 Family at Main and Cross Street - Unit 1 is Vacant.	external maintenance	Sent 7/9/2012 **Sent 8/19/2013**
166	Pearl Street	House is a shell only, no interior walls or ceilings.	external maintenance	Sent 7/9/2012 **Sent 8/19/2013**
355	Franklin Street (combined with 361)	Vacant House	external maintenance	Sent 12/12/12 Sent 2/6/2013 **Sent 8/19/2013**
361	Franklin Street (combined with 355)	Vacant House	external maintenance	Sent 12/12/12 Sent 2/6/2013 **Sent 8/19/2013**
285	Main Street	Perfectos Caffe (former Tux Shop)	external maintenance	**Sent 7/31/2013** **Sent 8/21/2013** **(with fines)** **Sent 8/28/2013** **(with fines)**

15

Town of Reading
16 Lowell Street
Reading, MA 01867-2685

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TOWN CLERK
READING, MASS.

2013 AUG 21 P 3:13

FAX: (781) 942-9071
Email: townmanager@ci.reading.ma.us
Website: www. readingma.gov

TOWN MANAGER
(781) 942-9043

VOLUNTEER VACANCY
TOWN OF READING
AD HOC ZONING BYLAW ADVISORY COMMITTEE

Seven vacancies with terms expiring July 15, 2014 exist on the ad hoc Zoning Bylaw Advisory Committee for the following members:

- One (1) member from the Board of Selectmen, appointed by the Board of Selectmen;
- Two (2) members appointed by the Community Planning and Development Commission;
- One (1) member appointed by the Zoning Board of Appeals;
- Three other members:
  - One member from the Bylaw Committee;
  - One member from another Board/Committee/Commission;
  - One resident for the community who does not fall into any of the above categories, and who preferably would have experience firsthand with zoning or implications of zoning (e.g., owns or operates a business in Reading).

The mission of the ZAC is to clarify and simplify the Reading Zoning Bylaw. A consultant will be hired to provide technical assistance and expertise in zoning. The recommendations will be developed in concert with an extensive public process.

Interested persons may apply at the Town Clerks office, 16 Lowell Street, Reading, Massachusetts by 5:00 p.m. on September 4, 2013 or until the positions are filled.

3a1

Policy establishing an ad hoc Zoning Bylaw Advisory Committee

There is hereby established an ad hoc Committee to review the Reading Zoning Bylaw ("Zoning Advisory Committee) to prepare a comprehensive update with the help of a consultant. The Committee will present the zoning update to the Board of Selectmen by July 15, 2014 prior to an article that will be presented at the Fall 2014 Subsequent Town Meeting.

The current zoning bylaw is outdated, confusing for the public to use, and difficult to administer. The comprehensive update will be a full scale review of the zoning bylaw which will result in a new zoning bylaw.

The Zoning Advisory Committee (ZAC) shall be comprised of seven (7) members and will be a multiple member body as defined by the Town of Reading Home Rule Charter.

In selecting the ZAC the Board of Selectmen shall attempt to fill the positions as follows:

- One (1) member from the Board of Selectmen, appointed by the Board of Selectmen;
- Two (2) members appointed by the Community Planning and Development Commission;
- One (1) member appointed by the Zoning Board of Appeals;
- Three other members:
    - One member from the Bylaw Committee;
    - One member from another Board/Committee/Commission;
    - One resident for the community who does not fall into any of the above categories, and who preferably would have experience firsthand with zoning or implications of zoning (e.g., owns or operates a business in Reading).

The mission of the ZAC is to clarify and simplify the Reading Zoning Bylaw. A consultant will be hired to provide technical assistance and expertise in zoning. The recommendations will be developed in concert with an extensive public process.

In conducting its work, the ZAC will be bound by all of the rules and regulations of the Town of Reading and the Commonwealth of Massachusetts, including but not limited to the Open Public Meetings law. Staff will be assigned by the Town Manager to work with the ZAC. The ZAC will be considered to be part of the Department of Community Services for administrative purposes.

Adopted August 20, 2013

3a2

Zoning Advisory Committee Meeting Schedule (proposed)

Reading Zoning Bylaw Comprehensive Update Project

Contractor Completes Draft bylaw by 7/15/13

Month	Monday	Wednesday	Contractor Presentations
2013			
September	30		
October		16	
	28		
November		6	
		20	
December	16		
2014			
January	6		1st Monday
		22	
February	3		
		12	
March	3		1st Monday
		19	
April	3		Update at Annual Town Meeting
		21	
May	5		
		21	Community Forum
June	2		
		18	
July	7		
		21	Update Board of Selectmen
August	4		
		18	CPDC Public Hearing
September			
October			
November			Article at Subsequent Town Meeting

Zoning Advisory Committee

Appointed by the Board of Selectmen as an Ad Hoc Committee with at a minimum representatives from the various land use boards, the Building Division, the Planning Division and others

3a3

Town of Reading
16 Lowell Street
Reading, MA 01867-2683

JEAN DELIOS
Community Services Director / Town Planner
Phone: (781) 942-6612
Fax: (781) 942-9071
jdelios@ci.reading.ma.us

MEMORANDUM

To: Robert W. LeLacheur, Town Manager

From: Jean Delios, Community Services Director/Town Planner

Date: September 4, 2013

Re: Artis Senior Living, 1090 Main Street – Affordable Housing Requirement

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I am writing to update you on the status of the Artis Senior Living development being proposed at 1090 Main Street (formerly Eric's Greenhouse). The proposal is for a 64 bed assisted living facility including specialized care for elders afflicted with memory loss including Alzheimer's disease. The CPDC approved Artis' Site Plan Review application at its last meeting. The permitting requirements related to the wetlands at the site have been met and the Conservation Commission has also approved this project. Artis still needs to secure a Special Permit from the Zoning Board of Appeals.

The Zoning Bylaw requires an affordability component under the Nursing Home Section 4.3.1.4 (k) as part of the Special Permit. The zoning requires either providing a minimum of 10% of the units as affordable or making a payment in lieu of constructing the units. Artis has expressed interest in pursuing a payment in lieu of units and has met with the Reading Housing Authority about that.

The Boston based Citizen's Housing and Planning Association (CHAPA) recommends that payments made in lieu of construction should be adequate to enable a unit of housing be constructed in the same municipality consistent with the municipality's goals and objectives.

With little guidance offered to accompany the zoning requirements, I polled my planning colleagues and compiled a summary on the attached of how other communities treat payments in lieu of units. It should be noted that communities prefer to secure affordable units and not buyouts which make it difficult to develop into actual affordable housing units.

Since this is a unique affordable housing type it is difficult to find a comparable method of calculating payment in lieu of units. Likewise, since the units include care as part of the cost it is necessary to remove that from any rent estimates so that just the housing is being counted towards any kind of formula for payment.

4b1-a

Community	Formula	Estimated Buyout	Description
Boston			For residential developments, the developer must build affordable housing. For non-residential development, $7.87 for every square foot above 100,000 is paid into the Neighborhood Housing Trust.
Brookline	3% or 6% of total sales of all units	A rent calculation would be needed to determine a comparable amount	Sliding scale for 6-15 units developments. Amount is 3% of the (total sales of all units-100,000) for 6 units to 6% of the (total sales of all units-100,000) for 15 units.
Cambridge			Does not allow payment in lieu of units
Canton	Federal Decennial Census Units X .12 X 27% of est. Assess Building Value of Each Unit	Assisted Living Units were not part of this payment	Per Globe 5/16/13, Brightview Senior Housing will pay a minimum of $600,000 for 30 units ($20,000 per unit). Canton Zoning Bylaws approved last Spring included a Senior Housing Overlay District. The project includes independent housing units and assisted living.
Medway	Median sales price for single family home, past 3 years	A rent calculation would be needed to determine a comparable amount	AH/IZ bylaw allows for a payment in lieu of construction to be paid out over time as each market rate house sells not as one lump sum. An "equivalent affordable housing unit value" is calculated based on the median sales price for single family homes during the 3 year period before filing.
Melrose	2% of total sales or market value of all units in development	Assume value is $12.5 million **$250,000**	In special circumstances the developer is required to make a monetary contribution to the AHTF in lieu of units. Special circumstances: topography, infrastructure, drainage, traffic and parking (could be others). Payment is determined by the Planning Board, with input from the developer, the Building Commissioner and the City Assessor. At the discretion of the Planning Board, on the basis of the special circumstances as described above, a developer may be required to contribute a combination of affordable units and money.
Newton			Does not allow payment in lieu of units
Peabody	Difference btwn a market rate unit and an AFU	A rent calculation would be needed to determine a comparable amount	Buyout provision existed four years ago.
Other (Housing Consultant)	2.8 to 3.0 times the Max. Income Limit 1 person Affordable HH	**2.8 = $792,120** **3.0 = $848,700**	Ex. $47,150 (80% limit 1 person HH, Boston Metro.) X 3.0 = $141,450 x 6 units =$848,700 Or Ex. $47,150 X 2.8 = $132,020 X 6 units = $792,120

Town of Reading
16 Lowell Street
Reading, MA 01867-2683

JEAN DELIOS
Community Services Director / Town Planner
Phone: (781) 942-6612
Fax: (781) 942-9071
jdelios@ci.reading.ma.us

MEMORANDUM

To: Robert W. LeLacheur, Jr., Town Manager

From: Jean Delios, Community Services Director/Town Planner

Date: July 23, 2013

Re: Affordable Housing – Next Steps

The Town of Reading has been applauded for proactive planning related to affordable housing. A 40B proposal for 885 Main Street would have crammed 20 units in a residential neighborhood comprised of single family homes. Mass Housing denied this 40B because of Reading's good faith efforts to increase its affordable housing stock, including, adopting two Smart Growth Zoning Districts which allowed housing by right, particularly in the downtown.

The Town also has a recently updated and approved Housing Production Plan (HPP) that outlines next steps to be taken in creating affordable housing. The HPP identified the Affordable Housing Trust Fund (AHTF) as a resource for both preserving existing affordable housing units as well as for creating new housing units. On April 9, 2013 The Board of Selectmen discussed Reading's Affordable Housing Trust Fund (AHTF) with our consultant Robert P. Mitchell FAICP.

We would like to pursue next steps for restructuring the AHTF and for using AHTF funds to hire a regional housing services coordinator. A grant from the Metropolitan Area Planning Council (MAPC) has allowed us to study how Reading could benefit from a regional housing services coordinator. Reading has been asked to lead the regionalization effort with a handful of area communities who have also indicated a strong interest in pursuing this.

Overview - Affordable Housing Trust Fund (AHTF)

Reading's AHTF was created by a Special Act prior to more recent changes by the State that have simplified how trusts operate. For example, the requirement that the Board of Selectmen submit an allocation plan to Town Meeting each year for their approval indicating how funds from the Trust will be expended (and how they have been over the past year) could be streamlined.

Purpose – Reading AHTF

Housing trust funds are a resource for communities to use to produce affordable housing units as well as to support the proactive preservation of affordable units. The approved Reading Housing Production Plan (HPP) dated November 1, 2012, recommends restructuring the AHTF to allow greater flexibility in addressing housing needs. The Mitchell report echoes that sentiment.

4b1-c

Recommendation No. 1: Adopt a new AHTF under MGL c. 44 § 55C

Mr. Mitchell recommends that a new AHTF adopted under MGL c. 44 § 55C would best serve the Town of Reading. This change provides a broad array of powers that the town can chose from while specifically identifying procedures that should be adhered to.

Recommendation No. 2: Hire a Regional Housing Services Coordinator

Hiring a shared housing coordinator would more efficiently staff the need to pursue affordable housing goals outlined in Reading's Housing Production Plan (HPP) and to monitor existing affordable housing units so they are preserved. This is especially important to ensure that we do not lose affordable housing units when they come up for sale since there is a limited timeframe to find another qualified buyer after which the unit is reverted to market rate. We have talked about establishing a ready buyer list with the help of the shared staff person to prevent any loss of affordable units.

By taking these steps Reading will be well positioned to continue to make progress on affordable housing goals.

Attachments – Mitchell Report on AHTF 2/4/13
MAPC DLTA Report – Regional Housing Services Coordinator

4b1-d

Bylaw Committee Report: No report.

ARTICLE 20 To see if the Town will vote to approve an Affordable Housing Trust Fund Allocation Plan pursuant to Chapter 140 of the Acts of 2001 entitled "AN ACT AUTHORIZING THE TOWN OF READING TO ESTABLISH AN AFFORDABLE HOUSING TRUST FUND", or take any other action with respect thereto.

Board of Selectmen

Background: The purpose of this Article is to approve an Affordable Housing Trust Fund Allocation Plan approved by the Board of Selectmen.

Chapter 140 of the Acts of 2001 authorized the Town of Reading to establish an Affordable Housing Trust Fund (AHTF).

- "The Town of Reading may establish a separate fund to be known as the Affordable Housing Trust Fund for the purpose of creating or preserving affordable housing ... for the purpose of creating, maintaining or operating affordable housing."
- The AHTF may "develop new or rehabilitate existing dwelling units for purchase or rental by low and moderate income housing purchasers or tenants;"
- "Expenditures shall follow an allocation plan submitted by the Board of Selectmen annually to Town Meeting at the Annual Town Meeting, and approved by Town Meeting."
- "all expenditures from the fund, . . . shall be in accordance with the allocation plan and approved by a majority vote of the full combined memberships of the Board of Selectmen and the Reading Housing Authority."

The purpose of the Affordable Housing Allocation Plan is to provide a framework for the Town to expend funds on affordable housing. The current balance is $ $259,693.37. Funds have been accumulated over the years as funds were secured for the purpose through the actions of the CPDC, and funds deposited in one instance when an existing affordable unit was no longer able to be kept affordable after efforts were made to do so. There are no Town tax generated funds in the AHTF. The only expenditure to date from the AHTF is an amount of $200,000 for Oaktree development to provide an additional 3 affordable housing units. That sum has been fully been utilized.

At the 2012 Annual Town Meeting, approval was given for funding to hire a consultant to update the Town's Housing Plan, including the 5 year "Housing Production Plan". This effort is important as a defense against unfriendly 40B developments in the community, and requires the Town to develop a phased plan to produce housing to reach the 10% threshold as required by the 40B statute. The Housing Production Plan has been approved by the Board of Selectmen.

As part of these planning efforts, the Town commissioned and received a supplemental report on how the AHTF can best be used to support the "Planned Production" goals of the Housing Plan. This supplemental element of the study was received in the late winter 2013, and a presentation is scheduled before the Board of Selectmen and the Reading Housing Authority in April. The report recommends major restructuring of the Town's AHTF efforts, and because the Board of Selectmen will not have had a chance to fully review and evaluate this recommendation before Town Meeting begins, the Town Manager is recommending to the Board of Selectmen that the AHTF Allocation Plan as shown below be adopted as the framework for the use of Affordable Housing Trust Fund in FY 2014.

An additional initiative that is being considered (Reading is the lead agency on the project) is to establish a regional consortium which would assist the member communities in monitoring and administering the Town's responsibilities for the various affordable housing developments that exist and will be developed in the future, to maintain the affordable units that the Town has

worked so hard to create. This would be a potential use of the "Administrative" monies designated by the Affordable housing Allocation Plan.

Affordable Housing Trust Fund Allocation Plan
FY 2014

Pursuant to Article 20 of the 2013 Annual Town Meeting, an Affordable Housing Trust Fund Allocation Plan for the Fiscal Year 2014 in accordance with the provisions of Chapter 140 of the Acts of 2001 is as follows:

Available Balance – Unrestricted Funds:	$ 259,077
Available Balance – Restricted Funds	$ 0

Unrestricted funds shall be used for the following purposes:

5% up to a maximum of $10,000	for administration of Affordable Housing
Remainder	for constructing affordable housing (including loan and grant programs); or for maintaining and improving affordability of existing housing stock; or for the purchase of existing housing stock to add it to or maintain it as a part of the existing affordable housing inventory

Finance Committee Report: The Finance Committee recommends the subject matter of Article 20 by a vote of 9-0-0 at their meeting on March 13, 2013.

Bylaw Committee Report: No report.

ARTICLE 21 To see if the Town will vote to amend Section 1.8 of the General Bylaw by adding to the chart the following lines:

Following Section 8.10:

Bylaw Section	Bylaw Title	Enforcing Person	Penalty – First Offense	Penalty – Second Offense	Penalty – Additional Offences
8.11	Trash Collection	Board of Health and Public Health Administrator	$100	$100	$100

At the end of the chart:

Bylaw Section	Bylaw Title	Enforcing Person	Penalty – First Offense	Penalty – Second Offense	Penalty – Additional Offences
	Board of Health Regulations	Board of Health and Public Health Administrator	$100	$100	$100

Or take any other action with respect thereto.

Board of Health

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Reading Housing Authority
22 Frank D. Tanner Drive Reading, MA 01867-2399 (781) 944-6755

August 16, 2013

Town of Reading
Community Planning & Development Commission
16 Lowell Street
Reading, MA 01867

RE: Artis Senior Living

To Whom It May Concern:

On August 12, 2013, Mr. Jay Hicks, Senior Vice President for Artis Senior Living LLC, along with their consultant, Mr. Pat Mallon, appeared before the Board of the Reading Housing Authority to present their plans in developing an assisted living facility serving those with Alzheimer's disease and similar dementias. This facility is being developed on the site presently housing Eric's Greenhouse.

This proposed facility will be dedicated entirely to those afflicted with memory care issues and will be cared for in a group home type living environment not individual unit style apartments. The developers are faced with a Reading by-law provision that must address an affordability requirement in order to move forward. Due to the nature of this newer type of assisted living facility and its difficulty in ever truly identifying actual affordable units within its plans, the RHA Board thought that the best course of action would be to support them in their endeavors to proceed by approving their proposal of a monetary sum in lieu of provision of actual affordable units by payment to the Town or agency thereof, namely the local housing authority, as stated in the By-law provision in order to satisfy this requirement.

We believe that they have made a good faith effort to resolve this matter by proposing to contribute a payment in lieu of designating affordable units. The amount of $175,000.00 proposed at this time falls within our affordable range in our area. Based on conversations with local banks it would also most likely meet our criteria of supporting affordable housing to those who fall within 80% of Boston medium income in order to support a mortgage of that size.

本通知很重要，请将之译成中文。
ĐÂY LÀ MỘT BẢN THÔNG CÁO QUAN TRỌNG XIN VUI LÒNG CHO DỊCH LẠI THÔNG CÁO ẤY
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Equal Housing Opportunity

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The Board was excited to hear of this new endeavor and one that we feel is needed. Facilities that will support our aged population with memory care assisted living options are now evolving. Artis Senior Living is proposing a "new home" for those afflicted with such issues and at this time often fall between the cracks for much needed care. Let us take this opportunity to close that gap. The resident care for those afflicted is much greater then those services presently seen in a more general living environment. It is wonderful that the Town of Reading may have an opportunity to provide a location for such advanced care.

A motion was presented by Board member, Diane Cohen, for support of said project proposed by Artis Senior Living. As the Director, it has been my pleasure to write this letter on behalf of the Board of the Reading Housing Authority showing its support of the continued development of a specialized assisted living facility dedicated to those affected with memory care issues along with their proposal, as presented to the Board, to comply with the Reading By-Law provision for affordability by providing a payment in lieu of designating affordable units.

If you should need anything further, please contact me directly at 781-944-6755 x 205.

Respectfully submitted,

Lyn E. Whyte

Lyn E. Whyte
Executive Director

cc: Mary E. Connors, RHA Chair
Jay Hick, Senior VP, Artis Senior Living

本通知很重要。请将之译成中文。
ĐÂY LÀ MỘT BẢN THÔNG CÁO QUAN TRỌNG
XIN VUI LÒNG CHO DỊCH LẠI THÔNG CÁO ẤY
នេះគឺជាសំណើសំខាន់ សូមបកប្រែជាភាសាខ្មែរ

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Equal Housing Opportunity

August 19, 2013

Jean Delios
Community Services Director/Town Planner
Town of Reading
16 Lowell Street
Reading, MA 01867-2683

Re: 1090-1100 Main Street, Artis Senior Living Center
Site Plan Review - CPDC Action Items

Ms. Delios:

This letter responds to points #1 and #2 from your memo dated August 12, 2013.

1. Traffic and Parking

Comparisons. The attached spreadsheet (Exhibit A) lists all 29 memory care assisted living facilities that some combination of the Artis team has developed since 1993. These include facilities developed for Manor Care, Somerford Corp, independent facilities owned by a mix of Artis partners, and Artis. The number of parking spaces is provided with the bed counts for each facility. Since the number of beds and parking spaces varies slights, the number of spaces per resident in the far right column is the relevant statistic.

When compared against other memory care assisted living facilities the Artis team developed or is currently developing where the number of beds and parking spaces is known, the number of parking spaces provided in Reading meets or exceeds the ratio of parking provided per resident in 25 of the 28 facilities, or 89% of the facilities.

Staffing Arrivals and Departures. An analysis of staff shifts and arrival and departure times is included as Exhibit B. Staffing numbers, detailed by position titles, are provided every hour over an entire 24-hour period.

The analysis shows a peak demand for parking spaces at 3:00PM when eight care giving staff arrive for second shift, eight first shift care giving staff leave when their second shift replacements arrive, and eight staff (Executive Director, etc.) remain past 3:00PM. This creates a theoretical demand for 24 staff spaces at that particular moment. A shortage of parking will not exist:

- The duration of this moment of peak demand is only a few minutes
- Visitation is relatively low on weekday afternoons, with rarely no more than five visitors at 3:00PM
- Staff frequently car pools and gets rides to work
- The facility now provides 41 parking spaces, four more than were provided on the site plan discussed on August 12. This is an 86% increase over the Reading requirement of 22 parking spaces and it exceeds Sunrise Assisted Living's parking standards

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The Artis team is confident that 41 spaces are more than sufficient to meet the demand for on-site parking at the facility.

2. Affordability

Artis submitted information (Exhibit C) and made a presentation to the Reading Housing Authority (RHA) on August 12, 2013. Artis proposed a payment in lieu of providing on-site units of $175,000 to satisfy its affordability requirements. The RHA accepted this proposal, as reflected in a letter dated August 16, 2013, attached as Exhibit D.

The reasons Artis advanced for supporting the payment are included in Exhibit C that was provided to the RHA. The only new information concerns what additional Boston area towns are doing to address affordability issues as they relate to assisted living and memory care assisted living facilities.

- Arlington. In April, 2011 assisted living and memory care facilities were exempted from affordability requirements.

- Watertown. In December, 2001 assisted living and memory care facilities were exempted from affordability requirements.

- Natick. In 2008, a payment in lieu provision was adopted that requires a payment of $5.00 per square foot of net living space (excluding hallways, staff areas, and common areas) for assisted living facilities. By this standard, Artis would pay less than half of what it has offered to pay Reading.

Please contact me, Brad Latham, or Peter Ogren with questions.

Sincerely,

Jay Hicks
Senior Vice-President

Reading Housing Authority
22 Frank D. Tanner Drive Reading, MA 01867-2399 (781) 944-6755

August 22, 2013

Town of Reading
Community Planning & Development Commission
16 Lowell Street
Reading, MA 01867

Re: Support for Artis Senior Living

To Whom It May Concern:

The Reading Housing Authority recently submitted a letter of support regarding Artis Senior Living proposal for the continued development of a facility for those clients afflicted with memory care issues. The housing authority is aware that we are not involved in the final decisions or protocols involved with finalizing buyout provisions for this project, however, we were asked, upon review of said proposal, to provide an opinion based on our knowledge of current needs and costs associated with providing affordable housing within the town. Any references made to a dollar amount was simply an analysis based on current market conditions regarding the sale or resale of an affordable 2-BR, 2 bath single unit in this geographical area and may be a useful guide while moving forward.

To clarify, our motion to support this project was presented as follows:

Letter of Support for Artis Senior Living **Move** **Diane** **Second** **Karen** **Vote** **3-0**
14-010 VOTED: To authorize the Executive Director to write letter on behalf of the Board of the Reading Housing Authority showing its support of the continued development of a specialized assisted living facility dedicated to those affected with memory care issues along with their proposal, as presented to the Board, to comply with the Reading By-Law provision for affordability by providing a payment in lieu of designating affordable units.

If you should need anything further, please feel free to contact the Housing Authority.

Respectfully,

Lyn E Whyte

Lyn E. Whyte
Executive Director

cc: Mary E. Connors, Chair
Jay Hicks, Senior VP, Artis Senior Living

本通知很重要，请将之译成中文。
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Equal Housing Opportunity

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Affordable Housing - Payment In Lieu Examples (Buyout Options) per zoning - UNITS STRONGLY PREFERRED

Community	Formula	Description
Melrose	2% of total sales or market value of all units in development	In special circumstances the developer is required to make a monetary contribution to the AHTF in lieu of units Special circumstances: topography, infrastructure, drainage, traffic and parking (could be others) Payment is determined by the Planning Board, with input from the developer, the Building Commissioner and the City Assessor, and shall be equal to 2% of the total sale or market value of all the units in the development. At the discretion of the Planning Board, on the basis of the special circumstances as described above, a developer may be required to contribute a combination of affordable units and money.
Medway	median sales price for single family homes past 3 years	AH/IZ bylaw allows for a payment in lieu of construction to be paid out over time as each market rate house sells rather than as one lump sum. An "equivalent affordable housing unit value" is calculated based on the median sales price for single family homes during the 3 year period before filing with the planning board
BRA	see description	$200,000 in lieu of construction of each unit owed or 1/2 of the difference between an affordable unit and a similar market rate unit - whichever is higher.
Brookline	see description	15+ units 9.75% of (sales price - $125,000) 6 units: 3% of (sales price - $125,000)
Cambridge	$4.44 per s.f. of gfa over 2,500 s.f.of the project approved as per the Special Permit	payment may be modified by the Cambridge Affordable Housing Trust Contact: Linda Prosnitz, Housing Planner, 617-349-4619 or lprosnitz@cambridgema.gov
Somerville	?	Contact: (Dana LeWinter at 617-625-6600)
Other (JB)	2,8 to 3.0 times Max. Affordable Income	Ex. $47,150 (80% limit 1 person HH, Boston Metro.) X 3.0 = $141,450

48

Appeals. In considering whether to grant a Special Permit under 6.3.1.1. b., the Board of Appeals shall consider whether the parcel(s) resulting from action under this section 6.3.1.1. b. is consistent with the general character of the neighborhood, and whether the resulting parcel(s) can be adequately served by all public services, public utilities and drainage, and public safety services "

Board of Selectmen

ARTICLE 22 To see if the Town will vote to amend the Reading Zoning By-Laws by amending Sections 2.2.23., 4.3.1.4. and 4.2.2. thereof as follows, or take any other action with respect thereto:

1. Amend Section 2.2.23. by adding the following words at the end of the current sentence:
   ", or an assisted living facility." so that this Section shall read:
   "2.2.23. Nursing Home: A convalescent or rest home, or an assisted living facility."

2. Amend Section 4.3.1.4. as follows:

   a. Amend subsection 4.3.1.4.a. by adding at the end of the first sentence the words ", or is separated therefrom only by an Interstate Highway", by adding at the end of the second sentence the words "or is separated therefrom only by an Interstate Highway.", by adding in the third sentence the word "local" before the word "street...", and by adding the word "state" before the word "highway" so that this subsection shall read:

      "a. The lot on which the nursing home is to be located either abuts or is partially within a Business A District, or is separated therefrom only by an Interstate Highway. A lot shall not be considered as abutting a Business A District unless that lot actually, physically touches the Business A District, or is separated therefrom only by an Interstate Highway. A lot on the other side of or separated by a local street or state highway from a Business A District shall not be considered to "abut" that district for the purpose of this section."

   b. Delete subsection 4.3.1.4.b. and substitute therefor the following:

      "b. Any structure or parking area shall be located not closer than fifty (50) feet to any property line abutting a residence or a local public street."

   c. Amend subsection 4.3.1.4.d. by deleting the words "four hundred (400)" and substituting therefor the words "three hundred (300)" so that this subsection shall read:

      "d. The lot shall be not less than three (3) acres in size with not less than three hundred (300) feet of frontage on an existing public way."

   d. Delete subsection 4.3.1.4.f. and substitute therefor the following:

      "f. Prior to making application to the Board of Appeals for a Special Permit for a nursing home under this Section, the applicant shall

469

obtain site plan approval from the Community Planning and Development Commission pursuant to Section 4.3.3. of these By-Laws."

e. Amend subsection 4.3.1.4.h. by adding the words "or parking areas" at the end of the second sentence thereof, so that this subsection shall read:

"h. Sideline planting shall be required for any sideline of the lot which abuts land being used for residential purposes. The sideline planting shall be at least five feet wide, shall be free of any paving and shall extend from the street line to twenty feet beyond the deepest point on the premises having buildings or parking areas.

The full length of the planting area shall be provided with screening through plantings at least four feet high when planted. Fencing may be used in conjunction with such screening."

f. Add a new subsection 4.3.1.4.k. which shall read as follows:

"k. There shall be provided in perpetuity on site or off-site, in a manner acceptable to the Reading Housing Authority, a minimum allocation of ten percent of the total units, unless otherwise regulated, relative to the development, which total units shall be affordable to very-low-income, low-income, and moderate-income families and/or elderly households as determined by the most recent calculations of the U.S. Department of Housing and Urban Development for the Boston Metropolitan Region and/or the Commonwealth of Massachusetts, Department of Housing and Community Development. If acceptable to the Reading Housing Authority, this requirement may be satisfied by the payment to the Town or an agency thereof a monetary sum in lieu of provision of actual affordable units in or relative to the development for provision or enhancement of affordable housing in the Town of Reading."

3. Amend Paragraph 4.2.2. "Table of Uses" as follows:

Delete the word "No" and substitute therefor "SPA" under the column, Res S-15, S-20, S-40 and opposite Nursing Home.

Community Planning and Development Commission

ARTICLE 23 To see if the Town will vote to amend Section 6.2 Signs of the Reading Zoning By-Laws by amending Sections 6.2.2.4.d. and Section 6.2.3.2.1. thereof as follows, or take any other action with respect thereto:

1. Amend Section 6.2.2.4.d. by adding after the phrase "off-premises signs" the phrase "(except by special permit as provided in Section 6.2.3.2.1.)" so that this Section shall read:

4610

Arena 1962

EDC – FOCUS ON BUSINESS DEVELOPMENT

- An integration of Reading business, municipal and citizen representatives interested in business development
  - Addition of seats to accommodate these constituencies
- Specific tasks:
  - **Promote** Reading as a desirable business destination
    - Create and perpetuate a 'Why Reading' value proposition
    - Develop message and medium
    - See Southboro and Lawrence media piece examples

Lawrence Guide

  - **Welcome** new business candidates to Reading
    - Provide a friendly, competent first–face for interested parties
    - Catalog available business real inventory
    - Provide 'how to' and 'who's who' guidance
    - Work with local business resources – agents, banks etc to

5a19b

Arena 292

Tasks Continued

- **Support** existing businesses already here
  - Point of integration for cross business issues
  - Advocate for business where appropriate
  - Exploit existing Town business contacts
- **Improve**: Examine alternative town practices
  - Regular peer evaluation and best practice determination
  - Continuous improvement focus
- **Measure**: Outbrief progress annually
  - Select meaningful metrics to track
  - Take a long term view on goals – examine trending
  - Target measurable results - not just activities

90190

Reading Economic Development Committee

Best Retail Practices

with Christine Moynihan

Individual Retail Consultations

Program Description

Best Retail Practices brings professional advice to independent retailers in the areas of store and restaurant design, layout and visual merchandising, customer service and both traditional and social media marketing.

Retail expert Christine Moynihan, who delivers the program, cofounded Best Retail Practices in 2002 for the City of Cambridge in response to the City's request to help retailers struggling in a difficult economy. She has since delivered her workshop to over 1000 business owners across the state and consulted with over 300 independent downtown businesses.

The Town of Reading's Economic Development Committee and Community Services Department invite all of the Town's retailers, restaurateurs and storefront business owners to apply to receive a "one-on-one in-store brainstorming and consultation session with Moynihan – at no cost to the business owner! These businesses will receive a written report with specific ideas and recommendations for improving their businesses now and for the future.

APPLICATION WITH DUE DATES IS ON PAGE 2.

If you wish to participate in the program contact Jessie Wilson, Staff Planner, to register or for more information.

jwilson@cl.reading.ma.us or 781-942-6648

Find us on the web at **www.ci.reading.ma.us/Pages/ReadingMA_BComm/economic**

Christine Moynihan is a former VP Retail Marketing for Clarks (footwear), co-founder of *Best Retail Practices* and principal of RetailVisioning, a consulting company focused on helping independent retailers be their very best.

Reading's Best Retail Practices Program is funded by the Downtown Improvement and Event Trust (DIET).

"Christine brings lots of DIY ideas for the business owner, and I hope all Reading businesses will take advantage of this opportunity!"

– Jean Delios
Town Planner
Town of Reading

(Sample photos only. Not active applications.)

46107

Application for FREE one hour one-on-one small business consulting session

Retail businesses, Store-front service businesses, Restaurants

Please mail or drop off to:
Jessie Wilson, Staff Planner
BRP Free Consultation Reading Town Hall 16 Lowell Street, Reading, MA 01867-2685

Or email to jwilson@ci.reading.ma.us

Applications are due by 5pm Monday, July 1, 2013

Name of Business_____

Address _____ Phone _____

Owner / Manager_ _____ Employees: # FT _____# PT

Website_____

Number of years in business at this address_____

Please answer the following 4 questions. Use an additional sheet of paper / page if necessary.

1. Current description of / positioning for business

2. Brief history of business (moved from other location, existing business acquired by new owner, family business now managed by new generation, new concept, owner had previous similar business, etc.)

3. Current challenges (consider physical plant / property, marketing, change in customer base / demographics, traffic, inventory mix, business / operations issues)

4. Commitment to the future. If you agree with the consultant's recommendations, are you committed to investing some time, energy and/ or resources to implement improvements that would help your business be the best it can be -- now and for the future?

4b 108

Town of Reading
16 Lowell Street
Reading, MA 01867-2683

Community Services Department
Phone: 781.942.6610
Fax: 781.942-9071

August 22, 2013

Calareso's Farm & Garden Center
Attn: Joe Calareso
100 Main Street
Reading, MA 01867

Re: Internship Offering Free Design Services

Dear Joe:

Your business was fortunate to participate in the Retail Visioning and receive a consultation with retail expert Christine Moynihan. After having many of our local businesses go through this program, it has become apparent that many of our small independent retailers may have a need for a skilled designer/artist's help with interior signage and window design to implement some of her suggested changes.

The Town of Reading Community Services Department, in conjunction with the Economic Development Committee, is implementing a new program on a trial basis. We have arranged for the services of a student design intern to offer **free design services** to some businesses for this fall semester. These services may be useful for such things as fall or holiday window displays, product signage inside the store, product or store brochure or logo, or similar designs for your website.

Since this is a trial program, the intern's capacity is limited, so please contact Jessie Wilson at 781-942-6648 or jwilson@ci.reading.ma.us no later than August 30, 2013 to take advantage of this program. Once the participants are confirmed, you and the intern will meet to work out ideas and themes together.

Jessie Wilson

Staff Planner

46109

2013 Reading Building Facade & Signage Improvement Program

I. INTRODUCTION

The Reading Economic Development Committee (EDC) has established a Building Façade & Signage Improvement Program (BFSI) which offers technical and financial assistance to property owners and tenants seeking to improve their building facade, signage, and exterior lighting.

The EDC oversees the Downtown Improvement and Events Trust (DIET) which provides specific funding for downtown and gateway improvements.

The BFSI objectives are as follows:
Enhance the physical appearance of the building's façade, and the overall streetscape;
Install and/or update signage and lighting; and
Contribute to the overall appeal of downtown and gateways, creating "curb appeal"
Drive continued economic commerce to individual stores in the downtown and gateway area.

II. PROGRAM DESCRIPTION

The Building Façade & Signage Improvement Program provides grants and/or low interest loans to building and business owners. Grants will be up to 50% of the total project cost with a maximum of up to $10,000.

The Reading Co-Operative Bank has partnered with the EDC to provide loan funds to aid businesses and building owners participating in the program. The Reading Co-Operative Bank will offer a loan term for up to 5 years, loan amounts from $5,000 to $25,000, and a loan rate and APR at 5%, with no closing costs*[1].

The EDC has also secured volunteer technical design assistance from local architects and collaborated with Boston architectural colleges to provide co-op opportunities for architectural students (the EDC supports this work by providing transportation and food stipends). Further, a permitting process has been established that streamlines the process, to the extent possible, and utilizes the volunteer designer to facilitate approvals, thereby minimizing time spent by the business owner on obtaining permits and project approvals. Furthermore, the Town of Reading has enthusiastically agreed to waive permit fees for all approved projects.

Targeted Improvements

For the duration of the BFSI Program, the EDC may grant a specific amount of the Downtown Improvement and Event Trust (DIET) for a targeted improvements. In 2013 the EDC allocated (amount TBD) for blade signs. All business owners during the calendar year 2013 are eligible for up to 50% reimbursement (up to $500) of blade signs after they have filled out a sign permit application and provided a drawing of their blade sign. The EDC will review the application at their next regularly scheduled meeting and determine a grant award.

[1] Please see Reading Co-operative Banks' Commitment Letter

46110

III. ELIGIBILITY

To be eligible for the program, commercial buildings must be located within or close to the downtown area. The 2013 application process will open on September 3, 2013 and close on October 2, 2013. The selection of façade improvement projects will be based on the buildings' distress level and other factors. Applications will be reviewed and submitted to the BFSI committee for consideration, This Committee will consist of two members of the EDC, two members of the Community Planning and Development Commission (CPDC), and one member of the Board of Selectmen. If a chosen building is listed on the Historical Register, a member of the Historical Commission will be asked to consult.

Building owners and businesses leasing space are both eligible for the program funding. Tenants of commercial property must be able to provide documentation of the building owners consent for the improvements at the time of application. Tenants will also be required to provide a copy of their lease agreement, which indicates the lessee's responsibility for property renovation and repair prior to initiation of construction.

IV. ELIGIBLE TYPES OF IMPROVEMENTS

All improvements must be compatible with the character and architecture of the individual building, as well as the streetscape. All projects should adhere to the Design Guidelines of the Town of Reading Downtown Smartgrowth Overlay District as applicable.[2]

Eligible improvements may include, but are not limited to:

Exterior cleaning and painting
Removal of old signs, awnings, and other exterior clutter
Application of new exterior plaster
Repair of exterior brickwork or clapboard
Installation of new entry doors and trim
Installation of display windows and trim
Installation of new canvas awnings over windows and entries
Installation of new signage (including Blade signs)
Installation or upgrade of exterior lighting (i.e. goose neck lighting)

Note: No interior improvements are eligible for the program.

V. PROCEDURE

The following process has been created to establish a cooperative effort between the town, the applicant, and program volunteers to most effectively facilitate the goal of the program, an improved Downtown Reading.

Applicant files an application with the EDC by October 2, 2013
Applicant meets with the BFSI Committee to review the proposal
Upon project initiation the BFSI Committee will arrange a meeting between the applicant and the program designer architect. The applicant will work with the architect, who will develop schematics and a description of the proposed façade, signage/awning improvement work, and prepare preliminary cost estimates.

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[2] Available at: http://www.readingma.gov/sites/readingma/files/file/file/adopted_design_standards.pdf

Upon completion of the preliminary design the designer architect will meet with the BFSI Committee for a complete review of the proposed façade project and approval of the final design[3].

With the approval of the design, the designer architect and BFSI committee will work with town departments for the submission and approval of the required permits (such as sign permit/approval, minor site plan approval, and/or building permits). It is anticipated that due to the limited scope of the building façade projects, business owner involvement in the approval process will not be needed. In some cases, however, more extensive permitting may be required; this additional permitting will be identified prior to completion of the final design Applicant enters into agreements(s) with the contractors to carry out design. These particular agreements are solely between the applicant and contractors(s)/vendors and are not the responsibility of the BFSI Committee or Town.

The Applicant shall secure a building permit by April 1st and the project must be completed no later than June 30th. A longer project initiation schedule is possible with approval from the BFSI. Applicant notifies Staff Planner once project is completed and shall file for reimbursement. C hair of EDC approves. The agreed upon grant amount and project initiation payment refund will be paid to the Applicant via the Downtown Improvements and Events Trust upon approved completion of the project and approval of the reimbursement for including all project documentation (invoices, receipts, photos of completed projects) and submittal of full payment to all contractors and vendors.

The BFSI Committee reserves the right to make adjustments regarding conditions and parameters outlined in the guidelines.

VI. TERMINATIONS

The BFSI s Committee has the right to terminate any agreement under the program if a participant is found to be in violation of any conditions set forth in these guidelines or if the project has been started prior to an executed agreement with the BFSI Committee.

VII. APPLICATION AND INFORMATION

If you wish to participate in the program and would like to set up a meeting with the BFSI Committee or if you would like additional information, please email the Economic Development Committee at EDC@ci.reading.ma.us.

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[3] Final designs for signage projects will include location, sign dimensions, sign support details, sign color schemes and materials and sign renderings. Final designs for lighting proposals will include type(s) of lighting, fixture color (s), fixture location (s), fixture illumination intensity and fixture catalogue sheets. Final designs for other project types will include sufficient information to receive relevant permit approvals.

2013

DIET Funding Corporate and Individual Contributor Launch

Reading Economic Development Committee

Scott Onigman, Summer Intern
8/7/13

46113

73 Grand Street
Reading, MA 01867
07 August 2013

Town of Reading
Economic Development Committee
16 Lowell Street
Reading, MA 01867

RE: DIET Funding Business Plan

Thank you for the opportunity to submit this DIET funding business plan to the Economic Development Committee (EDC.)

The main goal of DIET funding plan is aligned with Reading's Master Plan, to preserve a vibrant downtown district and its gateways. The success of the DIET funding and subsequent DIET projects will further strengthen this goal. With additional funding channels the EDC will continue to provide programs similar to the BRP and BFSI; as well as future programs to bolster and educate business owners and potential business owners in Reading. Supporting this program would undoubtedly promote Reading as a destination and improve the experience of shopping and doing business in Reading for all.

Best regards,

Scott Onigman,
Summer Intern

46114

DIET Funding - Corporate and Individual Contributor Launch

Since 2012, the Downtown Improvement and Events Trust (DIET) has funded programs specifically used for improvements to Reading's downtown and gateway corridors. Through strategic development of business programs and streetscape improvements, the EDC endeavors to sustain and expand the vitality of downtown Reading.

Historically, the primary source of funding for DIET initiatives has been derived by the Reading Fall Street Faire (RFSF.) Until this past year, the RFSF has steadily increased its contribution to the DIET. With this year's decrease in revenue, our 2013 budget was constrained and the DIET was only able to support three select projects which included continued funding for the Building Façade Improvement program (BFSI,) additional Retail Visioning consulting (BRP,) and Streetscape Improvement (downtown flower baskets for the summer.)

The EDC is committed to raising funds for continued support of the DIET. In a press release on the 2012 BFSI, Sheila Clarke, Chair of the EDC, stated, "Even though we had limited funds ($10,000) in our initial year – a little bit has made a big difference. A couple of recipients are using our seed money as a springboard for additions to further improve their buildings which will continue to fuel the overall appeal of our Downtown."

This business plan outlines initial strategic steps to launch a funding campaign targeted for corporate and individual contributors. For the fiscal year ending June 2014, the EDC has set a goal of $50,000 in individual/corporate contributions.

DIET Corporate and Individual Launch Strategy

The launch strategy has four major components:

- Research
- Recruitment
- Marketing
- Recognition

As indicated in the Task and Timelines (Page 6) there will be a need to create individual work plans to support these efforts. Anticipated start of this project will be September, 2013 with expected launch on December, 2013.

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Research

In the summer of 2013, Scott Onigman, was commissioned by the EDC to research and design a business plan to launch a campaign for DIET funding. This research yielded local corporate sponsor information, examples of other not-for-profit websites, and ideas for the design of the website.

Going beyond the scope of this original commission, Mr. Onigman has also outlined future DIET possibilities that are natural 'next steps' in the EDC's support of Reading's Master plan (See Appendix D.)

Recruitment

Corporate Sponsorships

Corporate sponsorship will be a key part of the DIET fundraising initiative. This is due to two distinct facets; one being that many corporations in Reading have charitable programs in place and the EDC can capitalize on these programs; and historically, the RFSF has had prior success in using these charitable programs.

Solicitation of sponsorship from local corporations and businesses would involve filling out applications – primarily online to local businesses and corporations for nonprofit funding. The applications would include our website link identifying the projects/successes of the already existing DIET programs. A researched list of possible corporations for funding are listed below:

Northern Bank - Norther Bank Community Outreach	Stop & Shop - Stop & Shop Grants Funding Page(has date requirements for funding)
Reading CoOperative Bank - Reading CoOp Grants Funding Page	Honda Gallery (Gallery Auto Group) - Link about partnership with SOMA
Bank of America - Grants Funding Page	Home Depot - Home Depot Foundation
Jordan's Furniture -Jordan's Charity Page	CVS - Community Outreach
Market Basket – They do grants, but there was no demoulas contact page	Walgreens - Community Outreach Guidelines
Swiss Bakers - Swiss Bakers Email Contact (Didn't have community outreach page)	Eastern Bank - Eastern Bank Charitable Foundation - Eastern Bank Community Involvement
Sovereign Bank - Sovereign Community Dev - Sovereign Foundation	TD Bank - TD Bank Grants - TD Bank Community Outreach
Salem Five Bank - Salem 5 Charitable Foundations - Salem 5 Community Dev	Keurig - GMCR Community Outreach

In addition to filling out applications for corporate sponsorships, it is recommended that members of the EDC reach out to corporations that are more local (i.e. Reading Cooperative Bank, Northern Bank, etc) to provide a more personal touch to the application process with the hope of increased funding opportunities and dollars.

Non Profit Funding

In addition to corporate sponsorship, there are a number of non-profits in the Eastern Massachusetts area dedicated to economic revitalization that the EDC may be able to solicit for DIET Funding. These possible organizations to partner with and receive funding from are listed below:

Interise - Guidestar-Interise - Interise Website	iStartup - Guidestar - iStartup - iStartup Website
Metropolitan Area Planning Council - MAPC Website	Massachusetts Association of Community Development Corporations - MACDC Website
Mass Growth Capital - Mass Growth Capital Website	Commonwealth Corp - Commonwealth Corp Website
Mass Development - Mass Development Website	Mass office of bus. Dev. Mass office of bus. dev. website
North Shore Chamber of Commerce - North Shore Chamber Website	Rogers Family Foundation - Rogers Family Foundation Website

Individual Contributors

Individual contributors may be reached through a variety of options – some of which are outlined in the Marketing section below. Creating branded DIET brochures for town events (Friends and Family Day, RFSF, Holiday Lighting Ceremony) will increase awareness. This same marketing can be used for the DIET Facebook page, Twitter account, and Google+ page.

Marketing

Website creation

Website creation is the first, crucial step for this campaign. Through this website both private citizens and corporations can donate online. All advertising and recruiting efforts will be drive potential sponsors to this site. An initial mock-up of the website design can be found in Appendix B; using the branding (designed by Karl Weld) that has already been created for the BFSI, and BRP.

Appendix A contains links to comparable not-for-profit websites. There is a lot to be learned from the design of these websites in both there integration of other resources and design layout efficiencies. Of particular note – refer to the Social Network integration of the Downtown Dayton Website and the column layout of important pieces of the campaign. The incorporation of some of these elements would serve the DIET funding website well.

Print campaign

Modern marketing channels for soliciting donation and sponsorship are certainly available for this campaign; this would require the creation of design ads or posters and getting approvals from the Town on the overall messaging. While it may be a good idea to advertise on RCTV, it would be most effective to run digital, online marketing campaign using Google search ads or Facebook advertising. (See Appendix C.)

In addition to physical ads or TV ads, a critical part of this fundraising campaign is advertising in the local newspapers including the Reading Advocate, Daily Times Chronicle, and Reading Patch (online.)

Social Media

Social media outlets, for example Facebook, Twitter, or other networks could be utilized to promote the DIET funding website and help drive traffic to it. Creating Facebook and Twitter profiles and

subsequently posting/marketing from them is a easy, no-cost option. As mentioned above, it might be worth the investment in Google search ads or Facebook advertising to drive even more traffic as the more followers you have the greater reach your campaign creates.

Securing Support and Approvals

It is important that the EDC have the full support of the Town Government and other B/C/C. This is critical for this funding campaign to be working on all cylinders.

Recognition

Honoring the sponsors of the DIET should be a point of consideration for this initiative. For private citizen as well as corporate donations, there should be tiered levels of donation incorporated with subsequent demonstration of appreciation, here are some initial ideas:

Tier Donations

Tier	Private Citizen	Corporation
Tier 1	$ 50	$ 500
Tier 2	$ 75	$ 1,000
Tier 3	$ 100	$ 5,000
Tier 4	$ 200	$ 10,000

Tier Appreciation

Tier	Private Citizen	Corporation
Tier 1	Noted in publication	Noted in publication (and at FSF*)
Tier 2	Tier1 and note of appreciation	Tier1 and note of appreciation
Tier 3	Tier2 and special notation on website	Tier2 and on poster at FSF*
Tier 4	Tier3 and special notation at FSF*	Tier3 and certificate of appreciation for their office

FSF is the Fall Street Faire

Any of these donors could be noted on the DIET website as well as in publications.

Tasks and Timelines

Tasks and timeframes will be assigned as appropriate and a work plans for major efforts of this campaign will be created. This effort will require commitment from all members of the EDC as well as other B/C/Cs to launch this campaign with an expected completion date of the December, 2013.

Description	Timeframe	Status
EDC approves DIET Funding Business Plan	September 2013	
Create DIET website	September – October 2013	
Define recognition program of individuals/corporate sponsors	September – October 2013	
Engage other B/C/C	October 2013	
Pilot solicitation of local corporate sponsors	November 2013 – Test marketing docs with known "friends of EDC"	
Marketing Campaign (See Work Plan for complete details)	September – December 2013	
Campaign launch (see Work Plan for complete details)	December 2013	
Reach 2013 Goal and create 2014 Launch Plan	June 2013	

DIET Funding Long-term Sustainability

It is anticipated that all members of the EDC and town staff will be engaged in this launch. The EDC members have demonstrated the ability to create, implement and sustain projects throughout the course of their seven year existence and this project will have the full endorsement of the Town staff and Board of Selectmen.

A capable town staff can also help with gaining permissions, marketing through bi-weekly updates, and using their updated database of existing business/corporations to create sufficient "buzz."

46119

It is imperative that the EDC sustain this DIET funding; the programs that have been created, to date, have yielded large returns on the time/money investments. The EDC's original purpose, as outlined in the Master Plan, was to be strong stewards of economic vitality in our downtown and the DIET funding is an essential element of this commitment.

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Appendix A: Non-Profit Campaign Websites

Comparable websites of non-profit campaigns that were researched included:

Dayton, OH:

Downtown Dayton Website,
Banner Program of Sponsorship,
Downtown Overview,
Calendar of events,
Downtown Dayton Plan,
First Night Dayton (Facebook Page),
Last Dam Summer (Facebook Page),
River Run Project (Last Dam Summer Project Website)

Beverly, MA:

Main Streets - http://www.beverlymainstreets.org/

Lancaster, PA:

Poetry Paths - http://www.poetrypaths.org/.

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Appendix B: Initial Draft of DIET Funding Website

this may need a logo created…(would be great for branding)

Picture to be taken

Picture up Haven street from Depot (blurry)

Facebook Timeline of DIET Page

Title/Logo of Project (similar to Bev. Main Sts) - Sponsored by the EDC

Guiding links (pretty basic)

- Home
- About
- Donate
- Sponsors
- Calendar
- EDC Website
- Facebook Page
- Twitter

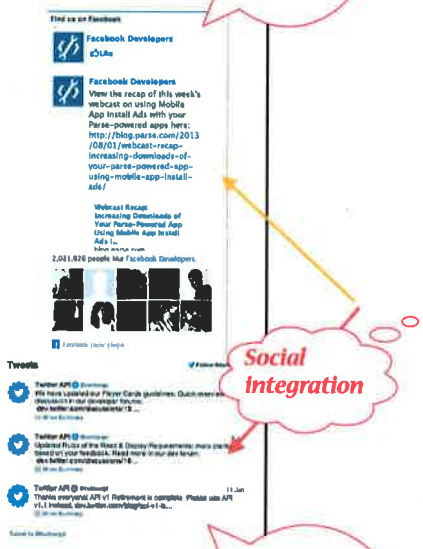
Project Background

-History of what has been done historically with this funding
-Possible Projects
-Benefits to town

Donation link

(may want to have two different donation pages (for citizens and corporate donations)

Rewards outlines (Showing tiers of rewards)



Social integration

Description for website needs approval

this requires development of another page also

Twitter timeline of DIET Twitter handle

Corporate Sponsor Logos (with links to websites)

Would need to be approved by the town

Doesn't need to be done if the businesses don't want it

46122

Appendix C: Marketing Campaign – Cost Comparison between Facebook & Google

Platform/Cost per day	Google AdWords (est. Clicks per day)	Facebook Page Promotion (est. likes per day)
5	13	5-18
10	25	9-36
15	38	14-54
20	50	18-72

Note: Clicks are not guaranteed for either model, but are likely

Google Cost Model:

Your daily budget: $10
Your maximum cost-per-click bid: $0.50
Your average cost-per-click: $0.40
Approximate number of clicks per day: 25

-This model is based off of a ranking algorithm

Facebook Cost Model:

Not guaranteed referral to DIET website

-There is a way to refer to a website, but since the EDC Facebook page does not have enough likes yet, sponsoring a website referral is not an option.

46123

Appendix D: Future DIET Possibilities

Green Business Initiative: Encourages green business practices by Reading shoppers and business owners. This would ideally be a program to enlist a few local businesses that would bring in a consultant, similar to the Blade Sign Projects and Façade Improvement Programs.

Local Business adoption of Square®: This burgeoning technology would hopefully get recognition from the company itself as well to make Reading easier to shop in. On top of this, an initiative to adopt this style of cutting edge technology would signify to potential shoppers that Reading is a destination for interesting shopping.

Town WiFi: Provide WiFi to shoppers along the Haven street district. Although this may not seem like a business critical interest, it would certainly be useful for attracting potential shoppers as well as keeping customers in the area.

Art in the Town Center: Diversifying the annual improvements to the town center's appeal could make capital investments in art as fixtures feasible. The addition of statues, sculptures, clocks, or interesting wayfinding signs could further beautify the Downtown District.

2013

Social Media Strategy – EDC

Reading Economic Development Committee

Scott Onigman, Summer Intern
8/7/13

46125

EDC – Social Media Strategy

Social media has become ubiquitous in communication between individuals, companies and consumers, and government organizations. By utilizing social media, the EDC has the ability to interact with a wider audience than it does through traditional marketing avenues. By using these different channels, the EDC could increase its outreach to a younger generation of local residents in addition to hip-savvy traditional Reading residents; for example, a Reading resident that is currently on the town's emailing list, may not open the email, but with the variety of outlets that social media reaches, it increases the chances of this same resident getting/seeing the message elsewhere.

Additionally, EDC members will benefit from embracing social media and become media savvy as this sector continues to emerge as a dominant outlet for communication.

Descriptions and Guides to Social Media:

Facebook: A digital social network that is based on individual user profiles interacting with each other through user profiles, business pages, events, and sharing photos; all aggregated on a "timeline" of what others are doing on the site. This social media outlet is most highly recommended for the EDC because of the sheer number of Facebook users as well as the many ways that the platform provides outreach.

Twitter: A digital social network based on individual users or business sharing "tweets" of 140 characters or less, which are aggregated on the newsfeed of whoever an individual user is following. This network allows for communal conversation through "hashtagging" (i.e. putting a # -sign before a word or statement.) Twitter allows for direct messaging between users and public one on one (or more than one) conversations. This platform would be the easiest medium for receiving input or solicitation from/to the general public.

LinkedIn: A digital business network based on individual users linking in with each other to further business connections. This may be useful if the EDC would like to promote business networking in Reading for employment purposes, or for the EDC to engage in economic development discussions with other communities on best practices/education.

Pinterest: A digital social network that allows for users to "pin" pictures that they like, indicating affinity; these "pins" are public and query-able. This platform would be used to promote Town strengthens (marketing Reading) or post content that businesses of Reading are involved in.

Google+: The Google+ platform is similar to Facebook and Twitter in the concept of the newsfeed, but is based on social interaction within a community. Using this platform, the EDC

would tap into those who use Google+ as well as interact with users in a different, more communal manner.

Foursquare: A digital social network that relies on users "checking" in at locations, allowing for friends to follow their activity. One of the great benefits of Foursquare is that it allows for more social, friend-based reviews of shops and restaurants; the EDC could create a presence on Foursquare, as a reviewer and promoter of Reading businesses.

YouTube: A website that allows for uploading, sharing, and viewing of videos across the World Wide Web. This platform would enable the EDC to share any video media that it wants to in order to promote business in Reading.

Levels of Social Media Interaction: Low, Medium, and High

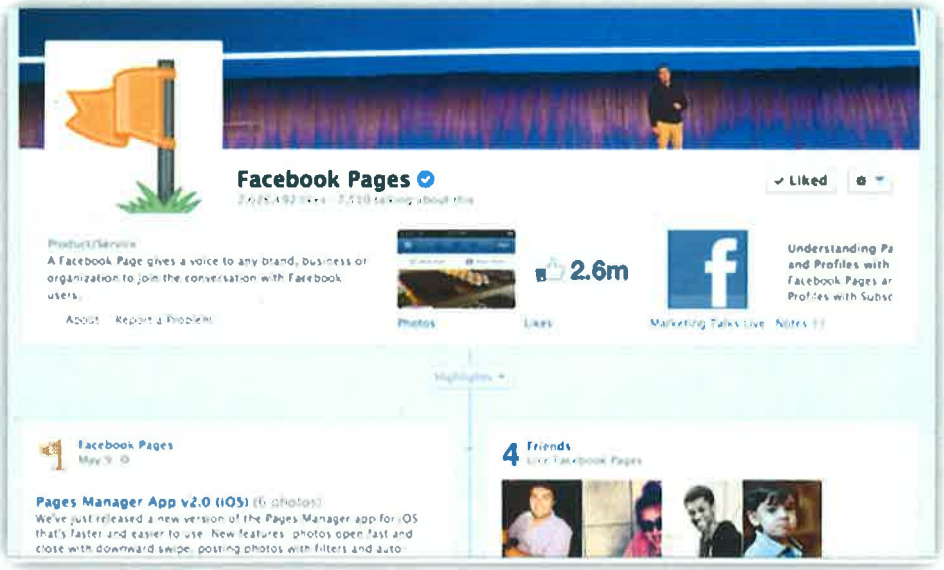
Outlet/Level	Facebook	Twitter	Google+	Pinterest	Foursquare	YouTube	LinkedIn
Low	✓	✓					
Medium	✓	✓	✓	✓			
High	✓	✓	✓	✓	✓	✓	

Levels of Activity:

Low: Basic updating
Outlets used: Facebook, Twitter
Frequency of use for this level is posting approximately once a week. The social media outlets utilized are informational, rather than used to start a dialogue with the community.

This strategy is best illustrated in the 'draft' EDC Facebook page which is informational, but would not post frequently.

Facebook Example – Facebook Home Page



Twitter Example – Governor Patrick's Twitter

Medium: Active status
Outlets used: Facebook, Twitter, Google+, Pinterest

Frequency of use requires posting approximately every other day. The social media outlets would be used to relay key information to the Reading social community. These accounts could be used to promote articles about business success in Reading, provide information about doing business in town, and promote businesses around Reading.

The Pinterest platform in this case would be used to promote products that are sold in stores in Reading, creating an online buzz making Reading a destination to find certain consumer goods; Pinterest being the platform to note these specific goods. For instance, when Pamplemousse moves into its Haven street residence, their products could be promoted and 'pinned' along with other businesses on Pinterest.

A Facebook strategy at this level would be sharing not only articles about business in Reading, but also promoting specific events in town and sharing photographs of different Reading shopping districts.

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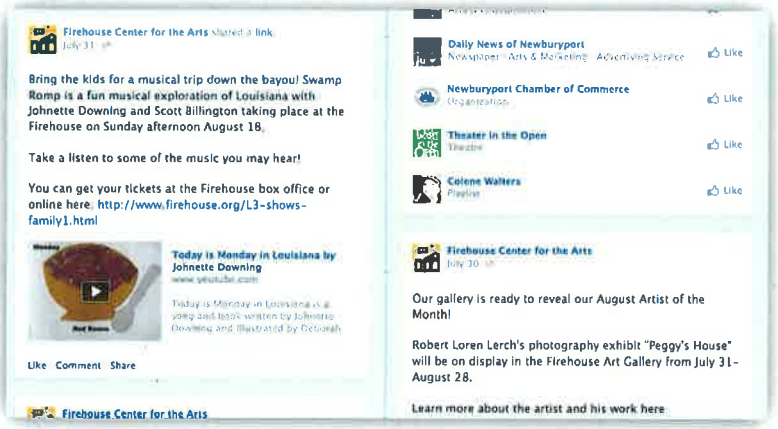
Twitter at this level could be used to promote articles about business in Reading, but indeed would result in imploring residents to visit downtown as well as to update the productivity of the EDC or Reading-North Reading Chamber of Commerce.

Google+ in this active role could be used as a placeholder to redirect to the EDC Facebook page and Twitter accounts, as well as provide another avenue to share content on Reading.

Facebook Example – Firehouse Center for the Arts, Newburyport, MA



Twitter Example – City of Boston Government

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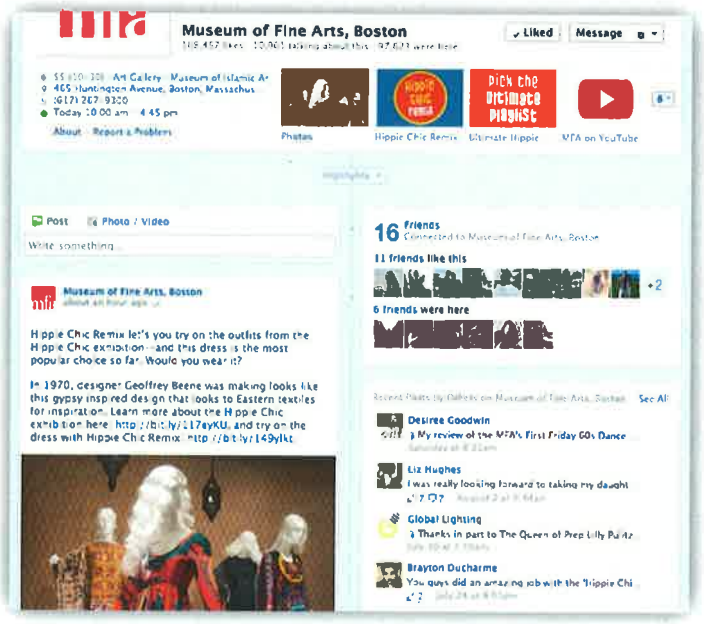
High: Active engagement with the community in a variety of social channels
Outlets used: Facebook, Twitter, Google+, Pinterest, Foursquare, YouTube

Frequency of use for this level is posting as daily at minimum. This method would use all social channels possible to engage with the community and share messages from the EDC, take feedback from citizens, maintain an online forum, in addition to following the same actions prescribed in the medium level of activity recommendations.

Facebook, Twitter, and Google+ plus would be used for previous purposes, but in this case would also be used to solicit feedback from social community members. Foursquare would be used to promote positive reviews of town businesses as well as the social aspect for creating Reading as a destination. YouTube would be used for the EDC to promote its own marketing content drawing residents and potential visitors to business in town via promotional videos.

Facebook Example – Museum of Fine Arts, Boston, MA



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Twitter Example – City of New York Government Twitter

Outlets for Social Media:

- Getting feedback
- Provide forum for feedback (Twitter or Facebook)
- Promoting articles about Reading
- Providing information about the Town
- Promoting businesses around Reading
- Promote link for online feedback

Social Interaction Benchmarks:

Frequently…

- Post every day
- Interact with business more than weekly
- Post nonchalantly more than once a week
- Interact with citizens frequently
- Constantly solicit feedback
- Post articles once a week

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The Reading-North Reading Chamber of Commerce Welcomes You to the Business Community!

Connect with your local business neighbors by joining us today!

A membership with the RNR Chamber of Commerce offers you:

- *Free website listing on our highly visible website – 4,000 visits per month*
- *Networking and Business Card Exchanges with many local and surrounding area business owners and Chambers*
- *Community event sponsorship opportunities*
- *Local advertising and marketing opportunities*
- *Member-to-Member discounts*

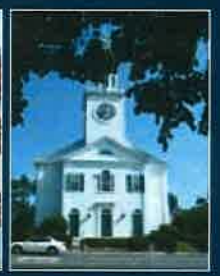
Visit our website for complete information and a membership form
www.ReadingNReadingChamber.org
Or contact us by telephone: **781.944.8824** or **978.664.5060**
Email: RNRChambercom@aol.com

The Reading-North Reading Chamber of Commerce is an independent business association and is not affiliated with the Town of Reading government or the departments within Reading Town Hall.

A PASSPORT

To Doing Business In Reading

A Good Advice Guide Presented by the
Economic Development Committee



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A PASSPORT

To Doing Business In Reading

A Good Advice Guide Presented by the
Economic Development Committee

Visit our website for complete information
www.ci.reading.ma.us/Pages/ReadingMABComm/economic
Email: **EDC@ci.reading.ma.us**

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A "Passport" To Doing Business In Reading

Economic Development Committee Website:

www.ci.reading.ma.us/Pages/ReadingMABComm/economic

Email:
EDC@ci.reading.ma.us

Reading welcomes the opportunity to work with you to bring your business to Town. We understand that the process can be somewhat complex, and varies by the type of business you want to start, and where you want to locate. Most of the complexities are created by State statute, and various codes that are intended to ensure the safety of your business for you and your customers. This is especially complex if this is your first venture into starting up a business.

We have created this "Passport for Doing Business" as a guide to help you. And even better, the town has a professional and helpful staff to assist you in making your new business experience a positive one.

So give us a call, come on in to Town Hall, and let's get started on an adventure of a life time—starting your new business in Reading MA.

Let us be your tour guide....
meet the Economic Development Committee

Welcome!

The Town of Reading and the Board of Selectmen are proud to have embraced a pro-active approach to economic development.

Our **Master Plan** lists "Improve Downtown" as our number one economic developmental goal. We are taking this direction very seriously, and have followed through on this recommendation by:

- **Creating** an *Economic Development Committee*. This committee was appointed to assist in the improvement of the quality of life for residents by increasing the available retail, restaurant, and other amenities in town, help attract new businesses and ensure the stability and success of existing businesses in Reading.

  Our priority is to maintain an ongoing dialogue with business owners and owners of major properties on a pro-active basis to understand how the Town can pro-actively work to achieve their plans.

How could you say no to these faces?
We want you in our community!

- **Adding** staff resources to support the Economic Development Committee
- **Hiring** staff to act as a "Permits and Licensing Coordinator" and to make your application and approval experience in Reading an easier process. All of these actions are directed at making Reading the prime location for *your* business.

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All Aboard!

Planning Department:
781.944.6610

Permits & Licensing Coordinator:
781.942.6654

Hours of Operation:

Monday, Wednesday, Thursday 7:30 am to 5:30 pm

Tuesday 7:30 am to 7:00 pm

Friday - Closed

I'm thinking about opening a business in Reading, what should I do?

Armed with your basic traveling essentials.....

- What will be/or is your business address?
- What type of business are you opening?
- Have you owned a business before?
- Are you making any changes to the interior or exterior of the space?
- What is your time line for getting this opened?

Run....don't walk to our Permits Coordinator who is "Operations Central" for all permits and processing. You will be guided through the different permits requirements, be given an overview, as well as answers to any questions you may have. Our aim is to provide concierge service.

Until then, here is a snapshot of the different departments and processes you may go through along your way to opening your business.

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Concierge Service

Our Permits Coordinator can be viewed as our Concierge for your business development in Reading. But instead of procuring concert tickets or giving you a list of restaurants that you might want to try during your stay, our Permits Coordinator will guide you through the process of securing your development project approvals. He will meet with you when you are first considering your project to:

- Listen to your proposed business plan
- Bring together an initial meeting of the Town staff that will deal with your particular project
- Coordinate a Development Review Team meeting so that all staff are aware of and can comment on your proposal while it is in the development stages (it's less expensive to hear the comments earlier in the process before you have spent a lot of money on design)
- Schedule meetings with specific Town officials as needed for technical reviews or permits
- Track your progress as you move through one or more approvals, and share that with you as needed
- Serve as a guide when you have questions
- Coordinate approvals as your project reached a conclusion and you are ready to occupy your building

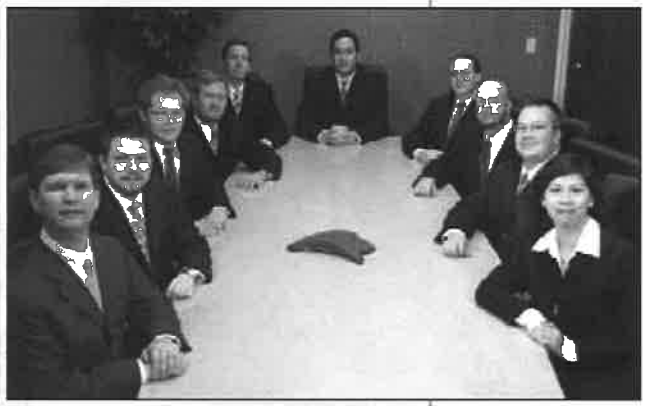
Just as you would like to enjoy your stay in a fine hotel, we want you to be comfortable with your development process as you work to join the Reading Community. ***"May we help you?"***

Check once, check twice, then check again...

Through our Permits Coordinator, schedule a time to meet with our **Development Review Team**. The Town has created a **Development Review Team** (DRT) chaired by the Community Services Director/Town Planner to review and coordinate development activities.

Development Review Team consists of the following:
(all the head honchos in one place just for you!)

- *Town Planner*
- *Town Manager*
- *Building Inspector*
- *Town Engineer*
- *Public Health Administrator*
- *Conservation Administrator*
- *Staff Planner*
- *Permits & Licensing Coordinator*
- *Police Chief*
- *Fire Chief*
- *DPW Director*
- *Municipal Light Department Representative*



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Notes:

Destination: Planning & Zoning

Community Planning and Development Committee

Website:
www.ci.reading.ma.us/pages/ReadingMABComm/community

Planning & Zoning, a division of community services, regulates land use, development, and zoning for all commercial and residential property. It administers various types of permits and helps interpret zoning regulations for people planning to locate or expand a business.

When do you need to contact them, you ask? Now, right now!

A zoning permit may be required when you make interior or exterior modifications to a building, change the use of a building, or simply put up a sign (who knew?).

If you are just starting a business, moving into a new commercial space, or plan on modifying your existing business, you should check with Planning & Zoning *before* you move forward. The team wants to *help you avoid potential challenges and plan for needed Town review and approvals.*

Planning & Zoning will guide you through any of the following requirements:

- Permitting
- Community Planning & Development Commission
- The Site Plan Review Process
- Sign Design Review (Where Applicable)
- Certificates of Occupancy

"Who is the CPDC?"

The CPDC (Community Planning and Development Commission) is a Town appointed board made up of 5 residents of Reading who are invested in the development of the Town and who are charged with conducting studies and preparing plans concerning the resources, developmental potential and needs of the Town. You will meet them if your business requires site plan approval - they are the governing body that oversees and approves Site Plans.

The Community Planning and Development Commission reports annually to the Town giving information regarding the physical condition of the Town, any plans or proposals known to it affecting the resources, and physical development needs of the Town.

The CPDC usually meets the second and fourth Monday of the month except for holidays and varies during Town Meeting months of April and November. The CPDC schedule, minutes and other information is available on the town website.

"What if I am considering some small changes to the exterior or interior of the building?"

Bring concept plans or a copy of your building plans to the Planning & Zoning staff to determine the permitting process (if any) you will need to follow. Site Plan Review applies to most commercial, industrial, institutional, or multi-family (4 or more dwelling units) construction projects. Waivers or exemptions may apply to some projects and are outlined in section 4.3.3 of the Reading Zoning By-laws:
http://www.ci.reading.ma.us/pages/ReadingMA_Clerk/Bylaws/ZoningBylaws/

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CPDC Travel Companions:

Historical Commission

The Demolition Delay By-law allows the Historical Commission to advise the CPDC and the Building Inspector on the historical significant structures. If your property is subject to the Demolition Delay By-Law, the Commission will provide recommendations during the Site Plan Review process.

Zoning Board of Appeals

The Zoning Board of Appeals (ZBA) consists of 5 members appointed by the Board of Selectmen. The ZBA is the Special Permit Granting Authority and decides petitions for Variances. The ZBA also reviews and decides applications for extensions or alterations of nonconforming uses.

"What is Site Plan Review?" (Sounds very important)

The purpose of Site Plan Review is for the CPDC to work with property owners in creating development that will fit into the fabric of our community, protect the community from potentially harmful impacts, and determine the most appropriate use of the land consistent with the Zoning Bylaw and the Reading Master Plan. All this is accomplished during a Site Plan Review public hearing with the CPDC.

The Site Plan Review procedure gives Reading some control over development impacts by working with the property owner, tenant, or builder to shape the development in the best manner possible, and place certain conditions on the development.

What Development Requires Site Plan Review?

Site Plan Review applies to most construction that isn't a one or two-family house and is granted by the CPDC. Specifically:

1. Institutional, commercial, industrial, or multi-family structure with four or more dwelling units and includes initial construction or substantial reconstruction, exterior alteration or exterior expansion over 300 square feet.

2. Construction or expansion of a parking lot for an institutional, commercial, industrial, or multi-family structure or purpose.

Note: Site Plan approval from the CPDC must be obtained before a building permit can be issued by the Building Inspector.

Exemptions and Waivers

Exemptions to a full site plan review apply to:
- Maintenance and repairs of existing buildings,
- Less than 300 gross square feet of exterior work
- Less than 1,000 gross square feet of interior work
- Work that only involves internal electrical, plumbing, or mechanical systems.

Waivers from a full site plan review may be made with or without conditions, for:

- Interior-only renovation of an existing space AND the renovation would not negatively impact the property (see below).
- Change of use within the same use category AND will not have negative impacts.
- The property has been through Site Plan Review in the past five years.

Note: A waiver still requires the submission of a plan and a scheduled meeting with the CPDC.

46140

"How long does it take to get approval of a Site Plan"?

Once a complete application is received, an application for Site Plan Review is usually heard **within five weeks**. A legal notice has to be published and abutting property owners must be notified by mail two weeks before the hearing.

Some projects can be decided in one meeting if enough information is given about the project, and the concerns listed above are all addressed. Larger developments (for example construction of a new store or restaurant from the ground up) may take more than one meeting.

How long is Site Plan Approval good for?

A Site Plan Decision will lapse after 2 years if construction has not commenced, but may be extended by the CPDC upon request.

Can an approved Site Plan and Decision be changed later?

Yes. The CPDC will consider applications for minor modifications or major modifications to approved Site Plans, and will issue a written decision, with or without conditions.

Can I meet informally first?

Applicants are invited and encouraged to submit a sketch plan to the CPDC for comment before applying for a Site Plan Review.

We encourage you to meet early with Town Staff at a Development Review Team (DRT) meeting to informally advise on the best approaches for site design and permitting. CPDC applications for site plan review are submitted after the DRT.
(Remember, we mentioned this in the beginning of the book!)

For More Information visit the website at: www.readingma.gov

- Choose "Departments"
- Choose "Planning"
- Choose "Zoning By-Law"
- Site Plan Review is Section 4.3.3.

Applications for Site Plan Review and for Waivers of Site Plan Review are available in the Community Services Department (they oversee all permitting processes) at Town Hall and can be downloaded from the Town's website:
www.ci.reading.ma.us/pages/readingma_planning/index

Bottom line: Your project has been vetted and you can get started!

46141

Next Destination: Building Department

Building Inspectors Office Hours

Monday 7:00 – 8:30 am or 12:30 – 1:30 pm

Tuesday: 7:00 am to 8:30 am or 5:00 – 6:30 pm

Wednesday: 7:00 – 8:30 am only
Thursday: 7:00 – 8:30 am or 12:30 – 1:30 pm

NOTE: Town Hall is CLOSED on Fridays

Electrical & Plumbing Inspectors Hours:

Monday through Thursday: 7:00 – 8:30 am

Tuesday: 5:00 – 6:30 pm

If you build it, the Town will come and want to know about it!

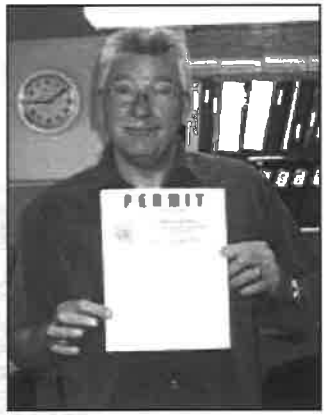
The Building Department has a broad range of responsibilities including permitting, inspection, and enforcement. New buildings, additions, alterations, repairs, changes in plumbing, mechanical and electrical systems will require a permit followed by an inspection of the construction.

So don't break out your hammer, screwdriver, or anything else until you have spoken to one of these folks...

- Permits & Licensing Coordinator *(the maestro of it all)*
- Building Inspector/Zoning Enforcement Officer (title sounds scary, but he is quite nice)

See, doesn't he look nice!

- Plumbing & Gas Inspector
- Electrical Inspector



"Do I need to fill out an application for a building permit?"

Yes. It is strongly suggested that you or your contractor contact this office early in the project planning stages. Early communication will help keep your project on schedule and let you start on the day you planned. You can find additional information on building permits on our website at www.Readingma.gov (go to Departments, then to Buildings).

"How long does it take to get a building permit?"

The average time to review a building permit application and accompanying plans is approximately 1 – 2 weeks depending on the complexity of the project, the completeness of the application, and the amount of preliminary planning that you have undertaken with the building inspector.

"Do I need a separate permit for wiring, plumbing, building, etc.?"

Yes. Each trade is permitted separately. *(In simple terms...the electrician pulls his own permit, the plumber pulls his own permit, and so on).*

"How much does a building permit cost?"

Building permit fees are calculated based on the estimated value of the construction. Residential projects are $11 per $1,000 of project cost and Commercial projects are $12 per $1,000 of project cost (except for re-roofing and siding which is $11 per $1,000). There are flat fees or minimum fees for smaller projects, consult the website for more information.

Note: Electrical, Plumbing/Gas, Fire and other fees are an additional expense and are not included as part of the building permit fee.

46192

"Do I need to provide plans? If so, what is required to be shown on the plans, and can I draw them myself?"

Yes. Yes. Yes. The Building Department needs to review your plans in order to completely understand the work being performed and to make sure it complies with all relevant codes. The plans should show elevation and floor plans identifying all areas and materials. Depending on the work you are planning, you may draw these plans yourself or have a professional do them for you. If the work is extensive or includes structural elements you will need to have an architect or engineer prepare the plans.

"How soon can I get an inspection for my project?"

Several inspections are required for all permits to make sure that the work is being constructed in a safe manner consistent with codes. This protects you, the owner or tenant. The inspection schedule is driven by the construction demand and is on a first-come, first-served basis. A minimum of 24 hour lead time is requested to be able to be at the property for inspection.

"Do I need to close out permits issued for my projects?"

Yes. Obtaining a Certificate of Occupancy is required at the end of the construction.. This certificate shows that the project was done correctly and completely.

All of this construction talk is making me hungry... ah, yes, the Health Department...

46143

Next Destination: Health Department

Who Knew?

Church functions, Charitable events, School events and Milk all require you to check in with the Health Inspector!

Health Department
781.942.6653

Website:
www.ci.reading.ma.us

Let's talk about food, glorious food!

We bet you did not know that different types of food served require different square footage/space requirements. *(We know, interesting fact, isn't it?)*

Therefore, ***before buying or leasing a commercial property for a food establishment***, you should discuss your plans and review the State & Local Health Code requirements for different food types with the Health Administrator.

Our Health Administrator would be more than happy to schedule a meeting to assist you with the forms.

Let's mooo_ve forward and get our permits!

Restaurants and establishments containing food need to have their plans reviewed by the Health Administrator. Once the plans have been reviewed, you will be scheduled for a meeting with the Board of Health. Business owners should contact the Health Department to find out which permit applications need to be submitted. There is the **Food Establishment Permit to Operate** and a **License for Milk and Cream Products** *(yes, really)* just to name a few.

"Do I need to fill out an application for a health permit?"

Yes. It is strongly suggested that you or your contractor contact this office early in the project planning stages. Early communication will help keep your project on schedule and let you start on the day you planned. You can find additional information on health permits on our website at www. Readingma.gov (go to Departments, then to Health).

"Where can I find all of these licenses and who is going to help me understand them?"

The applications for a Plan Review for New Food Establishment's and Remolded (existing) Food Establishments Food Permit to operate, Milk and Cream license, Dumpster permit and other necessary permits can be found on the Town's website www.ci.readingma.gov then click on Departments and select Health.

Fun Fact: There are different forms for new vs. remodeled food establishments.

46144

"What is the process for all of these licenses to be submitted?"

- Plan Review Applications for Food Establishments are due 30 days prior to the start of any construction
- New permits must be approved by the Board of Health, which meets the second Thursday of the month
- If you are transferring ownership of a restaurant with no change in menu, information should be provided to the Board of Health one week prior to their meeting
- If you have menu or equipment changes, information should be provided to the Board of Health two weeks prior to their meeting

Special note on parking:

Restaurant parking requirements: General guidelines are one parking space per four seats, plus one per employee, and one loading space. No on-site parking is needed if the establishment is within 300' of Town owned public parking lot. Please see section 6.1 of the zoning bylaws at the following link for more information: http:www.ci.reading.ma.us/pages/readingma_clerk/bylaws/zoningbylaws

Merchant/Employee Parking: A parking permit is required and can be found at http://www.ci.reading.ma.us/Pages/businesses under the Useful Links heading. This permit needs to be submitted to the Police Department. We also have leased parking available in many downtown areas.

Just when you thought there was nothing else, you may also need a **Common Victualer's License** *(don't worry, we're not sure what that is either).*

Just kidding, it is a license, required by state law, for all establishments that sell food or drink directly to the public (for restaurants, inns, taverns, etc.)

My goodness, is anybody else ready for a drink? Let's talk Liquor licenses...

Destination: Celebration!

Conservation Department
781.942.6616

Website:
www.ci.reading.ma.us/Pages/ReadingMA_Conservation/Index

Cheers to you!

Reading is home to a number of restaurants, from informal and fast food to some of the finest dining in Boston's North Shore. Many of our restaurants have full service liquor licenses, and several have beer and wine licenses.

The Town Manager's office provides information and forms for obtaining a liquor license. Your application for a liquor license will be reviewed by the Board of Selectmen in a hearing scheduled within 30 days of receiving the application. It can then take approximately two months for state review by the Alcoholic Beverages Control Commission.

Reading's liquor policies are found on the web site at Readingma.gov/Pages/BOS/policies. The licenses are administered by the Board of Selectmen, who is the Licensing Authority for the Town. The Board of Selectmen takes very seriously their role in ensuring the responsible sale, service, and use of alcohol in the community. Please contact the Town Manager for information about availability of licenses, and guidance on applying for liquor licenses.

Ok, bottoms up...we are moving on to the Conservation Commission

"I'm just trying to keep the business going until I can get my liquor license."

Destination: The Conservation Commission

A river runs through it, really.

Approximately 40% of Reading is in a wetland. The three major rivers are the Aberjona, the Ipswich and the Saugus rivers but there are also swamps, streams and brooks such as Walkers Brook and Bare Meadow Brook.

The Conservation Commission is the body responsible for administering the Massachusetts Wetlands Protection Act, the Massachusetts Rivers Protection Act, and the Wetlands Protection Section of the Reading General By-law.

A permit from the Conservation Commission is generally required for any activity that will alter wetlands, floodplains, riverfront areas and land within 100 feet of wetlands, commonly referred to as the "buffer zone".

There are several different types of permits issued by the Conservation Commission depending on the location and the proposed work. Please contact the Conservation Administrator to determine if your project needs to be reviewed.

A map of the Town's wetlands can be found by going to the Departments, Conservation and clicking on Towns Wetland Map or at the following link http://www.ci.reading.ma.us/Pages/ReadingMA_GIS/gismaps/wetlands

Tree Hugger ↓

96196

Destination: Journey's End

Ask yourself the following questions before you get on stage:

- Did you meet with the Development Review Team?
- **Check in with the Permits Coordinator for a check list to use with new businesses regarding permitting, site plan review, etc.?**
- Apply for appropriate permits based on Site Plan Review approval?
- Contact the Economic Development Committee if you need assistance or guidance?

If you can answer yes to all of these questions, then you have reached your final destination:

Welcome to Reading's Business Community!

Oh yeah, SIGNS! (Damn, I thought we were done)

Signage is one of the most important and most visible decisions you will make about your business...and we want to help you make a successful one. Therefore, we have created *Design Guidelines* to aid you through the process.

Important note: A permit is waived prior to installing of signs.

What are Design Guidelines?

Design Guidelines address the aesthetic issues in planning improvements or new development. They are intended to provide ideas, stimulate thinking, and promote good design. **Our end goal is to ensure that commercial signs are designed for the purpose of identifying a business in an attractive and functional manner.**

When thinking about how you want to communicate your message, think about the following:

- Design Compatibility
- Color
- Materials
- Message
- Lighting

Design Compatibility

Creative design is encouraged. Signs should make a positive contribution to the general appearance of the street and commercial area in which they are located. A well-designed sign can be a major asset to a building.

Proportionate size and scale. Building signage should be appropriately scaled to the building or surface onto which it is placed. The size and shape of a sign should be proportionate to the scale of the structure and should fit the overall location. Signs should be designed for both pedestrians and motorists to read as they pass by.

Integrate signs with the building. All signs should be architecturally integrated with their surroundings in terms of size, shape, color, texture, and lighting so that they are complementary to the overall design of the building.

Sign Placement. The architecture of the building often identifies specific locations for signs, and these locations should be used. Signs should not obscure architectural features Wall signs shall be mounted flat against the building. Projecting signs shall add another dimension to the façade by projecting from the façade.

Color

Select colors carefully. Color is one of the most important aspects of visual communication – it can be used to catch the eye or to communicate ideas or feelings. Too many colors used thoughtlessly can confuse and negate the message of a sign.

Use contrasting colors. Contrast is an important influence on the legibility of signs. A substantial contrast should be provided between the color and material of the background and the letters to make the sign easier to read in both day and night. Light letters on a dark background or dark letters on a light background are most legible.

Use complementary colors. Sign colors should complement the colors used on the structures and the project as a whole.

Materials

Sign materials. Signs should be professionally constructed using high quality materials such as metal, stone, hard wood or high density pre-formed foam or similar material. New materials may be very appropriate if properly designed in a manner consistent with these guidelines, and painted or otherwise finished to compliment the architecture.

Compatibility of materials. Signs materials should be compatible with the design of the face of the façade where they are placed. The selected materials should contribute to the legibility of the sign.

Signs which use LCD, LED and digital technology are not permitted.

8h19h

Being a Good Neighbor

As you think about selecting your signage - consider the other businesses around you. Though you definitely have your own unique personality, staying in the same "family" of signs (awnings, colors, etc.) makes for an eye appealing business neighborhood.

Sign Message

The most important rule here is "the simpler, the better". Signs are meant to be read quickly and offer identification. The sign message must be designed to fit properly into the sign location.

Modifications to logos or corporate identifiers may be required to fit attractively in the space provided.

Color

Internally illuminated signs are not allowed in the Business-B district. Please see the following link for a map of the districts: http://www.ci.reading.ma.us/Pages/ReadingMA_GIS/gismaps/zoning

Internally illuminated signs are allowed in the Bus-A, Industrial & PUD-I & PUDB **only** if the background is opaque (meaning that no light is allowed to shine through anywhere except for through the letters). All illuminated signs must be turned off when the business is closed for the day.

Sign Lighting

External lighting should be arranged such that the light source is directed away from passersby. The light source must be directed against the sign such that it does not shine into adjacent property or cause glare for motorists and pedestrians.

Projecting light fixtures used for externally illuminated signs should be simple and unobtrusive in appearance. They should not obscure the graphics of the sign. Signs that use blinking or flashing lights are not permitted.

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Readings Regulations on Sign Lighting:

Business-B Residential Zoning Districts

ALLOWED:

- Externally illuminated signs (Pic. 1)
- Halo lighting (Pic. 2)

PROHIBITED:

- Internally illuminated signs

Business-A, Business-C, PUD & Industrial

ALLOWED:

- Halo lighting
- Internally illuminated signs
- Channel letters (Pic. 4)

PROHIBITED:

- Internally illuminated signs where the sign backgrounds do not block the illumination. The light should only shine through the letters. (Pic. 3)

1. **Allowed:** because the sign lighting is external

2. **Allowed:** Halo lighting & internal illumination

3. **Not Allowed:** Because the light can only shine through the letters and not the background

4. **Allowed:** Channel letters

Different Styles of Signs to Choose From:

Awning Signs

- Ground Clearance of 8 Feet

Projecting of Blade Signs

- Best type of sign for pedestrians
- Should be sized for pedestrian legibility
- Encouraged in Business B district

Wall

- Allowed one wall sign (two in Business B if located on different building façade than first)
- Back lit graphics or internal illumination are not permitted
- Signs may be made of wood, aluminum or other similar material such that light emits through lettering

Multi-Tenant & Monument Signs

- Usually located at the site entrance(s)
- Identifies a common area containing a group
- Signs may not include logos, or corporate colors

46150

Window Signs

- May be up to 30% of window
- Up to 8 inch high lettering
- Sign area not to exceed 6 square feet

Parking Signs

- Text only, no corporate logos
- Up to 2 per lot
- Up to 1.5 square feet in size

Temporary Signs, Banners, & Flags

- Allowed 4 times a year
- Permit required from town
- Temporary sign allowed annually for a total of 56 days
- Temporary signs for construction projects may be used for the duration of the project
- OPEN Flags are allowed at any time without a permit not to exceed 4' x 6' in size
- Sale or decorative flags are considered temporary signs
- Business names/logos on flags are considered signs
- National flags may be displayed at any time not to exceed 4' x 6' in size

Directional, Identification & Informational Signs

- Usually located at the site entrance(s)
- Identifies a common area containing a group
- Signs may not include logos, or corporate colors
- Maximum sign area is four square feet and height cannot exceed six square feet

Prohibited Signs

All signs need a sign permit. Business A, C, or an Industrial Zoning District should complete the Sign Permit Application and submit it to the Building Department.

Businesses located in the Business B Zoning District have a two step sign permit process. First, the sign design much be approved by the CPDC in writing in what is called a Certificate of Appropriateness.

The Certificate of Appropriateness insures compliance with the Sign Bylaws and goal of the Master Plan to "Preserve the architectural heritage and traditional character of the Town". It provides an opportunity for the CPDC to review each sign proposal for consistency with the vision for the Downtown.

Once the Certificate of Appropriateness is granted, the sign application is then submitted to the Building Inspector for permit approval.

Resources Area

"Doing Business In Burlington"–Published by the City of Burlington, VT

"Downtown Davis Sign Design Guidelines" – Published by the City of Davis, CA

"Street Graphics and the Law" – Published by the American Planning Association

"Design Guidelines for Downtown North Andover" – Published by North Andover Community Development Department