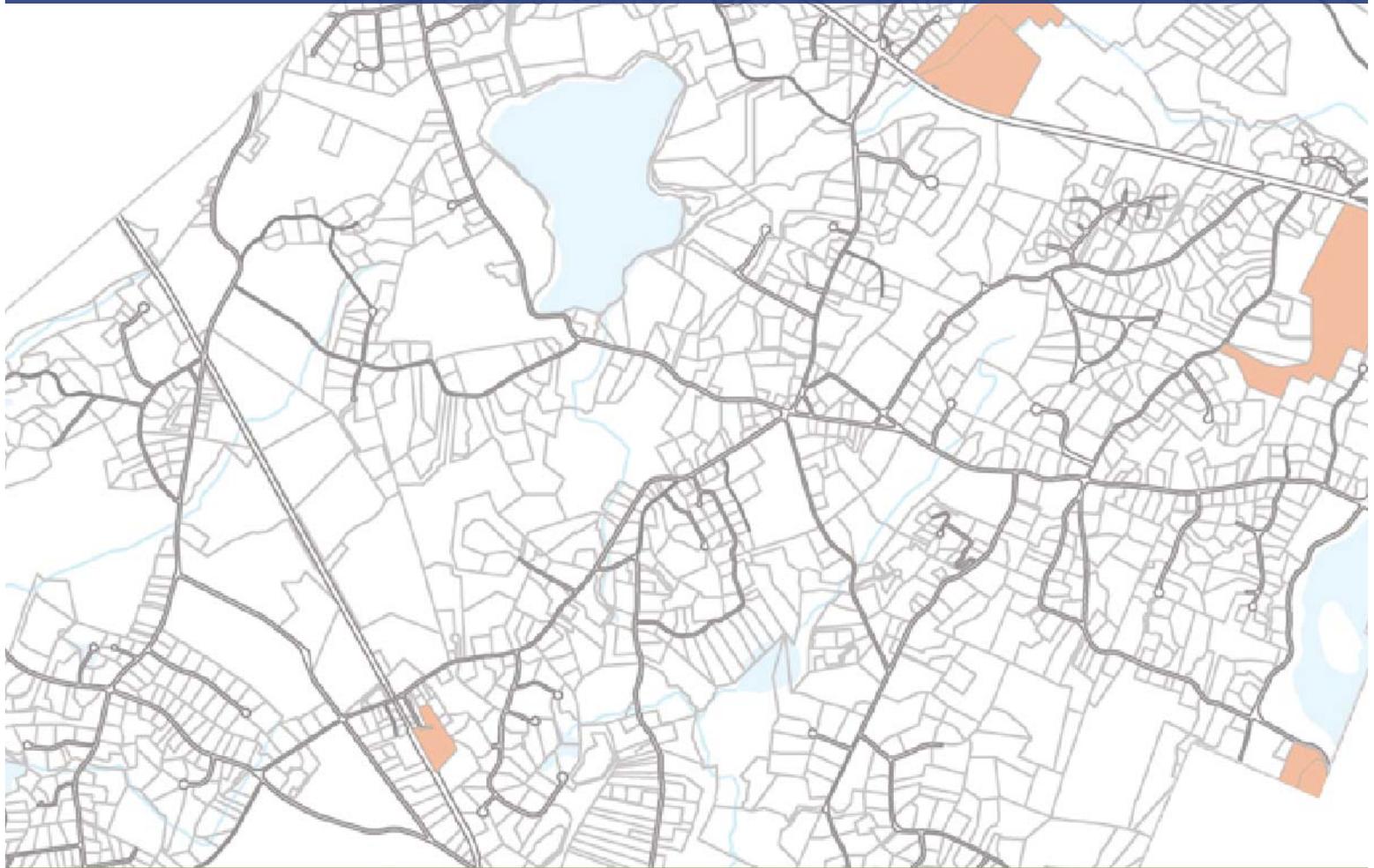


# At Risk Properties Analysis

## Lincoln, Massachusetts



submitted to  
Town of Lincoln  
At Risk Properties Committee  
16 Lincoln Road  
Lincoln, Massachusetts 01773



submitted by  
*Vanasse Hangen Brustlin, Inc.*

in association with:  
Community Opportunities Group, Inc.

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# 1

## At Risk Properties Analysis Summary

Vanasse Hangen Brustlin, Inc (VHB), in association with Community Opportunities Group, Inc. (COG), has been retained by the Town of Lincoln to conduct an At Risk Properties Analysis for six properties under development pressure. The purpose of the analysis is to assist Town boards and committee to further comprehend the potential environmental, traffic and fiscal impacts of future development scenarios. This analysis document contains the following information for all scenarios selected by the At Risk Properties Committee:

- Conceptual Site Plans
- Traffic Generation Impacts
- Fiscal Impacts

This section summarizes the public participation process, analysis process, at risk properties studied, and summary of traffic and fiscal impacts. The remainder of this document contains the conceptual site plans and site analysis for each at risk property, detailed discussion of the fiscal impact analysis, fiscal impact workbook, and the PowerPoint show slides presented at the State of the Town Meeting on November 5, 2005.

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### Public Participation Process

In July 2005, the Town of Lincoln Board of Selectmen selected a broad-based committee to study significant properties under current development pressure. Owners of at risk properties were notified and encouraged to participate in the dialogue related to their properties. In addition, abutters of at risk properties were sent letters to encourage public participation. The committee held six public meetings since July 2005 to solicit public input and present ongoing analysis related to fiscal impacts and conceptual site planning. Results of the At Risk Properties Analysis were then presented and discussed at the State of the Town Meeting on November 5, 2005.

■ **At Risk Properties Committee**

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The following members represent the At Risk Properties Committee:

Gary Taylor	Board of Selectmen
Ephraim Flint / Ken Hurd	Planning Board
Paul Giese	Finance Committee
Peter Von Mertens	Conservation Commission
BJ Scheff	Housing Commission
Geoff McGean	Rural Land Foundation
John Valpey	Community Preservation Committee
Buffer Morgan	Board of Assessors
Tim Higgins	Town Administrator
Tom Gumbart	Conservation Director
Mark Whitehead	Town Planner

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## Analysis Process

The At Risk Properties Analysis commenced by identifying the properties to be studied, as illustrated later in this chapter. Next, development scenarios to be studied were agreed upon for each at risk property. For this study, the various development scenarios included:

- As of Right Single Family Homes
- Chapter 40B Multi-Family Residential Mix
- Cluster Residential
- Elderly Housing
- Corporate Office
- Mixed-Use
- Institutional Use – Church
- Institutional Use – School
- Recreation
- Open Space / Conservation

It should be noted that not all scenarios were studied for each site. Based on site constraints, such as potential reasonable environmental and traffic impacts, certain development scenarios were not realistic options for this analysis.

## ■ Conceptual Plans

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Conceptual site plans were developed for each scenario, as shown in Chapter 2. Concept site plans for each scenario reflect conceptual land planning techniques based on MassGIS aerial photography and Town of Lincoln GIS database mapping. The concept plans are not considered engineered site plans and are for illustrative planning purposes only.

## ■ Environmental Constraints

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As part of the conceptual planning process, an analysis of each site's unique environmental constraints was considered. Several sites contain sizeable wetland resource areas and steep slopes as depicted in the conceptual site plans. The concept plans were crafted in a conservative manner, attempting to avoid significant environmental constraints. It should be noted that the concept plans presented for this analysis are examples of potential concept plans based on the land planner's previous land planning experience and working assumptions regarding housing type and size, parking configurations, size of commercial and institutional buildings, avoidance of potential wetland areas, etc.

## ■ Traffic Impacts

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Traffic impacts were then studied for each scenario based on Trip Generation, 7th Edition, Institute of Transportation Engineers. According to each scenario's land use and building program, average daily trip counts for the A.M. and P.M peak period were calculated. In addition, qualitative analysis regarding site accessibility issues was described for each site. The trip generation figures are shown later in this chapter.

## ■ Fiscal Impacts

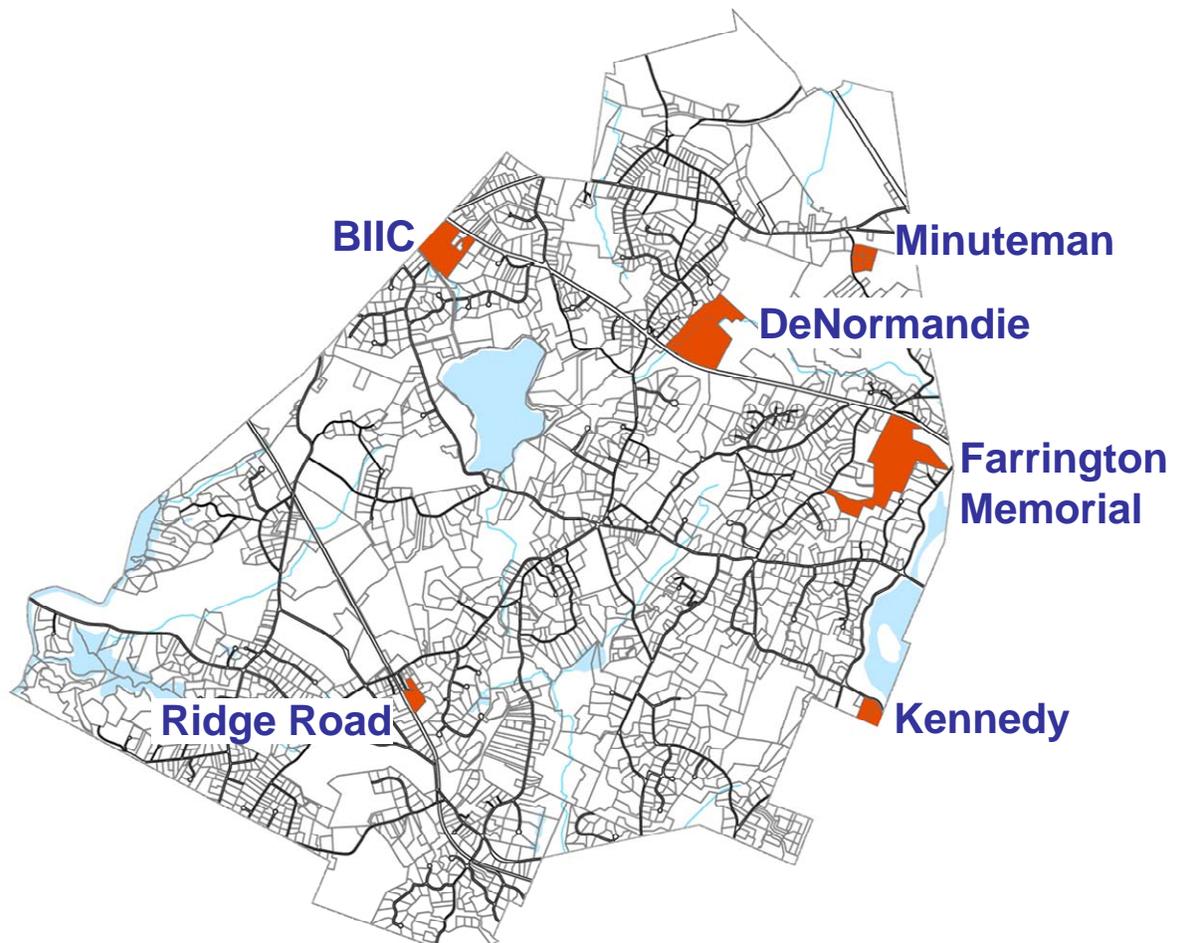
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Based on the Town's financial records, the fiscal impacts of each development scenario were analyzed. Chapter 3 has a detailed discussion on the methodology and results of the fiscal impact analysis. In addition to the fiscal impact results of each scenario, the At Risk Properties Analysis results in a financial excel spreadsheet model to be provided to the At Risk Properties Committee to utilize in future development impact conditions.

## At Risk Properties

The At Risk Properties analyzed include:

- **BIIC Property**, a 31.5-acre site located at Crosby's Corner on the southern side of Route 2 at the Concord town line. Currently, the site is utilized as an institutional use.
- **Farrington Memorial Property**, an 83.8-acre site located on the southern side of Route 2, near Gerard's. Currently, the property is utilized as an institutional use.
- **Minuteman Property**, a 10.5-acre site located on Mill Street adjacent to the Minuteman Regional High School. The property contains two single-family homes and a small elder care facility.
- **Kennedy Property**, an 8.9-acre site located on Winter Street at the Waltham town line. The property currently contains a single-family home.
- **Denormandie Property**, a 55.6-acre site located on the northern side of Route 2, south of the Bedford Road exit. The property is currently undeveloped.
- **Ridge Road Property**, a 6.7-acre site located in Lincoln Center behind Cambridge Trust. The property is currently used as a multi-family residential development.



## Summary of Traffic and Fiscal Impacts

### ■ BIIIC Parcel

SCENARIO	As of Right Single-Family Homes	Chapter 40B Multi-Family Mixed Residential
Program	10 units	2 single family; 78 low rise condominiums; 16 cluster condominiums
Automobile Trips		
Daily	125 *	637 **
AM Peak Hour	16	60
PM Peak Hour	13	60
Parking Spaces	N/A	192
Accessibility	Good access to and from Route 2 westbound and eastbound for all options	
Total Revenue	\$194,309	\$529,046
Total Service Costs	\$205,529	\$709,545
Cost-Revenue Ratio	1.06	1.34
Surplus/Deficit Revenue	(\$11,219)	(\$180,500)

\* Land Use Code 210, Single Family Detached Housing

\*\* Land Use Codes 220, Apartment and 230, Condominium/Townhouse

SCENARIO	Corporate Office	Institutional – School *
Program	187,500 sf	190 resident students 60 commuter students
Automobile Trips		
Daily	1,490 **	177 ***
AM Peak Hour	279	47
PM Peak Hour	261	8
Parking Spaces	630	260
Accessibility	Good access to and from Route 2 westbound and eastbound for all options	
Total Revenue	\$611,839	\$0
Total Service Costs	\$229,813	\$72,673

Cost-Revenue Ratio	0.38	N/A
Surplus/Deficit Revenue	\$382,026	(\$72,673)

\* Institutional options assume no revenue because the uses are non-taxable. A PILOT may partially offset the associated costs, however.

\*\* Land Use Code 714, Corporate Headquarters Building

\*\*\* Land Use Code 530, High School applied to commuter students

SCENARIO	Institutional - Church	Mixed-Use Center
Program	Church Building 27,000 sf Function Building 18,000 sf	90-room hotel 20 housing units 30,000 sf professional office 42,000 sf specialty retail 8,000 sf restaurant

Automobile Trips

Daily	410 *	3554** , ***
AM Peak Hour	32	108
PM Peak Hour	30	285
Parking Spaces	600	N/A
Accessibility	Good access to and from Route 2 westbound and eastbound for all options	

Total Revenue	\$0	\$500,740
Total Service Costs	\$13,936	\$98,806
Cost-Revenue Ratio	N/A	0.20
Surplus/Deficit Revenue	(\$13,936)	\$401,934

\* Land Use Code 560, Church

\*\* The total number of trips generated by the individual land uses was reduced by about 6.4 percent to account for the impact of a mixed-use development. The reduction was estimated by a review of potential interactions between the various land uses.

\*\*\* Land Use Codes 320, Motel; 230, Condominium/Townhouse; 710, General Office; 814, Specialty Retail Center; 931 Quality Restaurant

■ **Farrington Memorial Property**

SCENARIO	As of Right Single-Family Homes	Expanded Campus *
Program	10 units	145 Resident Students

Automobile Trips

Daily	125 **	248 ***
AM Peak Hour	16	59

PM Peak Hour	13	41
Parking Spaces	N/A	-
Accessibility	Right-turn in/right-turn out only on Route 2: Traffic exiting to the west must U-turn at I-95 (Route 128) interchange. Traffic arriving from the east must U-turn at the jug handle at the Bedford Road traffic signal. AM peak hour eastbound volume on Route 2 at the site is estimated to be about 2,400 vehicles.	
Total Revenue	\$213,740	\$0
Total Service Costs	\$220,010	\$47,267
Cost-Revenue Ratio	1.03	N/A
Surplus/Deficit Revenue	(\$6,270)	(\$47,267)

\* Fiscal impact estimate excludes facilities that already exist on the property.

\*\* Land Use Code 210, Single Family Detached Housing

\*\*\* Land Use Code 530, High School

## ■ Kennedy Property

SCENARIO	As of Right Single-Family Homes	Chapter 40B Multi-Family Mixed Residential
Program	4 units	135 apartments
Automobile Trips		
Daily	54 *	962 **
AM Peak Hour	12	70
PM Peak Hour	6	92
Parking Spaces	N/A	270
Accessibility	Winter Street at the site is a narrow one-way westbound roadway. Traffic must approach the site via Winter Street through Waltham and exit to Trapelo Road via Winter Street or Old County Road in Lincoln.  It is almost 2 miles from the Winter Street exit on I-95 for entering traffic and about 2 miles from the Trapelo Road exit on I-95 for exiting traffic.	
Total Revenue	\$77,724	\$653,258
Total Service Costs	\$80,004	\$759,295
Cost-Revenue Ratio	1.03	1.16
Surplus/Deficit Revenue	(\$2,280)	(\$106,037)

\* Land Use Code 210, Single Family Detached Housing

\*\* Land Use Code 220, Apartment

SCENARIO	Institutional - Church	Commercial Office
Program	50,000 sf	70,000 sf
Automobile Trips		
Daily	456	1,014
AM Peak Hour	36	141
PM Peak Hour	33	157
Parking Spaces	275	242
Accessibility	<p>Winter Street at the site is a narrow one-way westbound roadway. Traffic must approach the site via Winter Street through Waltham and exit to Trapelo Road via Winter Street or Old County Road in Lincoln.</p> <p>It is almost 2 miles from the Winter Street exit on I-95 for entering traffic and about 2 miles from the Trapelo Road exit on I-95 for exiting traffic.</p>	
Total Revenue	\$0	\$229,031
Total Service Costs	\$15,485	\$102,570
Cost-Revenue Ratio	N/A	0.45
Surplus/Deficit Revenue	(\$15,485)	\$126,461
* Land Use Code 560, Church		
** Land Use Code 710, General Office Building		

## ■ Minuteman Property

SCENARIO	Chapter 40B Multi-Family Mixed Residential	Chapter 40B Multi-Family
Program	64 Units: 40 Condominiums; 24 Townhouses	40 Condominiums
Automobile Trips		
Daily	582 *	391 **
AM Peak Hour	39	23
PM Peak Hour	59	40
Parking Spaces	128	80
Accessibility	<p>Located on a narrow two-lane roadway a short distance from Route 2A (Massachusetts Avenue) and about 2 miles from I-95 Interchange with Route 2A.</p>	
Total Revenue	\$333,104	\$195,352
Total Service Costs	\$466,604	\$265,027

Cost-Revenue Ratio	1.40	1.36
Surplus/Deficit Revenue	(\$133,500)	(\$69,675)

\* Land Use Codes 220, Apartment and 230, Condominium/Townhouse

\*\* Land Use Code 220, Apartment

SCENARIO	Cluster Residential and Recreation *	Institutional - Church
Program	7 Cluster Lots; 2 Soccer Fields	17,250 sf Church; 15,000 Function Hall

Automobile Trips

Daily	210 **	500 ***
AM Peak Hour	9	36
PM Peak Hour	48	36

Parking Spaces	-	345
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Accessibility Located on a narrow two-lane roadway a short distance from Route 2A (Massachusetts Avenue) and about 2 miles from I-95 Interchange with Route 2A.

Total Revenue	\$136,016	\$0
Total Service Costs	\$143,870	\$11,273
Cost-Revenue Ratio	1.06	N/A
Surplus/Deficit Revenue	(\$7,854)	(\$11,273)

\* Note: costs associated with acquiring land and constructing recreation facilities are not included in this estimate.

\*\* Land Use Codes 230, Residential Condominium/Townhouse and 488, Soccer Complex

\*\*\* Land Use Code 560, Church and 495, Recreational Community Center

SCENARIO	Elderly Housing and Assisted Living *
Program	126 Units: 94 Apartments; 32 Assisted Care Units

Automobile Trips

Daily	354 **
AM Peak Hour	23
PM Peak Hour	37

Parking Spaces	160
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Accessibility Located on a narrow two-lane roadway a short distance from Route 2A (Massachusetts Avenue) and about 2 miles from I-95 Interchange with Route 2A.

Total Revenue	\$586,551
Total Service Costs	\$274,436
Cost-Revenue Ratio	0.47
Surplus/Deficit Revenue	\$312,115

\* If the development provides private emergency medical services and on-site security, the actual municipal service costs will be significantly less than the amount shown above, e.g., a cost-revenue ratio of .23 and surplus revenue of approximately \$162,000.

\*\* Land Use Code 255, Continuing Care Retirement Community

## ■ Denormandie Property

SCENARIO	As of Right Single-Family Homes	Chapter 40B Multi-Family Mixed Residential
Program	9 units	34 townhouses; 32 low rise condominiums; 10 cluster condominiums
Automobile Trips		
Daily	113 *	662 **
AM Peak Hour	16	46
PM Peak Hour	12	66
Parking Spaces	N/A	152
Accessibility	Right-turn in/right-turn out only on Route 2: Traffic approaching from the west must U-turn at I-95 (Route 128) interchange. Traffic leaving to the east must U-turn at the jug handle at the Bedford Road traffic signal. PM peak hour westbound volume on Route 2 at the site is estimated to be about 2,400 vehicles.	
Total Revenue	\$174,878	\$408,827
Total Service Costs	\$184,976	\$581,580
Cost-Revenue Ratio	1.06	1.42
Surplus/Deficit Revenue	(\$10,097)	(\$172,753)

\* Land Use Code 210, Single Family Detached Housing

\*\* Land Use Codes 220, Apartment and 230, Condominium/Townhouse

## ■ Ridge Road Property

SCENARIO	Elderly / Retirement Housing Units	Chapter 40B Multi-Family Mixed Residential
Program	40 Units	68 Units: 16 Affordable 20 Senior; 32 Market Rate
Automobile Trips		
Daily	249 *	577 **

AM Peak Hour	13	34
PM Peak Hour	25	59
Parking Spaces	40	108 ***

Accessibility Located in town center a short walking distance from the Lincoln MBTA commuter rail station on the Fitchburg line.  
 The site is also near municipal and commercial buildings.  
 It is located about one-half mile from Route 117, almost a mile from Route 126, and almost 4 miles from the closest I-95 interchange at Trapelo Road.

Total Revenue	\$240,007	\$338,744
Total Service Costs	\$119,414	\$322,066
Cost-Revenue Ratio	0.50	0.95
Surplus/Deficit Revenue	\$120,593	\$16,678

- \* Land Use Code 251, Senior Adult Housing - Detached (Rates for detached units, instead of attached units, used to represent expected trip generation for development in a low density, predominantly residential community).
- \*\* Land Use Codes 220, Apartment and Land Use Code 251, Senior Adult Housing - Detached
- \*\*\* Assumes 2.0 spaces per unit for market rate units, 1.5 spaces per unit for affordable units and 1.0 space per unit for retirement units.

## Conceptual Site Plans

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### Development Scenarios and Programs

Conceptual Site Plans were developed for all six at risk properties. The following descriptions of scenarios and associated program are reflected in the accompanying plans. In addition, a site analysis plan was created for each site to illustrate existing conditions and site constraints, such as wetland areas and steep slopes, which guided the conceptual planning.

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**BIIC Property**, a 31.5 acre site located at Crosby’s Corner on the southern side of Route 2 at the Concord town line. Currently, the site is utilized as an institutional use.

SCENARIO	As of Right Single-Family Homes	Chapter 40B Multi-Family Mixed Residential
Program	10 units	2 single family; 78 low rise condominiums; 16 cluster condominiums
	Corporate Office	Institutional – School
Program	187,500 sf	190 resident students 60 commuter students
	Institutional - Church	Mixed-Use Center
Program	Church Building 27,000 sf Function Building 18,000 sf	90-room hotel 20 housing units 30,000 sf professional office 42,000 sf specialty retail 8,000 sf restaurant

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**Farrington Memorial Property**, an 83.8 acre site located on the southern side of Route 2, near Gerard’s Farm Stand. Currently, the property is utilized as an institutional use.

SCENARIO	As of Right Single-Family Homes	Expanded Campus
Program	10 units	145 Resident Students

**Minuteman Property**, a 10.5-acre site located on Mill Street adjacent to the Minuteman Regional High School. The property contains two single-family homes and a small elder care facility.

SCENARIO	Chapter 40B Multi-Family Mixed Residential	Chapter 40B Multi-Family
Program	64 Units: 40 Condominiums; 24 Townhouses	40 Condominiums
SCENARIO	Cluster Residential and Recreation	Institutional - Church
Program	7 Cluster Lots; 2 Soccer Fields	17,250 sf Church; 15,000 Function Hall
SCENARIO	Elderly Housing and Assisted Living	
Program	126 Units: 94 Apartments; 32 Assisted Care Units	

**Kennedy Property**, an 8.9-acre site located on Winter Street at the Waltham town line. The property contains a single-family home.

SCENARIO	As of Right Single-Family Homes	Chapter 40B Multi-Family Mixed Residential
Program	4 units	135 apartments
	Institutional - Church	Commercial Office
Program	50,000 sf	70,000 sf
	Open Space / Conservation	
Program	Detailed in Financial Workbook	

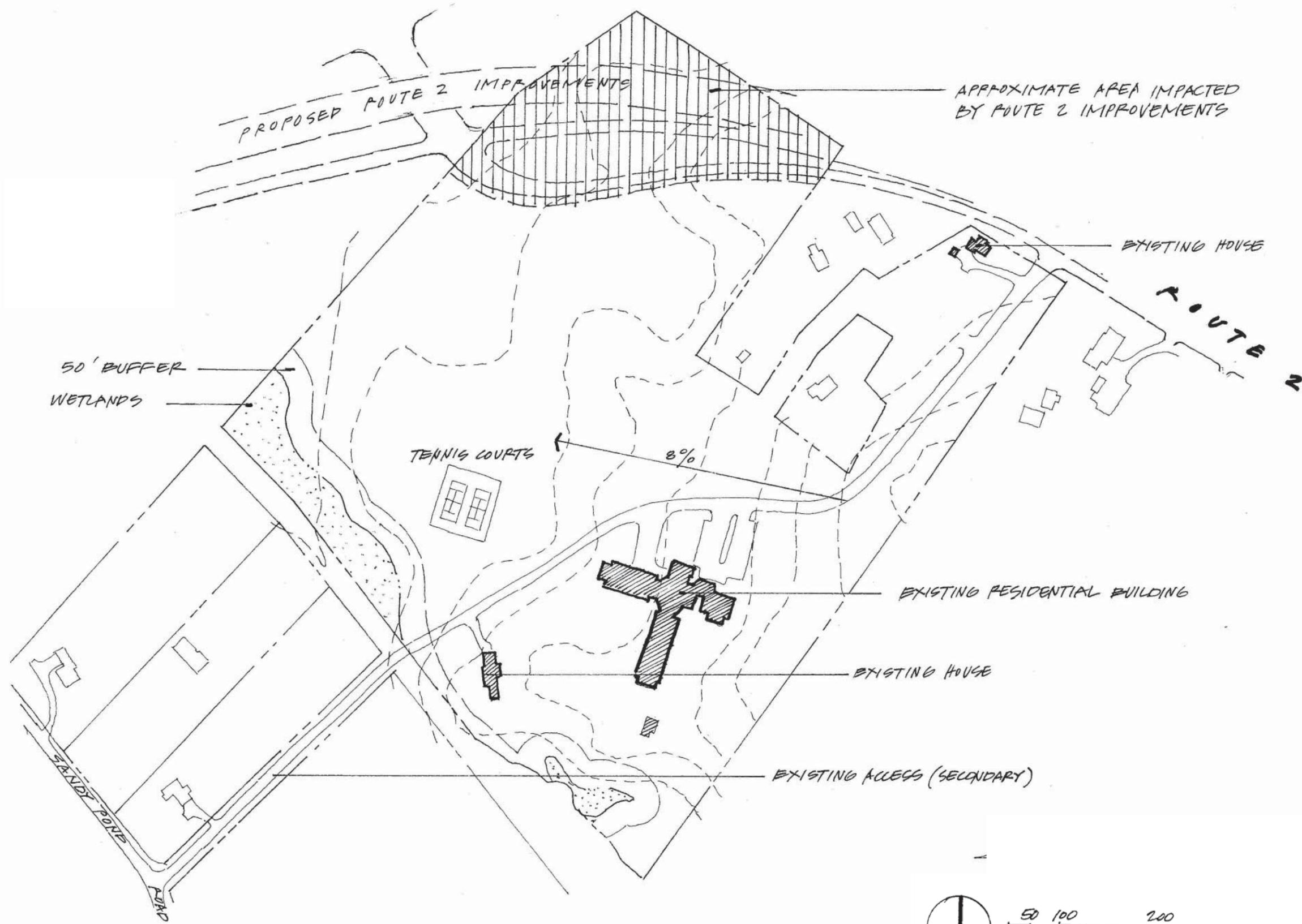
**Denormandie Property**, a 55.6 acre site located on the northern side of Route 2, south of the Bedford Road exit. The property is currently undeveloped.

SCENARIO	As of Right Single-Family Homes	Chapter 40B Multi-Family Mixed Residential
Program	9 units	34 townhouses; 32 low rise condominiums; 10 cluster condominiums
	Open Space / Conservation	
Program	Detailed in Financial Workbook	

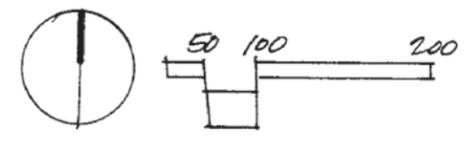
**Ridge Road Property**, a 6.7-acre site located in Lincoln Center behind Cambridge Trust. The property is currently a multi-family residential development.

SCENARIO	Elderly / Retirement Housing Units	Chapter 40B Multi-Family Mixed Residential
Program	40 Units	68 Units: 16 Affordable 20 Senior; 32 Market Rate

As stated previously, not all scenarios were studied for each site. Based on site constraints, such as potential reasonable environmental and traffic impacts, certain development scenarios were not realistic options for this analysis. The concept plans are not considered engineered site plans and are for illustrative planning purposes only.

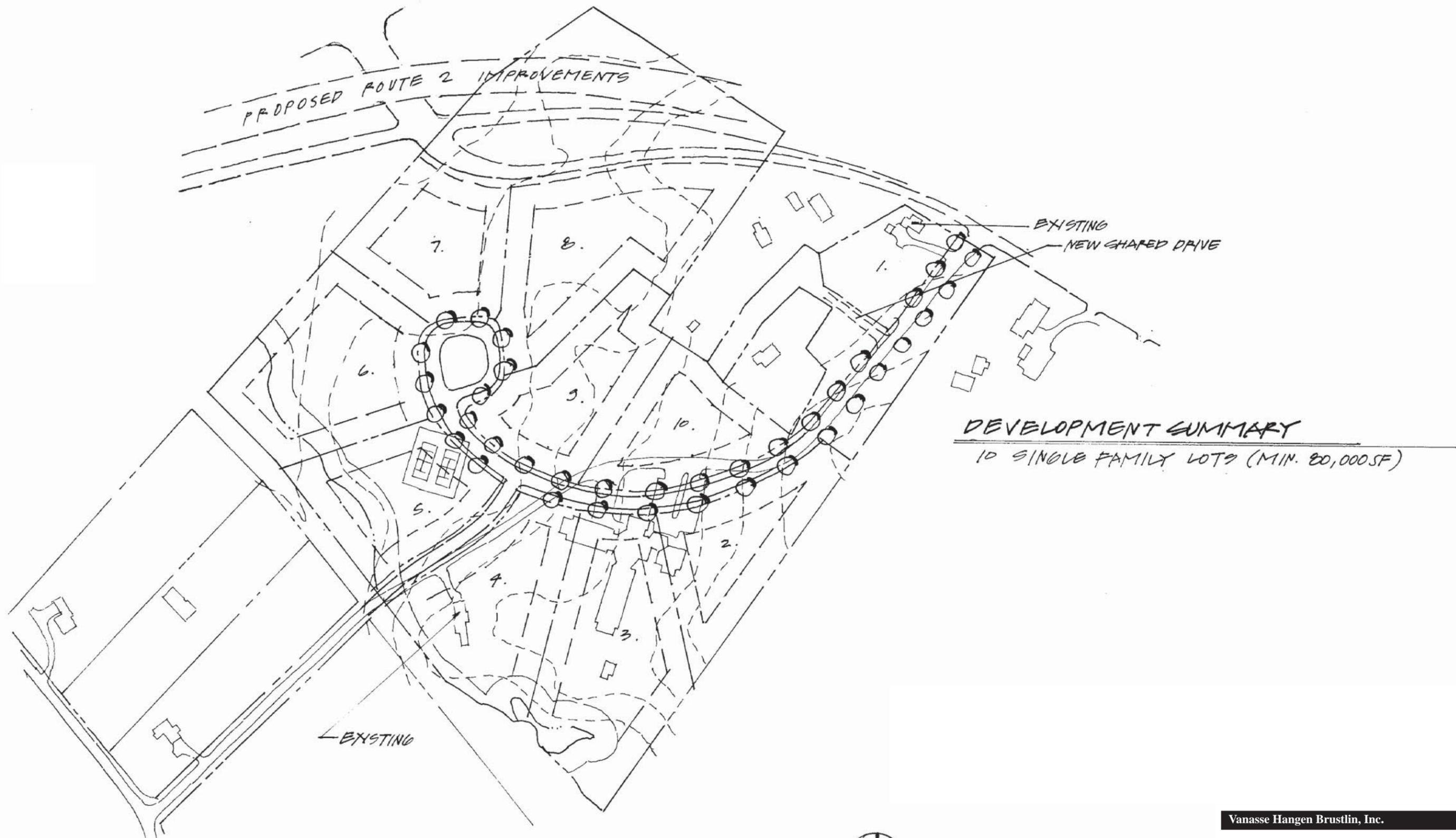


TOTAL SITE AREA - 31.5 AC  
 AREA LOST TO RT. 2 - 3.8  
 WETLANDS - .9  
 WETLAND BUFFER - 1.4  
 NET USABLE AREA - 25.4 AC.



Vanasse Hangen Brustlin, Inc.

Figure 2.1  
 BIIC Property: Site Analysis Plan  
 At Risk Properties Analysis  
 Lincoln, Massachusetts

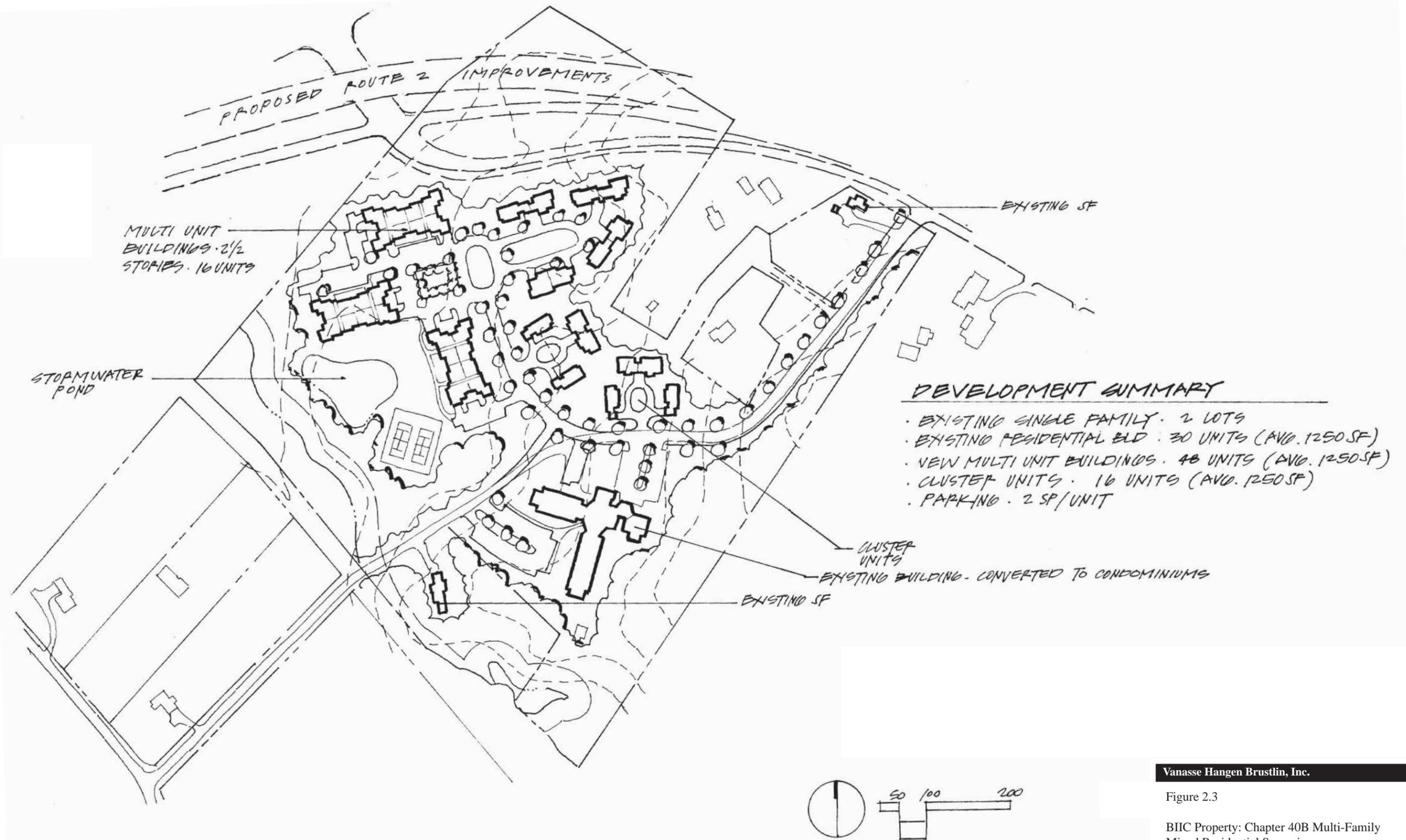


**DEVELOPMENT SUMMARY**  
 10 SINGLE FAMILY LOTS (MIN. 80,000 SF)

Vanasse Hangen Brustlin, Inc.

Figure 2.2  
 BIIC Property: As of Right Single-Family  
 Homes Scenario

At Risk Properties Analysis  
 Lincoln, Massachusetts

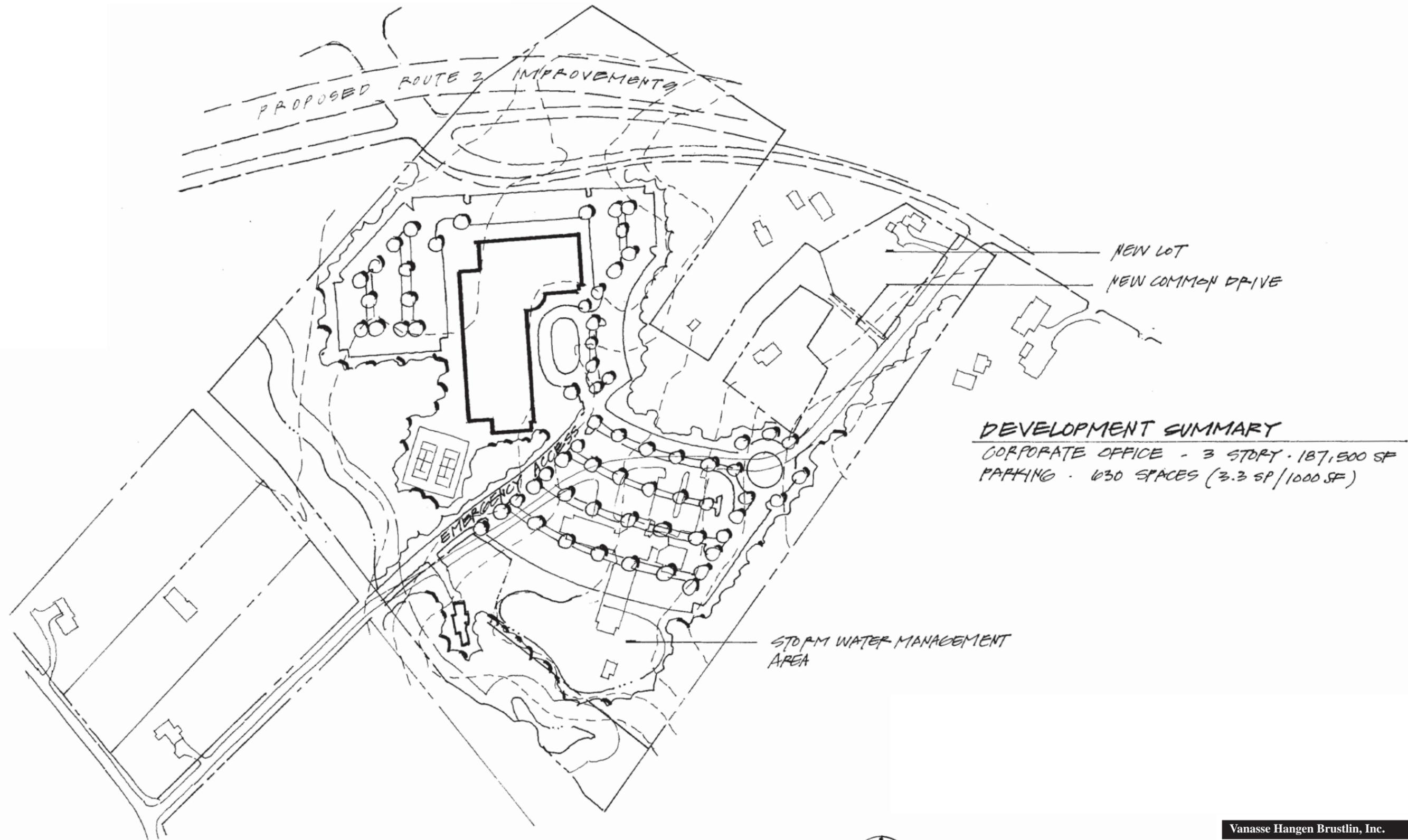


Vanasse Hangen Brustlin, Inc.

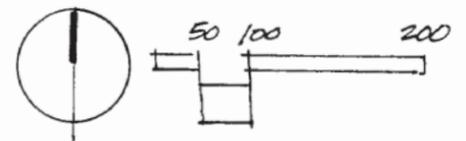
Figure 2.3

BIIC Property: Chapter 40B Multi-Family Mixed Residential Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts



**DEVELOPMENT SUMMARY**  
 CORPORATE OFFICE - 3 STORY - 187,500 SF  
 PARKING - 630 SPACES (3.3 SP/1000 SF)

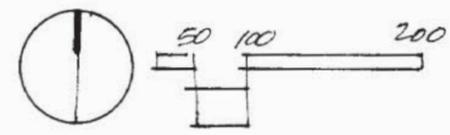


**Vanasse Hangen Brustlin, Inc.**

Figure 2.4  
 BIIC Property: Corporate Office Scenario  
 At Risk Properties Analysis  
 Lincoln, Massachusetts



**DEVELOPMENT SUMMARY**  
 DORMITORY - 48,000 SF - 190 STUDENTS  
 CLASSROOM BLD. - 2 STORY - 30,000 SF  
 CHAPEL - 300 SEATS  
 DAY CARE CENTER - 5,000 SF  
 ADMIN/DINING - 22,000 SF  
 RESIDENCE  
 PARKING - 200 SPACES

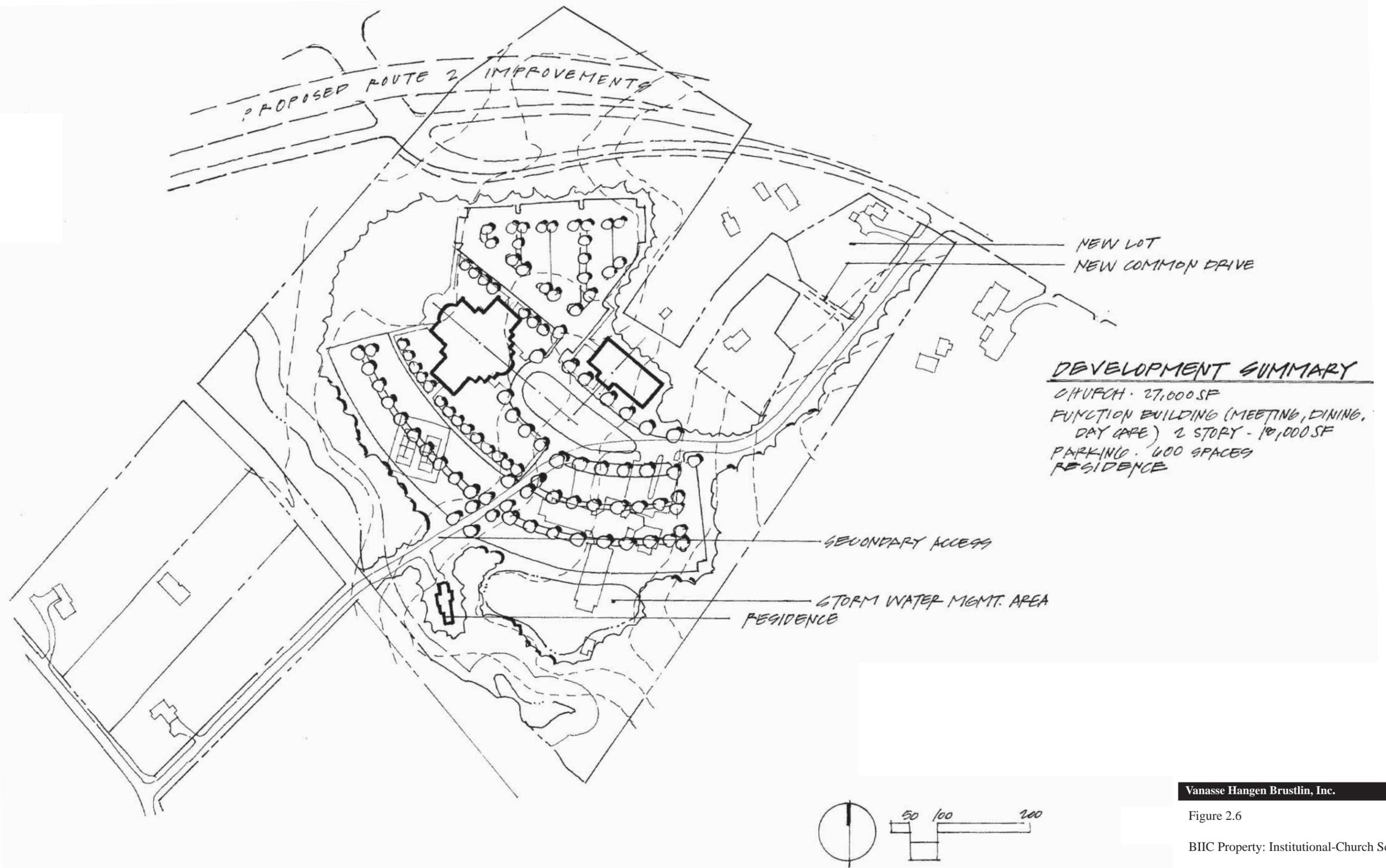


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Figure 2.5

BIIC Property: Institutional-School Scenario

At Risk Properties Analysis  
 Lincoln, Massachusetts



Vanasse Hangen Brustlin, Inc.

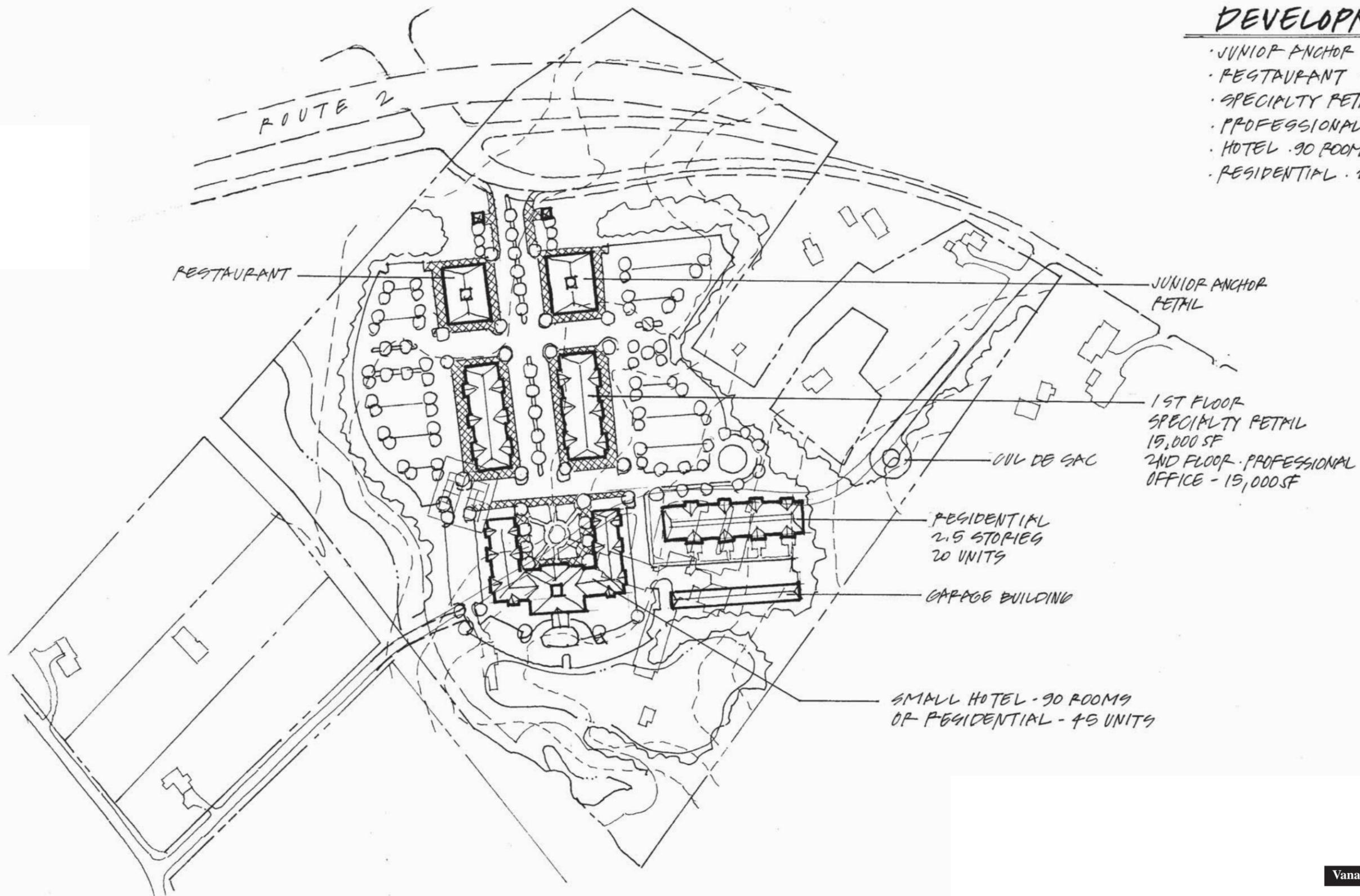
Figure 2.6

BIIC Property: Institutional-Church Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts

# DEVELOPMENT SUMMARY

- JUNIOR ANCHOR - 12,000 SF
- RESTAURANT - 8,000 SF
- SPECIALTY RETAIL - 30,000 SF
- PROFESSIONAL OFFICE - 30,000 SF
- HOTEL - 90 ROOMS - 60,000 SF
- RESIDENTIAL - 20 UNITS

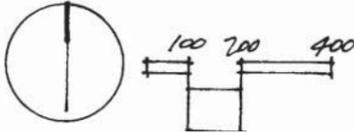
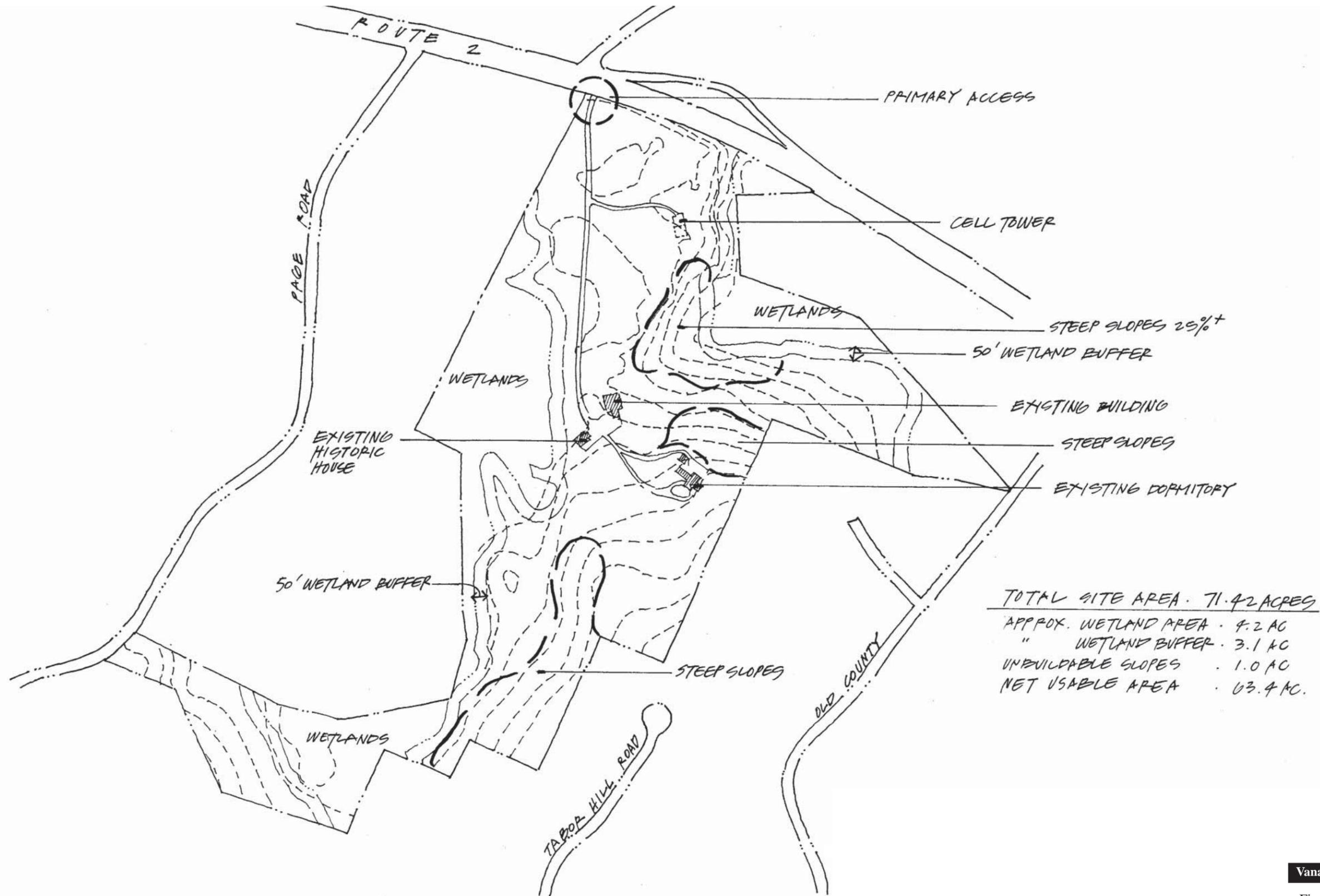


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Figure 2.7

BIIC Property: Mixed-Use Center Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts

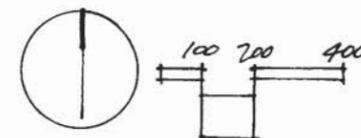


Vanasse Hangen Brustlin, Inc.

Figure 2.8

Farrington Memorial Property: Site Analysis Plan

At Risk Properties Analysis  
Lincoln, Massachusetts

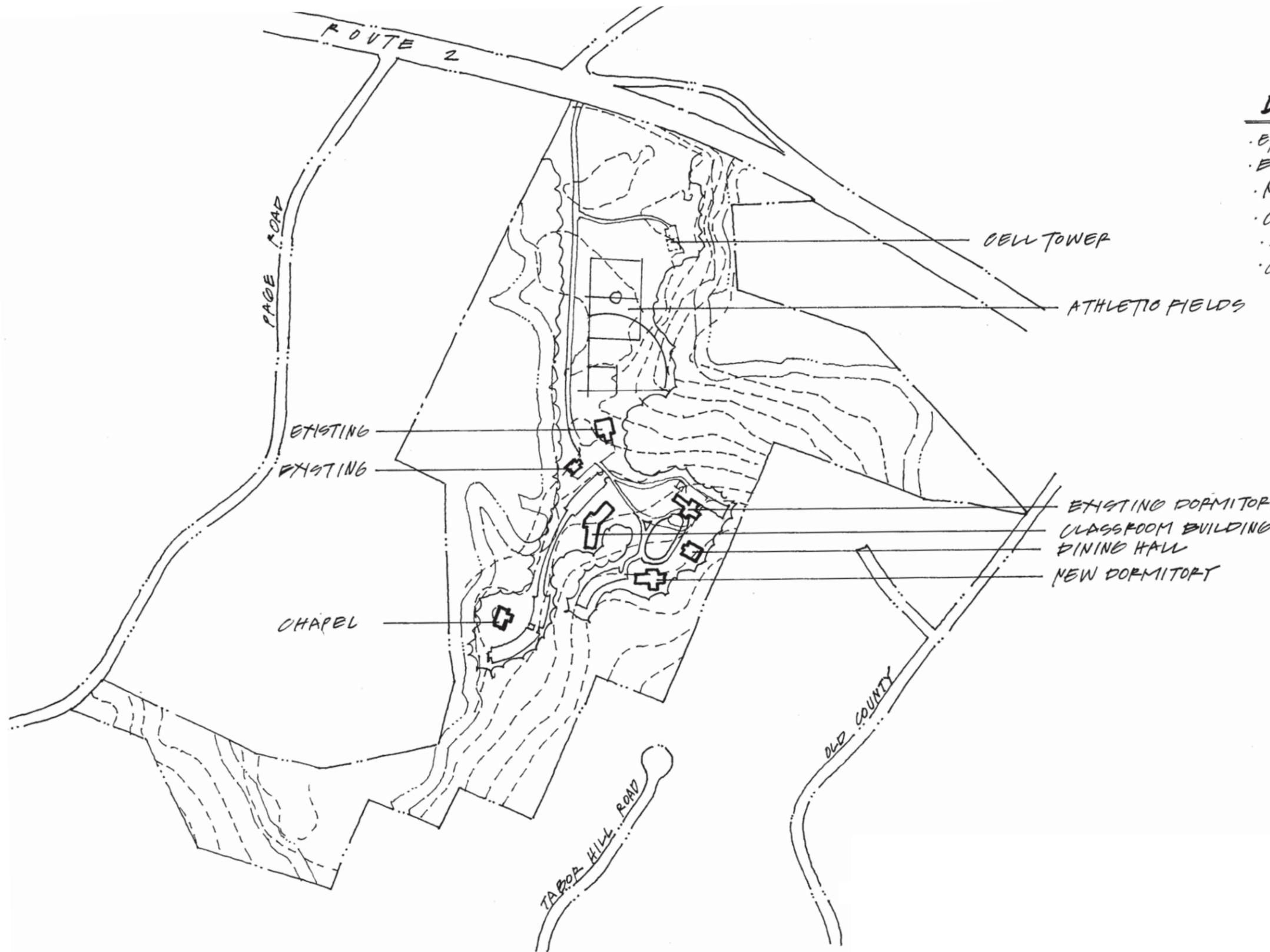


Vanasse Hangen Brustlin, Inc.

Figure 2.9

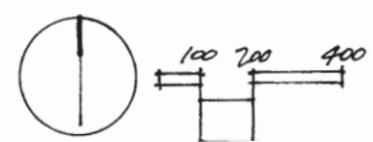
Farrington Memorial Property: As of Right  
Single-Family Homes Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts



### DEVELOPMENT SUMMARY

- EXISTING DORMITORY · APPROX. 19,600 SF
- EXISTING BUILDINGS · APPROX. 10,000 SF
- NEW DORMITORY · 20,000 SF · 2 STORY
- CLASSROOM BUILDING · 17,900 SF · 2 STORY
- DINING HALL · 7,500 SF
- CHAPEL · 3,000 SF

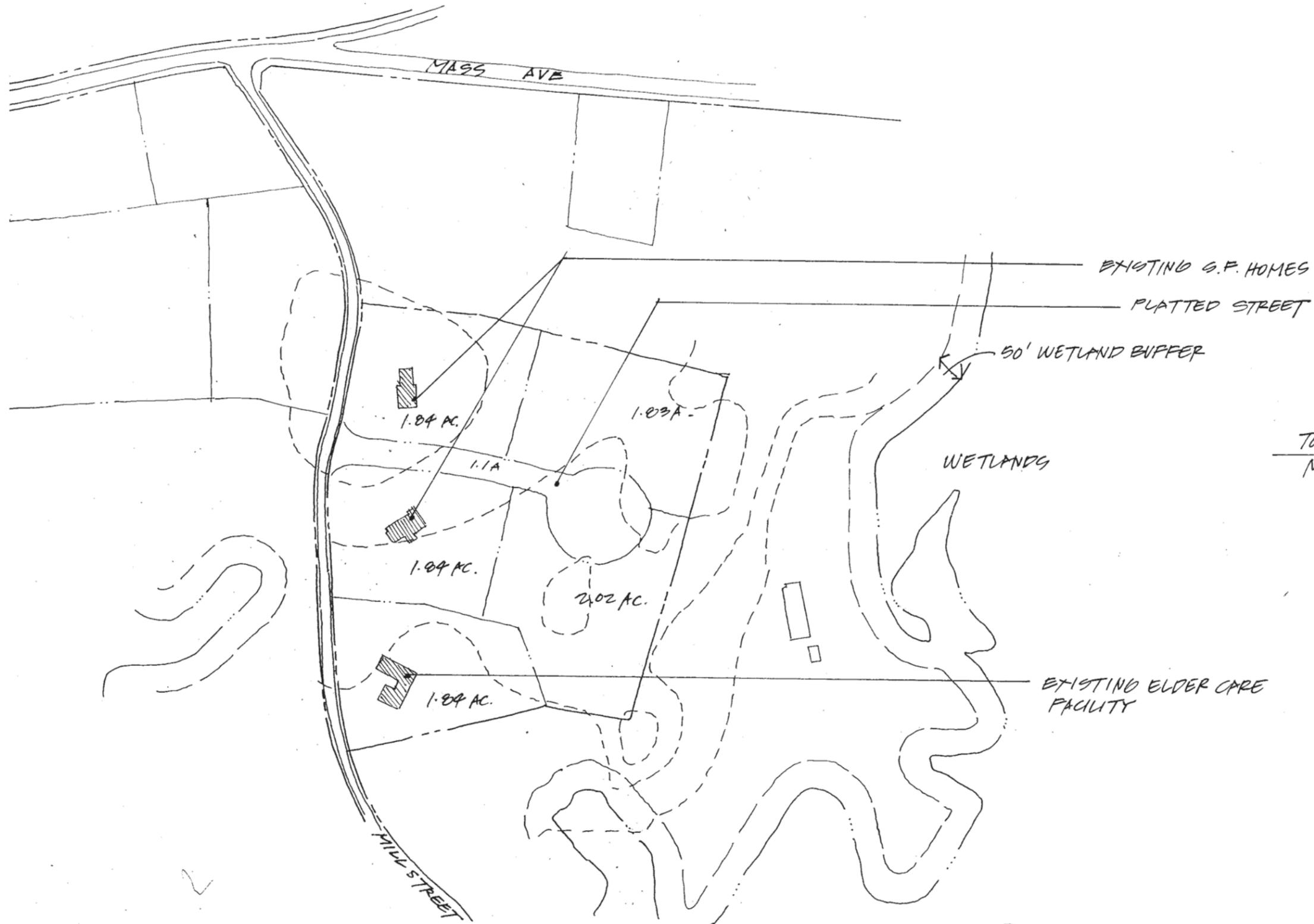


Vanasse Hangen Brustlin, Inc.

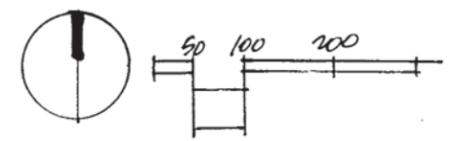
Figure 2.10

Farrington Memorial Property: Expanded Campus Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts



TOTAL SITE AREA . 0.6 ACRES  
 NO LAND/ENVIRONMENTAL CONSTRAINTS

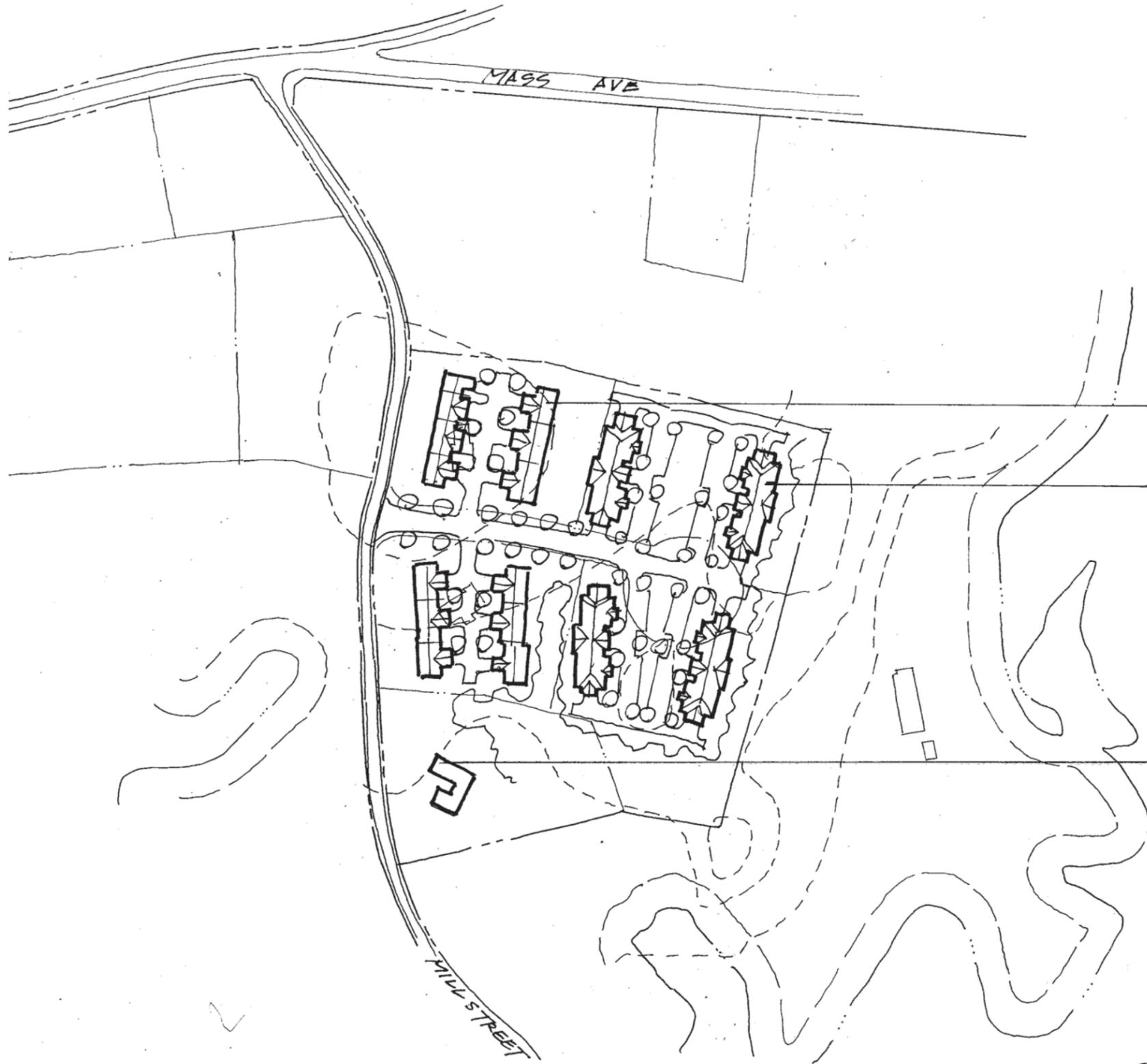


Vanasse Hangen Brustlin, Inc.

Figure 2.11

Minuteman Property: Site Analysis Plan

At Risk Properties Analysis  
 Lincoln, Massachusetts



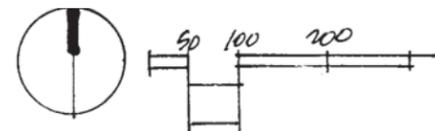
**DEVELOPMENT SUMMARY**

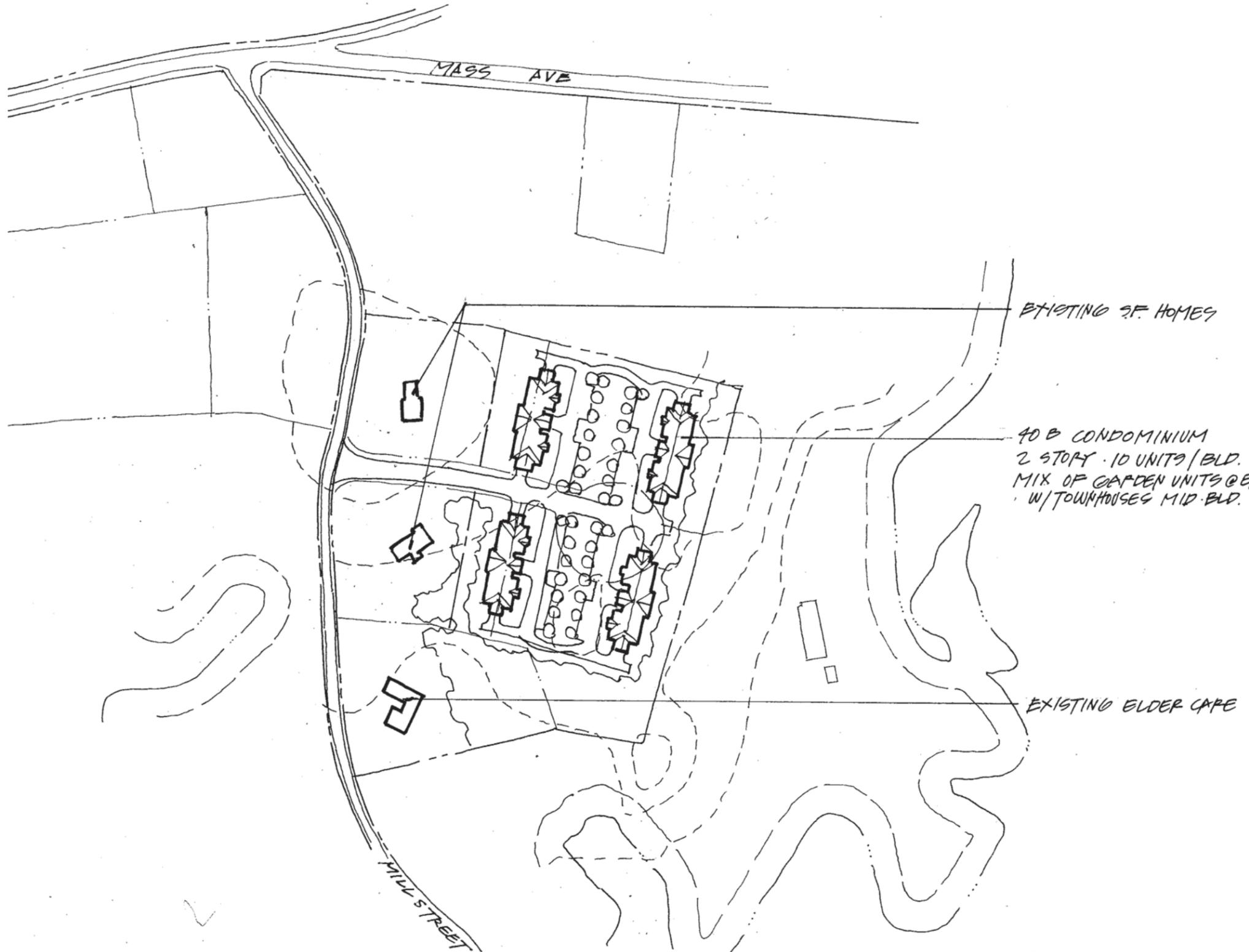
- CONDOMINIUM UNITS - 40 DU
- TOWNHOUSES - 24 DU
- EXISTING ELDER CARE FACILITY

TOWNHOUSES - 6 DU/BLD.

CONDOMINIUM BUILDING - MIX OF GARDEN UNITS @ ENDS (2 STORIES) + TOWNHOUSES MID BUILDING 10 UNITS / BUILDING

EXISTING ELDER CARE FACILITY





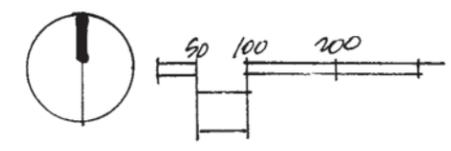
**DEVELOPMENT SUMMARY**

- EXISTING ELDER CARE FACILITY
- 2 EXISTING S.F. HOMES
- CONDOMINIUMS - 40 UNITS
- PARKING - 1 SPACE/UNIT GARAGE  
          • 1 SPACE/UNIT EXTERNAL

EXISTING S.F. HOMES

40B CONDOMINIUM  
2 STORY - 10 UNITS/BLD.  
MIX OF GARDEN UNITS @ ENDS  
W/TOWNHOUSES MID-BLD.

EXISTING ELDER CARE

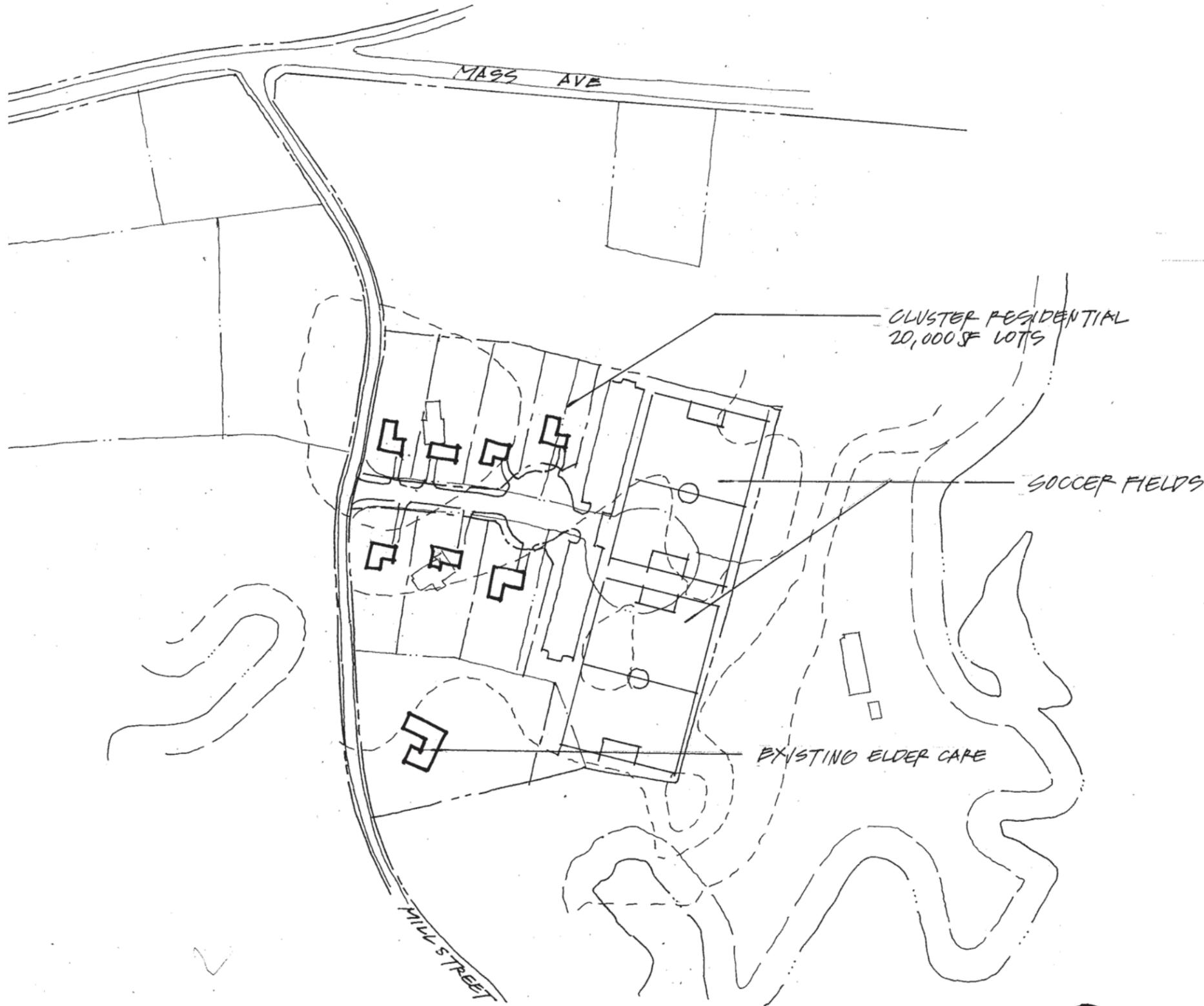


Vanasse Hangen Brustlin, Inc.

Figure 2.13

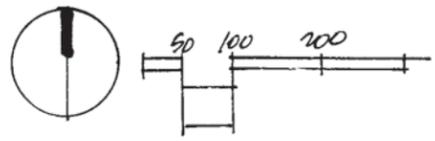
Minuteman Property: Chapter 40B Multi-Family Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts



**DEVELOPMENT SUMMARY**

- EXISTING ELDER CARE
- 7 CLUSTER LOTS
- 2 SOCCER FIELDS
- PARKING - 86 SPACES

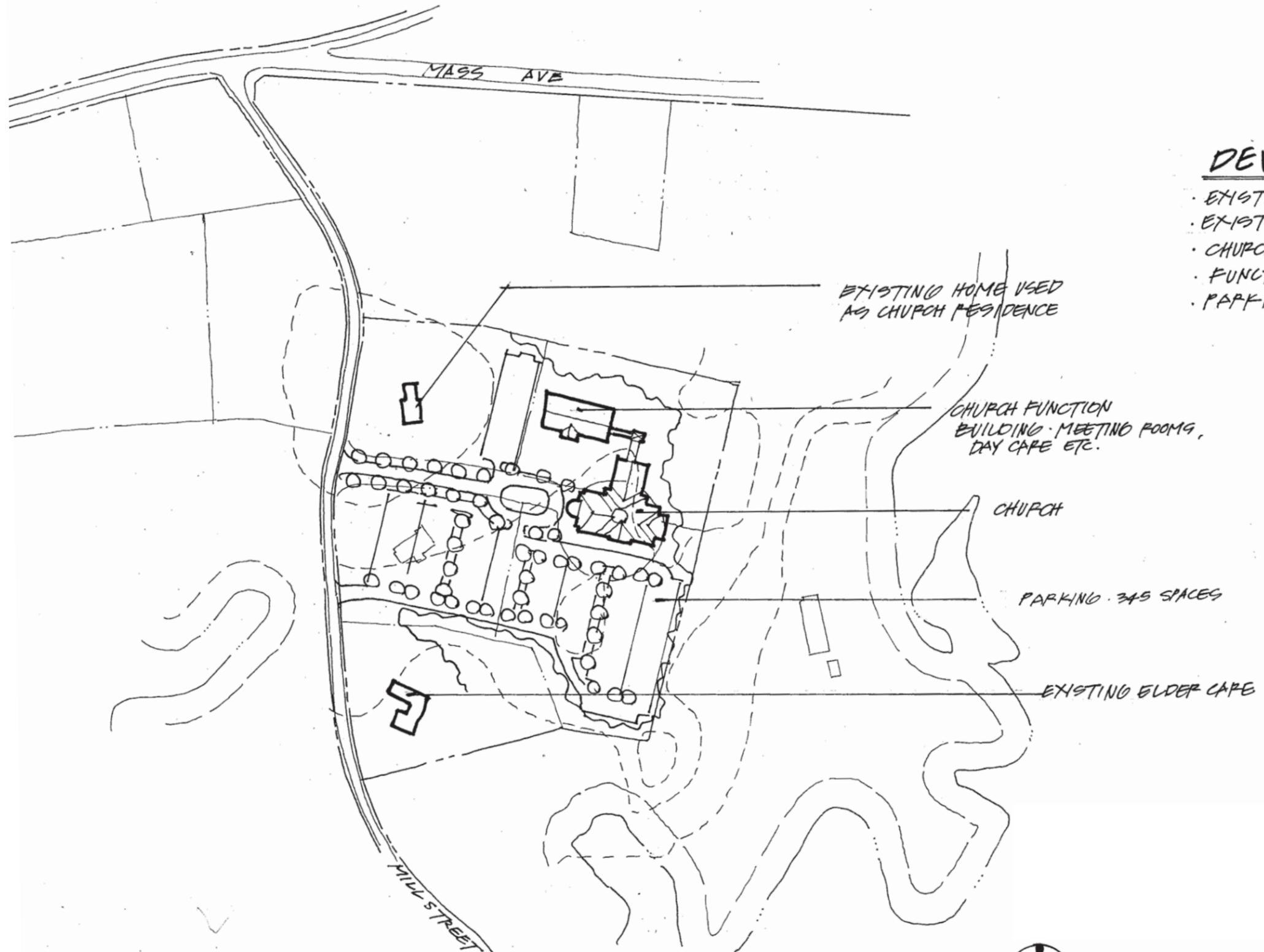


Vanasse Hangen Brustlin, Inc.

Figure 2.14

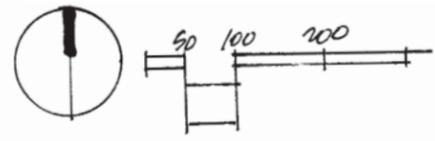
Minuteman Property: Cluster Residential and Recreation Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts



### DEVELOPMENT SUMMARY

- EXISTING S.F. HOME
- EXISTING ELDER CARE FACILITY
- CHURCH BUILDING - 17,250 SF
- FUNCTION HALL - 2 STORY - 15,000 SF
- PARKING - 345 SPACES

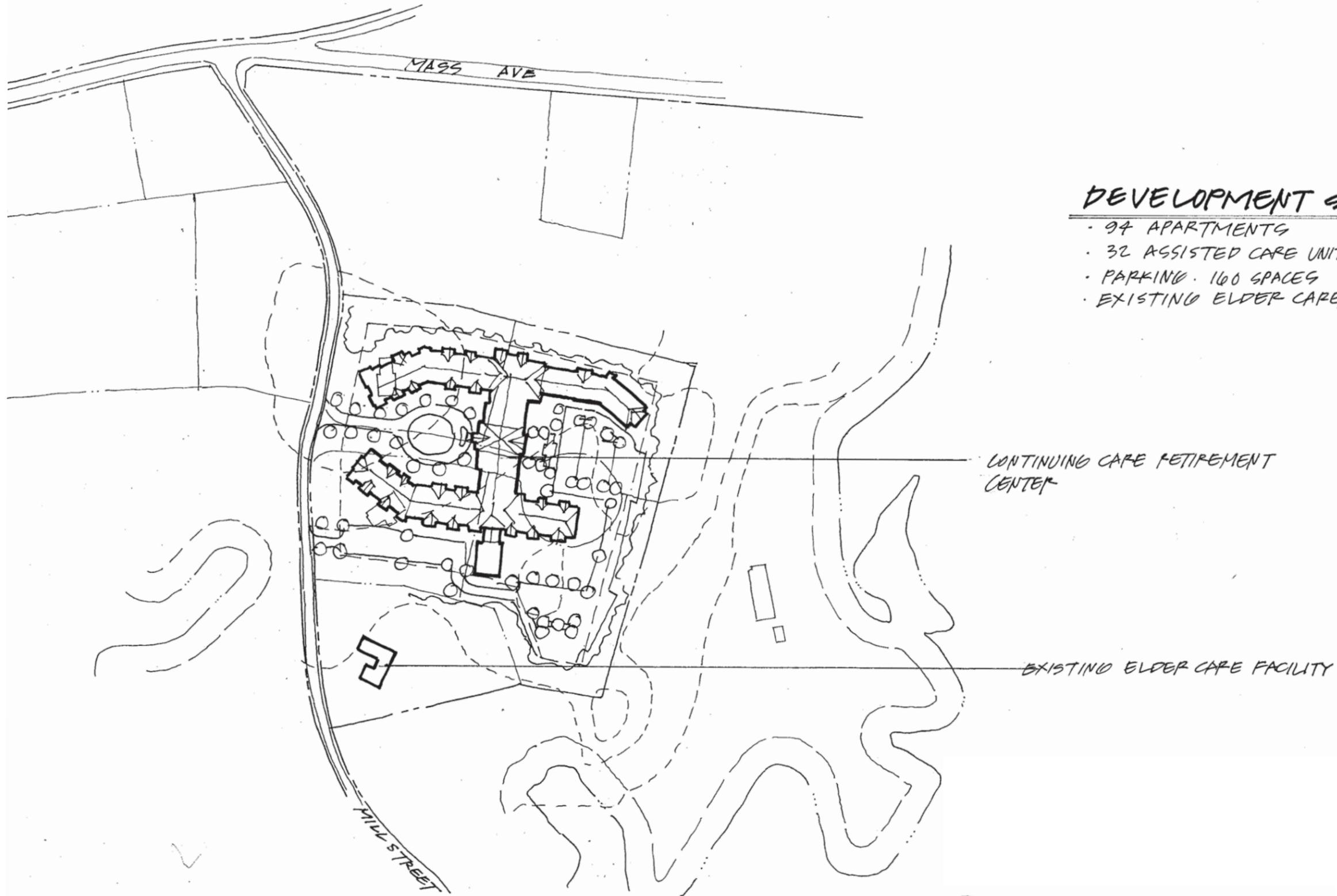


Vanasse Hangen Brustlin, Inc.

Figure 2.15

Minuteman Property: Institutional - Church Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts



### DEVELOPMENT SUMMARY

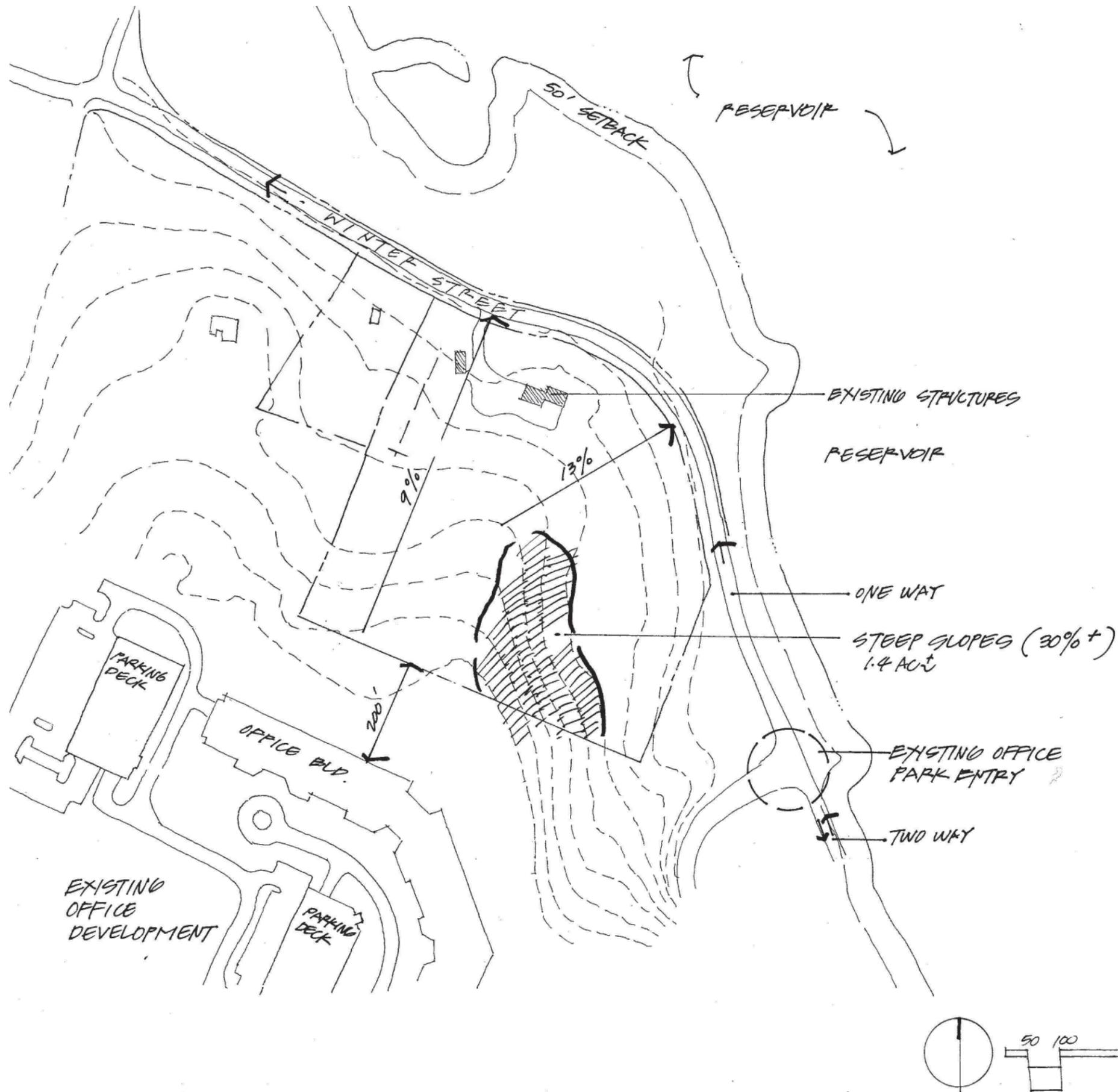
- 94 APARTMENTS
- 32 ASSISTED CARE UNITS
- PARKING - 100 SPACES
- EXISTING ELDER CARE FACILITY

Vanasse Hangen Brustlin, Inc.

Figure 2.16

Minuteman Property: Elderly Housing and Assisted Living Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts

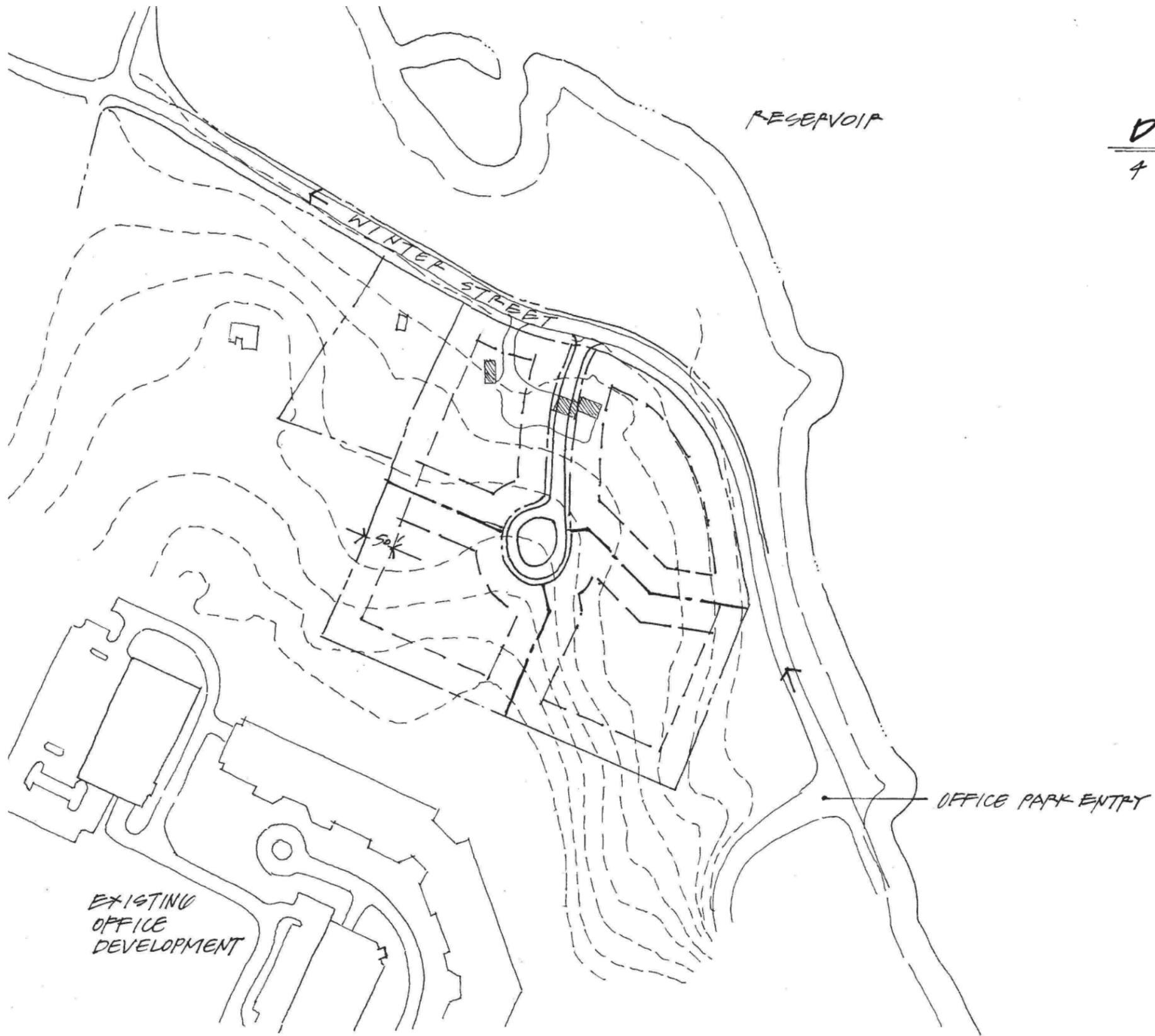


Vanasse Hangen Brustlin, Inc.

Figure 2.17

Kennedy Property: Site Analysis Plan

At Risk Properties Analysis  
Lincoln, Massachusetts



**DEVELOPMENT SUMMARY**

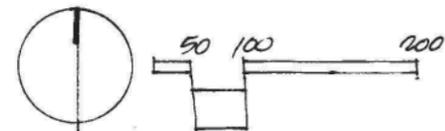
4 SINGLE FAMILY LOTS - MINIMUM 80,000 SF

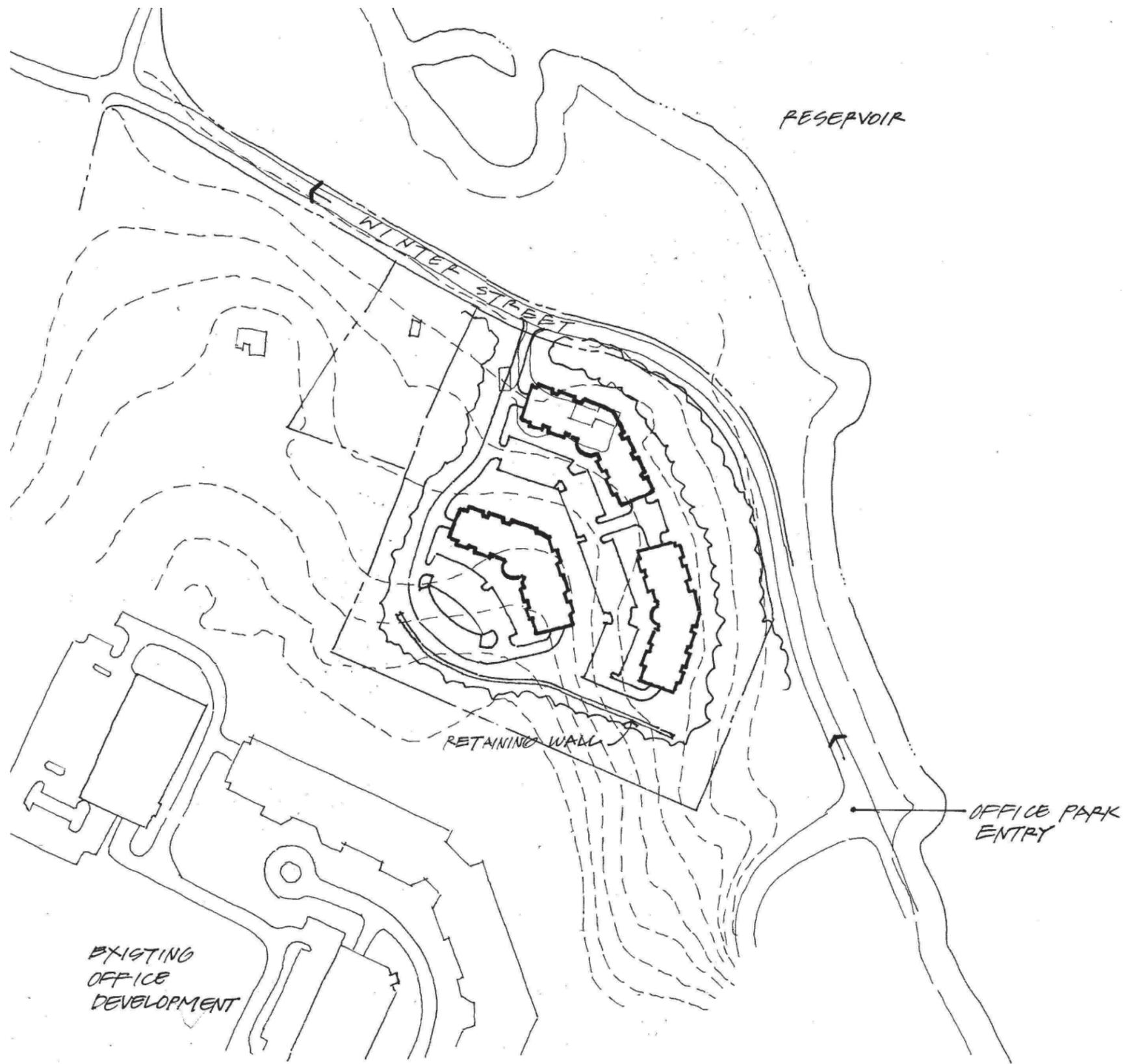
Vanasse Hangen Brustlin, Inc.

Figure 2.18

Kennedy Property: As of Right Single-Family Homes Scenario

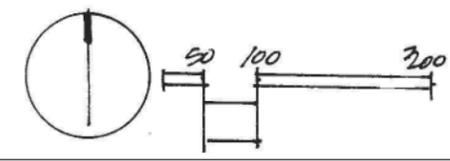
At Risk Properties Analysis  
Lincoln, Massachusetts





### DEVELOPMENT SUMMARY

- 3 STORY BUILDINGS WITH AT GRADE PARKING UNDER (1 SPACE PER UNIT) AND REMAINING PARKING (1 SPACE PER UNIT) ON GRADE
- 45 UNITS/BUILDING - TOTAL 135 UNITS

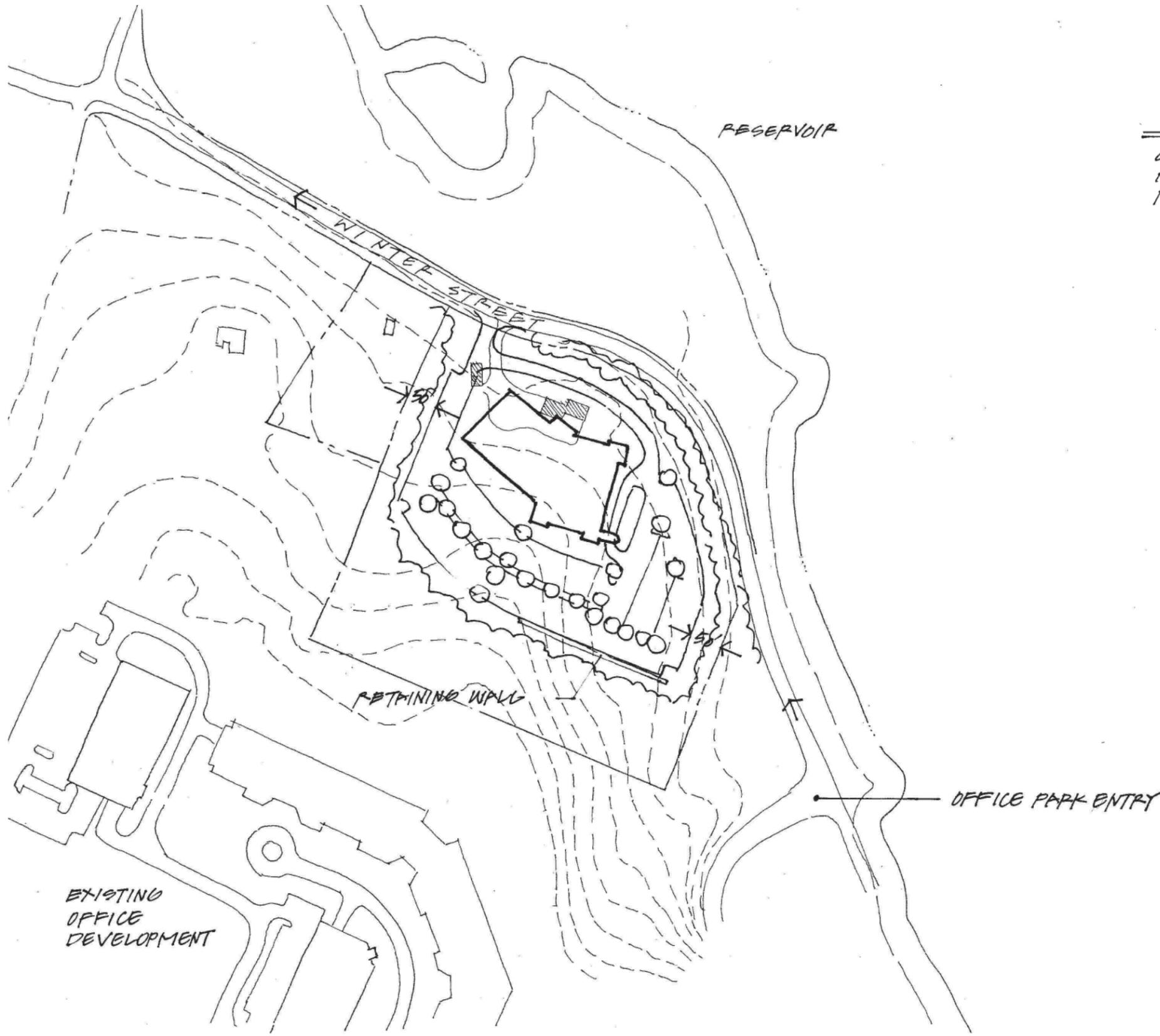


Vanasse Hangen Brustlin, Inc.

Figure 2.19

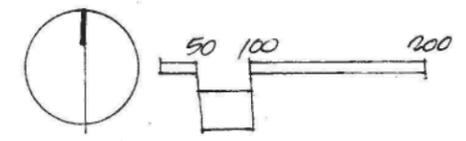
Kennedy Property: Chapter 40B Multi-Family Mixed Residential Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts



**DEVELOPMENT SUMMARY**

CHURCH WITH ADJOINING FUNCTION SPACES (2 STORY)  
 APPROXIMATELY 50,000 SF TOTAL  
 PARKING - 275 SPACES

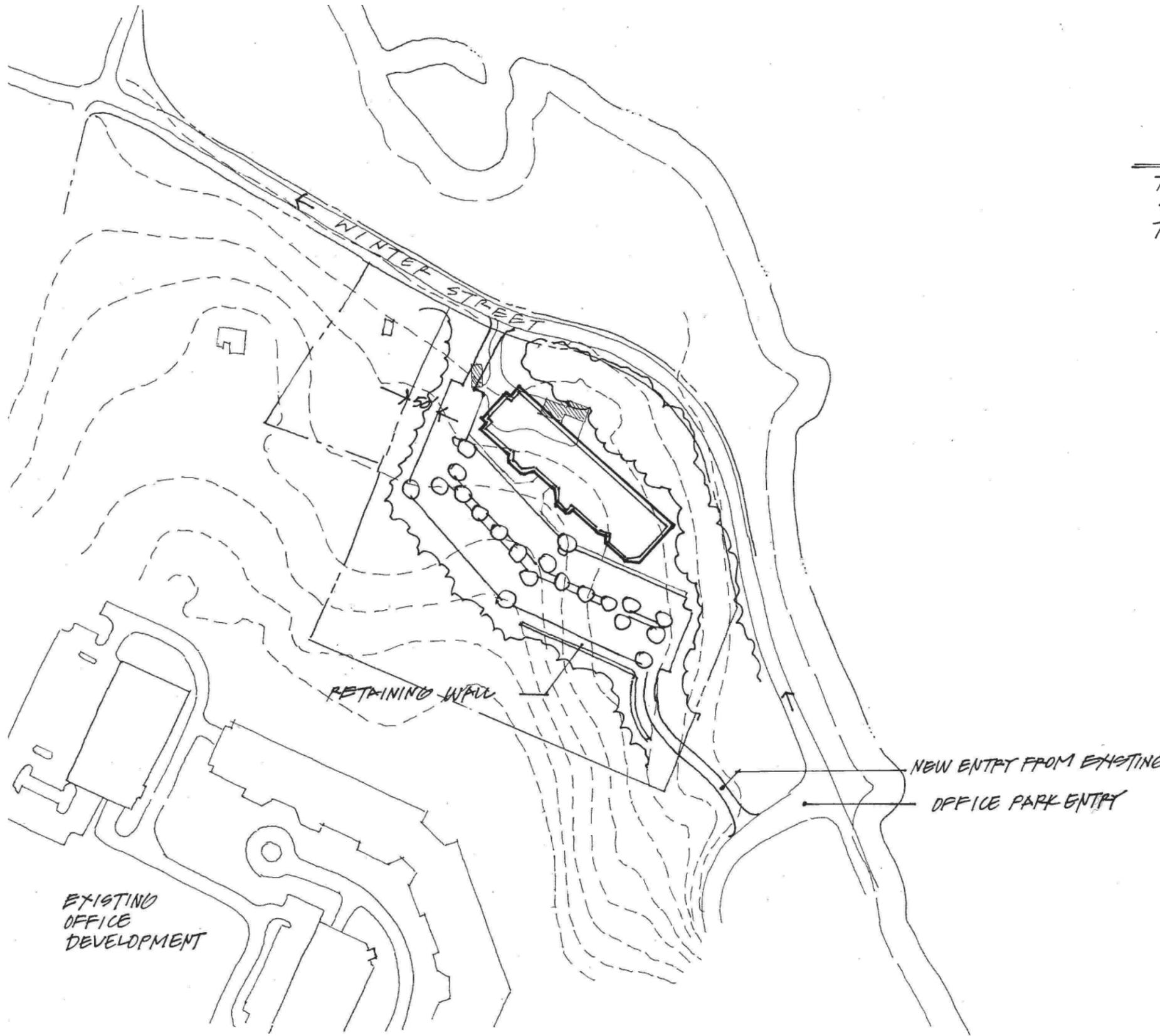


Vanasse Hangen Brustlin, Inc.

Figure 2.20

Kennedy Property: Institutional - Church Scenario

At Risk Properties Analysis  
 Lincoln, Massachusetts



**DEVELOPMENT SUMMARY**

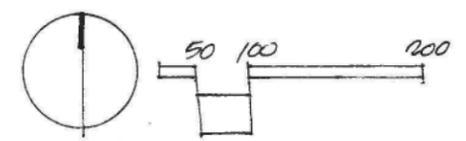
TWO STORY OFFICE (35,000 SF/FLOOR) WITH  
 SURFACE PARKING - 242 SPACES (3.45 SF/1000 SF)  
 TOTAL - 70,000 SF

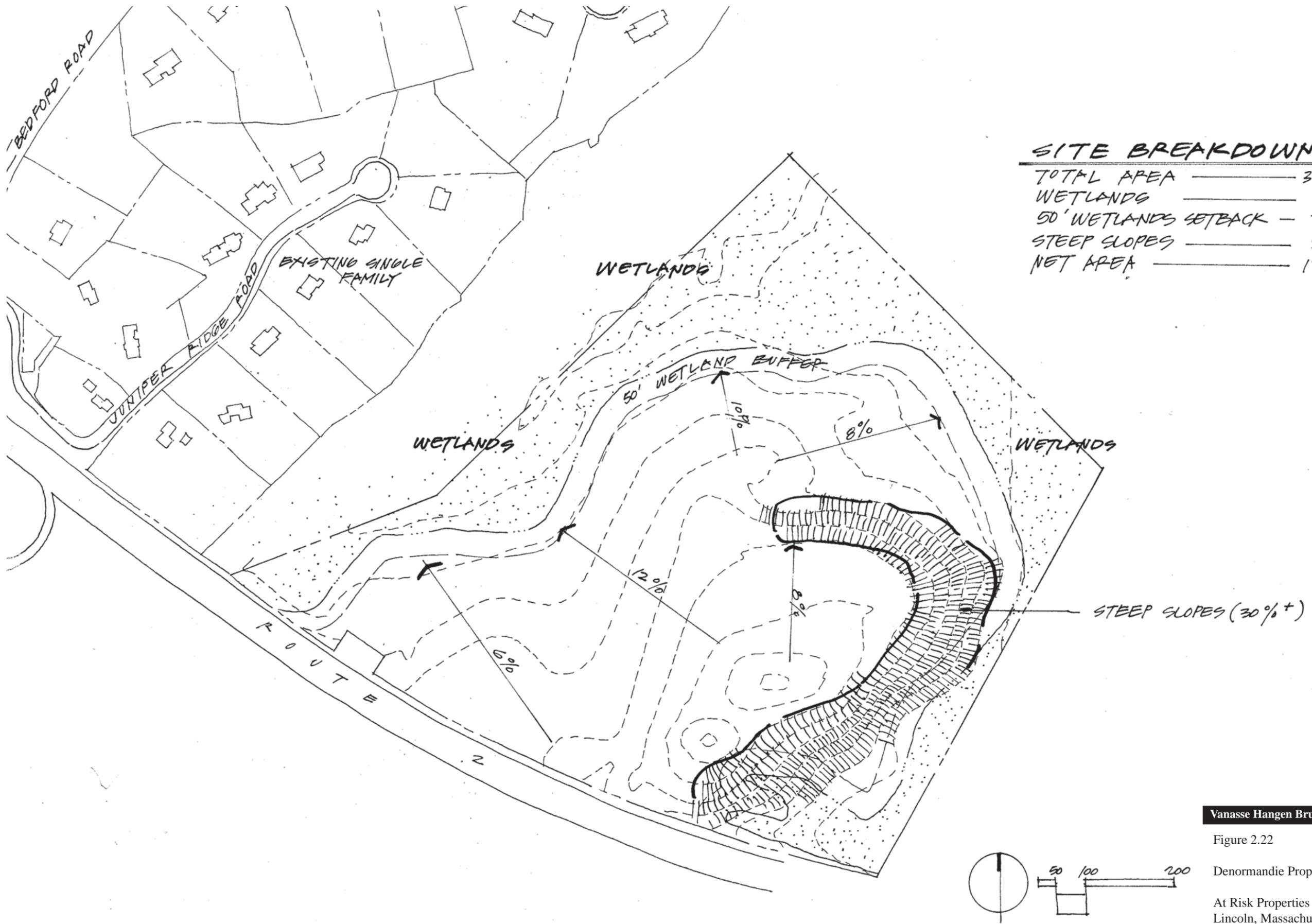
Vanasse Hangen Brustlin, Inc.

Figure 2.21

Kennedy Property: Commercial Office Scenario

At Risk Properties Analysis  
 Lincoln, Massachusetts





**SITE BREAKDOWN**

TOTAL AREA	33.2 A
WETLANDS	8.4 A ±
50' WETLANDS SETBACK	2.3 A ±
STEEP SLOPES	5.2 A ±
NET AREA	17.1 A ±

Vanasse Hangen Brustlin, Inc.

Figure 2.22

Denormandie Property: Site Analysis Plan

At Risk Properties Analysis  
Lincoln, Massachusetts



**DEVELOPMENT SUMMARY**

9 SINGLE FAMILY LOTS (MIN. 80,000SF)

Vanasse Hangen Brustlin, Inc.

Figure 2.23

Denormandie Property: As of Right Single-Family Homes Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts



**DEVELOPMENT SUMMARY**

CLUSTER UNITS - 1250 SF MIN. - 10 UNITS  
 TOWNHOUSES - 1250 SF MIN - 34 UNITS  
 MULTI UNIT BUILDINGS (2) - 1250 SF/UNIT - 32 UNITS  
 PARKING - 2 SPACES/UNIT

MULTI UNIT BUILDINGS  
 2 1/2 STORIES - 16 UNITS/BLD.

GARAGES

TOWNHOUSES

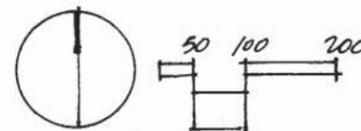
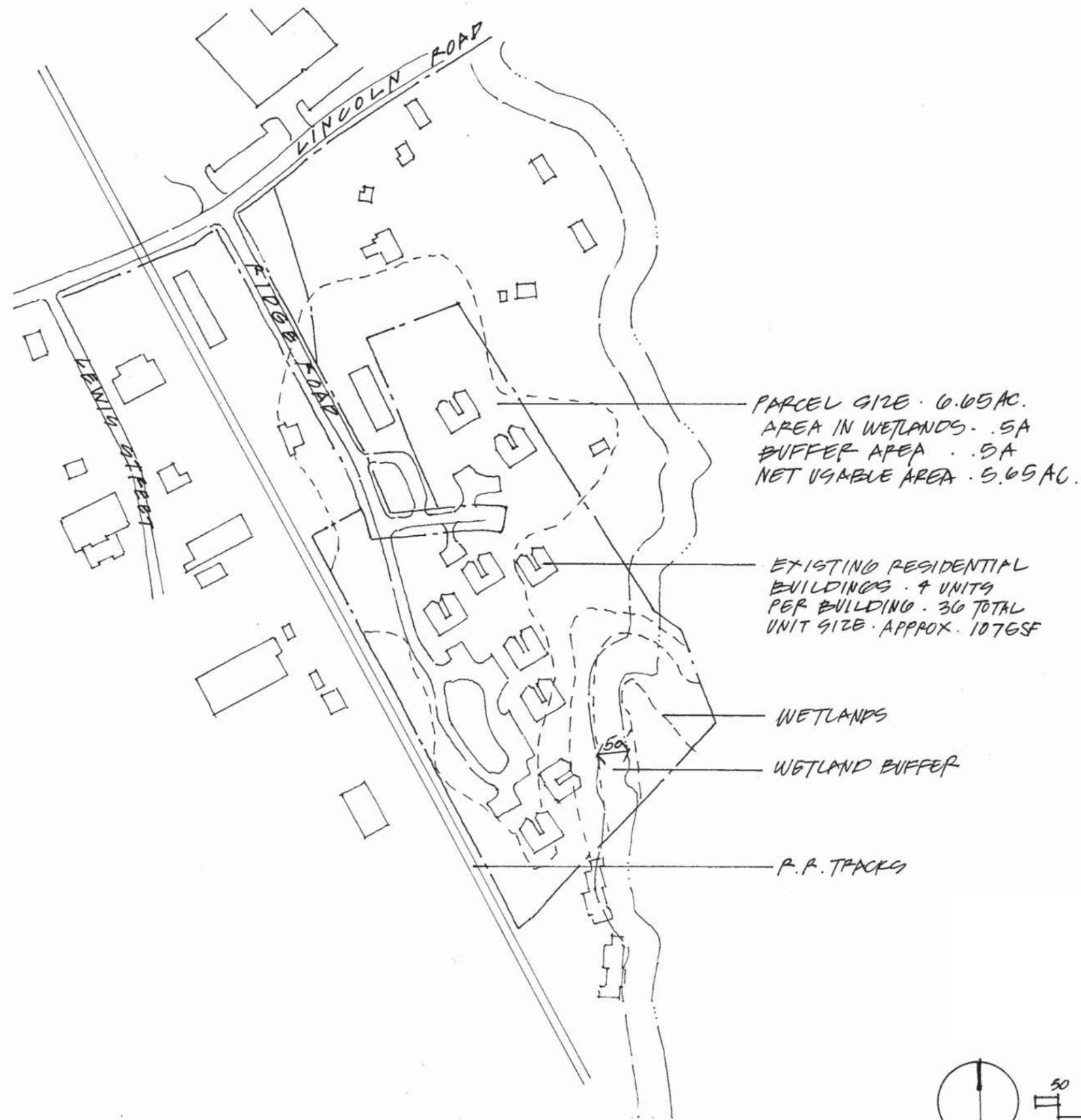
CLUSTER UNITS

Vanasse Hangen Brustlin, Inc.

Figure 2.24

Denormandie Property: Chapter 40B Multi-Family Mixed Residential Scenario

At Risk Properties Analysis  
 Lincoln, Massachusetts

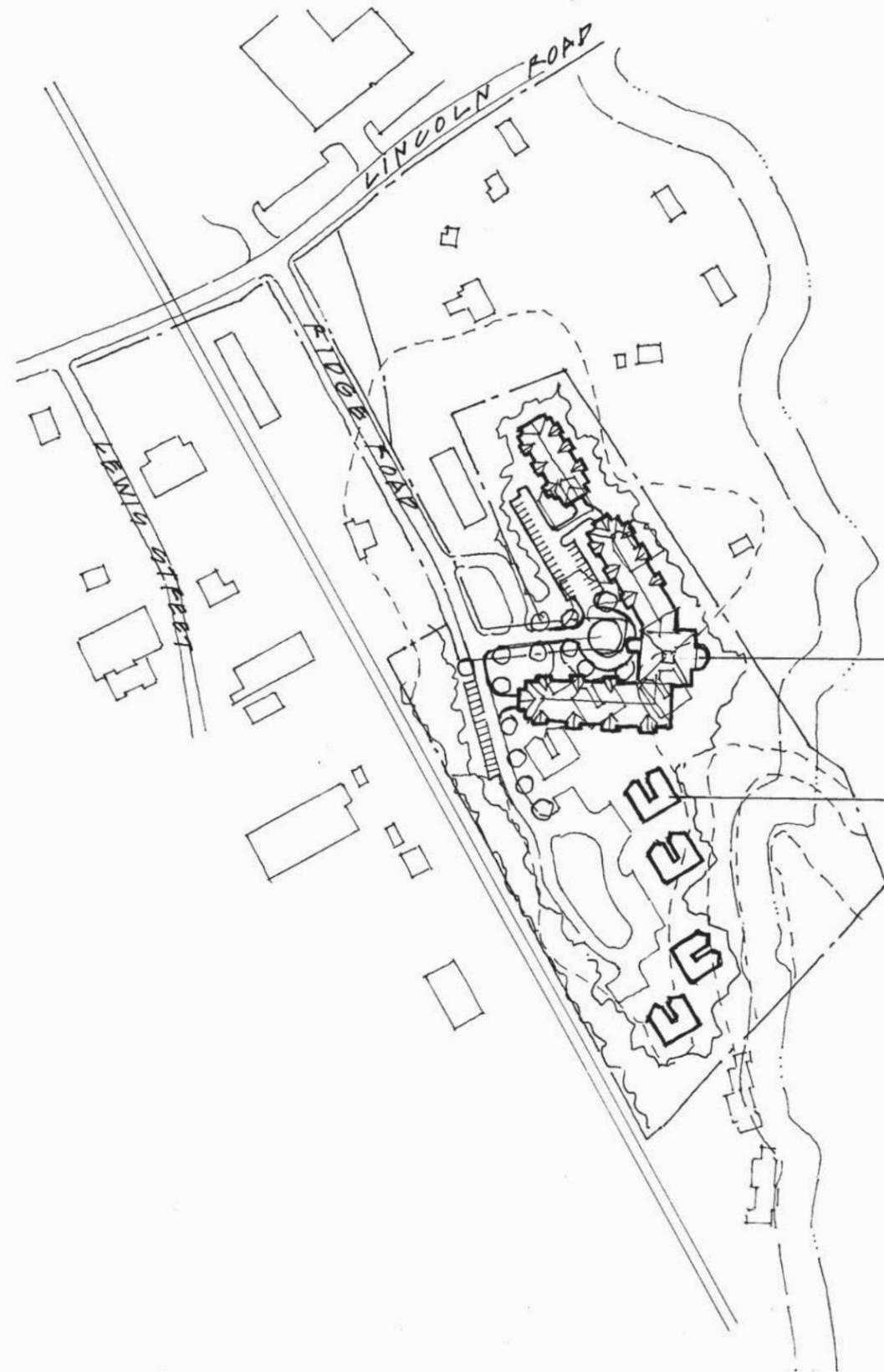


Vanasse Hangen Brustlin, Inc.

Figure 2.25

Ridge Road Property: Site Analysis Plan

At Risk Properties Analysis  
 Lincoln, Massachusetts



### DEVELOPMENT SUMMARY

- EXISTING RESIDENTIAL TO REMAIN - 4 BUILDINGS (10 DU)
- RETIREMENT HOUSING - 40 UNITS (1250 SF/UNIT)
- PARKING - 1 SPACE/UNIT UNDER BUILDING
- TOTAL - 50 UNITS (GROSS DENSITY - 8.9 DU/AC)

RETIREMENT HOUSING  
2 STORY  
PARKING UNDER

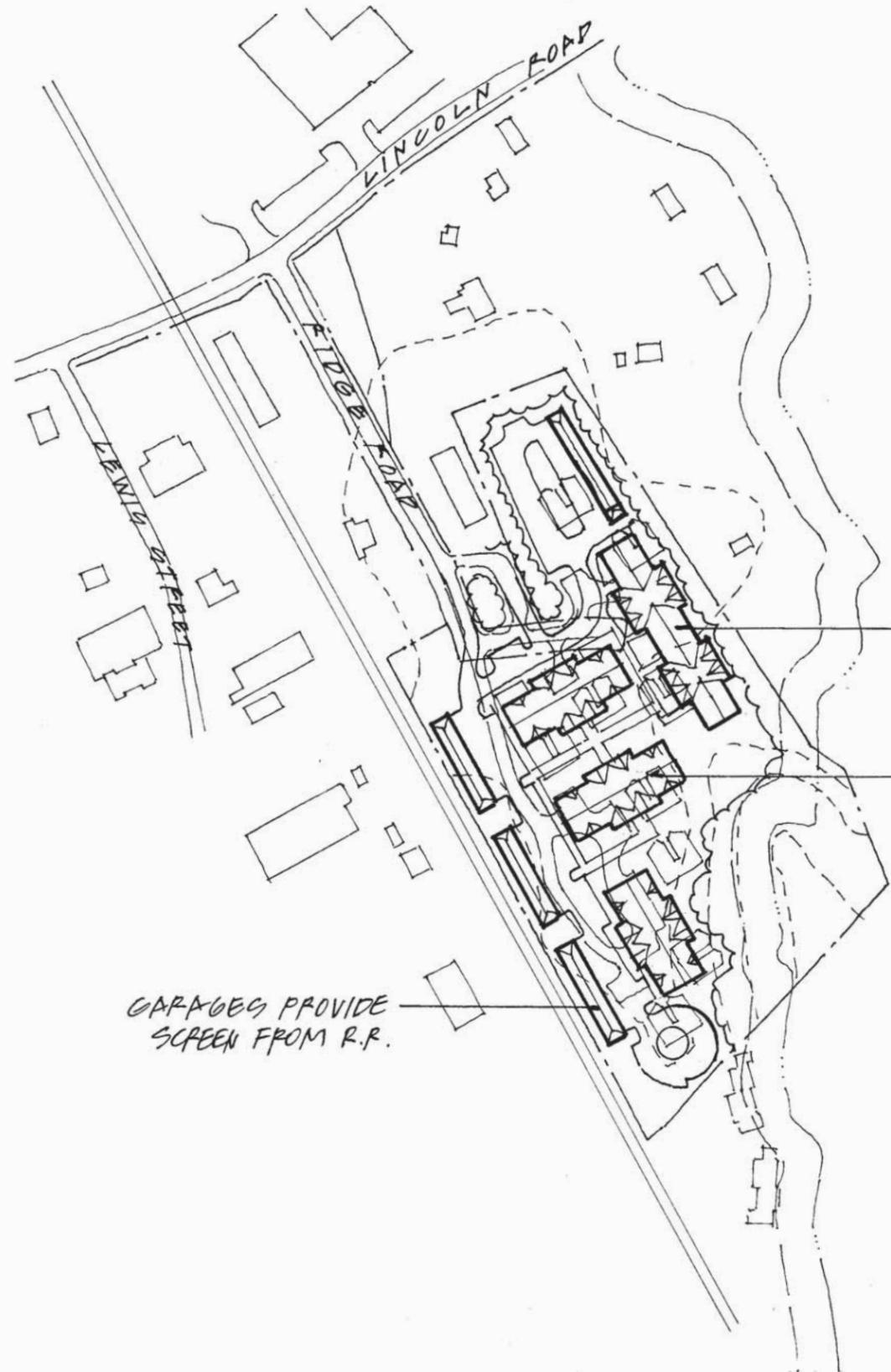
EXISTING RESIDENTIAL  
TO REMAIN

Vanasse Hangen Brustlin, Inc.

Figure 2.26

Ridge Road Property: Elderly/Retirement  
Housing Units Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts



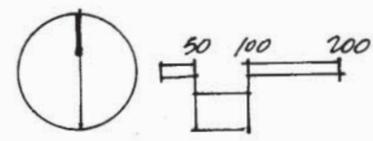
## DEVELOPMENT SUMMARY

- AFFORDABLE UNITS · 16 DU · 1250 SF/UNIT
- SENIOR UNITS · 20 DU · 1250 SF/UNIT
- MARKET RATE · 32 DU · 1250 SF/UNIT
- 2 STORY BUILDINGS
- PARKING RATIO VARIES ACCORDING TO TYPE:  
1 GARAGE SPACE/UNIT, REMAINING SURFACE PARKED
- TOTAL · 68 UNITS (GROSS DENSITY · 10.3/AC.)

20 UNIT BUILDING

MIXED RESIDENTIAL:  
AFFORDABLE, SENIOR,  
MARKET RATE  
16 UNITS/BUILDING WITH  
GARAGE PARKING (1SP/UNIT)

GARAGES PROVIDE  
SCREEN FROM R.R.



Vanasse Hangen Brustlin, Inc.

Figure 2.27

Ridge Road Property: Chapter 40B Multi-Family Mixed Residential Scenario

At Risk Properties Analysis  
Lincoln, Massachusetts

## Fiscal Impact Analysis

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### Sources of Data

The estimates made in this report are based on an analysis of the following sources of data:

- Town of Lincoln Budget Summary, FY01-06
- Town of Lincoln Parcel Database, FY05
- Town of Lincoln Tax Recap Sheet, FY05
- Historic assessed valuation, tax levy, revenue sources and expenditures data for the Town of Lincoln as reported by the Massachusetts Department of Revenue, Division of Local Services (Municipal Data Bank)
- Historic population, household and housing unit data for the Town of Lincoln as reported by the U.S. Department of Housing and Urban Development (State of the Cities Data System) and Bureau of the Census
- Economic data sets reported for Middlesex County and the Boston-Worcester-Manchester Combined Metropolitan Statistical Area by the Bureau of Economic Analysis (Regional Economic Accounts) and Bureau of the Census (Economic Census)
- Historic Chapter 70, Foundation Budget and Net School Spending data for the Town of Lincoln and Lincoln-Sudbury Regional Schools as reported by the Massachusetts Department of Education

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### Methodology References

Community Opportunities Group, Inc. (COG) was retained to estimate the fiscal impacts of conceptual land use options developed for at risk properties identified by the At Risk Properties Committee. The scope of work called for spreadsheet modeling, which relies on assumptions about the future based on recent historic trends. A hazard associated with this type of study is that if a proposed land use does not exist in the community today, the analyst must draw inferences from the



experience of other communities with similar demographic, development and market characteristics.

## ■ Lincoln's Unique Fiscal Qualities

---

It is essential to point out the difficulties of pairing Lincoln with other suburbs. First, the town is renowned for its approach to growth management and open space protection, notably through its long-standing partnership with the Rural Land Foundation. Second, Lincoln is one of four host communities for Hanscom Air Force Base, which occupies land north of Route 2A and straddles the political boundaries of Lincoln, Lexington, Bedford and Concord. Hanscom's presence has methodological implications for this analysis, in part because Lincoln receives contract revenue from the federal government to operate the Hanscom schools and also because nearly all of Hanscom's military housing is located in Lincoln. This has to be considered in establishing per capita multipliers for the general fund service costs that Lincoln incurs to serve growth on land under its jurisdiction. Third, while most of Lincoln's neighbors seem comparable based on household wealth, their population density per square mile (mi<sup>2</sup>) is higher and their road patterns are more suburban. Lincoln's unique qualities do not categorically invalidate regional comparisons, but they pose some challenges for a fiscal impact study.

## ■ Integration of Fiscal Impact Methodologies

---

To accommodate the mix of land uses reflected in conceptual site plans, three fiscal impact methodologies were integrated. Most of the analysis on the following pages relies on a modified version of *per capita multipliers*, a generally accepted model for estimating the cost and revenue impacts of new residential development. When per capita multipliers are used, however, they are refined with marginal cost coefficients in order to account for differences associated with a project's size. Since measuring appropriate per capita multipliers requires an analysis of municipal costs to serve existing nonresidential development, this report also relies on *proportional valuation*, the protocol that fiscal impact analysts use to allocate service costs to commercial and industrial land uses.

The At Risk Properties Committee requested that some of the site studies include options for institutional development, such as educational or religious uses. Unfortunately, there is no standard or well-tested methodology for estimating the impact of non-taxable development. Proportional valuation can be modified for this purpose if the assessor's office has reliable data on the market value of institutional properties. In addition, a model known as *employment anticipation* can provide guidance on the general fund service costs that will most likely be triggered by these types of projects, i.e., by drawing ratios of employment to total population and

multiplying the ratios by standard per capita service costs. Whether the costs are offset by revenue from other sources, a payment in lieu of taxes (PILOT) agreement or some combination thereof is a policy issue that exceeds the scope of this analysis.

## ■ Cost of Community Services

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The fiscal impact of new development is largely determined by the receiving community's existing fiscal condition. For example, the redevelopment of a closed state hospital or a decommissioned school, or new development on excess land sold by a major institution, has different cost impacts on a maturely developed suburb than a small growing town.

To understand how revenue and expenditures achieve overall balance in the receiving community, a *cost of community services* study is undertaken and for this purpose, a modified version of the model unveiled several years ago by the American Farmlands Trust (AFT) was used. Much like the older and more widely used proportional valuation approach, AFT's Cost of Community Services (COCS) model assumes that a land use's share of total assessed valuation can serve as the starting point for estimating the percentage of general fund expenditures attributable to that use.

Unlike standard proportional valuation, COCS was developed as a technique to help communities understand the difference in service costs associated with residential, non-residential and open land uses. This is very important because in COCS terms, "open space" means privately owned, taxable land, *not* land owned by a government agency or a non-profit land trust. Readers should bear this in mind when reviewing this analysis because they will most likely question the assignment of certain service costs to "open space." In fact, land classified as open space by COCS includes not only vacant parcels, but also large, underutilized parcels such as estates or farms with a residence.

As a closing note on methodology, COCS and proportional valuation often produce conflicting results even though the models rely on some shared assumptions. These conflicts have to be resolved before the rest of a fiscal impact analysis can proceed. In Lincoln, the COCS and proportional valuation results are remarkably similar. Two factors seem to explain this outcome: Lincoln's stable development history and the unusually high quality of the data received from the Town for this analysis.

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## Fiscal Impact Observations

**Table 1** summarizes the fiscal impact of all conceptual sits plan uses excluding recreational facilities such as soccer fields, which we assume would be owned and managed by the Town. The estimates presented in Table 1 suggest that:

- Despite the very high assessed value of single-family homes in Lincoln, new homes generate less revenue than their associated service costs. For a house with an assessed value at the median for new homes built from 2000-2004, the deficit is about 6 cents for every one dollar of tax and other revenue generated by the dwelling unit.
- In Lincoln, the revenue deficit for comprehensive permit homeownership developments will most likely exceed that of single-family homes. This is not true in all markets across the Commonwealth, but several factors may increase Lincoln vulnerability to a revenue deficit from mixed-income housing.
  - First, comprehensive permit projects are almost always designed to attract market-rate homebuyers. Lincoln's prestige and the expectations of buyers able to purchase a market-rate condominium or townhouse mean that the typical unit will be somewhat larger than units built in other communities. While the larger market-rate units will not necessarily house many families with school-age children, the affordable units will appeal to moderate-income families seeking a town with excellent public schools.
  - Second, there is an enormous difference between the assessed value of market-rate condominiums in Lincoln today and condominiums priced for moderate-income homebuyers (using current HUD income limits). Since affordable units are assessed at their use-restricted value, not their open market value, they will not generate much tax revenue.
  - Third, Lincoln's average school expenditure per student significantly exceeds the state average. It takes very few students to make a multi-unit development revenue-negative in Lincoln, yet the same development in another town would generate enough revenue to cover its associated service costs.
- If sufficient demand exists in the market to support new office space in Lincoln, commercial office and office-mix development would be fiscally advantageous to the Town. Compared to other types of non-residential land uses, commercial office space generally places little demand on municipal services and it generates considerable tax revenue. A small mix of office, retail and residential uses would provide nearly the same fiscal benefit in addition to economic benefits.



- Institutional uses at the scale reflected in conceptual site plans are unlikely to impose significant cost consequences on local taxpayers. A school facility may trigger noticeable costs, but the demands placed on local government services by uses such as a church and function hall are fairly limited. Of course, the cost impact could be offset entirely by a PILOT, but PILOT agreements are subject to negotiation and we should not assume they will cover the Town's cost to provide municipal services.
- Furthermore, placing currently taxable land in a non-taxable use withdraws it from the tax base. When land is held for public open space, it requires little recurring expense from the Town once the land acquisition debt has been retired. However, facilities that regularly attract people – employees, students, parishioners and so forth – create permanent service demands.

## ■ Service Cost Estimating

---

All estimates in Table 1 are based on FY 2005 appropriations and budgeted revenue. Although the Town is currently operating in FY 2006, the parcel database used for this analysis contains FY 2005 parcel characteristics and assessed values. Accordingly, FY 2005 general fund appropriations were used as the foundation for assigning service costs to residential and non-residential land uses and for estimating the per capita cost of residential services. In addition, scenarios were not phased over a period of years and as a result, all costs and revenue are reported in FY 2005 dollars. Having prepared longer-term fiscal forecasts for other communities, the following general comments are offered for the Town to consider.

In virtually every town COG has worked with, the service costs associated with new homes – especially single-family homes – accelerate between four and eight years of initial occupancy. The rate of cost growth usually exceeds the rate of assessed value growth, such that when a home is 10-12 years old the gap between municipal and school service costs and revenue reaches its peak. In the analyst's opinion, a similar pattern exists in Lincoln because the "existing conditions" cost-revenue ratio for residential services is \$1.06-\$1.08, yet for new homes it is approximately \$1.02. Moreover, the federal census shows that Lincoln's largest average household size is found in owner-occupied housing units occupied by the same family for six to ten years (Census 2000, Middlesex County Tract 3602).

Single-family homes tend to swing from a revenue-negative to a revenue-neutral or positive position if they remain under the same ownership for a long time. In many bedroom communities, however, single-family homes tend to recycle more rapidly in the market and as a result, they remain expensive to serve. Condominiums and townhouses are more likely to produce a consistent fiscal profile, negative or positive, due to the faster rate of turnover associated with attached housing units. Larger units configured for family occupancy (three bedrooms) generate far more children under 18 than one- or two-bedroom units, as shown in previous experience,

generously sized two-bedroom units, perhaps with a den, tend to approximate the household sizes of three-bedroom multi-family or townhouse units. In fact, given the floor area assumptions for the attached housing units in the conceptual site plans, household size and school-age children multipliers were used that are more typical of three-bedroom than two-bedroom units. This partially explains the high service cost estimates for comprehensive permit developments in the analysis.

If the Town is concerned about school impacts, it makes sense to work with developers toward a balanced mix of unit sizes: one-bedroom owner-occupied condominiums rarely if ever generate school-age children and the number of school-age children in two-bedroom units is usually quite low. Simply by altering the mix of units, it is possible to offer three-bedroom multi-family housing units, address family housing needs and create a fiscally neutral development.

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## Workbook Format

The spreadsheet model designed for this project consists of nine worksheets with the following tab names:

1. Summary Sheet
2. Project Description
3. Revenue
4. Residential Cost Analysis
5. Commercial Cost Analysis
6. Institutional Cost Analysis
7. Proportional Valuation
8. Cost of Community Services
9. Debt Schedules

As an aid to the user, cells requiring data entry have been shaded in green. Most of the sheets are linked and they do not require duplicate data entry.

### ■ Summary Sheet

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**Summary Sheet (#1)** is linked to sheets #2 through #6 and forms the basis for the total estimated service costs and revenue, cost-revenue ratios and surplus/deficit revenue conclusions reported in Table 1. It requires data entry in only two locations: Row 30 (total assessed valuation of the Town for the base year used by the analyst) and Row 33 (average single-family home tax bill for the same base year, as reported by the Board of Assessors or the Massachusetts Department of Revenue).

## ■ Project Description

---

**Project Description** (#2) functions as a project set-up sheet and it affects all of the calculations that appear in sheets #3 through #6. Here, the analyst must enter basic facts about the project to be evaluated: the size of the parcel, the number of dwelling units, the gross floor area of any proposed commercial, industrial or institutional space.

## ■ Revenue

---

**Revenue** (#3) is divided into two sections: formula cells that calculate estimates of the gross revenue to be generated by the project, and the revenue assumptions referenced in the formula cells (see Rows 66 through 106). It is important to note that all of the assumptions have to be calculated in other source-data worksheets, such as a parcel database from the assessor, the Town's Tax Rate Recap Sheet, or separately collected and organized data obtained from the Department of Revenue. The applicable data sources have been identified next to each assumption in the Revenue worksheet.

## ■ Residential/Commercial/Institutional Cost Analysis

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The **Residential/Commercial/Institutional Cost Analysis** (#4 through #6) follow a consistent format: the upper section of the worksheet draws data from the **Project Description** and generates estimates of new General Fund service costs by multiplying conditions such as new population, new school-age children or new gross floor area by their applicable cost factors, and the lower section contains all of the cost assumptions. Although the workbook produced for this project contains formula cells that translate **Project Description** data into estimated service costs, the user will need to construct additional formula cells in order to estimate costs for any new development scenarios loaded into the workbook. The data sources used to construct service cost multipliers are listed in the lower section of each worksheet. As with the **Revenue** assumptions, many cost assumptions have to be calculated separately, i.e., outside the workbook. For example, the household size and school-age children multipliers for various types of dwelling units were derived by cross-tabulating data reported by the Bureau of the Census – in some cases for Lincoln and others, for a larger, user-defined geography comprised of demographically similar communities. These multipliers will probably suffice until the next decennial census unless the Town has access to more recent data from other sources.

## ■ Proportional Valuation

---

**Proportional Valuation** (#7) provides the basis for estimating Lincoln’s current expenditures for municipal services used by nonresidential development. This worksheet is critical to the performance of the entire workbook because it produces not only estimates of nonresidential service costs but also residential service costs per capita. To function properly, the **Proportional Valuation** sheet requires a detailed operating budget breakdown and a detailed debt service schedule so that school-related debt may be deducted from total debt service. All of the refinement coefficients an analyst needs to (a) adjust the costs allocated to nonresidential development and (b) adjust the rate of growth for residential service costs are built into the worksheet, but they can be modified at the user’s discretion.

## ■ Cost of Community Services

---

**Cost of Community Services (COCS)** (#8) offers a snapshot of existing residential, nonresidential and open space expenditures by the Town. These cost allocations and cost-revenue ratios have not been transferred into other sections of the workbook because the COCS is not designed to support estimates of future community service expenditures. It is included in the workbook mainly for comparison purposes, i.e., to verify the **Proportional Valuation** output.

## ■ Debt Schedule

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**Debt Schedule** (#9) appears in the workbook because the Town wanted an opportunity to compare the cost of acquiring land for open space to the cost of serving new residential or nonresidential development. The worksheet is presently formatted to generate a 20-year, declining principal payment schedule at short- and long-term interest rates agreed to by the Town. Persons using the worksheet in the future should confirm with the Town Treasurer whether these interest rates remain valid.

Table 1: Summary of Fiscal Impact Estimates

**BIIC Property**

	Acres	Square Feet
Land Area	31.5	1,372,140
<b>Summary:</b>	<b>As-of-Right Single-Family Homes</b>	<b>Chapter 40B Mixed Residential</b>
Total Revenue	\$194,309	\$529,046
Total Service Costs	\$205,529	\$709,545
Cost-Revenue Ratio	1.06	1.34
Surplus/Deficit Revenue	(\$11,219)	(\$180,500)
<b>Summary:</b>	<b>Corporate Offices</b>	<b>Institutional-School1</b>
Total Revenue	\$611,839	\$0
Total Service Costs	\$229,813	\$72,673
Cost-Revenue Ratio	0.38	N/A
Surplus/Deficit Revenue	\$382,026	(\$72,673)
<b>Summary:</b>	<b>Institutional-Church</b>	<b>Mixed-Use Center</b>
Total Revenue	\$0	\$500,740
Total Service Costs	\$13,936	\$98,806
Cost-Revenue Ratio	N/A	0.20
Surplus/Deficit Revenue	(\$13,936)	\$401,934

▼  
 Institutional options assume no revenue because the uses are non-taxable. A PILOT may partially offset the associated costs, however.

### Farrington Memorial Property

	Acres	Square Feet
Land Area	71.42	3,111,055
<b>Summary:</b>	<b>As-of-Right Single-Family Homes</b>	<b>Expanded Campus<sup>2</sup></b>
Total Revenue	\$213,740	\$0
Total Service Costs	\$220,010	\$47,267
Cost-Revenue Ratio	1.03	N/A
Surplus/Deficit Revenue	(\$6,270)	(\$47,267)

### Kennedy Property

	Acres	Square Feet
Land Area	8.91	388,120
<b>Summary:</b>	<b>As-of-Right Single-Family Homes</b>	<b>Chapter 40B Mixed Residential Uses</b>
Total Revenue	\$77,724	\$653,258
Total Service Costs	\$80,004	\$759,295
Cost-Revenue Ratio	1.03	1.16
Surplus/Deficit Revenue	(\$2,280)	(\$106,037)
<b>Summary:</b>	<b>Church &amp; Function Hall</b>	<b>Commercial Office Space (Expansion)</b>
Total Revenue	\$0	\$229,031
Total Service Costs	\$15,485	\$102,570
Cost-Revenue Ratio	N/A	0.45
Surplus/Deficit Revenue	(\$15,485)	\$126,461

▼  
<sup>2</sup> Fiscal impact estimate excludes facilities that already exist on the property.

**Minuteman Property**

	Acres	Square Feet
Land Area	8.68	378,101
<b>Summary:</b>	<b>Chapter 40B Mixed Residential Uses (2-A)</b>	<b>Chapter 40B Mixed Residential Uses (2-B)</b>
Total Revenue	\$333,104	\$195,352
Total Service Costs	\$466,604	\$265,027
Cost-Revenue Ratio	1.40	1.36
Surplus/Deficit Revenue	(\$133,500)	(\$69,675)
<b>Summary:</b>	<b>Cluster Residential &amp; Recreations<sup>3</sup></b>	<b>Church &amp; Function Hall</b>
Total Revenue	\$136,016	\$0
Total Service Costs	\$143,870	\$11,273
Cost-Revenue Ratio	1.06	N/A
Surplus/Deficit Revenue	(\$7,854)	(\$11,273)
<b>Summary:</b>	<b>Elderly Housing &amp; Assisted Living<sup>4</sup></b>	
Total Revenue	\$586,551	
Total Service Costs	\$274,436	
Cost-Revenue Ratio	0.47	
Surplus/Deficit Revenue	\$312,115	



<sup>3</sup> Note: costs associated with acquiring land and constructing recreation facilities are not included in this estimate.

<sup>4</sup> If the development provides private emergency medical services and on-site security, the actual municipal service costs will be significantly less than the amount shown above, e.g., a cost-revenue ratio of .23 and surplus revenue of approximately \$162,000.

### Denormandie Property

	Acres	Square Feet
Land Area	33.2	1,446,192
<b>Summary</b>	<b>As-of-Right Single-Family Homes</b>	<b>Chapter 40B Mixed Residential Uses</b>
Total Revenue	\$174,878	\$408,827
Total Service Costs	\$184,976	\$581,580
Cost-Revenue Ratio	1.06	1.42
Surplus/Deficit Revenue	(\$10,097)	(\$172,753)

### Ridge Property

	Acres	Square Feet
Land Area	6.65	289,674
<b>Summary:</b>	<b>Elderly/Retirement Housing Units</b>	<b>Chapter 40B Mixed Residential Uses</b>
Total Revenue	\$240,007	\$338,744
Total Service Costs	\$119,414	\$322,066
Cost-Revenue Ratio	0.50	0.95
Surplus/Deficit Revenue	\$120,593	\$16,678

Table 2: Existing Fiscal Conditions (FY 2005)

Proportional Valuation & Per Capita Multipliers

<b>GENERAL FUND BUDGET (ARTICLE 5)</b>	<b>\$21,992,058</b>
<i>Less Education</i>	\$10,774,606
<i>Less Education Debt</i>	\$1,205,500
<i>Less Education Fixed Costs</i>	\$1,745,194
<b>Total Municipal</b>	<b>\$13,725,300</b>

Non-Residential Real Property Value	\$47,154,607
Total Real Property Assessed Value	\$1,916,485,207
<b>Ratio</b>	<b>0.02</b>

Non-Residential Parcels	21
Total Parcels	2,227

Average Value: Non-Residential Parcel	\$2,245,457
Average Value: All Parcels	\$860,568
<b>Ratio</b>	<b>2.61</b>

Refinement Coefficient	1.1
------------------------	-----

Non-Residential Expenditures	\$371,478
Residential Expenditures	\$21,620,580

<b>TOTAL EXPENDITURES BY SERVICE/FUNCTION</b>	<b>Appropriation</b>	<b>Education Share (Estimated)</b>
<i>General Government</i>	\$1,982,488	
<i>Public Safety</i>	\$2,406,721	
<i>Education</i>	\$10,511,875	\$10,511,875
<i>Public Works</i>	\$1,105,954	
<i>Health &amp; Human Services</i>	\$131,226	
<i>Culture &amp; Recreation</i>	\$1,065,686	
<i>Debt Service</i>	\$1,608,945	\$1,205,500
<i>Fixed Costs/Other</i>	<u>\$3,179,163</u>	<u>\$1,745,194</u>
<b>General Fund Total</b>	<b>\$21,992,058</b>	<b>\$13,462,569</b>

**Non-Residential by Function**

<i>General Government</i>	\$11,144
<i>Public Safety</i>	\$241,461
<i>Education</i>	\$0
<i>Public Works</i>	\$52,007

<i>Health &amp; Human Services</i>	\$0
<i>Culture &amp; Recreation</i>	\$0
<i>Debt Service</i>	\$18,574
<i>Fixed Costs/Other</i>	\$48,292
<b>General Fund Total (Excluding Schools)</b>	<b>\$371,478</b>

**Residential by Function**

<i>General Government</i>	\$1,971,344
<i>Public Safety</i>	\$2,165,260
<i>Education</i>	\$10,511,875
<i>Public Works</i>	\$1,053,947
<i>Health &amp; Human Services</i>	\$131,226
<i>Culture &amp; Recreation</i>	\$1,065,686
<i>Debt Service</i>	\$1,590,371
<i>Fixed Costs/Other</i>	\$3,130,871
<b>General Fund Total (Excluding Schools)</b>	<b>\$21,620,580</b>

Population (Census 2000, *Household* Population)<sup>5</sup> 5,137

**Base Residential Expenditures Per Capita/Per Student**

<i>General Government</i>	\$383.75
<i>Public Safety</i>	\$421.50
<i>Education (Actual NSS, FY05) Per Student</i>	\$12,380
<i>Public Works</i>	\$205.17
<i>Health &amp; Human Services</i>	\$25.55
<i>Culture &amp; Recreation</i>	\$207.45
<i>Debt Service</i>	\$309.59
<i>Fixed Costs/Other</i>	\$609.47
<b>General Fund Residential Per Capita (Excluding Schools)</b>	<b>\$2,162.49</b>

▼  
<sup>5</sup> Excludes population in Middlesex County Census Tract 3601.

Cost of Community Services

General Fund	FY 2005	Fall-Back Ratios by Land Use <sup>6</sup>		
		Residential	Commercial	Open Space
<b>Operating Budget</b>	<b>Appropriation</b>			
<i>General Government</i>	\$1,982,488	\$1,903,188	\$19,825	\$59,475
<i>Public Safety</i>	\$2,406,721	\$2,154,015	\$240,672	\$12,034
<i>Education</i>	\$10,511,875	\$10,406,756	\$0	\$105,119
<i>Public Works*</i>	\$1,105,954	\$1,028,537	\$44,238	\$33,179
<i>Human Services</i>	\$131,226	\$128,601	\$0	\$2,625
<i>Culture &amp; Recreation</i>	\$1,065,686	\$1,033,716	\$0	\$31,971
<i>Debt Service</i>	\$1,608,945	\$1,560,677	\$24,134	\$24,134
<i>Fixed Costs</i>	<u>\$3,179,163</u>	<u>\$3,115,580</u>	<u>\$47,687</u>	<u>\$15,896</u>
<b>General Fund Total</b>	<b>\$21,992,058</b>	<b>\$21,331,071</b>	<b>\$376,557</b>	<b>\$284,431</b>
<b>Budgeted Revenue<sup>7</sup></b>				
<i>Tax Levy*</i>	\$17,513,552	\$15,937,333	\$686,123	\$890,097
<i>Local Receipts*</i>	\$1,978,500	\$1,813,850	\$49,565	\$115,085
<i>State Aid (See Notes)</i>	<u>\$2,039,411</u>	<u>\$1,998,623</u>	<u>\$10,197</u>	<u>\$30,591</u>
<b>Total</b>	<b>\$21,531,463</b>	<b>\$19,749,805</b>	<b>\$745,885</b>	<b>\$1,035,773</b>
Surplus/Deficit	-\$460,595	-\$1,581,266	\$369,328	\$751,342
<b>Cost/Revenue Ratio</b>	<b>1.02</b>	<b>1.08</b>	<b>0.50</b>	<b>0.27</b>
Free Cash/Other Funds	\$1,226,306	\$1,124,253	\$30,721	\$71,331
<b>Adjusted Revenue Ratios</b>	<b>0.97</b>	<b>1.02</b>	<b>0.48</b>	<b>0.26</b>

<sup>6</sup> "Fall-back ratios" represent each land use's proportional share of the Town's real property assessed value. "Open space" includes taxable open land of 5+ acres and land with improvements of 10+ acres, such as a farm with an existing residence.

<sup>7</sup> This table does not include water revenue appropriations or expenditures, or non-budget warrant articles. The COCS is designed to focus on local government services.

LINCOLN WORKBOOK

FISCAL IMPACT SUMMARY												
Based on FY05 General Fund Revenue & Appropriations												
	Single-Family Homes	Multi-Family Housing	Offices	Educational Use	Religious Use	Mixed-Use	Single-Family Homes	Educational Use	Recreation Use	Single-Family Homes	Multi-Family Housing	Religious Use
Summary Statistics	BIIC-1	BIIC-2	BIIC-3	BIIC-4	BIIC-5	BIIC-6	Farrington-1	Farrington-2	Farrington-3	Kennedy-1	Kennedy-2	Kennedy-3
Total Acres	31.5	31.5	31.5	31.5	31.5	31.5	83.8	83.8	83.8	8.9	8.9	8.9
Total Dwelling Units	10	97	0	0	0	20	11	0	0	4	135	0
Total Commercial Square Feet	0	0	187,000	0	0	140,000	0	0	0	0	0	0
Total Institutional Square Feet	0	0	0	123,000	45,000	0	0	48,000	0	0	0	50,000
Population	34.8	205.1	0.0	0.0	0.0	37.8	38.3	0.0	0.0	13.9	273.9	0.0
School-Age Children	11.1	24.1	0.0	0.0	0.0	1.8	12.2	0.0	0.0	4.4	20.2	0.0
Estimated General Fund Revenue	\$194,309	\$529,046	\$611,839	\$0	\$0	\$500,740	\$213,740	\$0	\$0	\$77,724	\$653,258	\$0
Estimated General Fund Service Costs	\$205,529	\$709,546	\$229,804	\$72,670	\$13,936	\$98,806	\$220,010	\$47,265	\$0	\$80,004	\$759,295	\$15,484
Cost-Revenue Ratio	1.06	1.34	0.38	N/A	N/A	0.20	1.03	N/A	N/A	1.03	1.16	N/A
Surplus/(Deficit) General Fund Revenue	(\$11,219)	(\$180,500)	\$382,036	(\$72,670)	(\$13,936)	\$401,934	(\$6,270)	(\$47,265)	\$0	(\$2,280)	(\$106,037)	(\$15,484)
Costs by Service Category												
General Government	\$9,482	\$55,885	\$6,894	\$727	\$139	\$10,299	\$10,430	\$473	\$0	\$3,793	\$74,621	\$155
Public Safety	\$15,255	\$89,913	\$80,431	\$43,602	\$9,058	\$16,570	\$13,554	\$28,359	\$0	\$4,929	\$96,969	\$10,065
Public Education	\$134,670	\$291,906	\$0	\$0	\$0	\$21,838	\$148,137	\$0	\$0	\$53,868	\$245,074	\$0
Public Works	\$5,640	\$33,245	\$103,412	\$10,901	\$1,672	\$6,127	\$6,205	\$7,090	\$0	\$2,256	\$44,390	\$1,858
Health & Human Services	\$605	\$3,563	\$0	\$1,453	\$557	\$657	\$665	\$945	\$0	\$242	\$4,757	\$619
Culture & Recreation	\$5,631	\$33,190	\$0	\$7,267	\$836	\$6,117	\$6,194	\$4,727	\$0	\$2,252	\$44,317	\$929
Debt Service	\$13,036	\$76,835	\$22,980	\$1,453	\$279	\$14,160	\$11,496	\$945	\$0	\$4,180	\$82,246	\$310
Fixed Costs/Other	\$21,210	\$125,009	\$16,086	\$7,267	\$1,394	\$23,038	\$23,331	\$4,727	\$0	\$8,484	\$166,920	\$1,548
Total	\$205,529	\$709,546	\$229,804	\$72,670	\$13,936	\$98,806	\$220,010	\$47,265	\$0	\$80,004	\$759,295	\$15,484
FY05 Assessed Valuation	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207
Surplus/(Deficit) Tax Rate Impact	\$0.0000	\$0.0001	(\$0.0002)	\$0.0000	\$0.0000	(\$0.0002)	\$0.0000	\$0.0000	\$0.0000	\$0.0000	\$0.0001	\$0.0000
Tax Bill Impact per \$100,000 Value	\$0.00	\$0.01	-\$0.02	\$0.00	\$0.00	-\$0.02	\$0.00	\$0.00	\$0.00	\$0.00	\$0.01	\$0.00
Average Single-Family Home Value	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359
Additional/Reduced Cost to Taxpayers (Average Single-Family Home)	\$6.27	\$100.81	-\$213.37	\$40.59	\$7.78	-\$224.48	\$3.50	\$26.40	\$0.00	\$1.27	\$59.22	\$8.65
Fee in Lieu of Affordable Units/# Units	1					3	2			0		

LINCOLN WORKBOOK

<b>FISCAL IMPACT SUMMARY</b>											
Based on FY05 General Fund Revenue											
	<i>Offices</i>	<i>Multi-Family Housing</i>	<i>Multi-Family Housing</i>	<i>Recreation Use</i>	<i>Single-Family Homes</i>	<i>Religious Use</i>	<i>Age-Restricted Housing</i>	<i>Single-Family Homes</i>	<i>Residential Mix</i>	<i>Age-Restricted Units</i>	<i>Residential Mix</i>
<b>Summary Statistics</b>	<b>Kennedy-4</b>	<b>Minuteman-1</b>	<b>Minuteman-2</b>	<b>Minuteman-3</b>	<b>Minuteman-4</b>	<b>Minuteman-5</b>	<b>Minuteman-6</b>	<b>DeNormandie-1</b>	<b>DeNormandie-2</b>	<b>Ridge-1</b>	<b>Ridge-2</b>
<i>Total Acres</i>	8.9	10.5	10.5	10.5	10.5	10.5	10.5	55.6	55.6	6.7	6.7
<i>Total Dwelling Units</i>	0	64	40	0	7	0	126	9	76	40	68
<i>Total Commercial Square Feet</i>	70,000	0	0	0	0	0	0	0	0	0	0
<i>Total Institutional Square Feet</i>	0	0	0	0	0	32,500	0	0	0	0	0
<i>Population</i>	0.0	137.0	81.3	0.0	24.4	0.0	134.8	31.3	167.2	63.6	126.0
<i>School-Age Children</i>	0.0	15.5	8.2	0.0	7.8	0.0	0.0	10.0	19.9	0.0	7.0
<i>Estimated General Fund Revenue</i>	\$229,031	\$333,104	\$195,352	\$0	\$136,016	\$0	\$586,551	\$174,878	\$408,827	\$240,007	\$338,744
<i>Estimated General Fund Service Costs</i>	\$102,566	\$466,605	\$265,027	\$0	\$143,870	\$11,273	\$274,436	\$184,976	\$581,581	\$119,414	\$322,066
<i>Cost-Revenue Ratio</i>	0.45	1.40	1.36	N/A	1.06	N/A	0.47	1.06	1.42	0.50	0.95
<i>Surplus/(Deficit) General Fund Revenue</i>	\$126,465	(\$133,501)	(\$69,675)	\$0	(\$7,854)	(\$11,273)	\$312,115	(\$10,098)	(\$172,753)	\$120,593	\$16,678
<i>Costs by Service Category</i>											
<i>General Government</i>	\$0	\$37,339	\$22,151	\$0	\$6,637	\$113	\$36,723	\$8,534	\$45,564	\$17,329	\$34,342
<i>Public Safety</i>	\$0	\$60,074	\$35,639	\$0	\$10,679	\$7,327	\$59,083	\$13,730	\$73,308	\$22,518	\$44,627
<i>Public Education</i>	\$0	\$187,567	\$99,486	\$0	\$94,269	\$0	\$0	\$121,203	\$241,071	\$0	\$85,412
<i>Public Works</i>	\$0	\$22,212	\$13,177	\$0	\$3,948	\$1,353	\$21,846	\$5,076	\$27,105	\$10,308	\$20,429
<i>Health &amp; Human Services</i>	\$0	\$2,380	\$1,412	\$0	\$423	\$451	\$2,341	\$544	\$2,905	\$1,105	\$2,189
<i>Culture &amp; Recreation</i>	\$0	\$22,175	\$13,155	\$0	\$3,942	\$676	\$21,809	\$5,068	\$27,060	\$10,291	\$20,395
<i>Debt Service</i>	\$0	\$51,336	\$30,455	\$0	\$9,125	\$225	\$50,489	\$11,733	\$62,645	\$19,099	\$37,851
<i>Fixed Costs/Other</i>	\$0	\$83,522	\$49,550	\$0	\$14,847	\$1,127	\$82,145	\$19,089	\$101,922	\$38,763	\$76,820
<i>Total</i>	\$0	\$466,605	\$265,027	\$0	\$143,870	\$11,273	\$274,436	\$184,976	\$581,581	\$119,414	\$322,066
<i>FY05 Assessed Valuation</i>	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207	\$1,916,485,207
<i>Surplus/(Deficit) Tax Rate Impact</i>	(\$0.0001)	\$0.0001	\$0.0000	\$0.0000	\$0.0000	\$0.0000	(\$0.0002)	\$0.0000	\$0.0001	(\$0.0001)	(\$0.0000)
<i>Tax Bill Impact per \$100,000 Value</i>	-\$0.01	\$0.01	\$0.00	\$0.00	\$0.00	\$0.00	-\$0.02	\$0.00	\$0.01	-\$0.01	\$0.00
<i>Average Single-Family Home Value</i>	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359	\$1,070,359
<i>Additional/Reduced Cost to Taxpayers (Average Single-Family Home)</i>	-\$70.63	\$74.56	\$38.91	\$0.00	\$4.39	\$6.30	-\$174.32	\$5.64	\$96.48	-\$67.35	-\$9.31
<i>Fee in Lieu of Affordable Units/# Units</i>					1		19	1		6	

# STATE OF THE TOWN MEETING

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UPDATE ON:

## AT RISK PROPERTIES ANALYSIS

November 5, 2005

Presented by:

### At Risk Properties Committee

## At Risk Properties Committee

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<b>Gary Taylor</b>	<b>Board of Selectmen</b>
<b>Ephraim Flint / Ken Hurd</b>	<b>Planning Board</b>
<b>Paul Giese</b>	<b>Finance Committee</b>
<b>Peter Von Mertens</b>	<b>Conservation Commission</b>
<b>BJ Scheff</b>	<b>Housing Commission</b>
<b>Geoff McGean</b>	<b>Rural Land Foundation</b>
<b>John Valpey</b>	<b>Community Preservation Committee</b>
<b>Buffer Morgan</b>	<b>Board of Assessors</b>
<b>Tim Higgins</b>	<b>Town Administrator</b>
<b>Tom Gumbart</b>	<b>Conservation Director</b>
<b>Mark Whitehead</b>	<b>Town Planner</b>

## Why have we undertaken the ARP Effort?

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- Significant properties under current development pressure
- Current zoning may not prevent undesirable development; window may close on desirable development options
- Need to renew consensus regarding Lincoln's values and priorities to guide decision-making
- Tools and property assessments developed will inform future discussions on these or other important properties

## What are Our Objectives?

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- Inform boards, departments and residents regarding development threats and opportunities
- Get feedback from the Town on overall priorities regarding development impacts on Lincoln's quality of life and fiscal health
- Develop an analytical tool/model to evaluate impacts; establish benchmarks for studied properties for future use, comparison
- Agree on a strategy for dealing with potential high-impact development

## How Did We Get Here?

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- BOS decision to proceed (June)
- Broad-based committee selected (July)
- Obtained expert technical support (VHB/COG selected August)
- Six public meetings – feedback on assumptions, analysis; participation of abutters and other interested parties
- State of the Town Meeting (November 5th)

## Why Worry about Development Now?

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- 40B remains a real threat
  - Trumps local zoning
  - Lincoln below the 10% that confers absolute protection
  - Activity in surrounding towns
- Opportunities for acceptable commercial development may be lost
  - Commercial base relieves residential burden
  - Can quality of life impacts be mitigated?

## What Defines Lincoln's Quality of Life?

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- Rural, small town character
- Conservation of open space, agricultural fields, woods, wildlife
- Diversity in people and housing
- Preservation of historic sites, buildings, colonial heritage
- Broad range of recreational opportunities
  - Organized and unorganized
  - All ages, interests

## What are Lincoln's Fiscal Challenges?

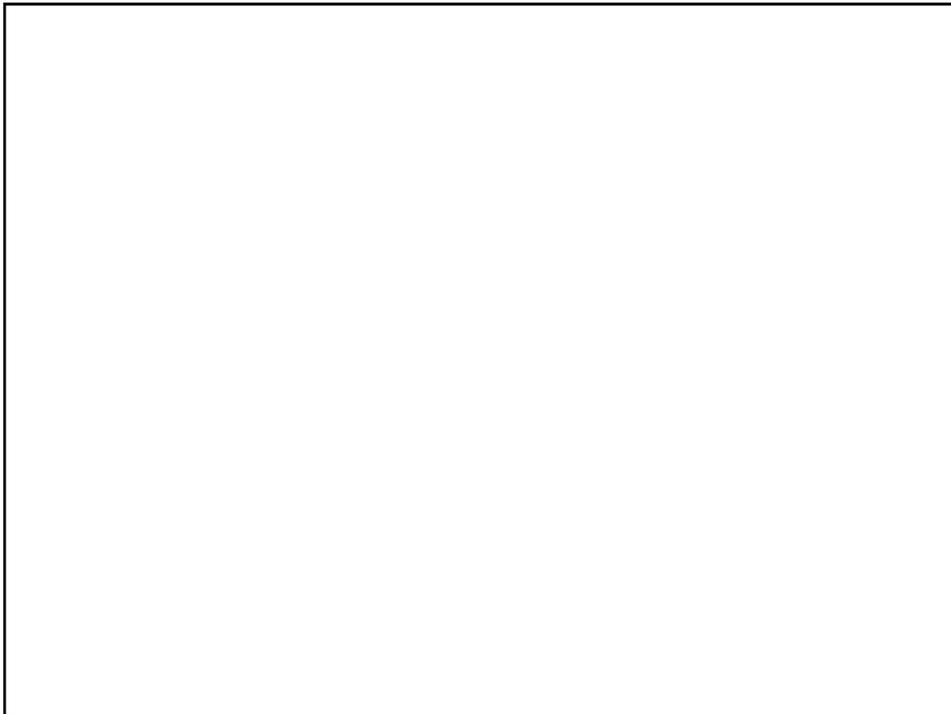
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- Increasing dependence on property tax
  - 75% of total revenue derived from property tax
  - Continuing, substantial State aid reductions
  - Limited options to increase local revenues (i.e., fees and fines)
- Little tax base diversification
  - 97% of tax base is residential
  - Adopted split tax rate, but base is very small
- Even with tax relief programs, burden remains heavy for residents on fixed incomes
- Financial forecasts anticipate continuing tax increases needed to preserve service levels

## What was the At Risk Properties Analysis?

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- Identification of threatened properties and potential development scenarios
- Creation of concept site plans based on reasonable development assumptions
- Calculation of fiscal costs/revenues associated with each scenario
- Analysis of resulting traffic impacts and environmental impacts
- Does not recommend a preferred scenario



## What Properties Were Analyzed?

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- BIIC - Crosby's Corner
- Denormandie – Rte. 2 near Tracey's
- Farrington Estate – Rte. 2 near Gerard's
- Kennedy – Waltham border and Winter St.
- Minuteman – Mill St. adjacent to Minuteman campus
- Ridge Road –Ridge Rd. behind Cambridge Trust

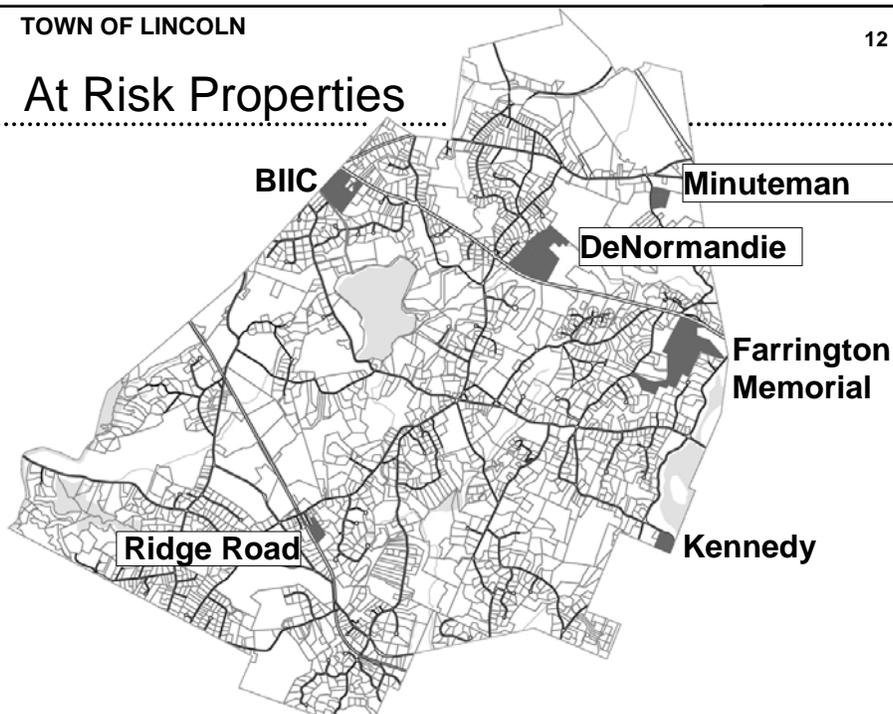
November 5, 2005

At Risk Properties Analysis

VHB/COG

## At Risk Properties

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## How Were Scenarios Developed?

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- Scenarios initially selected by the committee to cover range of potential outcomes
- After review by consultant, scenarios were adjusted based on physical, traffic-related or other practical constraints
- Scenarios include as-of-right, multi-family 40B, commercial, open space, institutional, and mixed-use development options

## Structure for Rest of the Meeting

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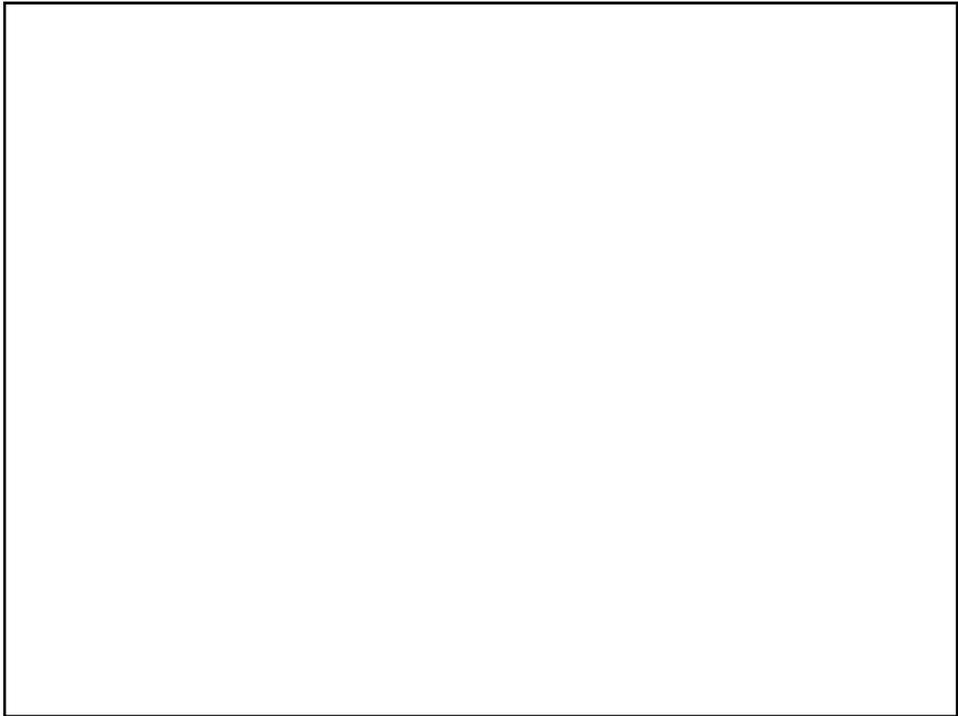
- Discussion of the ARP analysis and results
  - Study approach and concepts
  - Discussion of three of the six properties analyzed
- Moderated discussion for feedback – how do we balance the various town interests
- Questionnaire for feedback on the analysis and the meeting – please participate

## Development Scenarios

	BIOC	DeNormandie	Farrington
Single-Family Homes	✓	✓	✓
Multi-Family Housing	✓		
Residential Mix or Age Restricted		✓	
Offices	✓		
Mixed-Use	✓		
Educational Use	✓		✓
Religious Use	✓		
Open Space		✓	✓
Recreation			✓
November 5, 2005	At Risk Properties Analysis		VHB/COG

## Development Scenarios

	Kennedy	Minuteman	Ridge Road
Single-Family Homes	✓	✓	
Multi-Family Housing	✓	✓	
Residential Mix or Age Restricted		✓	✓
Offices	✓		
Mixed-Use			
Educational Use			
Religious Use	✓	✓	
Open Space	✓		
Recreation		✓	
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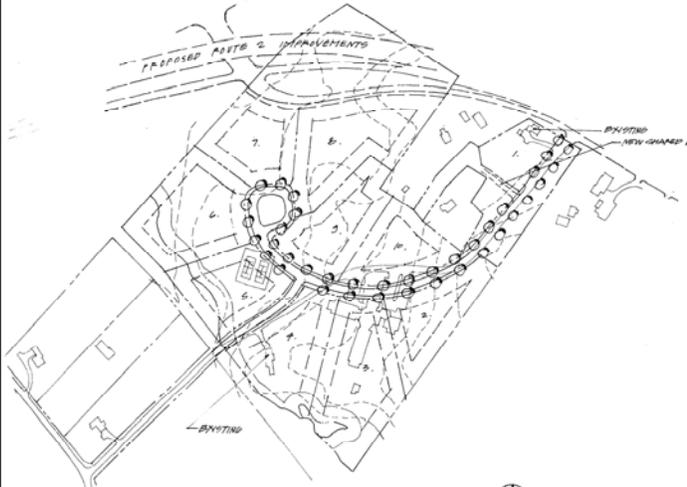


### BIIC Property

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- 31.5 acre site along Route 2 at Concord border.
- Current institutional use.
- MHD Route 2 interchange project is factor for scenarios.
- Minor wetland constraints.
- Development scenarios studied include single-family homes, multi-family housing, corporate office, mixed-use, institutional and religious use.

# BIIC Property



### Single Family Homes

10 single family lots (80,000 sf)

**Environmental:**  
Previously built site, avoidance of wetlands, minimal impact.

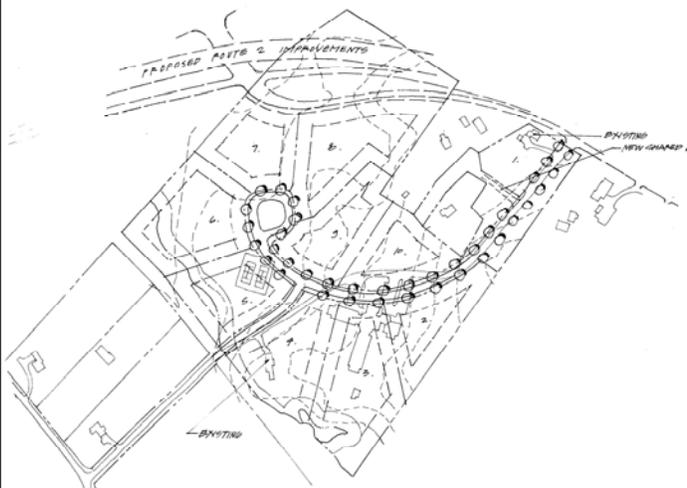
**Traffic:**  
125 avg. daily trips  
16 am peak  
13 pm peak  
Good access from Rt.2.

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At Risk Properties Analysis

VHB/COG

# BIIC Property



### Single Family Homes

10 single family lots (80,000 sf)

**Fiscal:**  
35 residents  
11 school-age children

Revenue generated:  
\$194,309

Service costs:  
\$205,529

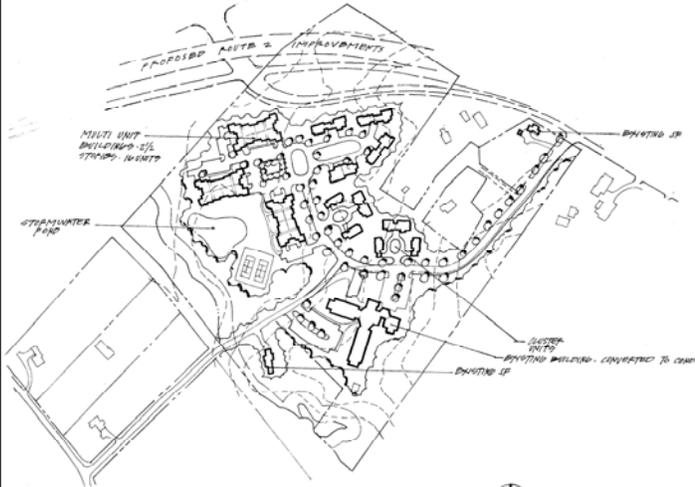
Cost-Revenue Ratio:  
1.06

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At Risk Properties Analysis

VHB/COG

# BIIC Property



### Multi-Family Housing

97 housing units  
(1,250 sf units)

**Environmental:**  
Previously built site,  
avoidance of wetlands,  
limited reuse of  
buildings.

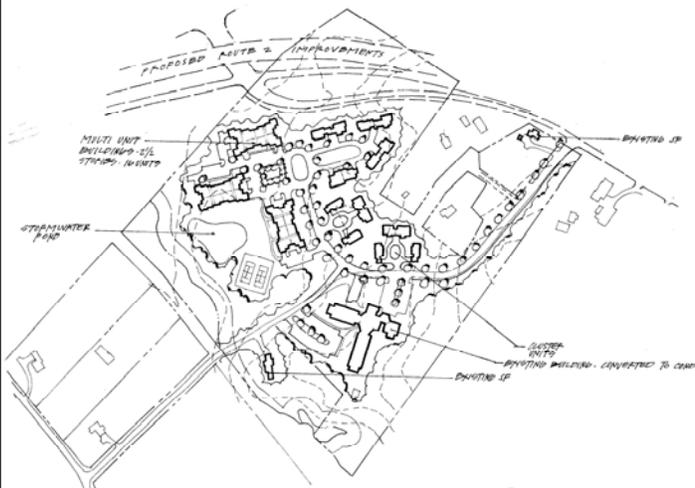
**Traffic:**  
637 avg. daily trips  
60 am peak  
60 pm peak  
192 parking spaces

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At Risk Properties Analysis

VHB/COG

# BIIC Property



### Multi-Family Housing

97 housing units  
(1,250 sf units)

**Fiscal:**  
205 residents  
24 school-age children

Revenue generated:  
\$529,046

Service costs:  
\$709,545

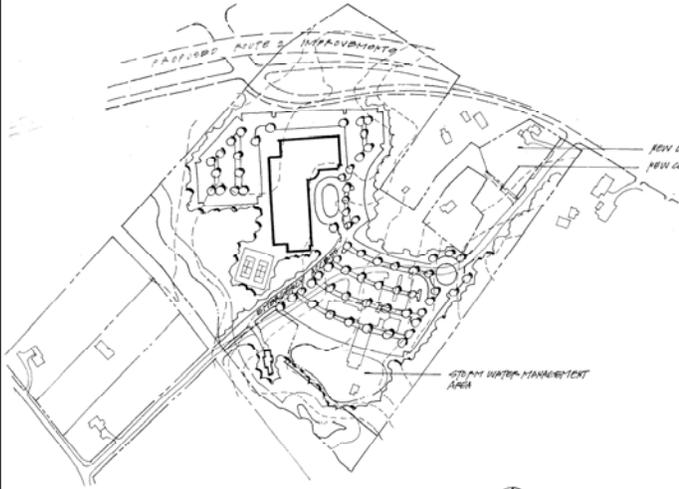
Cost-Revenue Ratio:  
1.34

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At Risk Properties Analysis

VHB/COG

# BIIC Property



### Corporate Office

187,000 sf  
3-story building

**Environmental:**  
Significant land alteration, avoidance of wetlands, stormwater management needed.

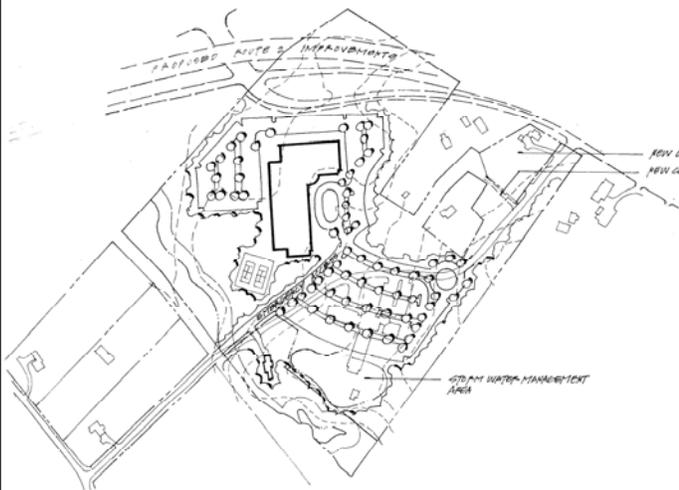
**Traffic:**  
1,490 avg. daily trips  
279 am peak  
261 pm peak  
630 parking spaces

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At Risk Properties Analysis

VHB/COG

# BIIC Property



### Corporate Office

187,000 sf  
3-story building

**Fiscal:**  
Revenue generated:  
\$611,839

Service costs:  
\$229,813

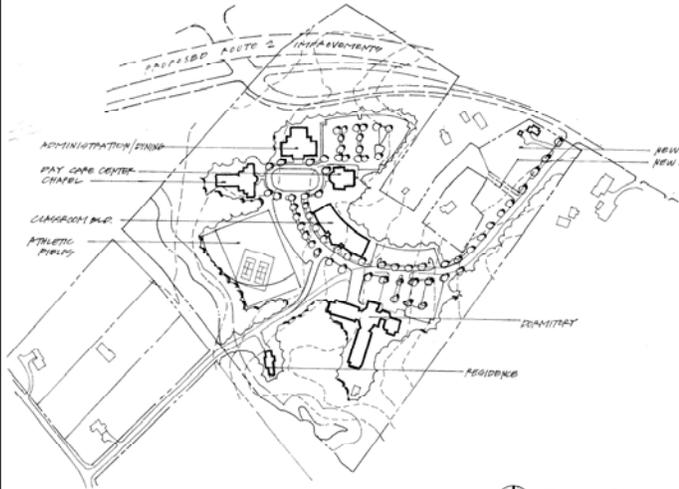
Cost-Revenue Ratio:  
0.38

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At Risk Properties Analysis

VHB/COG

# BIIC Property



**Educational Use**

123,000 sf  
Campus-style  
190 students

**Environmental:**  
Previously built site,  
avoidance of wetlands,  
reuse of buildings.

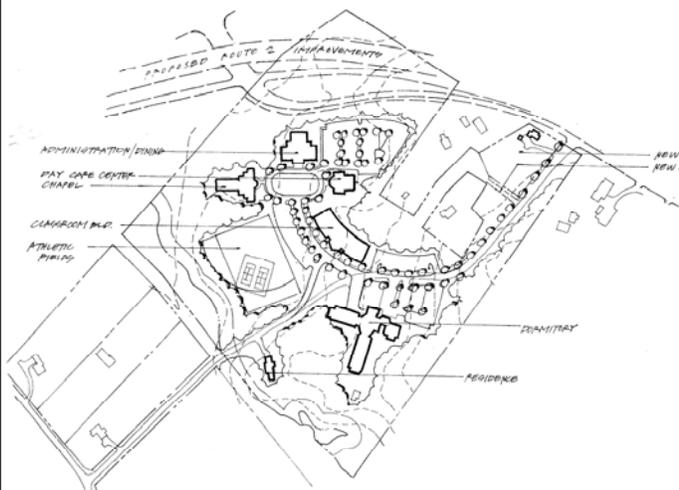
**Traffic:**  
177 avg. daily trips  
47 am peak  
8 pm peak  
260 parking spaces

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At Risk Properties Analysis

VHB/COG

# BIIC Property



**Educational Use**

123,000 sf  
Campus-style  
190 students

**Fiscal:**  
Revenue generated:  
\$0

Service costs:  
\$72,673

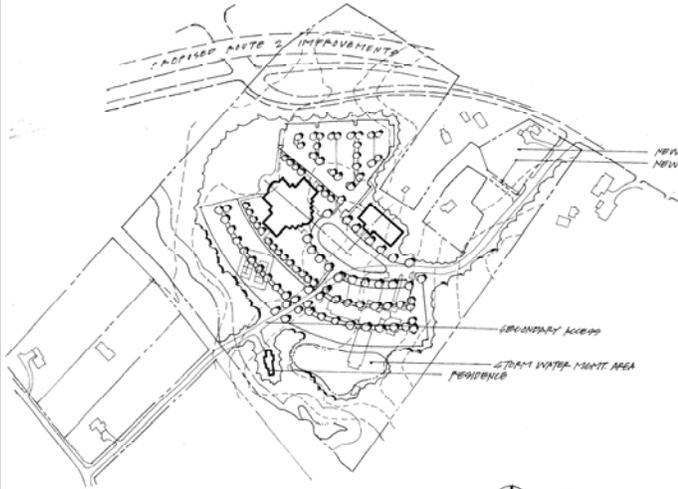
Cost-Revenue Ratio:  
N/A

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At Risk Properties Analysis

VHB/COG

# BIIC Property



### Religious Use

45,000 sf  
Church and function building

**Environmental:**  
Significant land alteration, avoidance of wetlands, stormwater management needed.

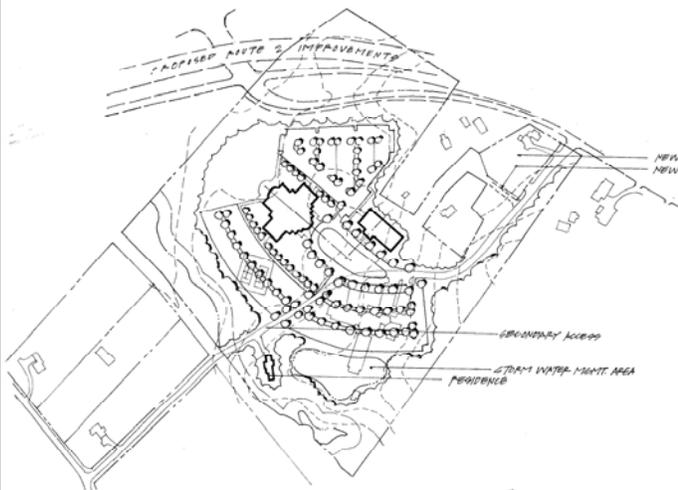
**Traffic:**  
410 avg. daily trips  
32 am peak  
30 pm peak  
600 parking spaces

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At Risk Properties Analysis

VHB/COG

# BIIC Property



### Religious Use

45,000 sf  
Church and function building

**Fiscal:**  
Revenue generated:  
\$0

Service costs:  
\$13,936

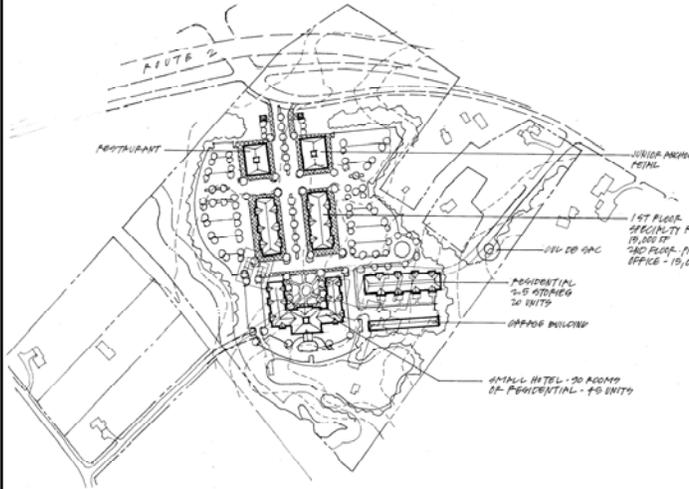
Cost-Revenue Ratio:  
N/A

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At Risk Properties Analysis

VHB/COG

# BIIC Property



**Mixed-Use**

20 housing units  
140,000 sf commercial/retail

**Environmental:**  
Significant land alteration, avoidance of wetlands, stormwater management needed.

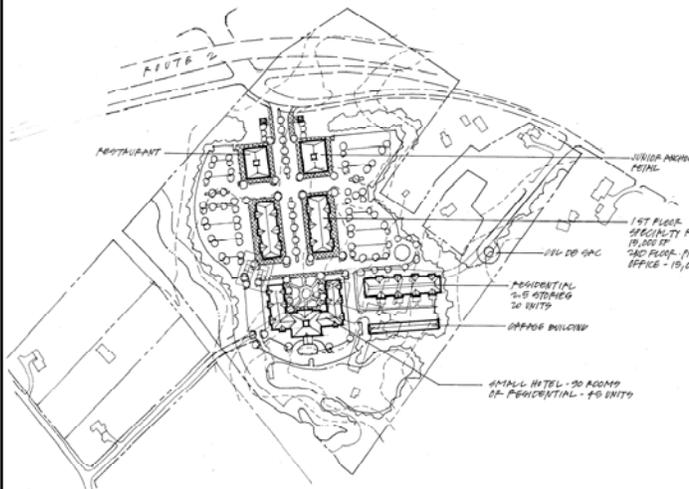
**Traffic:**  
3,329 avg. daily trips  
90 am peak  
269 pm peak  
465 parking spaces

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At Risk Properties Analysis

VHB/COG

# BIIC Property



**Mixed-Use**

20 housing units  
140,000 sf commercial/retail

**Fiscal:**  
38 residents  
2 school-age children

Revenue generated:  
\$500,740

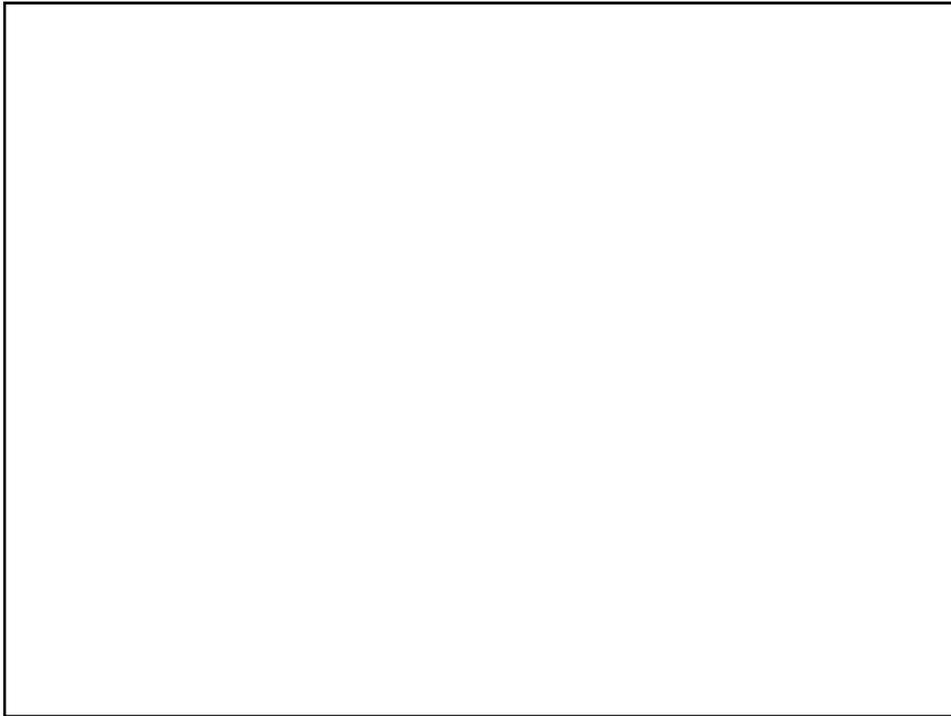
Service costs:  
\$98,806

Cost-Revenue Ratio:  
0.20

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At Risk Properties Analysis

VHB/COG

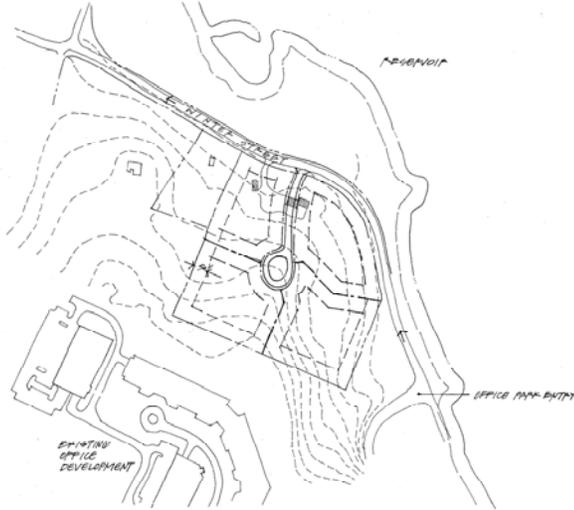


## Kennedy Property

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- 8.9 acre site along Winter Street near Waltham border.
- Winter Street is narrow one-way street.
- Site within Cambridge Watershed.
- Site contains steep slopes.
- Development scenarios studied include single-family homes, multi-family housing, corporate office, and religious uses.

# Kennedy Property



### Single Family Homes

4 single family lots  
(80,000 sf)

**Environmental:**  
Existing house lot,  
requires steep driveway,  
minimal land alteration.

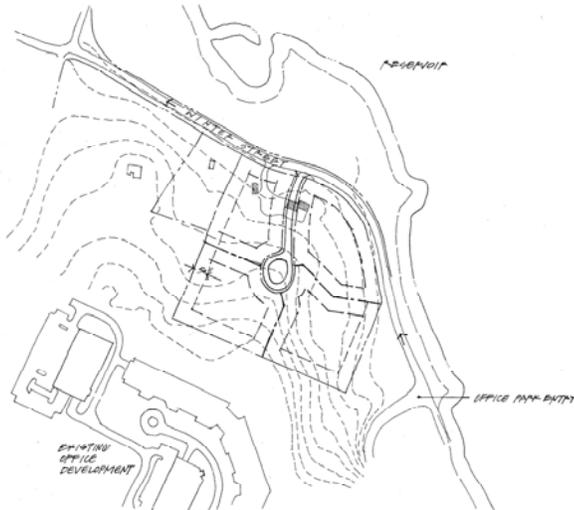
**Traffic:**  
54 avg. daily trips  
12 am peak  
6 pm peak  
Easy access from I-95.

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At Risk Properties Analysis

VHB/COG

# Kennedy Property



### Single Family Homes

4 single family lots  
(80,000 sf)

**Fiscal:**  
14 residents  
4 school-age children

Revenue generated:  
\$77,724

Service costs:  
\$80,004

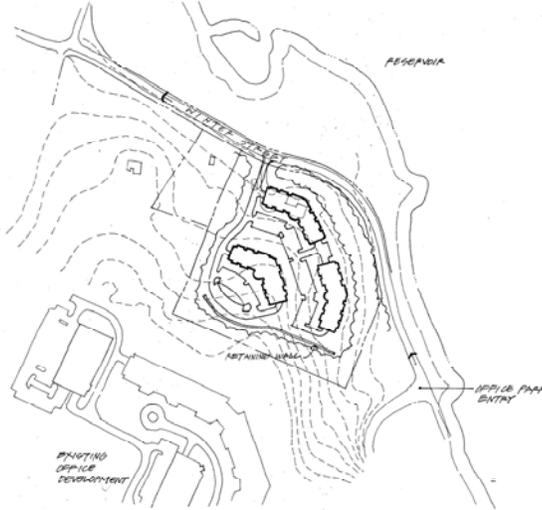
Cost-Revenue Ratio:  
1.03

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At Risk Properties Analysis

VHB/COG

# Kennedy Property



### Multi-Family Housing

135 housing units  
3 buildings

**Environmental:**  
Significant land alteration and large retaining wall.

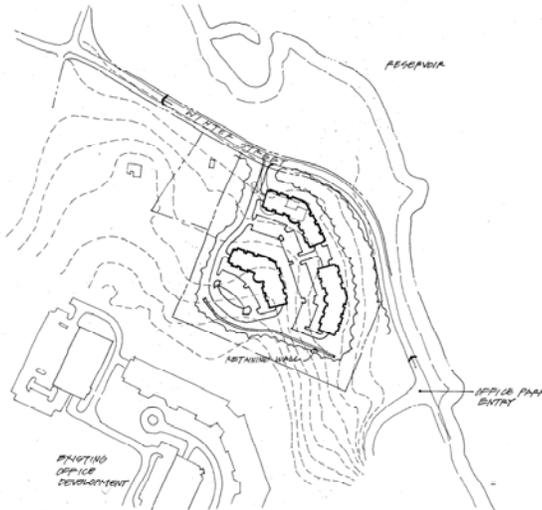
**Traffic:**  
962 avg. daily trips  
70 am peak  
92 pm peak  
270 parking spaces

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At Risk Properties Analysis

VHB/COG

# Kennedy Property



### Multi-Family Housing

135 housing units  
3 buildings

**Fiscal:**  
274 residents  
20 school-age children

Revenue generated:  
\$653,258

Service costs:  
\$759,295

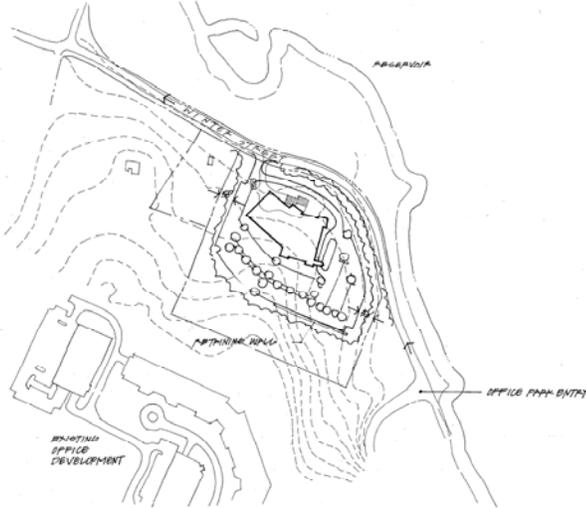
Cost-Revenue Ratio:  
1.16

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At Risk Properties Analysis

VHB/COG

# Kennedy Property



### Religious Use

50,000 sf  
One church building

**Environmental:**  
Significant land alteration and large retaining wall.

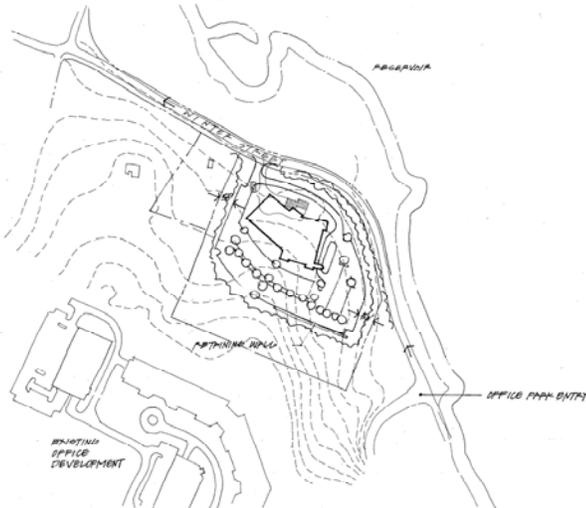
**Traffic:**  
456 avg. daily trips  
36 am peak  
33 pm peak  
275 parking spaces

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At Risk Properties Analysis

VHB/COG

# Kennedy Property



### Religious Use

50,000 sf  
One church building

**Fiscal:**  
Revenue generated:  
\$0

Service costs:  
\$15,485

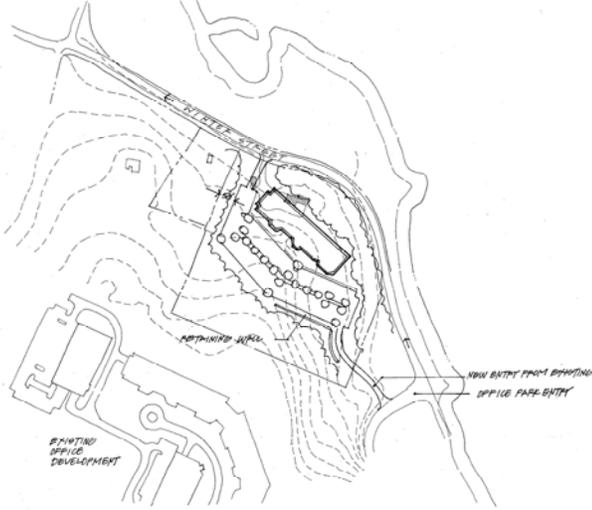
Cost-Revenue Ratio:  
N/A

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At Risk Properties Analysis

VHB/COG

# Kennedy Property



### Corporate Office

70,000 sf  
2-story building

**Environmental:**  
Significant land alteration and large retaining wall.

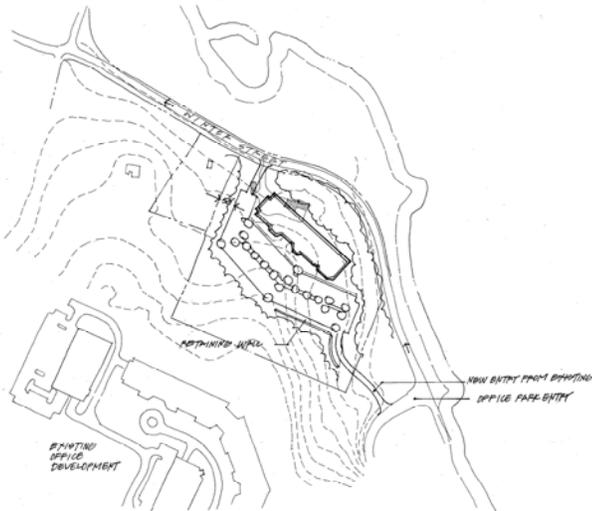
**Traffic:**  
1,014 avg. daily trips  
141 am peak  
157 pm peak  
242 parking spaces

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At Risk Properties Analysis

VHB/COG

# Kennedy Property



### Corporate Office

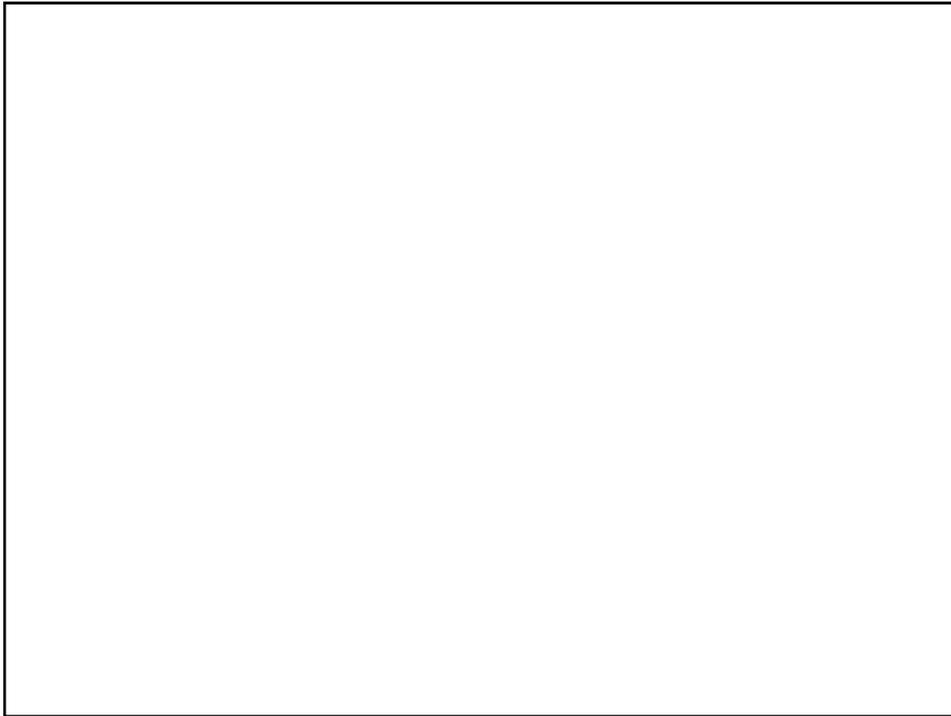
70,000 sf  
2-story building

**Fiscal:**  
Revenue generated:  
\$229,031  
Service costs:  
\$102,570  
Cost-Revenue Ratio:  
0.45

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At Risk Properties Analysis

VHB/COG



## DeNormandie Site

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- 55.6 acre site along Route 2.
- Access to site via one curb cut off Route 2.
- Site within Cambridge Watershed.
- Site contains steep slopes.
- Site contains large wetland resources area.
- Development scenarios studied include single-family homes and a residential mix program.

# DeNormandie Property



### Single-Family Homes

9 single family lots (80,000 sf)

**Environmental:**  
Avoids wetland crossing, steep driveway access.

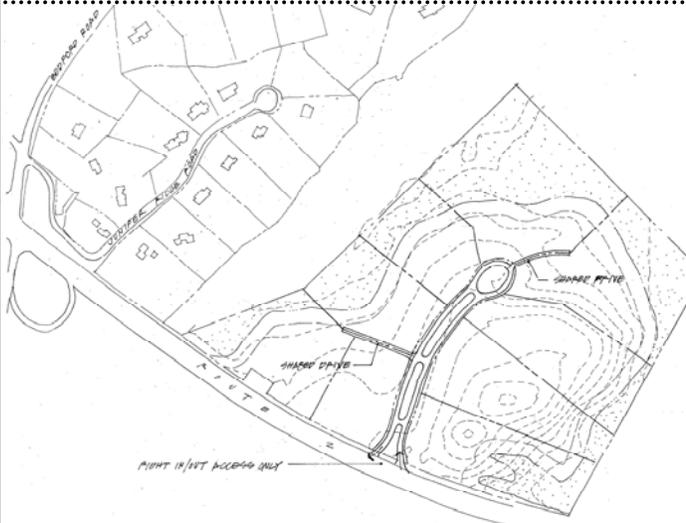
**Traffic:**  
113 avg. daily trips  
16 am peak  
12 pm peak  
Right-in/Right-out access. PM peak hour on Route 2 is significant.

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At Risk Properties Analysis

VHB/COG

# DeNormandie Property



### Single-Family Homes

9 single family lots (80,000 sf)

**Fiscal:**  
31 residents  
10 school-age children

Revenue generated:  
\$174,878

Service costs:  
\$184,976

Cost-Revenue Ratio:  
1.06

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At Risk Properties Analysis

VHB/COG

# DeNormandie Property



### Residential Mix Program

76 housing units  
 Mix of condos, townhouses, and multi-unit buildings

**Environmental:**  
 Avoids wetland crossing, significant land alteration.

**Traffic:**  
 662 avg. daily trips  
 46 am peak  
 66 pm peak  
 152 parking spaces

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At Risk Properties Analysis

VHB/COG

# DeNormandie Property



### Residential Mix Program

76 housing units

**Fiscal:**  
 167 residents  
 20 school-age children

Revenue generated:  
 \$408,827

Service costs:  
 \$581,580

Cost-Revenue Ratio:  
 1.42

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At Risk Properties Analysis

VHB/COG

## Open Space Acquisition Scenarios

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- Kennedy Property
  - Average annual debt service payment over 20 years is \$191,000.
- DeNormandie site
  - Average annual debt service payment over 20 years is \$267,000.
- Initial years of debt service is expensive.
- Ultimately public land generates little if any cost to the Town.

## Observations/Tradeoffs

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- Single-family housing has been the dominant land use strategy, but it presents serious problems:
  - Tends not to pay for itself; tax revenues do not cover the cost of municipal services typically required
  - Two-acres-per-household approach rapidly consumes remaining undeveloped space
  - Provides no tax base diversification, reduces housing diversity, increases need for affordable housing

## Observations/Tradeoffs

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- A Chapter 40B development in Lincoln could have large fiscal and quality of life impacts:
  - Could cause an even larger than average residential cost-revenue gap because units tend to generate less than average revenue.
  - Higher density developments affect rural character, raise traffic, noise, lighting and safety issues
  - BUT: Would create greater housing diversity and could restore local planning autonomy.

## 40B Example - Bedford

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## Observations/Tradeoffs

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- New commercial development offers potential tax relief; produces a revenue surplus over its service costs:
  - The cost-revenue ratio for new office space should range from 38-45 cents in costs for every \$1.00 in revenue
  - BUT: Has significant quality of life impacts (i.e., rural character, traffic, noise, lighting, safety, etc.); appropriate siting can mitigate (i.e., Lincoln North)
  - Many additional questions: Is there a market, are there appropriate locations, would it undercut existing enterprises, could Lincoln tolerate enough commercial development to make a real dent in the tax burden?

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## Lincoln North Office Park

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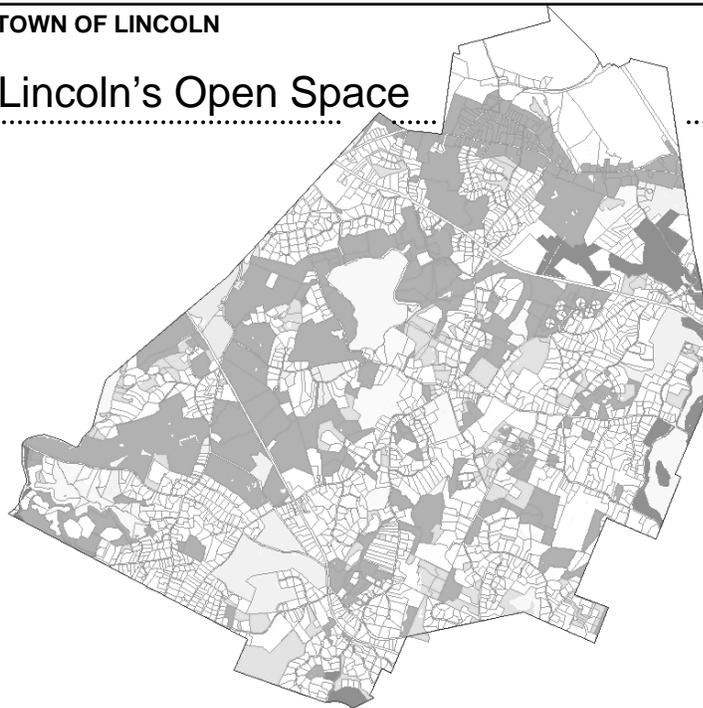
## Observations/Tradeoffs

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- While public acquisition of open space can be expensive during the initial years of debt service, ultimately public land has both quality of life and fiscal benefits:
  - Private efforts in Lincoln typically reduce the need for public investment
  - Promotes rural character; raises property values generally
  - Reduces tax base, but also prevents revenue negative development

## Lincoln's Open Space

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## Balancing Quality of Life & Fiscal Concerns

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- Continued as-of-right residential development increases fiscal woes and reduces housing diversity
- Higher density residential can have large fiscal and neighborhood impacts, but improves diversity, could preserve autonomy
- Commercial development more than pays for its direct costs, but has neighborhood and traffic impacts
- Any non-standard development may require difficult balancing of neighborhood and town-wide interests

## Next Steps & Discussion

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- Should the Town rely on our existing zoning and other protections to deal with individual projects?
  - Limits to existing zoning and protections
    - Continued exposure to 40 B projects
    - Religious, nonprofit education uses exempt from zoning
  - Could work with 40B developer to meet goals
    - Attain 10% Subsidized Housing Inventory (SHI) and reestablish local control
    - Lincoln is currently at 8.7% SHI, but 2010 census changes 10% totals, target moving
    - “Friendly” approach provides some leverage to shape project to mitigate impacts

## Next Steps & Discussion

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- Should the Town take a more proactive approach toward land use recognizing quality of life priorities and fiscal needs?
  - Master Planning/zoning amendments
  - Increased use of overlay districts
  - Neighborhood planning charrettes/zoning amendments
  - Use vehicle like At Risk Committee to meet with developers, shape projects to pursue Town objectives

## STATE OF THE TOWN MEETING

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- Thank you for this important discussion.
  
- Please fill out the questionnaire and return it to the Selectmen's Office in Town Hall