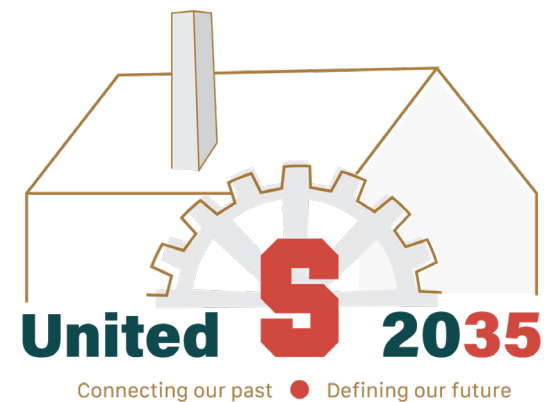




Saugus United 2035

Master Plan



Acknowledgments

Town of Saugus

Saugus United reflects significant work from a wide range of individuals committed to building the future of the Town. Thank you to all who participated throughout the process, especially the members of the public who participated throughout this process.

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Planning + Economic Development

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- John Fralick, Public Health Director

Metropolitan Area Planning Council

The Town hired MAPC to provide professional planning and technical assistance to facilitate creation of this plan.

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Executive Summary



Executive Summary

Overview

What Is a Master Plan?

In the Commonwealth of Massachusetts, cities and towns are required periodically to develop a master plan that defines municipal goals and policies relating to:

- Land Use,
- Housing,
- Economic Development,
- Natural and Cultural Resources,
- Open Space and Recreation,
- Services and Facilities,
- Transportation, and
- Master Plan Implementation.

According to State statute, each master plan should be “designed to provide a basis for decision-making regarding the long-term physical development of the municipality.” It has been decades since Saugus last completed a master plan.

As outlined in the State statute, a master plan is a strategic framework that guides the future physical and economic development of the town based on the community vision and goals. Developing a master plan is more than just researching and writing a report. It is an open, public process through which the people of Saugus have collaborated to establish future priorities to guide conservation, preservation, growth and development over the next fifteen years. It is a process through which residents and business owners, and Town boards and committees, talk to each other, listen to each other, and determine a set of common goals to guide future decisions in the Town of Saugus.

The set of topics covered by the plan is comprehensive and the plan is intended to apply to the entire geography of the Town of Saugus.



Figure 1. Breakheart Reservation



What is Saugus United?

Saugus United 2035: Connecting Our Past | Defining Our Future, the Town's new master plan, sets the course for its future. As noted above, master plans are required for every municipality and should be updated approximately every one-to-two decades. It expresses our aspirations as a community to protect and support what we love about living in Saugus. Saugus United 2035 looks at where we are, where we want to go, and how we're going to get there. It helps us be proactive and strategic about what happens over the next 15 years.

The Saugus Master Plan is made up of three volumes: **Context Report**, **Road Map**, and **Action Plan**. The Context Report is a snapshot of existing conditions as they relate to neighborhoods, parks, roadways, public services and facilities, the local economy, and historic and cultural assets, natural amenities, among other aspects of life in Saugus. The Road Map is the primary policy document. It begins with the Vision and Goals to help guide the Town's future decisions and investments. It is then organized around the major aspects of life in our Town: Live, Work, Play, Connect, and Protect. This section *identifies* the formative issues that will shape policy for each of these areas and lays out the framework for how the Town will reach its vision. The final section, the Action Plan, details individual action items needed to meet community issues and needs – and it identifies how the Town will achieve the vision and recommendations identified in the Road Map.

Process

A critical aspect of Saugus United is that it is a master plan not only *for* the community, but also *by* the community. Extensive effort was placed on engaging the community, especially those whose input are not traditionally engaged in community planning processes. Throughout the process, the master plan team engaged the community through multiple public forums, an online survey, stakeholder interviews, and focus groups.

The purpose of community engagement for this project was to:

- Exchange existing information, knowledge, and experiences between Saugus' residents, community members, and other stakeholders and the project staff;
- Engage Saugus residents, community members, and other stakeholders in creating a shared vision for their community that will guide the Town in setting priorities and making decisions;



- Empower stakeholders with the necessary information and tools so that they can actively participate in shaping the future of Saugus during and after the Master Plan process.

The goals were kept in mind during each phase of the process.

Community Snapshot

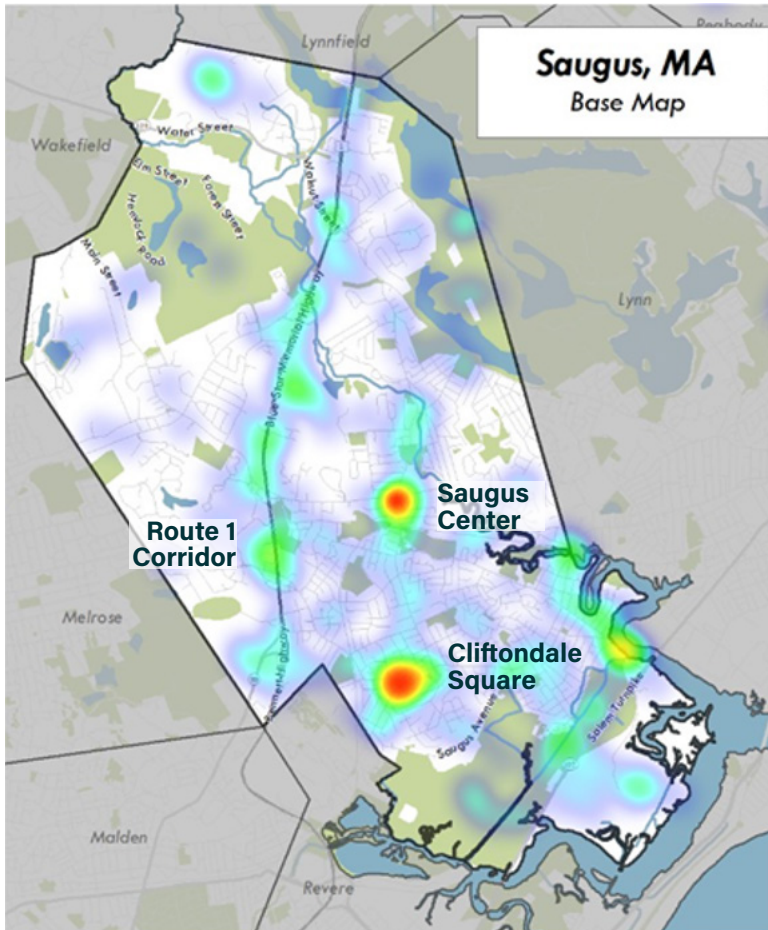
Saugus is in an enviable location, combining the conveniences of a suburb with easy access to Boston, as well as to the North Shore. It is a Town of nearly 30,000 residents and has experienced minor but steady population growth. Between 1990 and 2000, the population grew by 2%, and then grew another 2% the following decade. Estimates for 2020 have slightly stronger growth at 3%. Projections for the following decades are expected to continue in the low single digits. Along with this growth, the racial make-up of the Town has also slightly changed. Most Saugus residents identify themselves as one race, predominately white (90% as of the 2010 Census). Saugus's population has been slowly diversifying. For example, over the past twenty years, the percentage of residents identifying as black has quadrupled as a percentage of the total population (albeit from a very low base from 0.5% to 2%).

Table 1. Town of Saugus Population (Source: US Census, MAPC Projections) *Projected numbers

| | 1990 | | 2000 | | 2010 | | 2020* | | 2030* | | 2040* | |
|----------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| 19 years and younger | 5,952 | 23% | 5,877 | 23% | 5,653 | 21% | 5,222 | 19% | 5,190 | 18% | 5,182 | 18% |
| 20–34 years | 6,077 | 24% | 4,476 | 17% | 4,444 | 17% | 4,834 | 18% | 4,559 | 16% | 4,312 | 15% |
| 35–49 years | 5,465 | 21% | 6,307 | 24% | 5,813 | 22% | 5,401 | 20% | 6,267 | 22% | 6,141 | 21% |
| 50–64 years | 4,172 | 16% | 4,824 | 18% | 6,074 | 23% | 6,470 | 24% | 5,682 | 20% | 6,207 | 22% |
| 65–84 years | 3,550 | 14% | 4,074 | 16% | 4,022 | 15% | 5,019 | 18% | 6,324 | 22% | 6,217 | 22% |
| 85 years and older | 333 | 1% | 520 | 2% | 622 | 2% | 512 | 2% | 523 | 2% | 680 | 2% |
| Total | 25,549 | 100% | 26,078 | 100% | 26,628 | 100% | 27,458 | 100% | 28,545 | 100% | 28,739 | 100% |

Key Theme: Centers of Economic Development

One of the main themes that emerged from the master plan process was a focus on the Town's economic development centers. Clifondale Square, in particular, was a major focus – various types of planning studies have occurred in the recent past. Through the master plan process the community reiterated this



Map 1. Survey response heatmap, "Where should future growth occur?"

neighborhood's importance. Route 1, which has seen major redevelopment over the last several years, was another area the community identified for future growth. Finally, Saugus Center, which today contains public buildings and a number of local businesses, was the third area identified.

Guiding future growth and neighborhood revitalization are not restricted to a single master plan element. For example, improving pedestrian infrastructure (traditionally a Transportation Element) also has a role to play in Economic Development. Therefore, as detailed in the Road Map, almost every element touches on one or more of these economic centers, and revitalization requires a holistic approach.

Vision Statement

The Vision Statement is a community-based description of Saugus' future, achieved through the goals and objectives of this plan, projecting future improvements to come over the next 10 to 15 years. The Vision Statement seeks to be broad enough to enjoy widespread consensus among the community. At the same time, enough specificity is provided to lead toward Master Plan elements in the following chapters. Every goal and strategy described throughout this Road Map should ultimately lead back to the following Vision Statement.

Looking forward, the Town of Saugus continues to be a well-balanced community that is an excellent place to live, work, and visit. Saugus will be welcoming to residents of all ages and backgrounds who are able to enjoy the Town's many natural amenities, vibrant commercial centers, and proximity to Boston. Transparent and fiscally-responsible Town government manages growth and development in a way that maintains Saugus' character yet balances revenues to sustain excellent public services, facilities, open spaces, and infrastructure. Saugus will be a model to the region, emphasizing its commitment to fiscal responsibility, sustainability, and high-quality schools.



The network of open spaces and historic sites in Saugus offers opportunities for recreation, enhance scenic views, and increases tourism. Residents are able to enjoy a high quality of life through convenient access to its well-maintained open spaces and historic resources. Breakheart Reservation, the Iron Works, and the River Walk will be local and regional draws, inviting people to enjoy its beautiful scenery and recreational opportunities. Parks and playgrounds will be well-maintained, safe, and conveniently accessible to all residents. The Mill District will promote the Town's heritage and unique architectural charm through preservation and adaptive reuse. The Town will fully take advantage of its rivers and waterways, providing numerous access points for water-related recreation opportunities.

Distinct and welcoming single-family neighborhoods will continue to provide housing opportunities for families wishing to live in a traditional suburban neighborhood. Clifftondale Square and the Downtown will be thriving districts, focused on local businesses that serve residents and visitors in compact and walkable areas. Smaller-scale, mixed-use development will support these local businesses and help create a vibrant neighborhood. Route 1 will continue to evolve in a manner that maintains its commercial base while allowing for new growth opportunities through mixed-use redevelopment. The Aggregate Industries quarry will provide an additional, long-term opportunity for the Town to meet its future growth needs. Taken together, Saugus' various neighborhoods and districts provide a range of opportunities for living in different types of housing and environments.

Saugus will continue to implement ways to reduce traffic demand, especially through increasing safe and comfortable options to walk and bike throughout Town. Best-in-practice transportation demand management policies will ensure that the impacts of future development are minimized.

As observed throughout the Saugus United Master Plan process, the vision for Saugus in 2035 is strengthened through a community that is informed, engaged, and productively working toward a shared vision and commitment to achieving a prosperous and sustainable future.



Goals

Each element in the Road Map contains a set of high-level goals for the Town to work toward over the life of plan. Goals contain one or more strategies to achieve help achieve them. Most strategies then contain more specific actions. In other words, Actions help implement Strategies, which implement Goals. Together, implementing the Goals will help achieve the Town's Vision, as expressed in the above Vision Statement.

Live

Land Use. How various neighborhoods will evolve over time (or be preserved), the character of neighborhoods, and the strategies, especially zoning, to achieve these goals.

- Goal 1. Proactively direct and manage growth in existing and future economic activity centers with neighborhood plans for each area.
- Goal 2. Update and recodify the Saugus Zoning Bylaw to modernize land use regulations, ensure consistency with the Saugus United 2035 plan, and make it more user-friendly.
- Goal 3. Strengthen compact neighborhoods and local business districts to enhance livability and walkability.
- Goal 4. Strengthen coordination and communication between development review and permit granting authorities including the Planning Board, Zoning Board of Appeals, and Inspectional Services Department, as well as communication with the public.

Housing. The housing needs of current residents, how those needs are expected to change, and how Saugus can meet its future needs.

- Goal 1. Encourage a range of housing types that will meet the Saugus community's diverse housing needs.
- Goal 2. Create more opportunities for deed-restricted Affordable Housing development open to a range of incomes.
- Goal 3. Provide housing support for residents vulnerable to housing insecurity.



- Goal 4. Promote equitable and fair housing practices.
- Goal 5. Promote public discussion and understanding about housing needs and opportunities in Saugus.

Community Facilities. The capacity of the Town to deliver efficient, transparent, and open government with opportunities for meaningful civic engagement.

- Goal 1. Ensure adequate resources are available to deliver dependable public services and high-quality facilities that support local and regional growth.
- Goal 2: Ensure public facilities meet community and departmental needs and support the sustainability goals of the Town.
- Goal 3: Ensure all Town owned buildings and property are fully and efficiently used
- Goal 4: Continue developing capacity to plan and implement long term, proactive infrastructure and facilities improvements.

Work

Economic Development. Revitalizing and enhancing commercial districts, with a particular focus on supporting local businesses.

- Goal 1. Implement a framework for long-term commercial sustainability in neighborhood business districts.
- Goal 2. Invest in physical infrastructure of neighborhood business districts and improve pedestrian access.
- Goal 3. Promote reinvestment in Clifftondale Square.
- Goal 4. Promote commercial and mixed-use development on Route 1.
- Goal 5. Remain aware and proactive in supporting light industrial sector activity to strengthen Saugus's overall economy.

Connect

Transportation. Reducing traffic demand and impacts through a multi-pronged strategy that focuses on getting around Town and to other communities from a variety of means.



- Goal 1. Build an on- and off-street walking and cycling network.
- Goal 2. Prioritize safety improvements at key crash areas and corridors.
- Goal 3. Expand transportation options, particularly for Saugus' most vulnerable.
- Goal 4. Minimize additional vehicular traffic and congestion due to new development through Transportation Demand Management (TDM) and other strategies, in coordination with Goals 1, 3, 5.
- Goal 5. Manage parking supply and demand in select areas.
- Goal 6. Create better transit connections to Boston.
- Goal 7. Develop a long-term vision for Route 1 to create better connectivity.

Play

Open Space and Recreation. Available public spaces protected and enhanced to be allow residents to be active, socialize, and experience nature.

- Goal 1. Promote public awareness of and education about Saugus' open space and recreation assets.
- Goal 2. Maintain and improve opportunities for passive recreation on conservation lands and throughout Saugus.
- Goal 3. Maintain and enhance active recreation facilities and associated programming.
- Goal 4. Improve the accessibility of both passive and active recreational sites for the elderly and persons with disabilities.

Arts and Cultural Programming. Places, programming, and events that enrich residents with new experiences.

- Goal 1. Expand systemic investment in and support for cultural heritage preservation, the cultural sector and creative economy to advance local and regional economic development.
- Goal 2. Promote access for young people in Saugus to have access to a full range of meaningful, relevant, and supportive opportunities for creative expression and cultural participation.

Protect

Energy and Sustainability. Energy efficiency of municipal operations and promoting opportunities for residents and businesses to leave a smaller footprint.



- Goal 1. Reduce municipal energy usage and Greenhouse Gas (GHG) emissions through efficiency and renewable energy.
- Goal 2. Support homes and businesses in reducing energy usage and increasing usage of renewable energy.
- Goal 3. Reduce solid waste through improving municipal recycling programs and curbside composting.

Climate Resiliency. How the Town can best prepare to address the impacts of our changing climate.

- Goal 1: Prepare to protect people, property, and infrastructure from current and future impacts of heat, drought, flooding, and storms.
- Goal 2: Provide residents with resources to protect their health and safety in the face of climate impacts.

Environmental Stewardship. Local residents and businesses taking responsibility to protect the natural environment.

- Goal 1: Protect and preserve natural resources and environmentally sensitive areas.
- Goal 2: Protect and expand a green infrastructure network including such elements as parks, open space, stream corridors, green/complete streets, trails, and greenways.
- Goal 3: Prepare for and adapt to the effects of a changing climate and protect people and property from hazards through emergency planning.
- Goal 4: Reduce overall disposal of solid waste and increase reuse and recycling to conserve resources.

Historic and Cultural Preservation. Historically significant places that shaped the community, region, and nation.

- Goal 1: Historic and cultural resources—including open spaces, historical landmarks, and cultural facilities—will be accessible to and inclusive of all people in Saugus and neighboring communities.
- Goal 2: Play an active role in supporting and advancing the cultural heritage sector.



Context Report



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CONTEXT REPORT

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ROAD MAP

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ACTION PLAN

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Introduction

Who Uses the Master Plan?

The Town uses it to...

- Help prioritize decisions
- Support funding and grant requests
- Justify capital improvements
- Place our decisions in historical context
- Advocate for residents and local businesses

Town Boards and Commissions use it to...

- Serve as a strategic framework for decision making
- Justify regulatory decisions and investment of public funds

Residents and Community Groups use it to...

- Guide their volunteer activities so that everyone in Town is rowing in the same direction

Private Developers use it to...

- Understand the community's vision

The State uses it to...

- Learn about Saugus' priorities and respect them in state plans

Everyone should use it as a reminder that Saugus is a great place to live and work!

What Is the Saugus Master Plan?

Saugus United 2035: Connecting Our Past | Defining Our Future, the Town's new master plan, sets the course for our future. It expresses our aspirations as a community to protect and support what we love about living in Saugus. Saugus United 2035 looks at where we are, where we want to go, and how we're going to get there. It helps us be proactive and strategic about what happens over the next 15 years. Because it outlines our future path, it will be used to set forth our vision and guide future regulations and investments. It shows what we want to preserve, what needs to be strengthened, and what could be transformed to meet current and future needs of residents and the business community.

Who Wrote the Master Plan?

The Saugus community—its residents, business owners, Town officials, and Town staff—shaped the master plan. Led by the Town Manager and with assistance of the Master Plan Advisory Committee (see inset below), the Town used a variety of methods to get feedback from and information out about the Master Plan update process to the community, including:

- Larger public events like virtual forums and open houses
- Smaller focus groups
- Online surveys
- Interviews with stakeholders
- Attending local events
- Website (saugusunited2035.org)

Additionally, the Master Plan Advisory Committee met throughout the process to advise on both the content and process.

See the Community Process Chapter in Volume II, the Roadmap, for additional details.

Saugus Master Plan Advisory Committee

The Planning Board is charged under Massachusetts General Laws Chapter 41, Section 81D to lead the master plan effort. The Town Manager and Planning + Economic Development Department appointed a Master Plan Advisory Committee to oversee the development of the Master Plan update. The Advisory Committee worked directly with a consultant to conduct, guide, and document the master plan effort. The 23-member Advisory Committee was composed of various elected and appointed members of town boards and select citizen stakeholders. This committee met under the direct oversight of the Town Manager and Planning + Economic Development Department.

How Is the Master Plan Organized?

The Saugus Master Plan is made up of three volumes: Context Report, Road Map, and Action Plan.

Context Report

This portion of the document, the Context Report, is a snapshot of existing conditions as they relate to neighborhoods, parks, roadways, public services and facilities, the local economy, and historic and cultural assets, natural amenities, among other aspects of life in Saugus. It includes inventories of the recent past as well as projections of the future. This information was collected through a review Town data, previous studies and reports, as well as analysis and projections by the Metropolitan Area Planning Council (MAPC). The purpose of Context Report is to provide the foundation for sound policy development moving forward.

The Road Map

The Road Map is the primary policy document. It begins with the Vision and Goals to help guide the Town's future decisions and investments. It is then organized around the major aspects of life in our Town: LIVE, WORK, PLAY, CONNECT, and PROTECT. This section identifies the formative issues that will shape policy for each of these areas and lays out the framework for how the Town will reach its vision. Public input from workshops, open houses, surveys, focus groups, and interviews guided its development.

Action Plan

The final section, the Action Plan, details individual action items needed to meet community issues and needs – it identifies how the Town will achieve the vision and recommendations identified in the Road Map. Responsible parties, such as Town departments or boards and commissions, are identified along with implementation timeframes. Since the Master Plan has a 15-year outlook, action items are divided into on-going activities, short-term actions (completed within 3-5 years), mid-term (completed between 5-10 years), and long-term (completed in 10-15 years) implementation periods.

Historic and Cultural Context

Saugus has a long and rich history. This section provides a historical overview of the Town, from its very beginnings to present day.

Lands of the Pawtucket Confederation

Saugus is located within the ancestral lands of the Pawtucket Confederation of Abenaki tribes, who inhabited the area for over 10,000 years prior to the arrival of English colonists.¹ During the period preceding the establishment of Plymouth Colony in 1620, present-day Saugus sat within a much larger territory controlled by Nanepashemet (d. 1619) along the Charles River Basin, stretching north to the Piscataqua River in Portsmouth and west to the Concord River. Records suggest that in 1619 the Tarrantine (a tribe located on the northern coast of Maine and Canada) raided the Confederacy and killed its Sachem, Nanepashemet, in Winnisemmet (present-day Chelsea).² Following Nanepashemet's death, his widow, the Saunkskwa (female leader) of Missitekw³ and her sons, Wonohaquaham, Montowampate, and Wenepoykin, became Sachem and Sagamore to lands north and west of Boston. Montowampate (known to the colonists as Sagamore James) is associated with the area from Swampscott, Nahant and Lynn to Wakefield and Reading, an area that included present-day Saugus.⁴

Following their father's death, Montowampate and Wenepoykin formed alliances with both neighboring tribes (particularly the Pennacook, a group of tribes in present-day southern New Hampshire) and the English settlers. Given the Pawtucket tribe's increased vulnerability, it is likely that these strategic alliances were borne of self-preservation but were not, as the settlers assumed, legally binding treaties that permanently ceded land to colonial authorities.⁵ Wonohaquaham and Montowampate died in 1632 or 1633 along with many other Indigenous people in the region in a likely epidemic. Their brother, Wenepoykin succeeded them as sagamore of their family's ancestral lands.⁶

In the wake of the epidemic, between 1634 and 1639, the colonists repeatedly petitioned the Saunkskwa

1 <https://www.nps.gov/sair/learn/historyculture/upload/RobbinsBookComplete.pdf>

2 https://books.google.com/books/about/The_Indian_Heritage_of_New_Hampshire_and.html?id=NYH8tU0IO3gC

3 <https://ourbelovedkin.com/awikhigan/missitekw>

4 https://archive.org/details/bub_gb_RQx39omkfOYC/mode/2up

5 https://books.google.com/books/about/The_Indian_Heritage_of_New_Hampshire_and.html?id=NYH8tU0IO3gC; <https://babel.hathitrust.org/cgi/pt?id=hvd.hx4smf&view=1up&seq=7>

6 <https://babel.hathitrust.org/cgi/pt?id=loc.ark:/13960/t38058422&view=1up&seq=14>

for deeds to lands under her control.⁷ In 1637, the area known as Saugus (which also contained the present-day cities and towns of Swampscott, Nahant, Lynn, Lynnfield, Reading, and Wakefield) was renamed Lin or Lynn, after King's Lynn in Norfolk, England. Throughout the 1640s and continuing into the early 1650s, Wenepoykin petitioned the Massachusetts General Court for recognition of his right to the title of the lands formerly controlled by his brothers, Wonohaquaham and Montowampate. The courts denied his land rights and instead granted "twenty acres 'good planting' for his use."⁸ Following his mother's death in 1667, Wenepoykin became sachem of the entire territory to the north and east of the Charles River.⁹ After fighting the colonists in King Philip's War (1675-1678), he was captured, enslaved, and sent to Barbados for eight years. Wenepoykin returned to the region in 1684 and died that year in Natick at the age of 68.¹⁰

Following the revocation of the Massachusetts Bay Colony's charter in 1684 and the subsequent dissolution of all previous land claims and settlements, colonists throughout New England sought to secure title to Indigenous lands. In July 1686, colonists secured a deed to Lynn and Reading from three of Wenepoykin's heirs, notwithstanding their claim to the land on the grounds of their ancestor's sovereignty as the "true and sole owner" of the land.¹¹

Iron and the Early Colonial Economy

The meandering, tidal Saugus River and surrounding marshes and forests harbored a wide array of plants and animals that supported the area's Indigenous people and European settlers alike. English colonists first settled in present-day Saugus c. 1629-30, around the time that iron ore was discovered in the area. While colonists did hunt and gather, dispersed farmsteads supported by a mix of agriculture and animal husbandry provided the primary means of subsistence for early settlers.¹²

The Saugus river provided the basis for the Town's industrial development from the colonial period onward. By 1632, a settler named Thomas Dexter had established a grist mill on the Saugus River near the location of the future ironworks, and plans for iron production began around 1630, when

7 <https://babel.hathitrust.org/cgi/pt?id=mdp.39015029401406&view=1up&seq=5>

8 <https://books.google.com/books?id=9bxXDwAAQBAJ&lpg=PA1&pg=PA1#v=onepage&q&f=false>

9 https://archive.org/details/bub_gb_RQx39omkfOYC/page/n43/mode/2up

10 <https://babel.hathitrust.org/cgi/pt?id=loc.ark:/13960/t8w95b49b;seq=27>
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5654607/>

11 <https://sailemdeeds.com/NAD/nativeamericandeedsImage.aspx?q=LynnReadingNahantsText1&t=lynnfield>
https://books.google.com/books?id=_PISAAAAYAAJ&pg=PA226&lpg=PA226&dq#v=onepage&q=deed&f=false

12 <https://www.sec.state.ma.us/mhc/mhccpdf/townreports/Essex/sau.pdf>

bog iron deposits were found in the Saugus area. In 1646, the Saugus Iron Works were established as the first integrated facility for the production of cast and wrought iron in North America.¹³ The iron works spurred the development of the Town's first colonial settlement, near present-day Saugus Center.¹⁴ By 1653, the works employed dozens of skilled workers and part-time laborers. These workers included approximately 35 Scottish prisoners of war, who were sent to Saugus as indentured servants following the Scottish defeat at the battle of Dunbar in 1650.¹⁵ There is also evidence that Indigenous people worked at the iron works – an account dated 1651-1652 notes two men, "Anthonie and Thomas Indianes," who were paid for providing 39 cords of wood.¹⁶

The Iron Works provided an important basis for New England's burgeoning colonial economy, both locally and regionally. Although financial disputes between the iron works' operators and their overseas English investors led to the site's closure in approximately 1670,¹⁷ former workers from Saugus moved on to other iron-making facilities, diffusing critical knowledge of iron smelting processes and helping to propel the early colonial economy.¹⁸

Slavery in Saugus

In 1641 Massachusetts became the first colony to legalize slavery. For the next 142 years, until abolition in 1783, slavery was a key part of the colonial economy. According to writer and publisher Alonzo Lewis, who published a history of Lynn in 1829, enslaved people lived in the area that includes present-day Saugus as early as 1675.¹⁹ Lewis notes that many local families owned at least one enslaved person; at the start of the Revolution, approximately 40 enslaved people lived in the area.²⁰

13 https://colonialnorthamerica.library.harvard.edu/spotlight/cna/catalog/990006028120203941?fbclid=IwAR350vbnzKssiWRZjjK3A_Tvm0Xe7rNB0epU7mxXb6fa3gHvRp8fXyndTTU
<https://www.nps.gov/sair/learn/nature/index.htm>

14 <https://www.sec.state.ma.us/mhc/mhcpdf/townreports/Essex/sau.pdf>

15 https://colonialnorthamerica.library.harvard.edu/spotlight/cna/catalog/990006028120203941?fbclid=IwAR350vbnzKssiWRZjjK3A_Tvm0Xe7rNB0epU7mxXb6fa3gHvRp8fXyndTTU

16 <https://www.facebook.com/SaugusIronNPS/photos/a.403671366363217/2731141143616216/>

17 https://hollisarchives.lib.harvard.edu/repositories/11/resources/7721/collection_organization
<https://www.nps.gov/sair/learn/historyculture/index.htm>

18 <https://www.nps.gov/sair/learn/historyculture/index.htm>
https://www.nps.gov/parkhistory/online_books/explorers/sitea18.htm

19 <https://hdl.handle.net/2027/loc.ark:/13960/t8w95b49b?urlappend=%3Bseq=192>

20 <https://hdl.handle.net/2027/loc.ark:/13960/t8w95b49b?urlappend=%3Bseq=192>



Figure 2. Lewis, Alonzo, Pendleton's Lithography, and James Eddy. Map of Lynn and Saugus: settled in 1629. [Boston: Pendleton's Lithography, 1829] Map. <https://www.loc.gov/item/2011589328/>

Following abolition, historical Census data indicates that 20 Black people lived in Lynn (which at that time included Saugus) in 1790, out of a total population of just over 2,000 people.²¹ These numbers declined further in subsequent years leading up to Saugus's separation from Lynn in 1815, with Census counts of 13 Black people in 1800 and just 7 Black people in 1810.²²

Lewis, who was an abolitionist, includes more detailed references to two free Black people: Hannibal and Pompey. In his account of Hannibal's life, Lewis deploys familiar tropes of white benevolence and Puritan virtues of hard work: Hannibal, he notes, had been enslaved by a man named John Lewis, but "by the indulgence of his master, and by working extra hours, he earned enough to purchase the freedom of three children" and, later, his wife Phebe, before receiving his own manumission. Pompey appears both in Lewis's historical account and on his 1829 map of Lynn (including present-day Saugus), which includes a small tract of land near the Saugus river labeled "Black King Pompey 1750."²³ Lewis writes that Pompey had been enslaved by a local family, the Mansfields but was later freed and settled at a site along the river.²⁴ There, he may have hosted an annual celebration, or "hallowday," for enslaved and free people of color from Saugus and surrounding towns. (Celebrations of this sort may have

been akin to other "Negro Election Days" throughout New England, where Black people gathered to elect community leaders.²⁵) While these details begin to paint a portrait of the lives of people of African descent in colonial Saugus, much of this history remains to be documented.

Routes and Roots: The Saugus River and Early Settlement

Throughout the colonial period, settlement in Saugus was sparse and clustered along key transportation routes. Daily life and commerce flowed through a network of roads developed from Indigenous trails,

21 https://www2.census.gov/library/publications/decennial/1790/heads_of_families/massachusetts/1790e-03.pdf

22 <https://www.census.gov/content/dam/Census/library/working-papers/2005/demo/POP-twps0076.pdf>

23 <https://www.loc.gov/resource/g3764l.la002058/?r=0.178,0.342,0.342,0.137,0>

24 <https://babel.hathitrust.org/cgi/pt?id=loc.ark:/13960/t8w95b49b;seq=193>

25 <https://www.facebook.com/SaugusIronNPS/photos/a.403671366363217/2547171978679801/>

that connected East and Central Saugus to north Saugus, Salem, Lynn, Wakefield/Reading, and Boston. Saugus Center became the focal point of local life, thanks to its proximity to the iron works and Saugus river. Following the closure of the iron works in 1688, the river continued to be a magnet for commerce. Subsequent industries along the river in this period included a gristmill and sawmill. By the 1720s, more people had begun to settle in the east Saugus area of the Saugus River valley along the old Boston Road, the main route between Boston and Salem. Though this area remained sparsely populated until the late 18th century, by the 1720s it was home to both a gristmill and tavern. In 1737, a meetinghouse was built on what is now the public square in Saugus Center, and a school was erected in 1775.²⁶

Chocolate, Tobacco, Shoes, and Textiles: Industrial Saugus Takes Shape

In 1815, the Commonwealth of Massachusetts incorporated a new town from the third parish of Lynn: Saugus. Until the nineteenth century, Saugus's economy remained primarily agricultural, but the damming of the Saugus river around 1800 spurred an explosion of industrial activities: grist and snuff mills, spice-grinding, chocolate production, textile manufacturing and finishing, nail finishing, and shoemaking were among the industries located in Saugus.²⁷ Sensing opportunity in the frigid New England winters and abundance of freshwater sources, a local businessman named Frederic Tudor launched the country's first commercial ice exporter with a shipment of ice from Saugus to the Caribbean island of Martinique.²⁸ The frenzy of commercial activity spurred further settlement and development, including the establishment of two schools and construction of the Newburyport Turnpike (later, Route 1, four miles of which passed through Saugus) in 1805. By 1830, the Town's road network had increased twofold and both Saugus Center and east Saugus had



Figure 3. O.H. Bailey & Co. "[Cliftondale, Saugus and East Saugus, Massachusetts]." Map. 1896. Courtesy of the Norman B. Leventhal Map & Education Center at the Boston Public Library.

26 <https://www.sec.state.ma.us/mhc/mhcpdf/townreports/Essex/sau.pdf>

27 <https://www.sec.state.ma.us/mhc/mhcpdf/townreports/Essex/sau.pdf>

28 <https://www.jstor.org/stable/25080286>

emerged as key commercial centers.²⁹ In addition to these more localized industries, Saugus also engaged in more far-flung trade: with reduced industrial capacity in the South in the years following the Civil War, tobacco production in Saugus expanded. Waitt & Bond, established by Saugus-born Charles Henry Bond, became the largest snuff producer in the country at the time.³⁰

Transportation Hub

The expansion of transportation networks through Saugus further fueled the Town's development and industrial activity. Although commercial stagecoach companies had been in operation since the late 18th century, the incorporation of the Great Eastern Stage Company in 1818 prompted a steady increase in traffic along the Newburyport Turnpike.³¹ The completion of the Eastern Railroad in 1838,³² which passed through southern Saugus en route to Portland, Maine, heralded a shift away from the stagecoach toward rail transportation, as well as a westward shift in development patterns within Saugus.³³ In 1853, the Saugus Branch Railroad spurred further development in Cliftondale, which soon rivaled Saugus Center as a center of commercial life. And commercial development continued apace: two major textile mills, Pranker's Mills and Scott's Mills, were built in 1832 and 1848; some of these structures remain along Central Street in the Historic Mills Mixed Use Overlay District.³⁴ The establishment of the Saugus Branch Railroad from Malden in the mid-19th century fueled further growth in the burgeoning Boston suburb. By the end of the 19th century, the railroad anchored Saugus's development, just as the river once had, while a network of trolleys connected the town's three main nodes: East Saugus, Cliftondale, and Saugus Center.³⁵

A Changing Saugus: Civic and Cultural Life

The turn of the century brought great change to Saugus. In the first decade of the 20th century, Saugus's immigrant population grew as new residents from Canada and across Europe settled in

29 <https://www.sec.state.ma.us/mhc/mhcpdf/townreports/Essex/sau.pdf>

30 https://digitalcommons.salemstate.edu/essex_lithographs/43/
<https://www.mass.gov/doc/saugus-open-space-and-recreation-plan/download>
<https://saugus.wickedlocal.com/article/20080925/NEWS/309259770> <https://sauguschamberofcommerce.com/about-saugus/>

31 <https://www.sec.state.ma.us/mhc/mhcpdf/townreports/Essex/sau.pdf>

32 <https://www.sec.state.ma.us/mhc/mhcpdf/townreports/Essex/sau.pdf>

33 <https://www.mass.gov/doc/saugus-open-space-and-recreation-plan/download>

34 <https://www.mass.gov/files/documents/2018/08/03/Saugus%20Plan.pdf>

35 <https://www.sec.state.ma.us/mhc/mhcpdf/townreports/Essex/sau.pdf>

the burgeoning industrial town. The last quarter of the 19th century also saw the expansion of the Town's civic life and cultural infrastructure, with the construction of a new town hall, several schools, and a public library.³⁶ In July 1915, Saugus held an elaborate pageant to celebrate the centennial of the Town's incorporation and separation from the city of Lynn. The week-long celebration featured a costumed pageant of history Saugus' history, which opened with heavily mythologized accounts of Saugus's Native American heritage.³⁷ Featuring a parade, a bonfire, an athletic competition, and an array of theatrical and musical performances, the centennial celebration painted a picture of Saugus as a proudly independent town, a bastion of freedom, and a paragon of civic and patriotic virtue.³⁸



Figure 4. "Puritan Diner, Route 1 Turnpike, Saugus," NOBLE Digital Heritage, accessed October 5, 2020, <https://digitalheritage.noblenet.org/noble/items/show/5738>.

The Rise of the Automobile

As Saugus sought to consolidate its civic identity, the invention of the automobile portended drastic changes for the Town's built environment and economic and cultural landscape. The expansion of the Town's streets spurred vast amounts of residential development in the first two decades of the 20th century.³⁹ This shift to auto-oriented development came with costs, of course. Saugus Historical Commission Chair Stephen Carlson has documented a historically Black neighborhood that once stood near the Malden, Melrose, and Revere borders. The construction of the Frank P. Bennett Highway in the 1920s likely destroyed parts of the neighborhood,⁴⁰ and may have made the neighborhood vulnerable to further development and displacement in later decades. In the 1930s, competition from the car further shifted patterns of residential life and mobility in Saugus. Streetcar service ended and rail service steadily declined throughout the decade, and in 1937, Newburyport Turnpike became state Route 1, followed by the upgrade of the Salem Turnpike to Route 107.

36 <https://www.sec.state.ma.us/mhc/mhcpdf/townreports/Essex/sau.pdf>

37 <https://storymaps.arcgis.com/stories/51fed2f88e4241a983ee7bd7bd135920>

38 <https://saugus.wickedlocal.com/article/20150108/opinion/150108278>

39 <https://www.sec.state.ma.us/mhc/mhcpdf/townreports/Essex/sau.pdf>

40 "Historic Preservation and the Changing Face of Saugus," talk given by Stephen P. Carlson, Chair of the Saugus Historical Commission, April 2017.



Figure 5. Hilltop Steak House, Saugus, MA. Courtesy of Flickr user splityarn. <https://www.flickr.com/photos/33953253@N00/2754777213/>.

Automobile-oriented residential development continued, stretching into more rural western and northern areas of town, cementing Saugus's now-familiar suburban character.⁴¹ Perhaps nowhere was more emblematic of this change than Route 1.

In the 1950s, new businesses began opening along the highway, transforming the road into an icon of American suburban development.⁴² Business boomed through the 1950s, 1960s, and 1970s as Route 1 became a dining destination. More than restaurants, these establishments offered a multisensory entertainment experience: patrons of Kowloon (formerly Mandarin House), a Chinese-American restaurant, could dine in one of several themed rooms.⁴³ Entertainment along Route 1 wasn't limited to dining. Patrons at Chickland, a Black-owned business that specialized in barbecued chicken, could take a spin on the dance floor followed by a break in the restaurant's cocktail lounge.⁴⁴ And Lennie's on the Turnpike, a jazz club owned by Lennie Sogoloff, opened in the early 1950s, hosted the likes of Dizzy Gillespie and Nina Simone before closing due to a fire in the 1970s.⁴⁵

The highway's reputation as an enduring symbol of Americana persisted into the 1980s, with The New York Times calling the strip a "Disneyland of family restaurants."⁴⁶ Today, the portion of Route 1 that runs through Saugus remains well-known for its characteristic roadside commercial architecture and signage, although new development typologies have been constructed in recent years.⁴⁷

41 <https://www.sec.state.ma.us/mhc/mhcupdf/townreports/Essex/sau.pdf>

42 <https://www.sec.state.ma.us/mhc/mhcupdf/townreports/Essex/sau.pdf>

43 <https://www.kowloonrestaurant.com/our-story>

44 <http://newenglandexplorer.com/chickland.htm>

45 <https://www.mmone.org/lennies-on-the-turnpike/>

46 <https://www.nytimes.com/1988/04/06/garden/oh-to-dine-in-saugus-mass.html>

47 "Historic Preservation and the Changing Face of Saugus," talk given by Stephen P. Carlson, Chair of the Saugus Historical Commission, April 2017 <https://boston.eater.com/2018/8/29/17777988/old-route-1-restaurants-disappearing-road-trip-photo-essay>



Figure 6. Saugus Pines Motor Court sign, Saugus, MA. Courtesy of Flickr user splityarn. <https://www.flickr.com/photos/33953253@N00/2754777213/>.

Demographic Profile

Understanding who lives in the community, and how that composition is changing, gives the Town of Saugus guidance on its future needs for housing, social services, recreation, transportation, and other factors that contribute to a resident's quality of life. Attributes of a population that are important to consider are size, age, racial and ethnic background, household composition, income, and special needs. Shifts in these characteristics in Saugus and the region can give insight into trends and changing preferences.

Population Growth

Saugus has experienced minor but steady population growth. Between 1990 and 2000, the population grew by 2%, and then grew another 2% the following decade. Estimates for 2020 have slightly stronger growth at 3%. Projections for the following decades are expected to continue in the low single digits.

As Table 2 illustrates, population is projected to grow more strongly over next decade than in the previous ones. Between 2030 and 2040 population is projected to continue to grow, albeit at a slower pace.

Table 2. Town of Saugus Population (Source: US Census, MAPC Projections)

*Projected numbers

| | 1990 | | 2000 | | 2010 | | 2020* | | 2030* | | 2040* | |
|----------------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|---------------|-------------|
| 19 years and younger | 5,952 | 23% | 5,877 | 23% | 5,653 | 21% | 5,222 | 19% | 5,190 | 18% | 5,182 | 18% |
| 20–34 years | 6,077 | 24% | 4,476 | 17% | 4,444 | 17% | 4,834 | 18% | 4,559 | 16% | 4,312 | 15% |
| 35–49 years | 5,465 | 21% | 6,307 | 24% | 5,813 | 22% | 5,401 | 20% | 6,267 | 22% | 6,141 | 21% |
| 50–64 years | 4,172 | 16% | 4,824 | 18% | 6,074 | 23% | 6,470 | 24% | 5,682 | 20% | 6,207 | 22% |
| 65–84 years | 3,550 | 14% | 4,074 | 16% | 4,022 | 15% | 5,019 | 18% | 6,324 | 22% | 6,217 | 22% |
| 85 years and older | 333 | 1% | 520 | 2% | 622 | 2% | 512 | 2% | 523 | 2% | 680 | 2% |
| Total | 25,549 | 100% | 26,078 | 100% | 26,628 | 100% | 27,458 | 100% | 28,545 | 100% | 28,739 | 100% |

Figure 7. Town of Saugus Population Projections

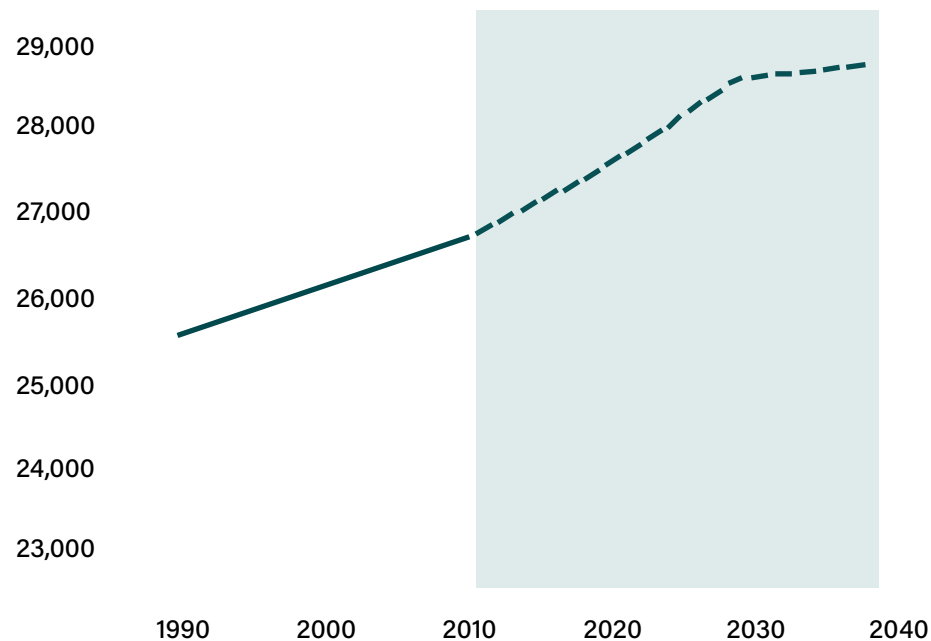
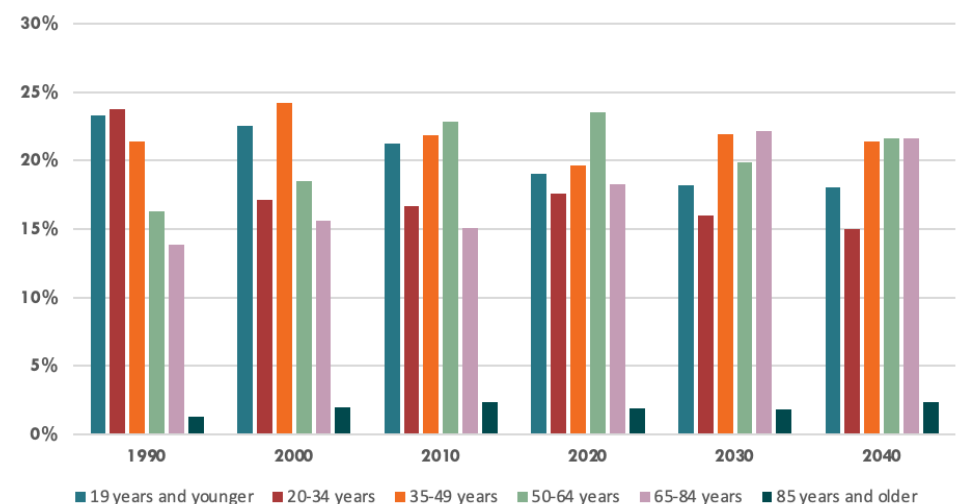


Figure 8 depicts historic and projected population by age cohort. In 1990, youth and children (19 years old and younger) comprised 23% of the Town's population. This has fallen over the past couple decades and is projected to fall to 18% by 2040. Similarly, residents 20 to 34 years old made up 24% of the population and that figure is expected to fall even further, to 15% of the population by 2040. Residents 35 to 49 years rose between 1990 and 2000 but are expected to fall back to 1990 levels by 2040. Older residents are expected to comprise a larger share of the population over the next couple decades, as those between 65 to 84 years old are expected to rise from 14% in 1990 up to 22% in 2040.

Race and Ethnicity

Most Saugus residents identify themselves as one race, predominately white (90% as of the 2010 Census). Saugus's population has, however, been slowly diversifying – in 1990 the population was 98% white. Over this time period, the percentage of residents identifying as black has quadrupled as a percentage of the total population, from 0.5% to 2%. The percentage of Hispanic and Latino residents has similarly grown as a percentage of the total population, rising from approximately 1% to 4%. Other non-white races have similarly grown in Town.

Figure 8. Town of Saugus Population Projections by Age Cohort



Projections Methodology

The metropolitan Boston region is home to an ever-changing population, shaped by numerous factors. To help plan for this uncertain future, MAPC has prepared a dynamic model of future population, household size, and housing demand for Metro Boston and its municipalities.

MAPC's projections include two scenarios for regional growth. Each scenario reflects different assumptions about key trends. The "Status Quo" scenario is based on the continuation of existing rates of births, deaths, migration, and housing occupancy. Alternatively, the "Stronger Region" scenario explores how changing trends could result in higher population growth, greater housing demand, and a substantially larger workforce. Specifically, the Stronger Region scenario assumes that in the coming years:

- The region will attract and retain more people, especially young adults, than it does today;
- Younger householders (born after 1980) will be more inclined toward downtown living than were their predecessors, and less likely to seek out single family homes; and,
- An increasing share of senior-headed households will choose to downsize from single family homes to apartments or condominiums.

Based upon a review of its previous projections, the Stronger Region scenario was the more accurate of the two scenarios. The projections in the Master Plan, therefore, rely on the Stronger Region scenario.

Development of these projections was supported by an advisory team comprising academic experts, state agencies, neighboring regional planning agencies (RPAs), and member municipalities. MAPC reviewed reports from other regions nationwide to assess the current state of practice and also reviewed prior projections for its region to assess their accuracy and identify opportunities for improvement. The "Metro Boston" region refers to 164 cities and towns in Eastern Massachusetts, including the entire MAPC district as well as all or portions of five neighboring RPAs. This region coincides with the extent of the travel demand model used by the Boston Metropolitan Planning Organization. Data sources for the projections include Decennial Census data from 1990, 2000, and 2010; American Community Survey (ACS) data from 2005 to 2011; fertility and mortality information from the Massachusetts Community Health Information Profile (MassCHIP); housing production information from the Census Building Permit Survey database; and MAPC's Development Database.

Education and Income

According to the most recent estimates, 28% of Saugus residents 25 years and older had a bachelor's degree or higher. This figure is below the average of Essex County, which has approximately 60% of residents with a bachelors degree or higher. Forty-five percent of households in Saugus have incomes less than \$75,000. This is lower than the county as a whole, where approximately half of households earn less than \$75,000.

Environmental Justice Populations

Related to discussions of race, ethnicity, and poverty is the topic of environmental justice.

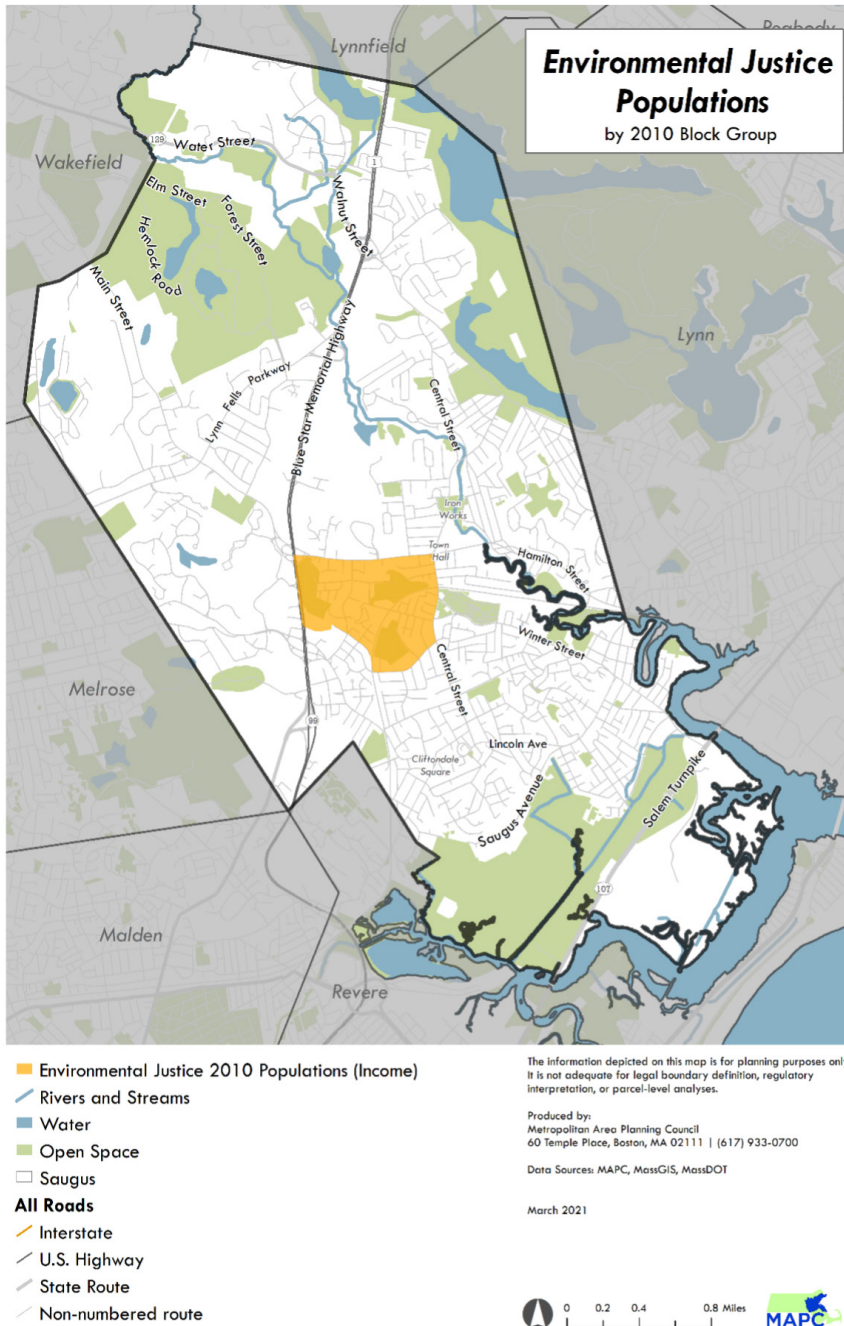
“Environmental justice (EJ) is based on the principle that all people have a right to be protected from environmental pollution, and to live in and enjoy a clean and healthful environment. Environmental justice is the equal protection and meaningful involvement of all people with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies and the equitable distribution of environmental benefits.” —*Massachusetts Executive Office of Energy and Environmental Affairs (EEA)*

Typically, communities of color and the poor are most vulnerable to environmental harms. Historic land use policies have placed unwanted, harmful activities in and near neighborhoods where these populations live, polluting the air, water, and soil. On November 25, 2014, Executive Order 552 was issued, which gives the Commonwealth and its communities the resources they need to improve environment conditions of vulnerable residents. The policy was updated in 2017.⁴⁸

The policy directs agencies to engage directly with EJ communities in environmental decision-making through expanded and inclusive outreach. Beyond environmental issues, these residents may also be vulnerable to other adverse conditions or lack resources associated with housing, public health, and transportation. They are often not heard in the planning process and typically have the greatest needs.

48

<https://www.mass.gov/service-details/environmental-justice-policy>



In Massachusetts a community is identified as an EJ community if any of the following are true:

- Block group whose annual median household income is equal to or less than 65 percent of the statewide median (\$62,072 in 2010); or
- 25% or more of the residents identify as a race other than white; or
- 25% or more of households have no one over the age of 14 who speaks English only or very well - English Isolation

Saugus has an EJ community where a block group has a median household income equal to or less than 65% of the statewide median (Map 2).

Map 2. Town of Saugus Environmental Justice Population

Housing and Households

Homes are a fundamental need for every person in Saugus, providing shelter, refuge, and a place to learn and grow. While housing serves this fundamental human purpose, it is also an important part of Saugus's economic life. Homes are often the largest expense for most families, and they are typically the largest asset for homeowners. The people who live in homes spend their money in local businesses, contribute taxes, and use public services.

In recent decades, as the regional economy and population has grown, demand for housing has increased, causing housing costs to rise for many people. The need for safe and affordable housing that meets the needs of residents is acute in Saugus. Seeking to match that need and create new local hubs of smart growth, the Town rezoned key business areas and encouraged new mixed-use development. That action succeeded, with hundreds of new units either constructed or in the "development pipeline." New development has impacts—on town infrastructure and services, and on the visual character of Saugus. Wary of these impacts, in 2019 Saugus implemented a two-year moratorium on new multifamily development.

This section assesses housing development trends, the existing housing stock, and the housing needs of Saugus residents.

Housing Terms and Concepts

Housing Cost Burden

A household is considered cost-burdened when it spends more than 30% of its income on housing. When a household spends more than 50% of its income on housing, it's considered severely cost-burdened. Being cost-burdened can affect a household's ability to afford other necessities such as food, clothing, healthcare, and transportation.

Area Median Income

Area Median Income (AMI) is an official figure produced for each metropolitan area by the US Department of Housing and Urban Development. The federal government uses AMI to determine eligibility for housing assistance within each region of the US. The median income of the Boston-Cambridge-Quincy, MA-NH Metropolitan Area, which includes Saugus, is \$119,000. Eligibility for

Affordable Housing is based on AMI and varies by household size. For example, 80% AMI, the typical threshold for most Affordable Housing, for a single-person household in Metropolitan Boston, is \$66,650, while 80% AMI for a four-person household is \$95,200. This differs from the local Saugus median income, which is \$80,341.

Deed-restricted Affordable Housing

Deed-restricted Affordable Housing (distinguished in this plan with a capital A and H), is legally required to cost no more than 30% of a household's income and available to income-eligible households only. The U.S. Department of Housing and Urban Development (HUD) defines eligible households as households with earnings that amount to 80% of the Area Median Income or less.

Chapter 40B

Massachusetts encourages Affordable Housing production through Massachusetts General Law Chapter 40B. Chapter 40B is a state statute that requires municipalities to maintain their stock of Affordable Housing at 10% or more of their total housing stock. If Affordable Housing in a community is less than 10% of all housing, developers may petition the local Zoning Boards of Appeals (ZBA) for a "Comprehensive Permit" for housing developments that do not fully comply with local zoning, provided at least 20-25% of homes in the development are Affordable Housing. The amount of Affordable Housing in each town is tracked by the state. Saugus's latest official inventory shows that 6.81% of its housing stock is Affordable Housing. A town can shield itself from Chapter 40B Comprehensive Permit in several ways, typically by producing enough Affordable Housing to overcome the 10% threshold or approving a Housing Production Plan and meeting interim production targets.

Housing Development Trends

Like many suburban communities, Saugus has seen development follow two separate tracks. On the one hand, detached single-family residential development historically prominent in the suburbs has continued over the past ten years. On the other hand, new mixed-use development has brought relatively large apartment buildings to the Route 1 area, spurred by a 2015 rezoning and high demand for housing regionally. With a handful of exceptions, these two development types account for all new housing in Saugus. In this way, Saugus is another community without "missing middle" development, in which there are new mid-size homes in mid-density developments.

Single-family Home Development

An estimated 143 single-family homes were built between 2010 and 2019 in Saugus, according to local assessor's data. While some of this development was likely older homes that were rehabilitated, the bulk of these homes were ground-up new construction. Many new single-family homes are infill development within built-up areas of Town, sometimes replacing smaller single-family homes with larger homes typical of new construction. A significant portion of this development also came from new subdivisions development, such as the Twin Springs Estates off of Hilltop Avenue. New single-family homes tend to be much larger than the historic midcentury single-family homes in Saugus, with homes built in the last decade approximately 71% larger than homes built between 1940 and 1969. Many new luxury homes in Saugus exceed 3,000 square feet in size, with some reaching nearly 6,000 square feet.

Multifamily Development

In 2015, Saugus introduced mixed-use zoning around Route 1 through the "Business Highway Sustainable Development Zoning District." The goal of the new zoning rules was to encourage redevelopment of the aging Route 1 business district into a new mixed-use district providing new space for retail and new opportunities for housing not otherwise available in Town. Two new developments (or phases of those developments) were completed in the years since: Essex Landing, a 256-unit project that also includes the new Kane's Donuts location, and the Avalon at Hilltop, a 280-unit project at the former Hilltop Steakhouse location. Together these developments included 54 new Affordable Housing units. Two additional large developments are currently in the pipeline: Saugus Ridge, a 300-unit Chapter 40B development and 860 Broadway, a 245-unit mixed-use development at the former Golf Country site.

In 2019, Town Meeting approved a two-year moratorium on issuing new building permits for multifamily construction. The Planning Board voted to not support the moratorium as written, citing its wording, but the Planning Board chairman noted the members supported the concept of the moratorium. The stated purpose of the moratorium was to study the impact new multifamily development was having on town services. This plan is partly a response to that desire. Town officials also expressed some concern about the mix of uses in the new development, including whether developments were too weighted toward housing. In February 2021 changes to the Route 1

mixed-use overlay district were adopted. The most significant changes related to the required balance between commercial and residential use on a site, reflecting a desire to ensure Route 1 remains primarily commercial. These changes occurred along with an end to the multifamily construction moratorium.

Housing Characteristics

Tenure + Occupancy

There are approximately 10,999 homes in Saugus, according to the latest Census Bureau estimates. An estimated 95% are occupied by a household and 5% are vacant (including homes that are actively being marketed for sale or rent, homes that were recently sold or rented but are not yet occupied, and other unoccupied homes). Of Saugus's occupied homes, roughly 81% are owner-occupied, while 19% are renter-occupied.

Approximately 1.2% of ownership units were vacant and for sale. A "healthy" ownership vacancy rate is approximately 2% according to housing economists. At this level, the home sales market is functioning so that a typical home buyer can find a home. Saugus's vacancy rate is below 2%, suggesting that demand for ownership units is very high, home buyers will have trouble finding a new home, and prices will continue to rise.

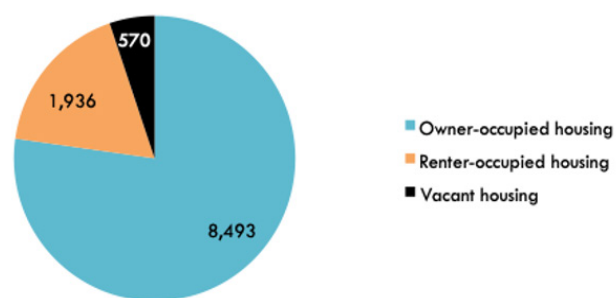


Figure 9. Saugus Housing Occupancy and Tenure

Meanwhile, 6.3% of rental units are vacant and for rent. The healthy rental vacancy rate is approximately 6%. The closeness of Saugus's rental vacancy to the healthy rental vacancy rate suggests some stability in the rental housing market. However, depending on the condition of Saugus' rental housing stock, there could still be significant competition for housing in certain rental segments, such as decently maintained housing at a price point accessible to households with lower incomes.

Housing Age

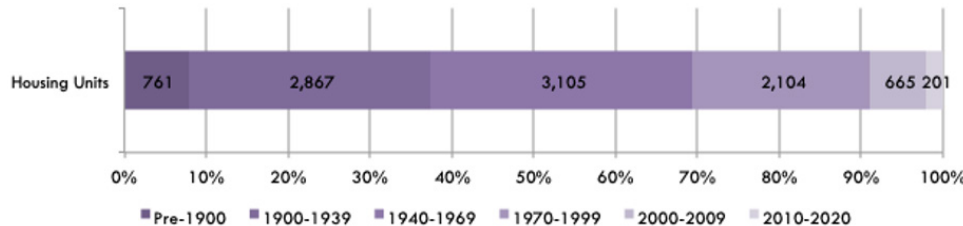
The vast majority of housing in Saugus was built in the 20th Century. More than half (61% of housing) was built in two big waves. Approximately 29% of Saugus's current housing was built in a pre-World-

War-II construction wave from 1900 to 1939. Much of this housing is in the south and east areas of the Town, particularly in the vicinity of Saugus Center. A second, post-War wave built 32% of Saugus's current housing. During this time, housing infill occurred in the south and east of town, while expanding to the north of Saugus and to the west of Route 1. Housing at this time embraced the rancher and Cape Cod styles. A third smaller wave from 1970-1999 brought 22% of today's housing, expanding housing into undeveloped areas at the edges of existing developments. This era's housing saw an initial rise in split-level style's popularity, followed by growth of the colonial style. Approximately 7% of Saugus' housing was built between 2000 and 2009, and an additional 2% since 2010. Since 1970, more housing has been built in the north and west of Saugus.

Overtime, Saugus's homes generally became larger. The average single-unit home (including detached single-family homes, townhomes, and other attached units on individual parcels) built in 2000-2009 is roughly 91% larger in size than the average single-unit home built in 1900-1939 and 74% larger than homes built in the post-War building boom. The average parcel size also grew over time, with homes built between 2000 and 2009 sitting on land nearly double the size

of homes built between 1900 and 1939. However, average parcel sizes never exceeded 0.42 acres. Both the average home size and parcel size decreased slightly in the last decade of homebuilding, but they are still much larger than Saugus' older housing stock.

Figure 10. Saugus Housing Units by Year Built



Types of Homes and Building Size

Nearly three quarters of housing

units in Saugus are single-family homes, with 67% of all homes being detached single-family homes and 7% being townhomes. Another 9% are duplexes, and 2% are in three- and four-plexes. An estimated 2% of homes are buildings with 5–9 units, 3% are in buildings with 10-19 units, and 8% in buildings with 20 or more units. Approximately 3% of homes in Saugus are mobile homes.

Table 3. Residential parcel size and building size by year of construction

| Year Built | Avg. Land Area (acres) | Avg. Building Area (sq.ft.) |
|------------|------------------------|-----------------------------|
| Pre-1900 | 0.22 | 1,669 |
| 1900-1939 | 0.21 | 1,525 |
| 1940-1969 | 0.25 | 1,668 |
| 1970-1999 | 0.39 | 2,414 |
| 2000-2009 | 0.42 | 2,919 |
| 2010-2020 | 0.38 | 2,854 |

Households

A household is a person or group of people who occupy a home, including people living alone, roommates, and families. Saugus has approximately 10,400 households. An estimated 70% of Saugus households are families, with 24% of all households being families with children under 18 years old. People living alone constitute another 24% of households, roughly half of whom are seniors living alone. People living as roommates make up the remaining share of households. The average number of people per household is 2.67. For homeowners, the average household size is slightly higher at 2.77, with renter households lower at 2.2 persons per household. Saugus did not have a consistent pattern of change in household size from 2009 to 2018.

Number of Bedrooms

Most housing in Saugus (62%) has three or more bedrooms in each unit, which are often called “family-sized homes.” Of all Saugus’ housing, 39% has three bedrooms, 19% has four bedrooms, and 3% has five or more bedrooms. An additional 25% of housing units have two bedrooms. An estimated 11% of units have one bedroom, and 2% are studios (having no separate bedrooms apart from the main living space).

Figure 11. Saugus Housing Units by Number of Units in Building

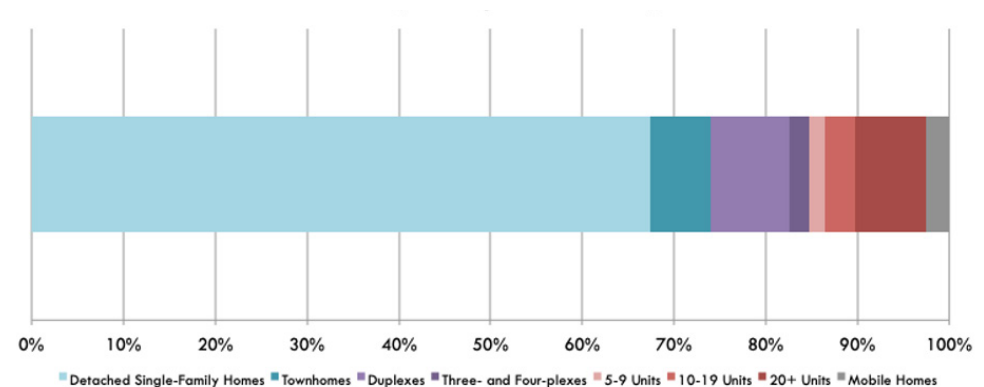
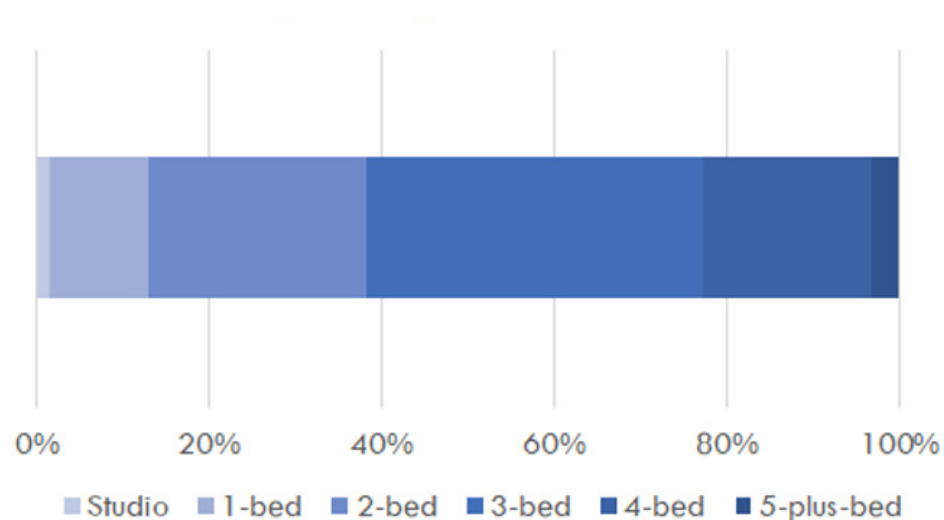


Figure 12. Saugus Housing Units by Number of Units in Building



Disability Status

There are an estimated 3,584 people in Saugus who have some form of disability, including 1,882 people who have serious difficulty walking or climbing stairs. Not all people with disabilities have housing needs that are different from nondisabled people, but many do. As the population of Baby Boomers ages, the number of households requiring accessible housing is likely to increase greatly. Accessible housing can include ramp or elevator access to unit entrances; accessible designs for doorways, kitchens, bathrooms, and common areas; and other features.

Most housing is not designed for people with disabilities, and no housing built before 1990 was required to serve people with disabilities. Though all landlords must make reasonable accommodations for renters with disabilities, only new, relatively large buildings must design units that are accessible to people with disabilities. Because of those requirements, the recent mixed-use developments along Route 1 are likely to include the greatest amount of accessible housing Saugus ever built in Saugus.

Housing Affordability

Housing Costs

Sale Prices

In 2019, the average sale price of a single-family home in Saugus was approximately \$475,000, and \$363,000 for a condominium. The average sales price of duplexes and triplexes was \$575,000 and \$745,000, respectively, though there were very few sales of either of those types of housing. Single-family home prices were 91% higher in 2019 than they were in 2000. Prices had grown 56% between 2000 to 2005, their peak before the Great Recession, then dropped 23% between 2005 and 2010, and then rebounded between 2010 and 2019. Home prices in 2019 were roughly 19% greater than they were

in 2005 at the pre-Great Recession peak. Condominium prices followed a very similar growth trajectory. Though the COVID-19 crisis has impacted the economy, initial reporting shows that single-family home prices increased during the early phases of the crisis, paired with a softening in the condominium market.

Rents

In 2019, MAPC tracked 2,010 rental listings in Saugus, with an average asking rent of \$2,310. Average rents ranged from \$1,804 for a studio apartment to \$2,842 for apartments with three bedrooms. The vast majority of rental lists were for 1- and 2-bedroom units, with fewer three bedroom lists, and a very small number of studio and 4-bedroom lists.

Household Incomes and Low-Income Status

Saugus has an even division of households across income brackets. The Town's median household income is \$80,341, which is less than the regional median income of \$94,430. Income, in these figures, is pre-tax income, including wages and earnings, investment income, and retirement income. Approximately 15% of households have annual incomes of less than \$25,000, 16% have between

\$25,000 and \$50,000, 14% have between \$50,000 and \$75,000, and 15% between \$75,000 and \$100,000.

Households with six-figure incomes include 21% making between \$100,000 and \$150,000, 10% making between \$150,000 and \$200,000 and 9% making more than \$200,000.

Whether a household is "low-income" depends on both its income and the household size. The federal government sets standards on what incomes count as low-income based on a figure called the "Area Median Income" (AMI), which is calculated regionally. Households with incomes that are 80% of the AMI or less are considered "low-income." In the Greater Boston region in 2020, a single-person household is low-income when they make \$66,650 or less, while a family of four is low-income when they make \$95,200 or less.

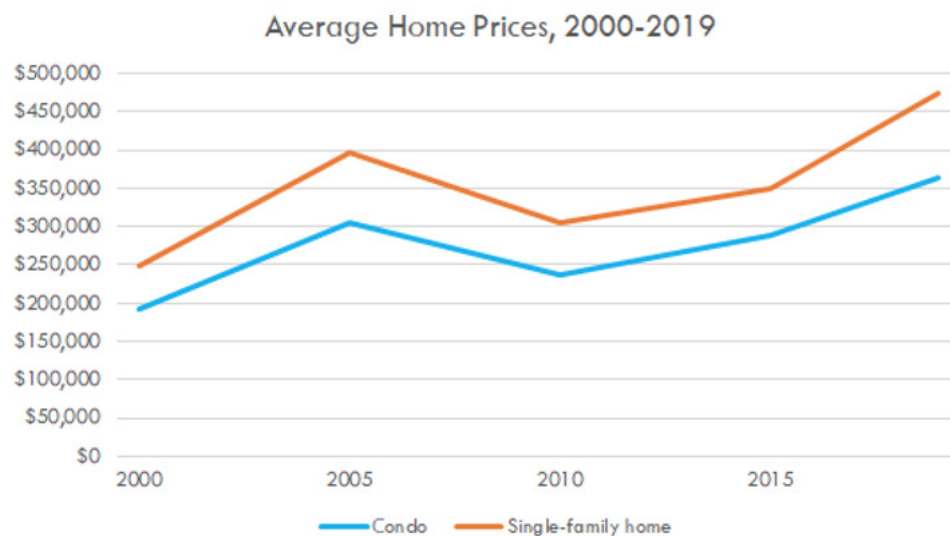


Figure 13. Saugus Average Home Prices

Table 4. Residential parcel size and building size by year of construction

| Number of Bedrooms | Listing Count | Mean Rent |
|--------------------|---------------|-----------|
| Studio | 18 | \$1,804 |
| 1-bedroom | 721 | \$1,934 |
| 2-bedroom | 878 | \$2,392 |
| 3-bedroom | 388 | \$2,842 |
| 4-bedroom | 5* | \$2,700* |

Source: MAPC Rental Listing Databases

* Due to the small number of 4-bedroom listings, the average rent should not be taken as particularly representative of larger units. It is unlikely 4-bedroom apartments are, on average, less expensive than 3-bedroom apartments.

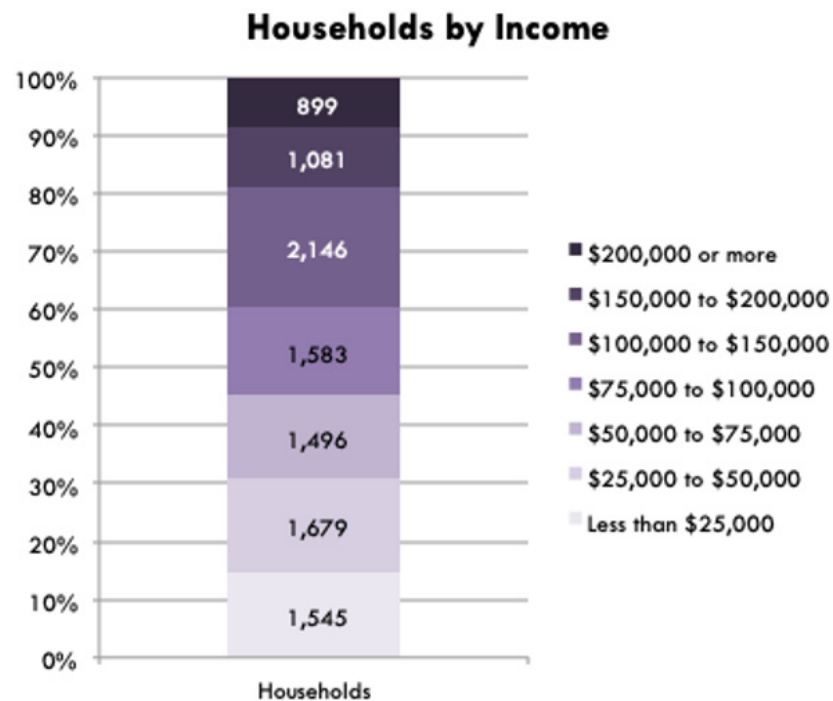


Figure 14. Households by Income

Approximately 53% of Saugus' households have incomes at or below the Area Median Income, with 40% considered low-income, making 80% of AMI or less. Low-income households are evenly split between those earning 50-80% of AMI, those earning 30-50% of AMI (called "very low-income"), and those making 30% of AMI or less (called "extremely low-income"). An estimated 47% of Saugus' households earn 100% or more of AMI.

Cost Burdened Households

A household is considered "housing cost-burdened" when it pays 30% or more of its income for its housing costs. When housing costs consume this much of a household's income, most households must begin to make hard choices to balance housing costs with costs for healthcare, food, and other necessities. (This is especially true for lower-income families.) A household is "severely housing cost-burdened" when they pay 50% or more of their income to housing.

Approximately 31% of Saugus households are housing cost-burdened, including 13% that are severely cost-burdened. Cost burden is more common for renters than owners, with 40% of renters cost-burdened versus 29% of homeowners. Cost burden is also more common as household income decreases. While only 8% of middle- and high-income households are housing cost-burdened, that figure is 33% for moderate-income households and 58% for low-income households. The vast majority of extremely low-income households are cost-burdened, including 58% that are severely cost-burdened. While the percentages are stark, the number of households is even more dramatic: 3,129 Saugus households are housing cost-burdened, including 1,334 that pay more than half their income for housing. This level of housing cost-burden has very real impacts on individual households. It also creates real risks for Saugus as a whole, including significant instability in Saugus' housing market and household preventing spending at neighborhood businesses.

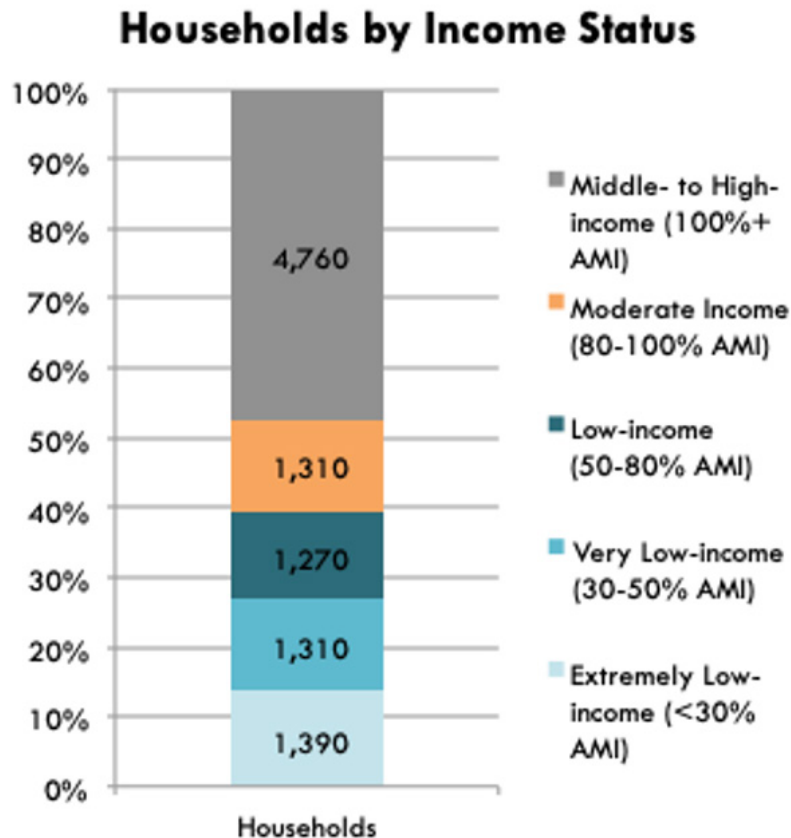


Figure 15. Households by Income Status

Affordability Gap

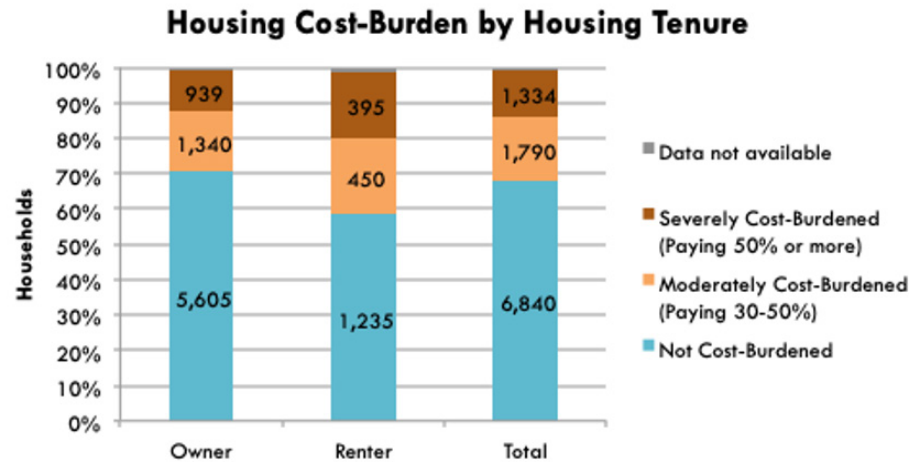
There is a significant gap between the median price of housing and the price of housing the typical Saugus household can afford to pay. The median price of a single-family home in Saugus is \$455,000 with the median price of a condominium home is \$354,000. The median household annual income in Saugus is \$80,341. If the median household saves \$50,000 for a down payment (already a difficult assumption), they can afford to buy a home that costs \$330,000. The median household can therefore not afford either the median single-family home or condominium. This affordability gap reflects that many Saugus homeowners are paying more than they can afford for housing.

The typical Saugus household can afford to pay \$2,009 in rent per month, including utilities. Assuming utilities were included in the rents of listed homes for rent, the typical Saugus household could afford to rent the median studio or one-bedroom apartment, but not an apartment with more than one bedroom.

Mortgage Lending

Financial institutions originated 371 home purchase loans in Saugus in 2019 totaling roughly \$154 million. Most of these loans (60%) were made in the areas to the south and east of Town, with the remaining 40% of loans made in the north of town and west of Route 1. Financial institutions also lent more than \$175 million to borrowers in Saugus for refinancing. Applications for new home purchases tended to be denied at higher rates in the south and east of Saugus than the north and west. Applications for refinancing tended to be denied at lower rates in the south and east, however.

Figure 16. Housing Cost Burden by Tenure



“Comprehensive Permit.” In a “Chapter 40B development” like this, 20-25% of new homes must be deed-restricted Affordable Housing available households earning 80% of the Area Median Income or less. If that housing is rental housing, all new homes (including those rented at market rates) can be added to the SHI.

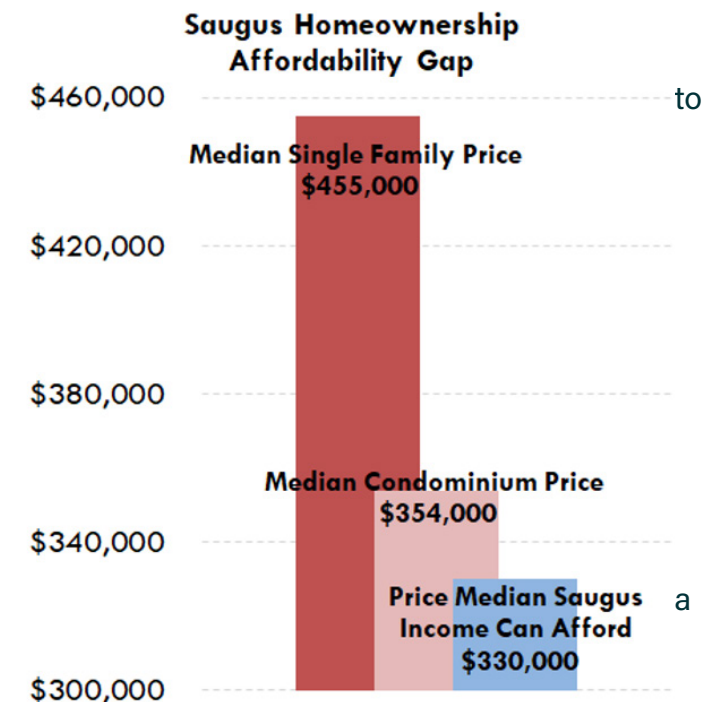
The last official release of the SHI was in December 2020. At that time, Saugus had 756 housing units listed on its SHI, or 7.0% of the total units counted in the 2010 US Census. Approximately 45% of those units were developed using the Chapter 40B comprehensive permit process, including 266 units at Saugus Commons off of Main Street.

An additional 300 new units were permitted at the Saugus Ridge development through a Chapter 40B comprehensive permit process, all of which can be added to the SHI after construction. Using the 2010 Census’s total unit count as baseline, Saugus Ridge would increase Saugus’s SHI percentage to 9.70%, still beneath the 10% threshold. Furthermore, once the 2020 Census’s total unit count is released, the addition of Saugus Ridge’s units will have an even smaller impact on the SHI percentage.

Subsidized Housing Inventory

The Subsidized Housing Inventory (SHI) is the state-maintained list of deed-restricted Affordable Housing units in every Massachusetts community. If the portion of housing on the SHI compared to all a town’s housing drops below 10% of all units (as counted in the latest US Census), a developer can propose to build mixed-income housing that does not comply with the Town’s zoning. The Town has very little ability to stop the proposal under a process called the

Figure 17. Saugus Homeownership Affordability Gap



Source: The Warren Group, 2019; ACS 2014-2018; Zillow Affordability Calculator. Affordable price assumes \$50,000 downpayment, 30-year fixed rate mortgage at 4.00%, \$1,000 home insurance, real estate taxes at \$11.92 per \$1,000 of home value, and \$500 per month in other debt.

Figure 18. Affordable Housing Availability in Saugus.



One one unit of Affordable Housing is available for every five low-income households living in Saugus.

Saugus's SHI also does not adequately address the Town's need for Affordable Housing. The number of deed-restricted Affordable Housing units (769) is much less than the number of low-income households (3,970) who could theoretically qualify. There is less than one deed-restricted affordable home for every five households that might be eligible. Those qualifying households who cannot find deed-

restricted Affordable Housing must find an inexpensive home on the private market (often sacrificing quality or safety) or pay more than is affordable given their income, becoming housing cost-burdened. Some households in the private market may receive rental assistance (see the section below on the Housing Authority).

Saugus Housing Authority

The Saugus Housing Authority (SHA) is the Town's public housing authority, operating several federal and state public housing programs, including housing they own ("conventional housing") and rental assistance programs. Most of Saugus's public housing (69%) is state funded, with the remaining 31% federally funded. Virtually all SHA housing (95%) is reserved for elderly residents or people with disabilities. To be eligible for SHA housing, residents must qualify based on income and, in most SHA housing, age or disability status. In most cases, rents are capped at 30% of the household's income. Within the federally funded housing development, Heritage Heights, the average resident income was \$22,515 and the average monthly rent was \$493 in 2019. Approximately 28% of Heritage Heights households contained a person with a disability, and virtually all (98%) residents were white.

The SHA also runs the federal Housing Choice Voucher program for Saugus residents. With a voucher, tenants find a home on the open market. (Landlords are not allowed to discriminate against renters based on whether they hold vouchers, though the practice remains common.) If the home meets safety and quality standards, tenants may rent it with federal assistance. Tenants pay 30% of their income for the housing, and the federal government pays the remainder. The SHA manages 150 vouchers. Voucher-holders from other communities may also live housing in Saugus.

Homelessness

There are various forms of homelessness that communities must be concerned with. People experiencing homelessness who are unsheltered and “sleeping rough” outside are typically those most visible to people who have not experienced homelessness. People experiencing homelessness who have access to a shelter, emergency housing, or transitional housing may be less visible to the general public, but they are a significant part of the population experiencing homelessness. Lastly, there is a large and virtually invisible group of housing insecure individuals and families who do not have a home of their own but have found temporary refuge in the home of friends, family, or other contacts.

There is no town-level data on people experiencing homelessness in Saugus. The Town is under the purview of the North Shore Continuum of Care (NS CoC), an umbrella group that brings together communities and organizations serving the homeless and housing insecure, which is convened by the City of Peabody. Saugus is not a member community of the Continuum of Care, which covers all Essex County communities except Lynn and Lawrence, which have their own similar organization. Across the NS CoC service area, there were 760 persons experiencing

homelessness on the night of the annual point-in-time count in 2019, including 289 children. Of those counted, 627 people were in an emergency shelter, 82 were in transitional housing, and 51 were unsheltered.

Housing Production Plan

In 2016, Saugus completed a Housing Production Plan (HPP), which is a plan defined under the state’s Chapter 40B law. HPPs address housing need holistically, with a focus on Affordable Housing. If a community produces and approves an HPP, and then produces enough

Table 5. Housing Authority Owned Housing

| Development | Number of Units | Percent of Units | Population | Funder |
|------------------|-----------------|------------------|-------------------|-------------------------------------------|
| Laurel Gardens | 85 | 26% | Elderly/ Disabled | State |
| Laurel Towers | 100 | 31% | Elderly/ Disabled | State |
| Sweetser Corner | 20 | 6% | Elderly/ Disabled | State |
| Armitage Arms | 8 | 2% | Family | State |
| Bridgewell | 8 | 2% | Special Needs | State (leased to Bridgewell, a nonprofit) |
| Heritage Heights | 100 | 31% | Elderly | Federal |
| Total | 321 | 100% | - | - |

Affordable Housing to meet interim targets set in the plan, that community can apply for “Safe Harbor” from Comprehensive Permit developments.

In order to achieve “Safe Harbor” from Comprehensive Permit developments, Saugus would have needed to add more than 50 units of SHI-eligible Affordable Housing each year. Saugus did not achieve that target in the years since the plan was approved.

Inclusionary Zoning

Saugus has a town-wide inclusionary zoning by-law. The purposes of this by-law are:

- To increase the supply of housing in the Town of Saugus that is permanently available and affordable to low and moderate income households;
- To encourage greater housing diversity to meet the needs of our workforce; and
- To develop and maintain a proportion of the Town’s housing stock as affordable housing units.

The provision applies for various residential projects with five or more units. Ten percent of units must be set aside as deed-restricted affordable units.

Developers whose projects are subject to this by-law are encouraged to consult with the Saugus Affordable Housing Trust or any other future Town committee dedicated to the creation of affordable housing early in the development process concerning the Town’s affordable housing needs and the optimum manner in which the Town’s needs and the developer’s affordable housing requirements can be met by the proposed development consistent with any affordable housing planned production plan then in effect in the Town.

For ownership units, the special permit granting authority may approval for off-site units or a payment-in-lieu. The financial contribution for each affordable unit shall be equal to the difference between the median single-family home sales price in Saugus as determined by the Board of Assessors or the Warren Group and the selling price of an affordable housing unit.

Land Use

The way a community's land is developed and organized influences many aspects of life in the Town – where residents live, shop, recreate, and work. What development looks like, how it impacts the natural environment, and what ways it will influence future land use decisions are important questions to consider as the Town plans for its future. By assessing development trends and patterns, the community can identify assets to protect and to determine areas suitable for development and redevelopment.

“Land Use” is a term used to describe the primary use (or combination of uses) occurring on a parcel of land at any given time. Typical land uses include residential, retail, commercial, office, industrial, open space, transportation, mixed use, and others. It is important to note that land use is not static and that it can and does change over time. Depending on changes to the context of a property, the ownership of the property, value of the land, and larger trends in real estate or the economy, changes to land use will occur. This change is typically regulated and guided through zoning, described in further detail below.

Recent Development Trends

Understanding the existing conditions of a Town's land use sets the stage for helping to achieve its future vision. By assessing development trends and patterns, the community can identify assets to protect and to determine areas suitable for development and redevelopment.

Historical Snapshot

Although the existing conditions is a snapshot of today's land use composition, these are the result of centuries of growth and evolution of development patterns in Saugus. Saugus is a historic town, first settled in 1629. Since its founding, it has been a location both for homes and industry. Saugus Ironworks, dating from 1646, is perhaps the most famous example of the Town's historic manufacturing industry. More industry moved into Town during the Industrial Revolution, and Saugus Center, Cliftondale Square Route, and Saugus' waterfront become homes for commercial and industrial uses. Route 1, originally called the Newburyport Turnpike, was first constructed in 1805. Although initially less successful, starting in the 1950s, helped by the ubiquity of the automobile, Route 1 became the major commercial corridor in Town.

Table 6: Saugus Land Use Composition

| Land Use Category | Area (in acres) | Percentage of Total Area |
|-------------------------------------|-----------------|--------------------------|
| Residential Uses | 2,751 | 38% |
| Apartments 4 or more units | 135 | 2% |
| Condominium | 81 | 1% |
| Residential Other | 24 | 0% |
| Residential Vacant | 326 | 4% |
| Single Family Residence | 2,031 | 28% |
| Two/Three Family Residential | 154 | 2% |
| Group Quarters | 1 | 0% |
| Commercial + Industrial Uses | 1,318 | 18% |
| Commercial | 610 | 8% |
| Commercial Vacant | 366 | 5% |
| Industrial | 278 | 4% |
| Industrial Vacant | 13 | 0% |
| Mixed Use | 51 | 1% |
| Open Space, Municipal, Other | 3,254 | 44% |
| No land use code | 981 | 13% |
| Federal, State or Municipal | 1,259 | 17% |
| Institutional/Exempt | 218 | 3% |
| Institutional/Exempt Vacant | 54 | 1% |
| Municipal Vacant | 703 | 10% |
| Other Agricultural or Recreational | 35 | 0% |
| Tax Exempt Other | 4 | 0% |
| Total | 7,323 | 100% |

(Note that the land use breakdown in Table 6 is based on lot area.)

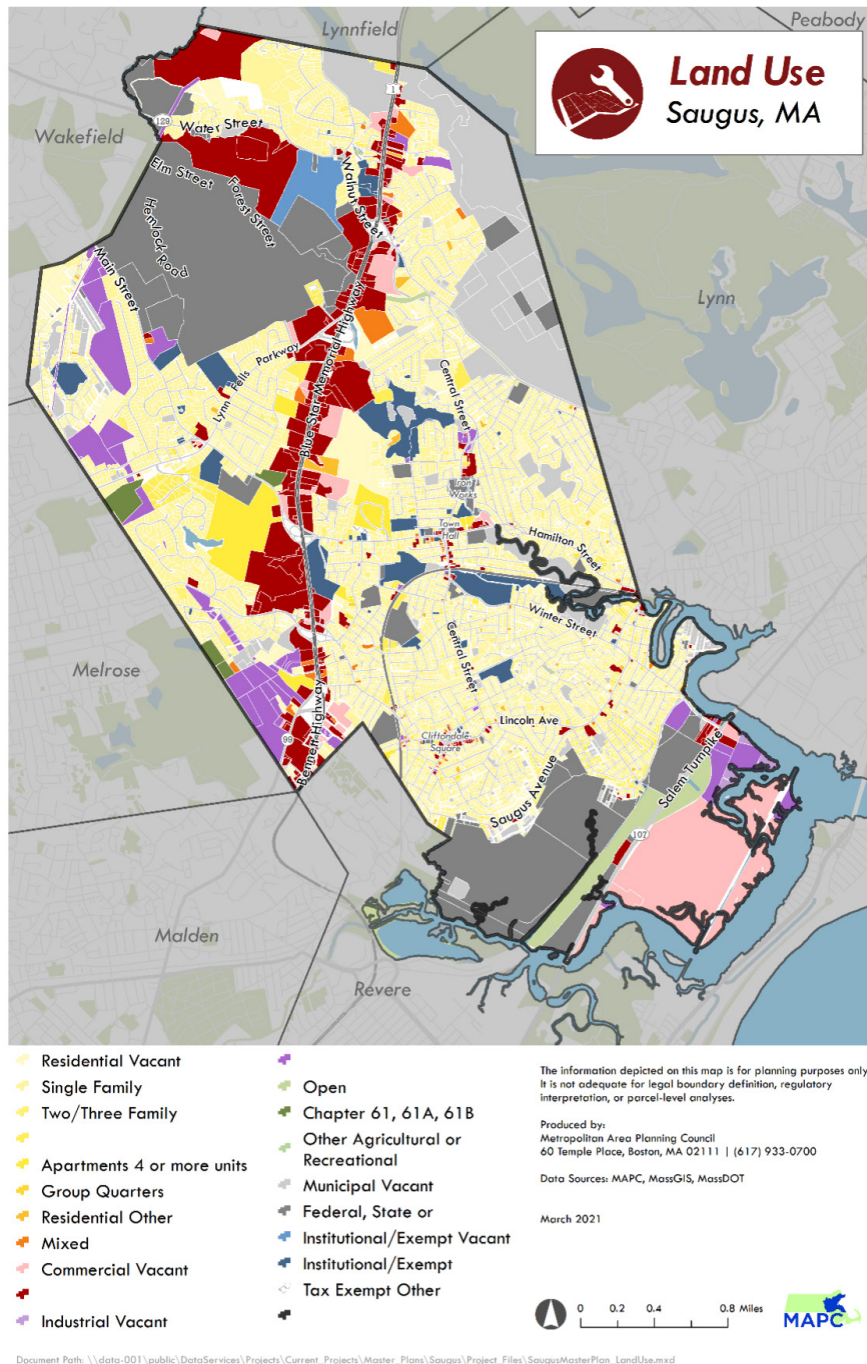
Saugus abuts communities that are predominantly urban (e.g., Lynn and Revere), as well as suburban types (e.g., Lynnfield and Wakefield). Development within a municipality does not occur in a vacuum. Settlement patterns within Saugus and from surrounding communities affect each other's growth. For example, with Route 1 providing primary vehicular access to the North Shore, this has provided demand by North Shore residents that has fueled commercial development along this corridor.

Existing Land Use

Today, the Town's land use patterns reflect its evolution with the primary commercial corridor running north-south along either side of Route 1. Saugus Center, Cliftondale Square, and the area along the waterfront continue to provide additional commercial clusters. Breakheart Reservation and Rumney Marsh Reservation provide expansive natural habitats and recreation opportunities for residents and visitors. Additional parks and other open spaces are dotted throughout Town. Residential uses comprise the majority of the remainder of Town.

Residential Development

Residential uses are distributed throughout Town and consist primarily of single family homes. Single family homes occupy 28% of the Town's land, making it by far the largest single use in Town. It is also by far the most predominant type of residential use, representing 74% of all residential uses. For comparison, apartments consisting of 4 or more units comprise only 2% of the Town's land area and 4% of all residential uses. The most recent multifamily residential developments have been constructed along Route 1 as part of larger, mixed use developments. The Avalon at Hilltop has 280 housing units. Essex Landing, located further south along Route 1 and currently under construction, will add a further 256 units. Taken together, these developments underscore the demand for additional types of housing within the community, in addition to single family residences.



Commercial and Industrial Development

As noted above, Route 1 is the primary commercial corridor in Saugus. As illustrated on the map, it also contains the largest parcels. Saugus Center and Clifftondale Square provide smaller commercial nodes in Town. The difference in site context can help shape both the future vision for these areas and the recommendations to help achieve the respective areas' goals. For example, sites with smaller parcels, such as around Clifftondale Square, are likely to serve the local community. Large sites, such as along Route 1, can accommodate larger developments and more parking, providing uses that serve both residents and visitors.

Zoning

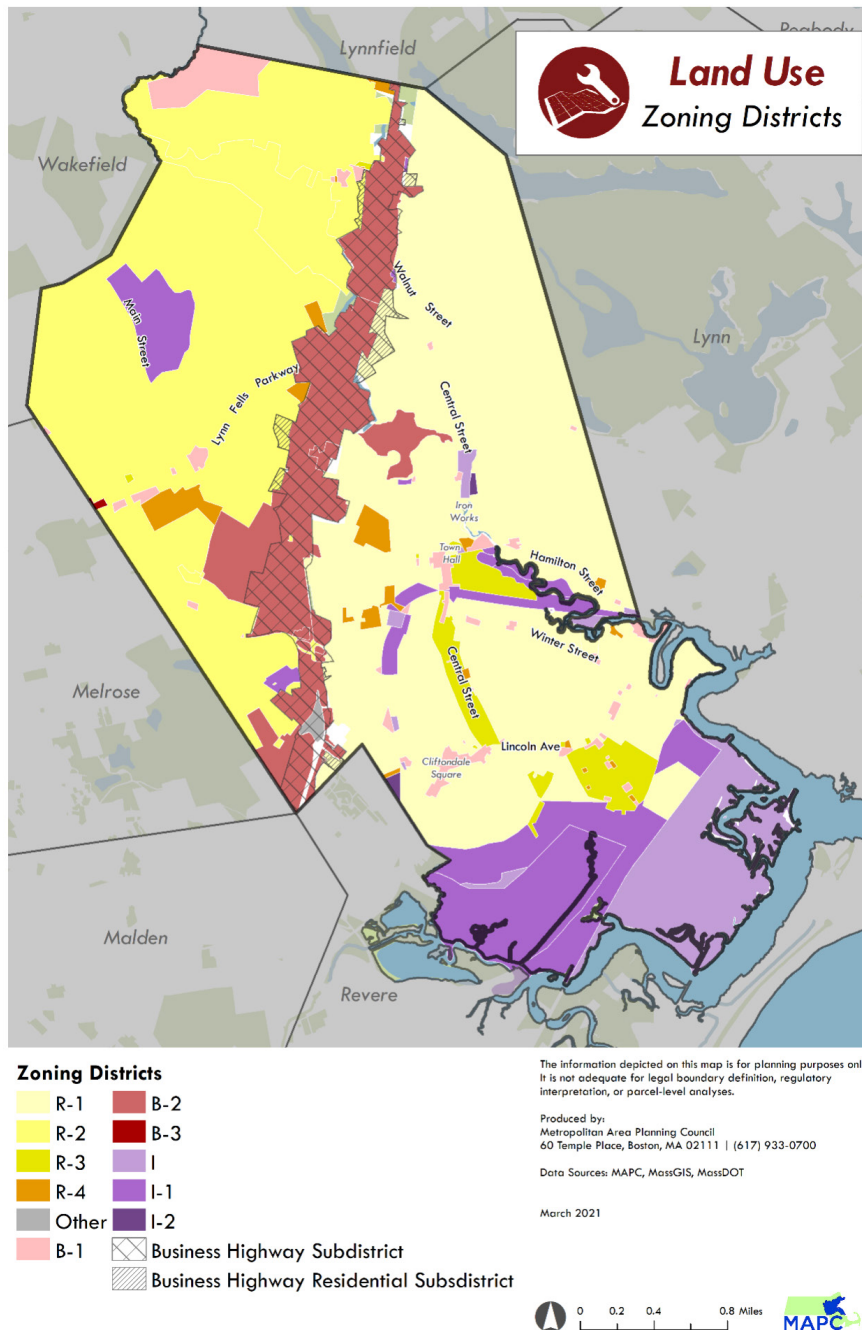
Base Districts

The Saugus Zoning Bylaw (updated as of November 2019) establishes four residential, three business, and two industrial districts and the Flood Plain District. Additionally, there are four overlay districts, all described below. It should be noted that the zoning bylaw does not include purpose statements for the residential, business and industrial districts, so the ways in which they are differentiated are defined by differences in the types of uses allowed and the dimensional requirements for each district.

Residential Districts

Saugus comprises four residential districts – Residential A (R-1) and Residential B (R-2), both of which are single family districts; Residential – General (R-3) for two-family houses; and Residential - Multi Density (R-4), which is the multifamily zoning district. The Residential A district cover the portion of

Map 3. Town of Saugus Land Use Map



Map 4. Town of Saugus Zoning Map

Saugus east of Broadway while Residential B applies to the area west of Broadway. Both R-1 and R-2 allow single family homes by right and two-family homes by special permit.⁴⁹ Accessory dwelling units are allowed by special permit only in the Residential A and B districts. Additionally, agricultural uses are permitted by right, and greenhouses and nurseries under five acres are allowed by special permit from the Board of Selectmen.

Both districts have a minimum lot size of 20,000 sq. ft. and a minimum frontage of 100 feet. The maximum height is 35 feet (3 stories) and the maximum building area is 25%. These two residential districts only differ in the minimum yard requirements.

The R-3 district is similar as the R-1 and R-2 except that two-family homes are allowed by right. Also allowed by right are retail establishments selling convenience food and drug goods. The minimum lot size is 10,000 sq. ft. and a minimum frontage is 100 feet. The maximum height is 35 feet (3 stories) and the maximum building area is 25%.

Multi-family dwellings are allowed in the R-4 district, which are allowed by right. Planned multi-density residential apartment or townhouses require a special permit. Convenience retail is also allowed. Here, the minimum lot size is 10,000 sq. ft. and a minimum frontage is 100 feet. For each unit in excess of four requires an additional 2,500 sq. ft. per unit. The maximum height is 90 feet, but a special permit is required for buildings that exceed 40 feet in height. The maximum building area is 25%.

⁴⁹ The Special Permit Granting Authority for most uses is the Board of Appeals.

Section 2.4 of the by-law establishes the building moratorium on multi-family dwellings (three or more units) for a two-year period that expires in April 2021. The stated rationale for the moratorium is that the Town experienced an unanticipated increase in multi-family development and needed to undertake an analysis of the impacts on public safety, schools and infrastructure.

Home occupations are allowed by special permit in all residential districts.

Commercial Districts

There are three business districts in Saugus – Business-Neighborhood (B-1); High-Rise Business & Industrial (B-2); and Business A-Special (B-3). No residential uses are allowed in any of the business districts. Allowed uses in the B-1 and B-2 districts are substantially the same in that they both allow lodging houses and bed and breakfasts, retail stores, restaurants, motels and hotels, and professional offices by right. Other uses such as health clubs and personal fitness establishments, massage therapy, places of business for construction-related trades, pet care and sales, theaters and other amusement uses, and gas stations and other auto-related uses (including sales) are allowed by special permit from the Board of Selectmen. However, the B-2 district also allows drive-throughs, adult uses, and certain wholesale transportation and industrial uses such as those for building materials, junk yards, automotive repair and sales, light manufacturing, and earth removal (also through a Board of Selectmen issued special permit).

The minimum lot size is 5,000 sq. ft. for the B-1 and 10,000 sq. ft. In the B-2 district. The allowed maximum height is 40 feet, although a special permit can be obtained in B-2 that could permit building heights up to 90 feet.

The B-3 district differentiates itself from the other business districts by not allowing typical retail and restaurant uses, and offices are allowed by special permit rather than by right. Drive-throughs and industrial uses are not permitted. The minimum lot size varies depending upon whether the land is located to the east (10,000 sq. ft.) or west (20,000 sq. ft.) of Broadway. The maximum height is twenty feet.

The maximum building area for all three business districts is 70%.

Industrial Districts

The Saugus Zoning Bylaw establishes a light industrial (I-1) and a heavy industrial (I-2) district. Both districts allow many of the commercial uses included in the business districts – some by right and others with a special permit. In terms of industrial uses, both districts allow for the storage of building materials, junk yards, automotive repairs and sales, and light manufacturing. The I-2 district also allows more intensive uses such as laboratories; manufacturing; waste storage, processing and disposal; warehouse storage; and management of solid waste. For both zoning districts, the minimum lot size is 20,000 sq. ft, and the maximum height is 40 ft.

Overlay and Special Districts

The three overlay districts and one special district include the following:

- Business Highway Sustainable Development Zoning District
- Historic Mills Mixed Use Overlay District
- Waterfront Mixed Use Overlay District
- Large-Scale Ground Mounted Solar Photo Voltaic Overlay District

Business Highway Sustainable Development Zoning District (BHSD)

As stated in the Zoning Bylaw, the purpose of this special district is to “realign an aging major arterial commercial strip corridor” to encourage “attractive mixed-use sustainable development centers” that mix compatible uses including new housing opportunities. The district encompasses the area that was subject to the 2015 Route 1 Corridor study prepared by MAPC. The district contains two sub-districts: Business Highway and Business Highway Residential.

The purpose and intent of the district include:

- Incorporate smart growth principles to enhance economic development opportunities along Routes 1 and 99;
- Redevelop underutilized or obsolete commercial property and ensure development that includes current retail and service trends;
- Prohibit auto-related uses;

- Promote internal pedestrian networks;
- Create human-scaled activity and gathering places;
- Discourage strip-style single story commercial development;
- Consolidate driveways, parking and curb cuts, and encourage internal vehicle connections; and,
- Protect nearby residential areas and prohibit vehicular access to those neighborhoods

In the BHSD, the Special Permit Granting Authority can be the Board of Selectmen or the Planning Board based on the use and the location. Site Plan Review is performed by the Planning Board for projects that involve new construction or an addition of 1,000 sq. ft. Where the gross floor area exceeds 3,000 sq. ft. residential projects must meet the requirements for inclusionary housing.

Mixed uses can be developed either vertically in multiple storied buildings or horizontally adjacent to one another in one or more buildings. Depending upon the size of the parcel, the bylaw stipulates how mixed-use projects could be developed. Office, institutional and entertainment uses permitted by right and site plan review include offices, hospitals, medical clinics, assisted living, business services, hotels, schools, studios, and government uses. Retail uses include commercial sales, personal service businesses, restaurants and bars, studios, indoor recreation, and convenience stores. Shopping centers are allowed by special permit. Multi-family housing is also permitted.

Special permit uses are divided into three “classes” based on the size of the parcel and the intensity of the uses, and the inclusion of drive-throughs.

The minimum lot size is 40,000 sq. ft. The as-of-right height limitation is four stories up to 55 feet. With a special permit, one can go to six stories with a maximum height of 90 feet. The maximum building area coverage is 70% and the total impervious coverage should not exceed 85%. A minimum of 10% is to be set aside for open space. Residential density is not to exceed 30 units per acre. Parking standards specific to this district are established and the bylaw includes the opportunity for shared parking.

Design standards apply to the building and street layout, structures, common use areas, parking and driveways, pedestrian circulation, lighting and noise. There are also provisions for shared access to the property from public roads.

In February 2021 modifications to this bylaw were adopted at Town Meeting. The main purpose of these changes was to allow mixed-use development but ensure a high percentage of any new development be devoted to commercial uses. The required percentage of development devoted to commercial use is based upon parcel size (e.g., 10% of development must be commercial for lots between 1 and 1.5 acre; for lots between 6-20 acres the requirement is 30%; 35% commercial for >20 acres). The modified bylaw also requires every building to have commercial use in at least the ground floor.

Historic Mills Mixed Use Overlay District (HMMUOD)

This district was established to protect the mills area as a “special place... because it represents an important part of the Town’s heritage and because its unusual character creates an identity for Saugus today”. The intent of the district is to allow for adaptive reuse that permits a variety of commercial, retail and residential uses, including affordable housing. Additional goals include public access to the Saugus River and preserving the historic context of the Saugus Iron Works National Historic Site.

The HMMUOD includes the entire Industrial (I) and Industrial 2 (I-2), the Residential-Multi-Density, Apartment (R-4), and the Business-Neighborhood (B-1) zoning districts north of the Saugus Iron Works, and adjacent to Central Street and Elm Street. In this overlay district, the Board of Selectmen is the Special Permit Granting Authority (the Planning Board is the SPGA for non-mill uses). The Planning Board is charged with conducting Site Plan Review as applicable for projects that occupy 50% lot coverage, has a total gross floor area exceeding 3,000 sq. ft., increases the existing floor area by 1,000 sq. ft., or is a commercial use. Residential projects must meet the requirements for inclusionary housing.

Three mill properties are identified that can be redeveloped for residential uses only. Elsewhere in the district, a variety of residential uses; community facilities; retail and commercial uses; wholesale transportation and industrial uses; and recreational uses are allowed by right. A vertical or horizontal mix of uses is also allowed by special permit. Additional personal service and industrial uses require a special permit.

The dimensional and density requirements within the overlay district correspond to those in the underlying district. The maximum height is 40 feet or three stories and there is a minimum 5% open space requirement. The overlay district has specific parking standards that apply to the district

with the option to have the minimum number of spaces reduced based on a parking study. There are specific design and sign standards as well.

Waterfront Mixed Use Overlay District (WMUOD)

This overlay district was established to “The purpose of the WMUOD is to provide a mixture of water dependent, water related and non-water dependent/related uses and mixed uses and to prevent encroachment by uses detrimental to the waterfront and surrounding residential area”. The Town seeks to encourage a mix of uses that promote access to the waterfront including new light industrial uses; a mix of commercial, retail, and residential uses (including affordable housing); and water dependent uses, especially ones that help to preserve and grow the fishing industry. Public benefits must be provided for any uses on property fronting on the Saugus River, Pines River, the waterfront, and estuaries. This can include waterfront access or a public walkway, but if not feasible, other open space can be dedicated or a payment can be made to the Waterfront Access and Improvement Trust Fund.

Depending upon the uses, either the Board of Selectmen or the Zoning Board of Appeals is the Special Permit Granting Authority, and the Planning Board conducts the Site Plan Review. Site Plan Review applies to projects that occupy 50% lot coverage, has a total gross floor area exceeding 3,000 sq. ft., increases the existing floor area by 1,000 sq. ft., is a commercial or mixed use, or directly abuts waterfront land. Residential projects must meet the requirements for inclusionary housing.

Uses allowed by right in the overlay district include residential; community facilities; retail, office, restaurants, and hotels; and water-related uses such as yacht clubs, marinas, docks and fishing facilities. Special permit uses include personal service uses such as health clubs; theaters; hospitals and nursing homes; and some manufacturing.

The dimensional and density requirements within the overlay district correspond to those in the underlying district. The maximum height is 40 feet or three stories and there is a minimum 5% open space requirement. Any new construction should be elevated above the FEMA FIRM Base Flood Elevation. The overlay district has specific parking standards that apply to the district with the option to have the minimum number of spaces reduced based on a parking study. There are specific design and sign standards as well, including for public access and sustainable development strategies.

Large-Scale Ground Mounted Solar Photovoltaic Installations Overlay District

See the Energy and Climate section for a description of this overlay district.

Economic Development

This section provides key indicators and baseline information to better understand the economic situation in Saugus.

Unemployment Rate

According to the 2018 American Community Survey 5-Year Estimates the unemployment rate in Saugus was 6.4%, which is considerably higher than the state of Massachusetts's unemployment rate of 3.9%.

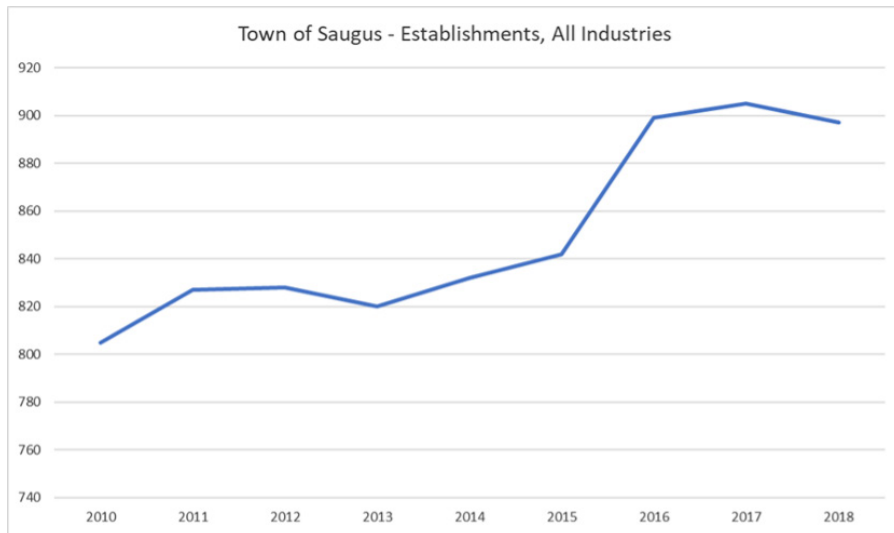


Figure 19. Saugus - Establishments, All Industries

Economic Occupation, Employment, Earnings by Sector

A total of 874 establishments in Saugus support 10,520 employees, which includes both residents who work in Saugus, as well as those who travel from outside of Saugus. The Town has a total of 15 industries.⁵⁰ The three largest industries are Retail Trade (166), Health Care and Social Assistance (149) and Construction (118). Overall, the number of industries and employees in Saugus have both increased over the past decade by 1%. However, employment has seen a significant decrease from its peak in 2016. Figure 19 shows the changes in establishment numbers and employment over the past decade.

The current top three industries that employ the most people are Retail (3,683), Accommodation and Food Services (2,215) and Health Care and Social Assistance (938).⁵¹

50 Executive Office of Labor and Workforce Development's Employment and Wage (ES-202) data (EOLWD ES-202)

51 EOLWD-ES 202

Table 7. Town of Saugus Industries Summary

| Industry | Establishments | Average Employment | Average Weekly Wage |
|-----------------------------------------------|----------------|--------------------|---------------------|
| Total, All Industries | 874 | 10,520 | \$757 |
| Retail Trade | 166 | 3,683 | \$573 |
| Health Care and Social Assistance | 149 | 938 | \$802 |
| Construction | 118 | 581 | \$1,359 |
| Accommodation and Food Services | 99 | 2,215 | \$449 |
| Other Services (Except Public Administration) | 99 | 617 | \$527 |
| Professional and Technical Services | 46 | 189 | \$956 |
| Administrative and Waste Services | 38 | 302 | \$942 |
| Finance and Insurance | 25 | 176 | \$1,205 |
| Real Estate and Rental and Leasing | 24 | 66 | \$965 |
| Wholesale Trade | 23 | 168 | \$1,820 |
| Transportation and Warehousing | 20 | 120 | \$898 |
| Arts, Entertainment, and Recreation | 16 | 170 | \$364 |
| Manufacturing | 15 | 309 | \$1,507 |
| Information | 15 | 289 | \$1,420 |
| Management of Companies and Enterprises | 5 | 47 | \$1,806 |

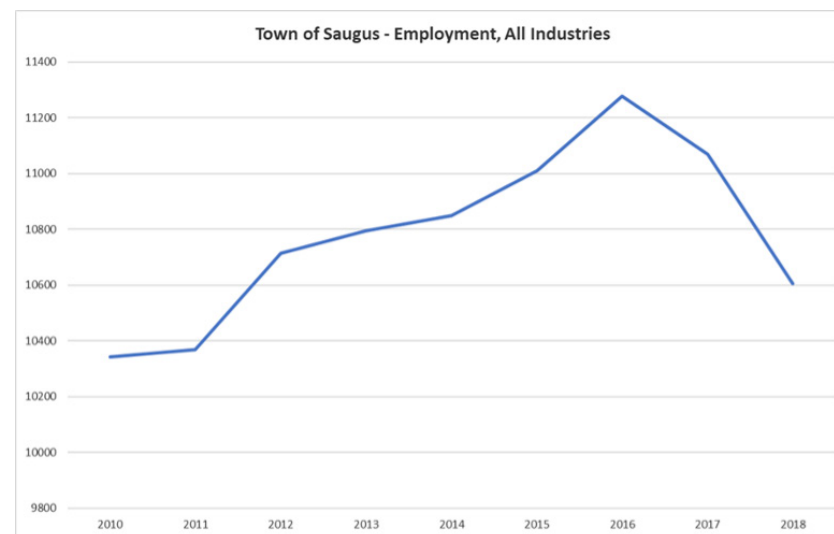


Figure 20. Saugus - Employment, All Industries

Overall, there are a total of 9,762 individuals that are employed in Saugus.⁵² Eight-nine percent of those employed in Saugus but live outside Saugus and 10% live and work in Saugus (LEHD On the Map 2017). The industries that employ the greatest number of people or have the greatest number of establishments do not reflect the industries that pay the most in Saugus. The top three paying industries in Saugus are the following by average weekly wage—Wholesale Trade (\$1,820), Manufacturing (\$1,507) and Information (\$1,420).⁵³ Wholesale Trade as a sector is comprised of businesses that engage in wholesaling merchandise that is unaltered, such as motor vehicle supplies or lumber and construction.

⁵² EOLWD-ES 202 2019 Data

⁵³ EOLWD-ES 202 2019 Data

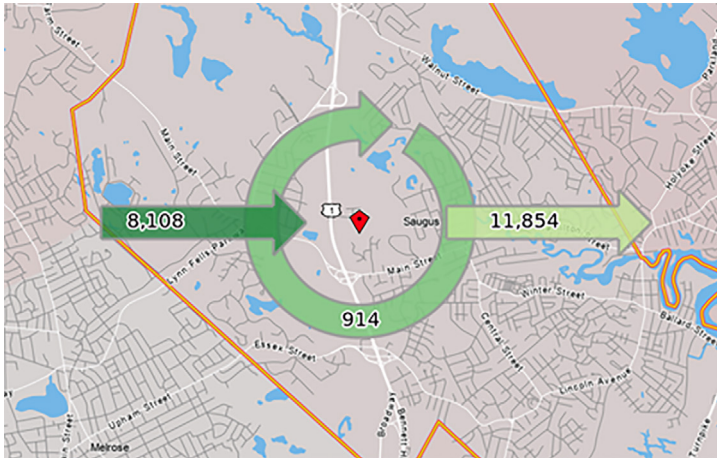
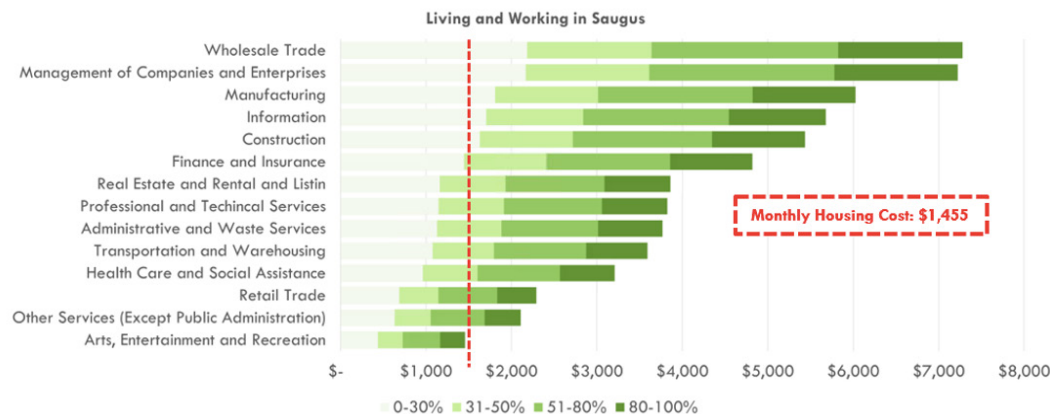


Figure 21. Saugus Employees - from other communities, living/working within Town, and traveling to other communities.

The chart below depicts varying percentages of monthly income (30-50%, 50-80%, 80% or more) for an individual employed in Saugus. These figures are compared against the average monthly housing cost in Saugus which is \$1,455. Monthly housing costs combine selected owner costs (which includes mortgage, RE taxes, insurance, utilities) and “gross rent” (rent and utilities). Inclusion of monthly housing cost over just rent was important given the relatively low rental population of 22%.

The chart also shows the proportion of individuals employed in Saugus that are cost burdened. For individuals employed in Retail Trade and Other Services (Except Public Administration) which may be any type of business not otherwise indicated in the chart above including automotive repair to laundry services, 51-80% of income is spent on monthly housing costs. Those employed in the Arts, Entertainment and Recreation industry are effectively priced out of Town.

Figure 22. Cost Burden by Employment Sector



Market Conditions

The market conditions for the Town of Saugus include an evaluation of real estate indicators such as price per square foot and vacancy rates for commercial/industrial/retail buildings. Metrics at the local level are also compared against the subregional market. Saugus is part of the Lynn/Saugus submarket.



Figure 23. Saugus Retail Market Rent per Square Foot



Figure 24. Saugus Retail Vacancy Rate

Saugus Retail Market Submarket Analysis

"Retail vacancies in Saugus/Lynn were slightly elevated relative to the five-year average during the fourth quarter, but they were essentially unchanged from this time last year. The rate falls right in line with the region's average. Meanwhile, retail rents have fallen on a year-over-year basis, dropping by -2.6%.

As for construction, Saugus/Lynn does not appear to face a burgeoning wave of supply pressure, and the pipeline is fairly empty.

Retail properties trade with regularity in Saugus/Lynn, and this past year proved no different, as investors remained just as engaged in the submarket. At the same time, market pricing of \$227/SF falls below the region's average.

However, the coronavirus outbreak has led to considerable uncertainty in commercial real estate. The effects of the pandemic will likely continue having a profound impact on demand, rent growth, and investment trends, and the retail sector, in particular, could face significant headwinds."⁵⁴

Table 8. Saugus Retail Market Metrics (Source: CoStar)

| | Total Industrial SF | Total Buildings | Average Market Rent Per SF in 2020 YTD | Vacancy Rate in 2019 |
|-------------------------|---------------------|-----------------|----------------------------------------|----------------------|
| Saugus | 3,300,000 SF | 149 | \$24.62 | 5% |
| Submarket – Saugus/Lynn | 8,200,000 SF | 671 | \$23.20 | 3.2% |

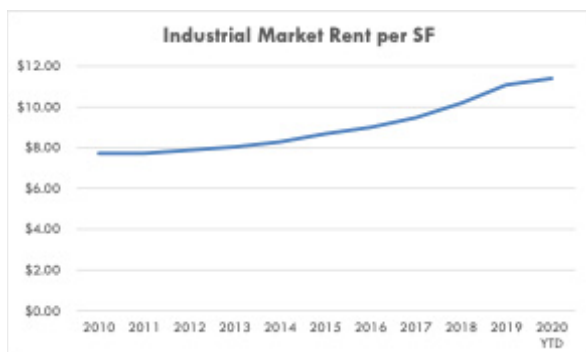


Figure 25. Saugus Industrial Market Rent per Square Foot



Figure 26. Saugus Industrial Market Vacancy Rate

Table 9. Saugus Industrial Market Metrics

| | Total Industrial SF | Total Buildings | Average Market Rent Per SF in 2020 YTD | Vacancy Rate in 2019 |
|-----------------------|---------------------|-----------------|----------------------------------------|----------------------|
| Saugus | 510,000 SF | 25 | \$11.38 | 3% |
| Saugus/Lynn—Submarket | 4,700,000 SF | 124 | \$10.96 | 5.9% |

Saugus Office Market Submarket Analysis

“The Saugus/Lynn Submarket in Boston is a mid-sized submarket that contains around 3.3 million SF of office space. The vacancy rate has been essentially unchanged over the past year, but at 3.6%, the rate was well below the 10-year average as of 2020Q4.

Net absorption over the past year clocked in at about 11,000 SF, a bit below the five-year annual average of 19,000 SF. Saugus/Lynn have rents barely changed over the past year, consistent with the submarket’s negligible average annual rent change over the past decade.

There are no supply-side pressures on vacancy or rent in the near term, as nothing is under construction. Moreover, the inventory has actually contracted over the past 10 years, as demolition activity has outpaced new construction.

This was a somewhat active investment market last year. Saugus/Lynn typically sees a number of deals close in a given year. The coronavirus remains a major disrupter to the economy at large and creates profound uncertainty in Boston. The effect of the pandemic has the potential to redefine the use of office space, as employers reevaluate the safety and health of workers.”⁵⁵



Figure 27. Saugus Office Market Rent per Square Foot



Figure 28. Saugus Office Market Vacancy Rate

| Employee Count | Count |
|-----------------------|-------|
| Total, All businesses | 1,185 |
| 1-5 Employees | 703 |
| 6-9 Employees | 168 |
| 10-19 employees | 137 |
| 20-49 employees | 93 |
| 50-99 employees | 25 |
| 100-249 employees | 20 |
| 250-499 employees | 1 |
| 500-999 employees | 1 |

Table 11. Saugus Businesses by Employee Count

Table 10. Saugus Industrial Market Metrics

| | Total Industrial SF | Total Buildings | Average Market Rent Per SF in 2020 YTD | Vacancy Rate in 2019 |
|-----------------------|---------------------|-----------------|----------------------------------------|----------------------|
| Saugus | 510,000 SF | 25 | \$11.38 | 3% |
| Saugus/Lynn Submarket | 3,300,000 SF | 228 | \$20.39 | 3.6% |

Business Mix

The Town of Saugus has a strong density of small businesses, with over half of the businesses in Town having 1-5 employees. The following is a breakdown of businesses by employee size.⁵⁶

Saugus Businesses (Number of Employees)

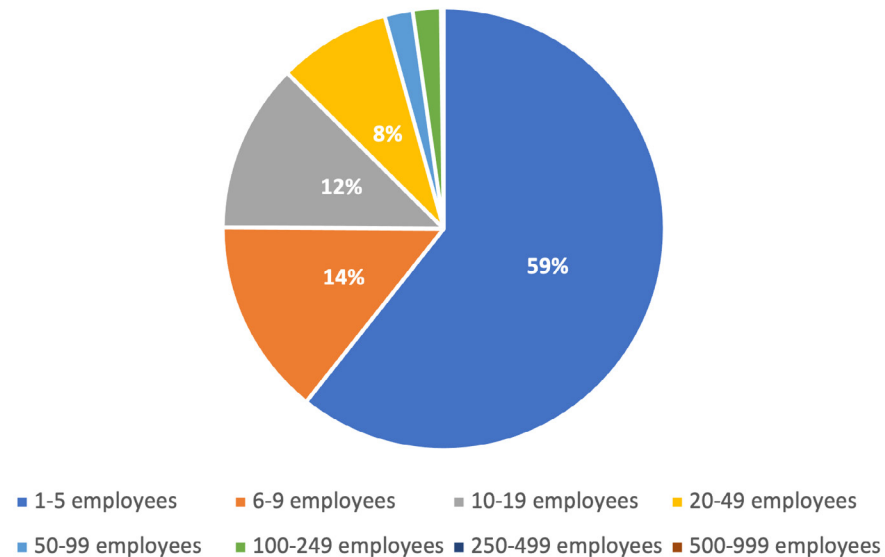
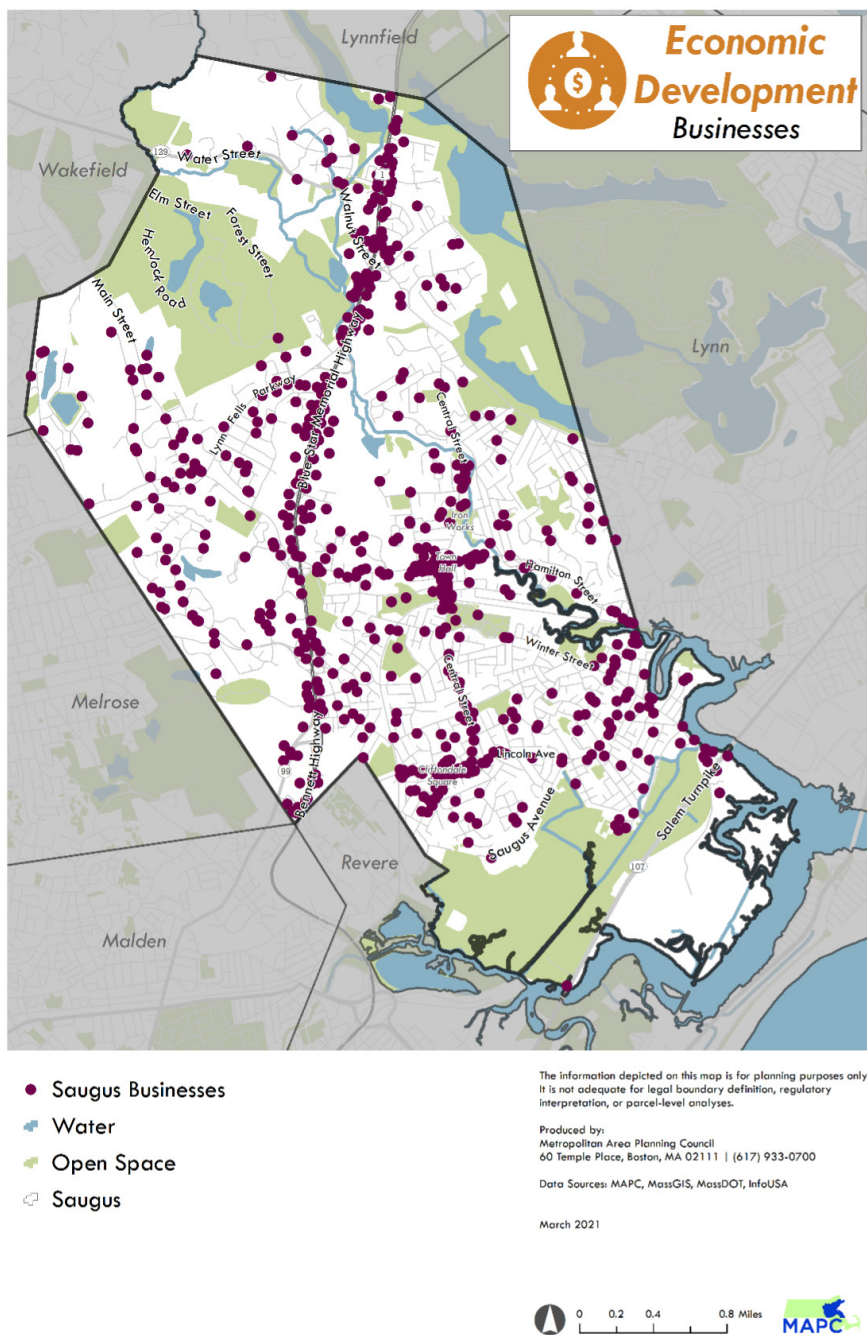


Figure 29. Saugus Businesses by Numbers of Employees



Map 5. Saugus Businesses

Economic Development Centers

There are three primary areas of economic development in Saugus—Saugus Center, Clifftondale Square and Route 1. These three areas employ the highest number of people working in Saugus and have the opportunity for redevelopment in line with economic development goals for Saugus in the next 30 years. Map 5 shows where these economic development priority areas are located.

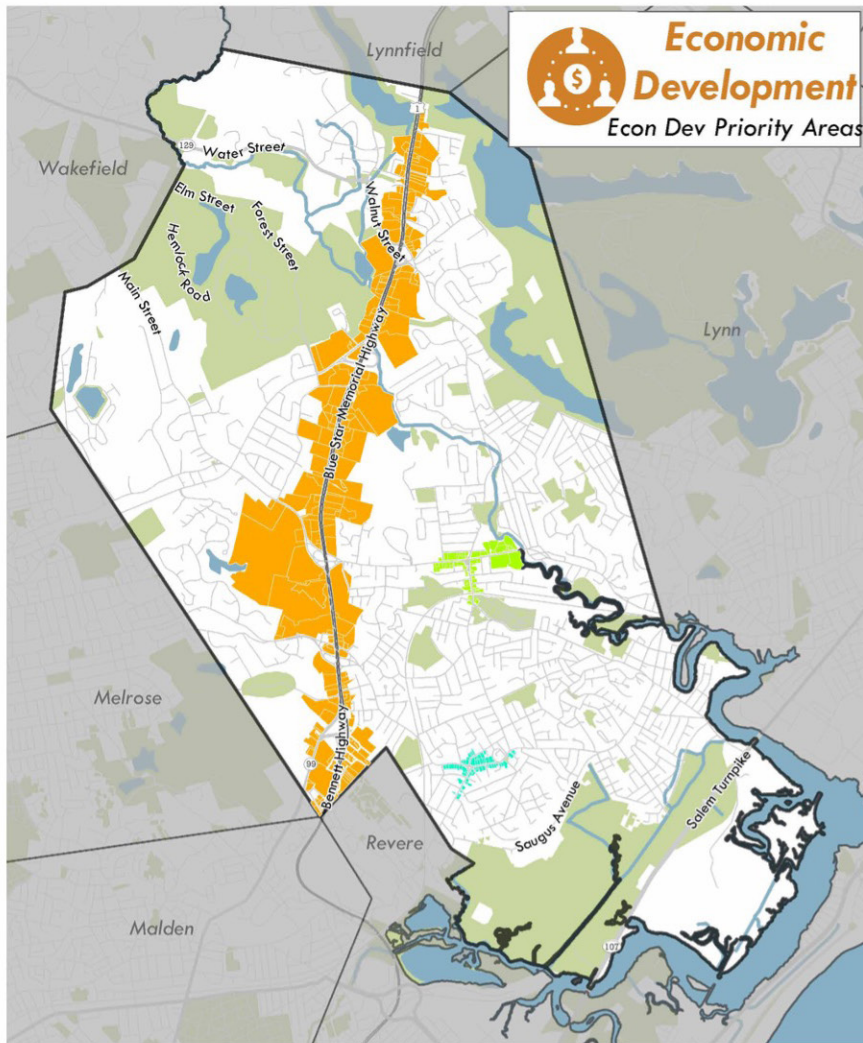
Clifftondale Square

Clifftondale Square is a primary economic development area for Saugus. The commercial district has long been an area of economic opportunity and most recently was the subject of a Business District Assessment and Market Analysis by FinePoint Associates in November 2016.

Geographically, Clifftondale Square has the unique advantage of being accessible by three points: Saugus residents, Route 1 travelers, and residents of neighboring communities such as Revere and Malden. Clifftondale Square contains primarily small businesses. There are a total of 81 businesses and 352 employees within the square (Infogroup USA 2016). Seventy-nine percent of these businesses employee 1-5 people.

| Employee Count | Number of establishments | Number of employees |
|-----------------|--------------------------|---------------------|
| 1–5 employees | 64 | 183 |
| 6–9 employees | 9 | 59 |
| 10–19 employees | 5 | 53 |
| 20–49 employees | 2 | 57 |
| (Undisclosed) | 1 | 0 |

Table 12. Clifftondale Square Businesses



- Route 1
- Saugus Center
- Cliftondale Square
- Water
- Open Space
- Saugus

The information depicted on this map is for planning purposes only. It is not adequate for legal boundary definition, regulatory interpretation, or parcel-level analyses.

Produced by:
Metropolitan Area Planning Council
60 Temple Place, Boston, MA 02111 | (617) 933-0700

Data Sources: MAPC, MassGIS, MassDOT, InfoUSA

October 2020



Map 6. Economic Development Priority Areas

The type of industries most prevalent in Cliftondale Square are Beauty Salons (9), Office of Lawyers (6), Religious Organizations (5) and Insurance Agencies and Brokers (4).

While small businesses mostly comprise Cliftondale Square, the Town struggles with keeping sustainable commercial revenue through these businesses. There is high turnover of commercial tenants in a normal year and the current situation of COVID-19 has seen an unprecedented impact on the commercial market.

Saugus Center

Saugus Center is the main introduction to the town for both residents who are seeking services at the town hall, public library or police department and visitors. It is also near the Saugus Iron Works National Historic Site.

The business makeup of Saugus Center is similar to Cliftondale Square and primarily small businesses. There are a total of 120 businesses and 804 employees within the square.⁵⁷ This number also includes employees of government institutions, of which there are more in Saugus Center than Cliftondale Square.

| Employee Count | Number of establishments | Number of employees |
|-----------------|--------------------------|---------------------|
| 1–5 employees | 83 | 219 |
| 6–9 employees | 17 | 116 |
| 10–19 employees | 8 | 97 |
| 20–49 employees | 7 | 182 |
| 50–99 employees | 3 | 190 |
| (Undisclosed) | 2 | 0 |

Table 13. Saugus Center Businesses

57 Infogroup USA 2016

The type of industries most prevalent in Saugus Center are Offices of Lawyers (10), Legislative Bodies (10), Beauty Salons (6) and Full-service Restaurants (5).

| Employee Count | Number of establishments | Number of employees |
|-------------------|--------------------------|---------------------|
| 1-5 employees | 224 | 691 |
| 6-9 employees | 90 | 621 |
| 10-19 employees | 75 | 939 |
| 20-49 employees | 69 | 1,895 |
| 50-99 employees | 19 | 1,320 |
| 100-249 employees | 14 | 2,055 |
| 250-499 employees | 1 | 315 |
| (Undisclosed) | 22 | 0 |

Table 14. Route 1 Businesses

Route 1

Route 1, which runs through the center of Saugus, provides both employment opportunities and convenient retail options for Saugus residents.

Because the businesses on Route 1 are typically on larger lot sizes there is also greater variation in business make up than Clifondale Square and Saugus Center. There are a total of 514 businesses and 7,836 people employed on Saugus's portion of Route 1.

The type of industries most relevant in Route 1 are Full-service Restaurants (43), Furniture Stores Family Clothing Stores (19), Beauty Salons (17), Wireless Telecomms Carriers (14), Furniture Stores (14) and Limited-service Restaurants (14).

While Route 1 provides plenty of employment and retail options it is important to note that it is only accessible by cars. This lack of access for visitors who are travelling by foot or bicycle gives Route 1 a different sense of community from walkable centers such as Saugus Center and Clifondale Square.

Transportation and Connectivity

Introduction

Saugus' transportation network includes two-lane roadways and local streets, multilane highways, off-road paths and trails, sidewalks, as well as bus transit services and ride-sharing options. A successful transportation network plans for the efficient and safe movement of people and goods and provides multiple travel options to access destinations. Transportation affects land uses and development, and the environment, including air quality, noise, and water quality. The existing transportation network also affects the health and safety of all users, particularly those without access to an automobile who rely on transit, walking, and cycling to connect to their daily needs. As such, an equitable, well-designed, and functional transportation network can have positive impacts on economic development and the quality of life for the entire community.

The data on commuting, automobile use and transit used for this Master Plan are all from surveys and measurements conducted prior to the COVID-19 pandemic that changed how many people travel to work, school, and other daily needs in 2020. An analysis of the how the pandemic may alter travel patterns long-term is included later in this Plan.

| Travel Mode for Saugus Workers | |
|--------------------------------|--------|
| Total Workers | 14,653 |
| Drove (incl. carpool) | 87% |
| Transit | 8% |
| Worked from Home | 1%-2% |
| Walk | 1%-2% |
| Bike | <1% |

Table 15. Travel Mode for Saugus Workers
Source: 2013-2017 American Community Survey

Commuting Characteristics

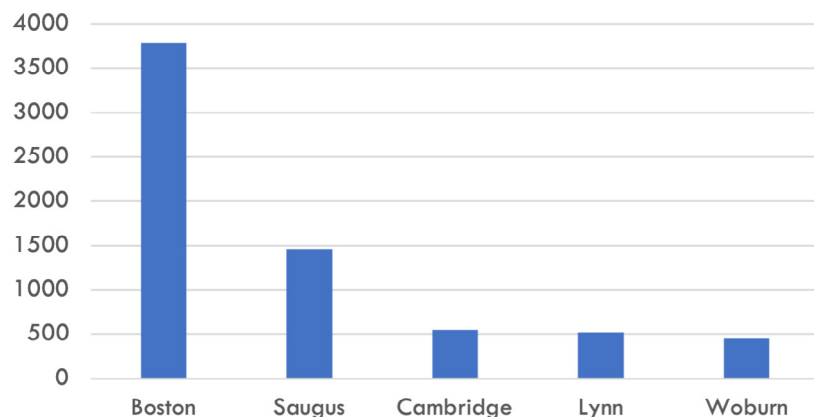
Vehicle Ownership

Saugus averages 1.8 vehicles per household, and each household drives approximately 45 miles per day (per the Massachusetts Vehicle Census). These figures are similar to the statewide household average of 1.7 vehicles and 49 miles per day. These figures reflect the Town's lower-density and car-centric development, similar to other suburbs in the Boston region. However, five percent of households have no vehicle, and one-third of households in Saugus have one vehicle, with the zero and one-vehicle households more concentrated in the central area of Saugus.

Journey to Work Data

Based upon 2013-2017 American Community Survey data, the vast majority of workers living in Saugus drive alone to work. Around eight percent take transit, with very few walking, cycling to work or working from home.

Figure 30. Top Five Workplace Locations for Saugus Residents (2017)



| Destination | Workers | Share (Percent) |
|---------------------|---------|-----------------|
| Boston | 3,783 | 23.6 |
| Saugus | 1,459 | 9.1 |
| Cambridge | 546 | 3.4 |
| Lynn | 523 | 3.3 |
| Woburn | 456 | 2.8 |
| Peabody | 438 | 2.7 |
| Malden | 420 | 2.6 |
| Danvers | 403 | 2.5 |
| Everett | 402 | 2.5 |
| Wakefield | 361 | 2.3 |
| All other locations | 7,229 | 45.1 |
| Total | 16,020 | 100.0 |

Table 16. Location of Saugus Residents' Employment

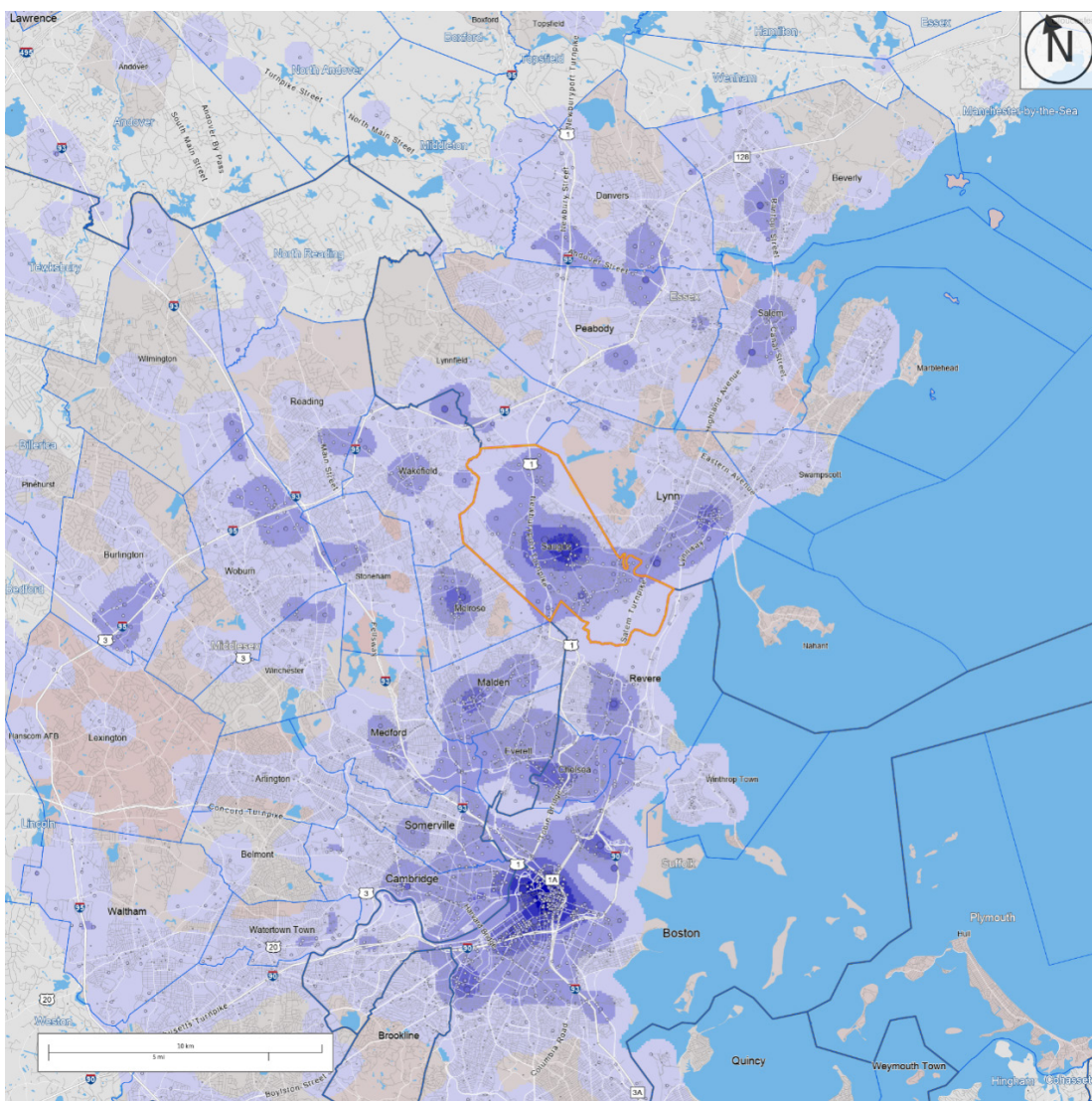
Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2017)

Over half (53 percent) of Saugus commuters who work outside of the home have a commute of fewer than 30 minutes. Around 34 percent have commutes between 30 and 59 minutes, and 13 percent have commutes over one hour. These average travel times are similar to the MAPC region as a whole.

Employment Concentrations/Connections

Boston is the largest employment destination for Saugus workers at 23 percent, followed by nine percent who work in Saugus. Cambridge, Lynn, and Woburn round out the top five workplace destinations. Nearly 45 percent of Saugus commuters work in other locations throughout greater Boston.

When mapping the employment of Saugus residents, there are noticeable clusters in both downtown Boston and downtown Saugus, as well as along Route 128. Workers earning less than \$1,250 per month were more likely to work in Saugus and Lynn. Those commuting to workplaces in Saugus were likely to be from Saugus (13 percent), Lynn (9 percent), and Boston (7 percent).



Map 7. Concentration of Saugus Residents' Employment Locations
Source U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics
(Beginning of Quarter Employment, 2nd Quarter of 2002-2017)

Existing Networks

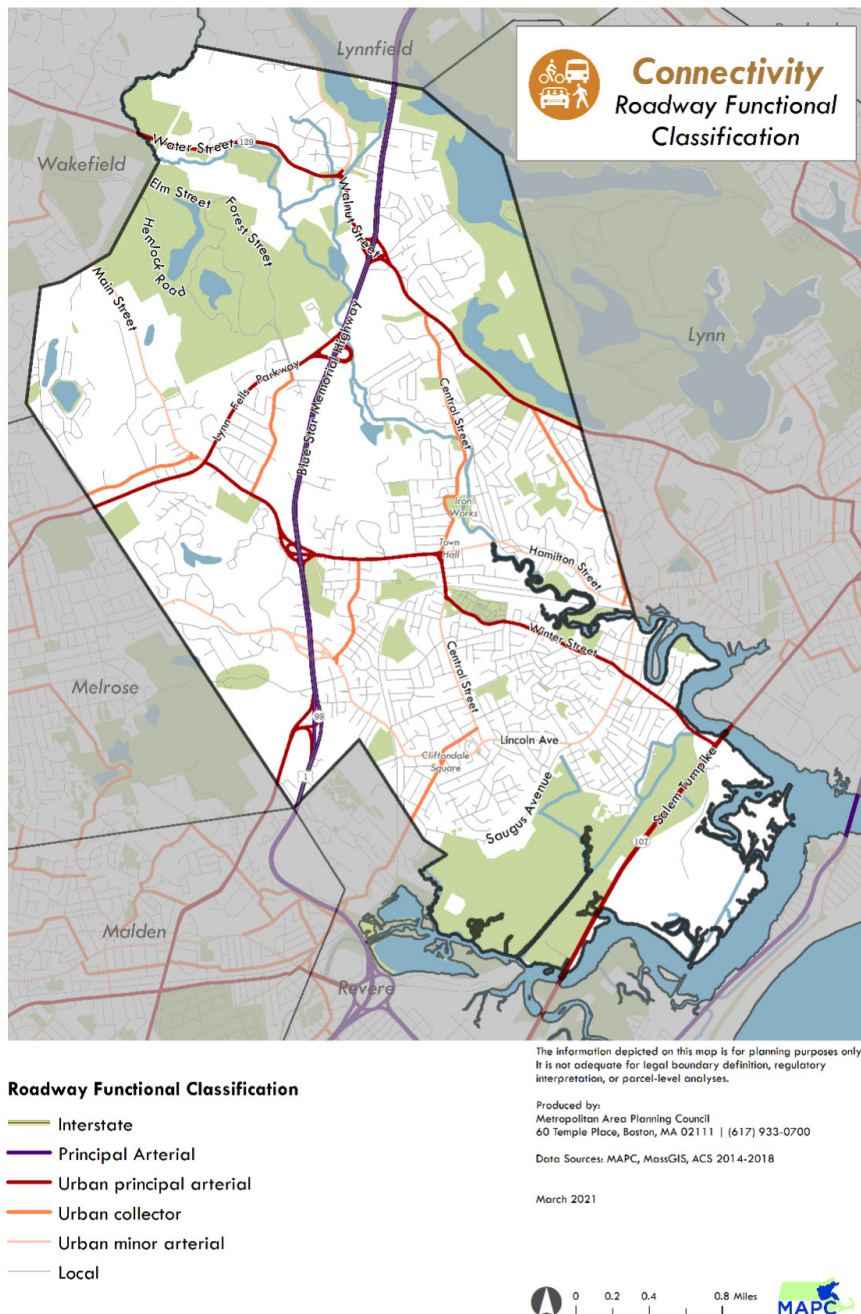
Roadways

Roadways and streets provide critical connectivity in Saugus, most importantly along key routes that connect with Route 1. Town-maintained roadways also provide important connections within Saugus, particularly to schools, businesses, store, restaurants, and neighborhood centers.

Functional Classification of Roadways

Saugus has over 110 miles of roadways within the Town limits. The Town has 8 miles of MassDOT controlled facilities (Routes 1 and Route 107), as well as 3 miles of roadways maintained by the Department of Conservation and Recreation. The remainder are Town-controlled streets, with a majority classified as local streets.

Map 8. Roadway Functional Classification in Saugus



Pavement Management

According to MassDOT,⁵⁸ less than half of the principal arterial and urban principal arterial streets and roadways in Saugus are in “excellent” or good” condition, with most in “fair” or “poor” condition. Areas with “poor” condition are primarily along Route 1, Route 107, and Ballard Street. Between 2016 and 2018, MassDOT repaired over 930 potholes, mostly along Route 1.

Traffic Volumes

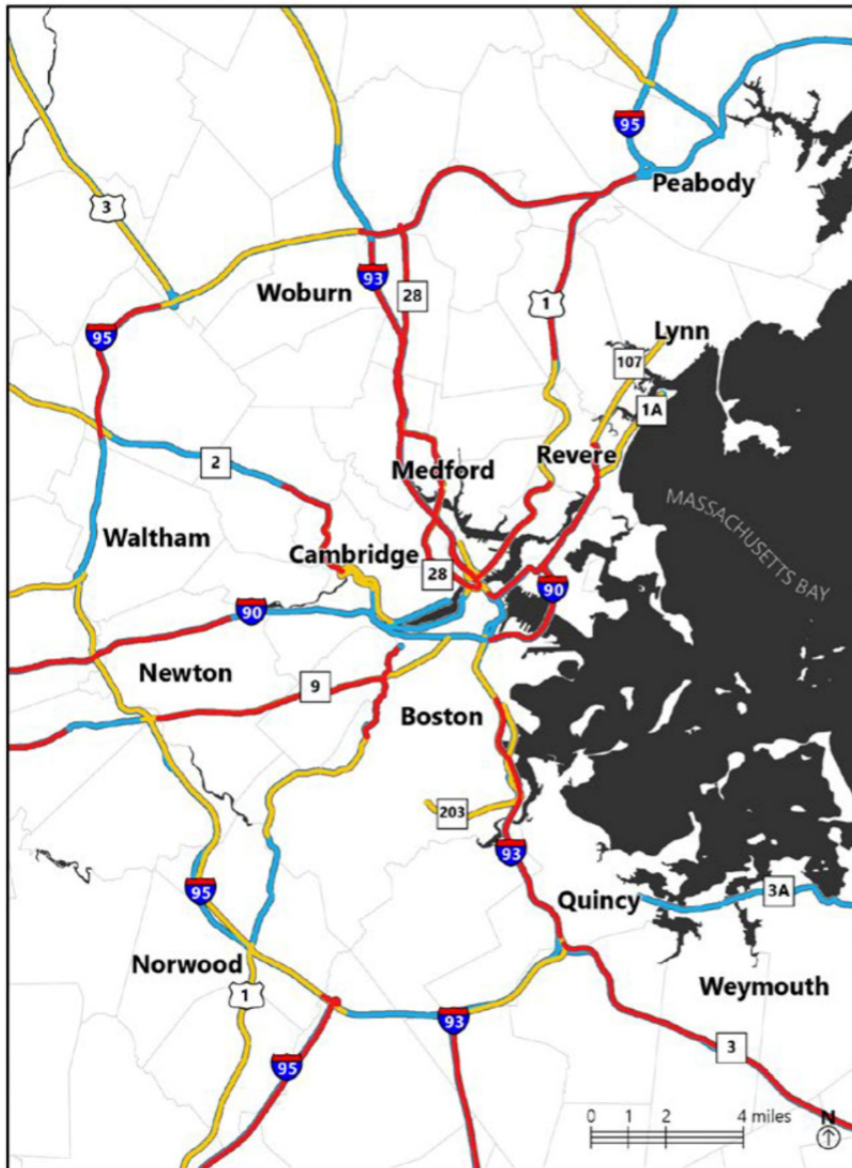
Traffic data from MassDOT was collected to determine average traffic volumes in select areas. Route 1, which acts as a major north/south connector to Boston, has by far the highest daily traffic at nearly 120,000 vehicles per day. Main Street averages between 18,000 and over 23,000 vehicles per day, while Central Street has around 10,000 vehicles per day.

| Street | Location | Average Daily Traffic* |
|--------------------------------------|--------------------------------------------------|------------------------|
| Blue Star Memorial Highway (Route 1) | North of Lynn Fells Parkway | 120,000 |
| Central Street | South of Winter St. | 10,100 |
| Main Street | Between Lynn Fells Pkwy & Route 1 (Broadway St.) | 18,100 |
| Main Street | East of Franklin Street | 19,100 |
| Main Street | Between Route 1 Ramp and Pearce Memorial Drive | 23,700 |

Table 17. Selected Average Daily Traffic Counts

*Average volume for a 24-hour period (one weekday) in 2019.

Source: MassDOT



Map 9. Congestion 7:00am-7:59am (Annual average daily congestion)
Source: <https://www.mass.gov/doc/congestion-in-the-commonwealth/download>

Traffic Operations

In 2019 MassDOT completed a traffic congestion study of major corridors serving the Boston region, including Routes 1 and 107 in Saugus. Most of the morning congestion on Route 1 occurs between 6:00am and 8:00am. During this time the road is highly congested (greater than two times free flow). Most of the morning congestion on Route 107 occurs between 7:00am and 8:00am and is congested at 1.5 times to 2 times free flow. During the afternoon, Route 1 is congested at 1.5 times to 2 times free flow between 3:00pm and 6:00pm, while Route 107 is congested at 1.5 times to 2 times free flow between 1:00pm and 7:00pm.

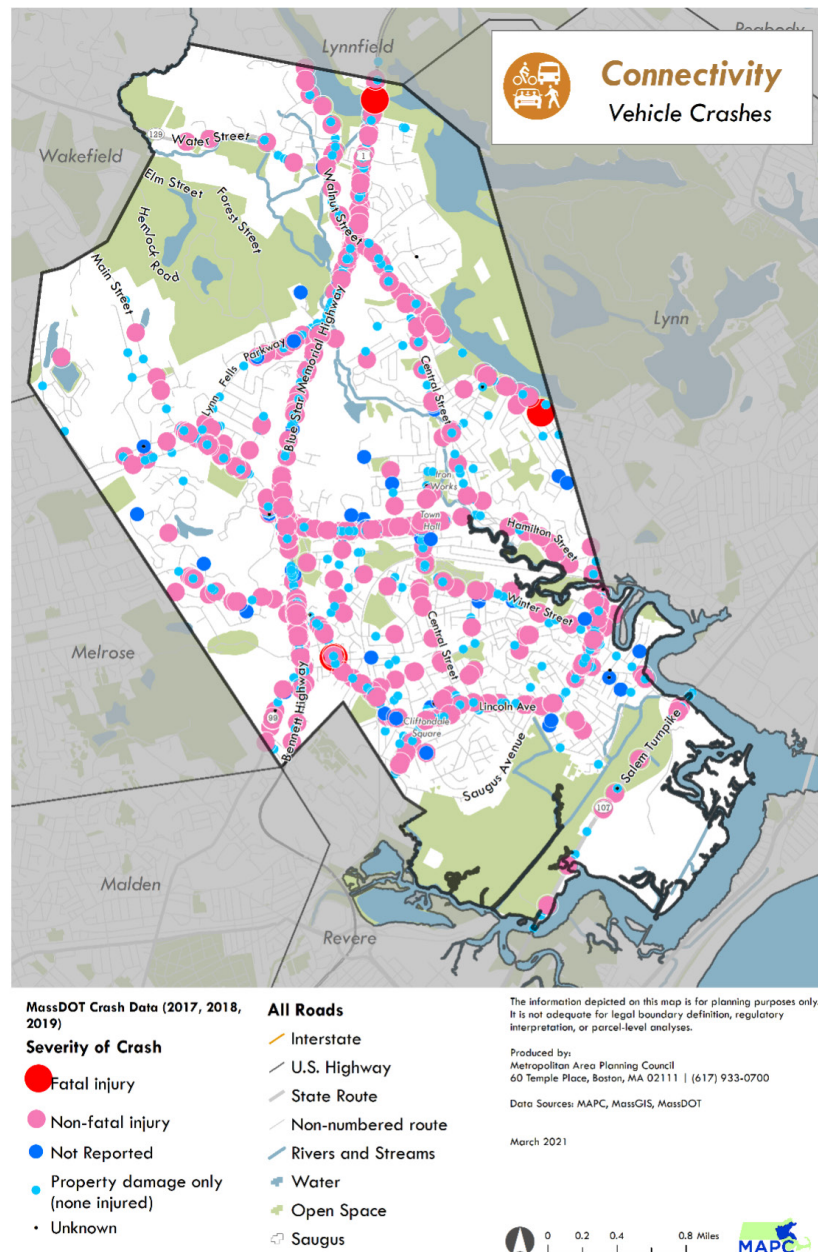
Traffic Safety

In Saugus and Essex County the number of vehicular crashes increased from 2015 to 2017 with a decrease over the last two years. While Saugus experienced a 23% increase from 2015 to 2019, Essex County saw only a modest growth over the same

| Year | Town of Saugus | Essex County |
|------|----------------|--------------|
| 2015 | 521 | 16,155 |
| 2016 | 651 | 17,226 |
| 2017 | 678 | 17,476 |
| 2018 | 671 | 16,437 |
| 2019 | 641 | 16,424 |

Table 18: Yearly Crashes
Source: MassDOT

Map 10. Vehicle Crashes in Saugus, 2017-2019
Source: MassDOT and MAPC



time period. While exact causes are unknown, these changes mirror statewide and national trends.

The three most recent years of crash data were categorized by severity (fatalities, injuries, property damage only, or unknown) and mapped. These include vehicle-to-vehicle crashes as well as pedestrian/vehicle and bicycle/vehicle crashes. The data show that there are clusters of crashes along the more heavily traveled corridors including Route 1, Water Street, and Main Street.

Given the number of crashes over the last three years, this study also looked at the areas that MassDOT mapped as crash clusters and those crashes that involved pedestrians and cyclists. Crash clusters are critical to understanding locations where crashes are more likely to occur, while pedestrians and cyclists are the most vulnerable users of the Town's transportation network.

Crash clusters are located at the intersections of Winter Street/Ballard Street, and Main Street/Lynn Fells Parkway. Moreover, many of the pedestrian and cyclist crashes are along Main Street, and in the Clifondale/Pleasant Hills neighborhoods of east Saugus. These pedestrian and bicycle crash areas are in neighborhoods with a higher concentration of zero or one vehicle households.

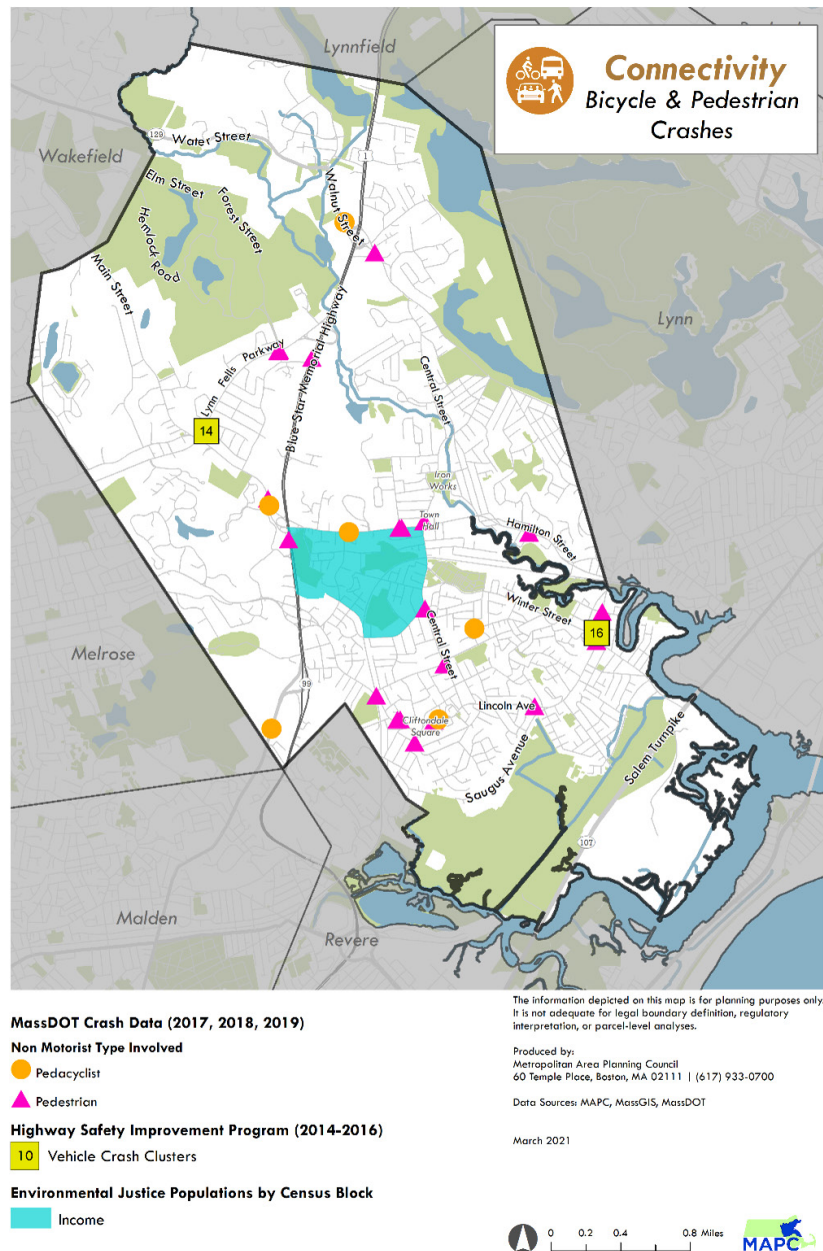
The findings from this analysis support, in part, the 2019 study⁵⁹ that recommended reducing posted speeds along select corridors in the Town to address concerns of speeding and crashes along corridors including Main Street, Essex Street, Central Street, and Lincoln Avenue.

MassDOT in 2017 completed a Road Safety Audit⁶⁰ of three interchanges on Route 1 (Main Street, Essex Street and Route 99),

⁵⁹ Traffic Engineering Study for Special Speed Regulations (Saugus, MA), TEC, July 8, 2019.

⁶⁰ Road Safety Audit, Broadway (Route 1) at Main Street, Essex Street and Route 99 Interchanges, Towns of Saugus. Howard Stein Hudson, June 19, 2017.

Map 11. Saugus Crash Clusters & Pedestrian/Cyclists Crashes
Source: MassDOT and MAPC



as all three interchanges are considered High Crash Locations and have been identified as Highway Safety Improvement Program (HSIP) crash clusters in 2014. The Road Safety Audit identified safety issues at the three interchanges and provided potential safety enhancements, including consolidating the number of driveways/curb cuts along Route 1, and geometry, pavement marking and signage improvements at the interchanges.

Freight

From a review of the 2018 Massachusetts Freight Plan, there are no National Highway Freight Network corridors nor freight rail lines in Saugus. From a search of CoStar data, there are no warehousing or distribution centers above 300,000 square feet. While there is truck traffic along Route 107 and Route 1, Saugus is not a major freight center.

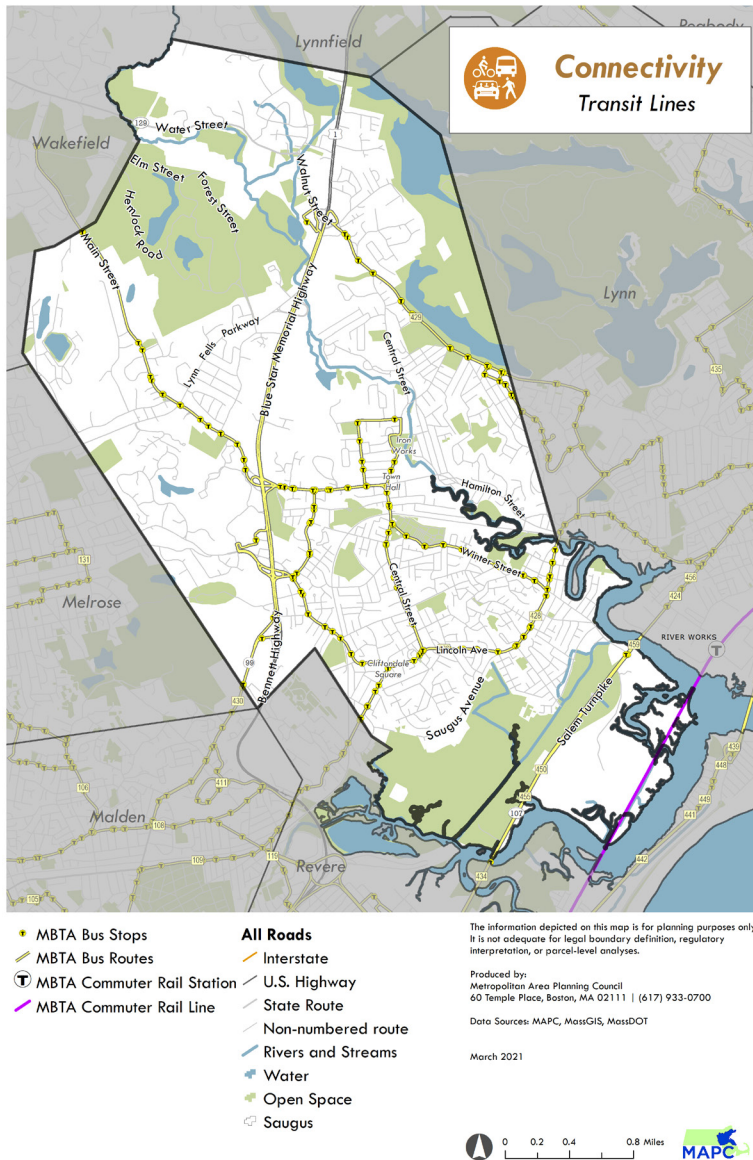
Current Roadway Improvement Projects

The Town, in partnership with adjacent municipalities and state agencies including MassDOT, has planned for recent transportation improvements.⁶¹

Recently completed street, sidewalk, and other transportation projects:

- Sidewalk repairs (\$550,000)
- Reconstruction of Lincoln Avenue (\$2 million)
- Projects underway or anticipated to begin soon:
- Route 1/Route 99 improvements (coordinated with Revere, \$1.25 million)
- Northern Strand Community Trail improvements (shared, \$1.5 million)
- Sidewalk reconstruction (\$144,870)
- Repaving, sidewalk and crosswalk repairs (two projects, \$783,143)
- Speed-limit study (\$39,000)

⁶¹ Projects derived from Town of Saugus Capital Improvement Plan, FY 2017-2021, and Transportation Improvement Program, FFYs 2021-2025



Map 12. Town of Saugus Transit Lines

Future projects:

- Complete street improvements, Main Street/Route 1 (\$1,319,288)
- Interchange reconstruction, Walnut Street/Route 1 (in design)
- Bridge replacement, Route 107 bridge over Saugus River (MassDOT project)

At this time, there are no bus service, bus infrastructure, or other public transportation improvement projects proposed in Saugus.

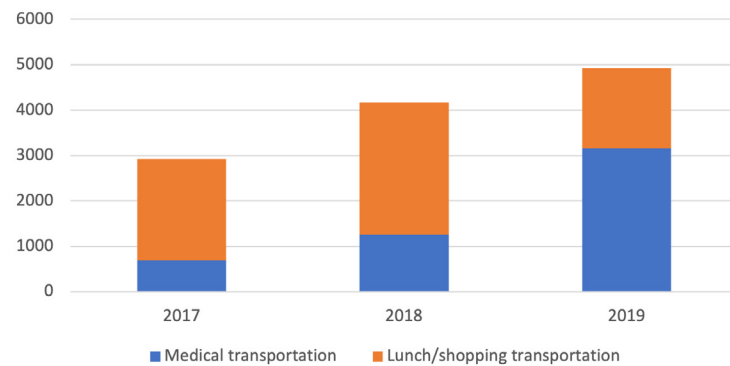
Public Transit

Saugus residents have access to four MBTA bus routes—426, 428, 429, 430. (Four other routes—424, 434, 450 and 459—pass through Saugus on Route 107/Salem Turnpike but do not directly serve Saugus). The Town has over 140 bus stops; stops with the highest ridership are those at the Saugus One Mall, Lincoln Avenue, Walnut Street, and Vine Street. Most of these bus routes connect with MBTA rapid stations including Wonderland (424), Haymarket (426 and 428), and Malden Center (430). In September 2019, the MBTA made changes to two routes in Saugus as part of the T's Better Bus Project: Route 424 was revised to terminate at Wonderland instead of Haymarket station, and route 428 was shortened with stops eliminated north of the Lynn Fells Parkway. The Town is also served by the MBTA The RIDE paratransit service.

The Saugus Senior Center provides transportation for shopping and medical trips for seniors and persons with disabilities. (Due to the COVID-19 pandemic, these services were suspended in March 2020 but have since returned on a limited basis.) The number of trips provided have dramatically increased in the last three years, particularly medical trips within Saugus and to destinations in nine nearby municipalities.

The Town also provides school bus transportation to students per the Commonwealth's pupil transportation requirements.

Figure 31. Saugus Senior Center Transportation



Source: Saugus Annual Town Reports, 2017, 2018, 2019

Walking and Biking

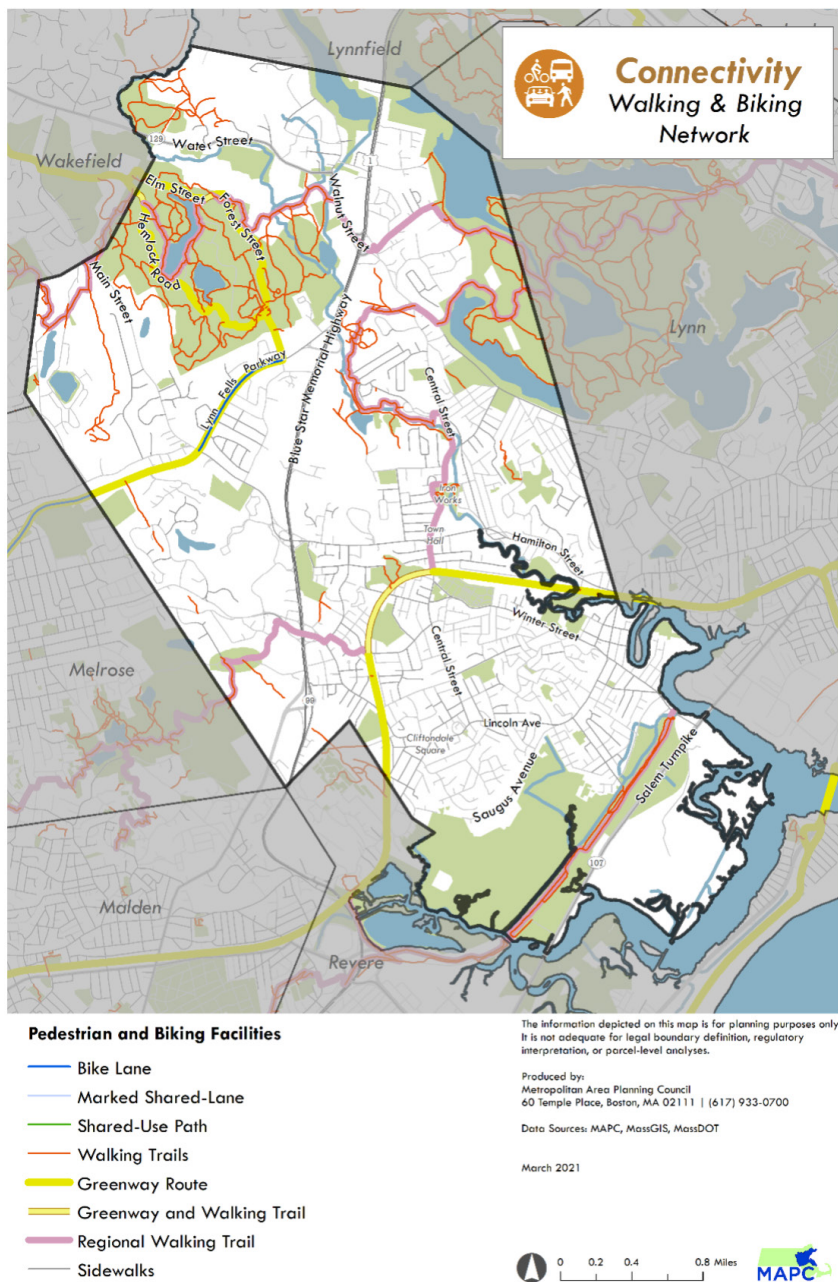
Saugus has limited dedicated pedestrian and bicycle facilities, and fewer than half of the streets have a sidewalk on at least one side. There is, however, a growing network of off-street trails. WalkScore rates Saugus as “car dependent” with “some transit” and “somewhat bikeable”, but notes that areas such as Saugus Center, Pleasant Hills and Cliftondale as most walkable.

Route 1 is a major barrier to pedestrian and cyclist connectivity in Saugus. There are only three locations to safely cross the highway in the Town limits, with a two-mile walk between the Main Street and Walnut Street interchanges to provide east-west connectivity.

LandLine Greenway Network

The LandLine Regional Greenway Network is being developed by MAPC in partnership with each of the region’s 101 communities. The greenway corridors identified as part of this regional network are planned to be prioritized for active transportation use and are separate from vehicular traffic to the greatest extent feasible, or traffic calmed to allow for sharing the road. Corridors identified as part of the existing and future LandLine network are ideally shared-use paths, or separate bicycle lanes and sidewalks clearly separated from vehicular traffic. However, limited right of way may not allow complete separation, and, the corridors also include sharing lower traffic streets, and implementing traffic calming measures to prioritize walking and cycling.

The Northern Strand Community Trail, connecting Everett, Malden, Saugus, and Lynn is the primary piece of the Landline network in Saugus. The trail is also a key connection to other improved trails in the region. Trails along the Rumney Marsh Reservation are also part of the Landline network. The other main LandLine greenway corridors proposed in Saugus include a trail along the Saugus River (known as the Ballard Street Riverwalk) eventually connecting the Northern Strand Community Trail and the Rumney Marsh Reservation to the Breakheart Reservation, and an east-west trail primarily along existing streets connecting to Melrose and the Mystic River. The Town has received grants from the Seaport Economic Council in 2015, 2017 and 2019 for the design of the Ballard Street Riverwalk.



Map 13. Existing Bicycle and Pedestrian Facilities in Saugus
Source: Saugus Annual Town Reports, 2017, 2018, 2019

Sidewalks

The Town currently has a limited sidewalk network along some Town-controlled streets. Approximately 44% of streets in Saugus have a sidewalk on at least one side, while 28% have a sidewalk on both sides. Some of the existing sidewalks lack curb cuts, clear crosswalks, have obstructions such as utility poles and signs, and lack consistent connections. Therefore, many existing sidewalks do not meet Americans with Disabilities (ADA) requirements. The Town has used Chapter 90 funds to improve sidewalks and Complete Street funds from the Commonwealth to improve pedestrian access around the Main Street/Route 1 interchange.

Bicycle Facilities

There are bicycle lanes along the Lynn Fells Parkway. Some local streets have wide shoulders that Town residents have noted are perceived as safer for cycling. The Town does not have any bicycle sharing services. Moreover, the Town has no known requirements for commercial establishments or employers to provide bicycle racks, bike storage, or showering/changing facilities for employees who cycle to work.

As noted previously, Saugus is along the Northern Strand Community Trail. There is also a paved and unpaved off-road network of foot paths through the Breakheart Reservation that is popular with Town residents, and unpaved trails within the Rumney Marsh Reservation. These are mostly for recreational use and few of these pathways connect major activity centers such as commercial establishments or schools.



Figure 32. Saugus Transportation Images.
While some areas of Saugus have wide sidewalks, other areas have no sidewalks or more narrow sidewalks that do not fully meet state and federal guidelines

Local Access Score and WalkScore

MAPC developed an online mapping tool called Local Access Score (localaccess.mapc.org) to help communities prioritize sidewalk and bike route improvements. The tool looks at the “utility” for a given segment of street or road for active transportation and provides a quantitative estimate of current or potential roadway utility. The tool provides an active transportation network utility score for the roadway segment to indicate how useful that segment is for connecting residents with schools, shops, restaurants, parks and transit stations. The Local Access Score is calculated using travel demand software that uses input data on population and destinations to estimate the number of trips households are likely to make in a given day, the likely destinations of those trips, and the most direct routes connecting households to their destinations. The dataset contains a separate score for four different types of destinations (school, shops and restaurants, transit stations, and parks) and two different modes (walking and biking), for a total of eight basic scores. These scores are combined and weighted to produce walking and biking scores as well as an overall composite score.⁶²

Streets with the highest composite scores include Main, Central, Winter, Hamilton, Elm, Walnut and Essex Streets. Portions of Route 1, particularly near the High School, also score high. While most of these streets have sidewalks, some segments are narrow or have worn crosswalks and do not meet the Commonwealth’s complete street standards.

Complete Streets Program

Complete streets are those that provides safe and accessible options for all travel modes—walking, biking, transit, and motorized vehicles—for people of all ages and abilities. Complete Streets can improve safety by reducing the severity and number of crashes. They also have health benefits by promoting walking, running, and cycling, and improve the livability of neighborhoods. The MassDOT Complete Streets Funding Program was created to reward municipalities that demonstrate a commitment to embedding Complete Streets in policy and practice.

⁶² See “About the Data”, <http://localaccess.mapc.org/>

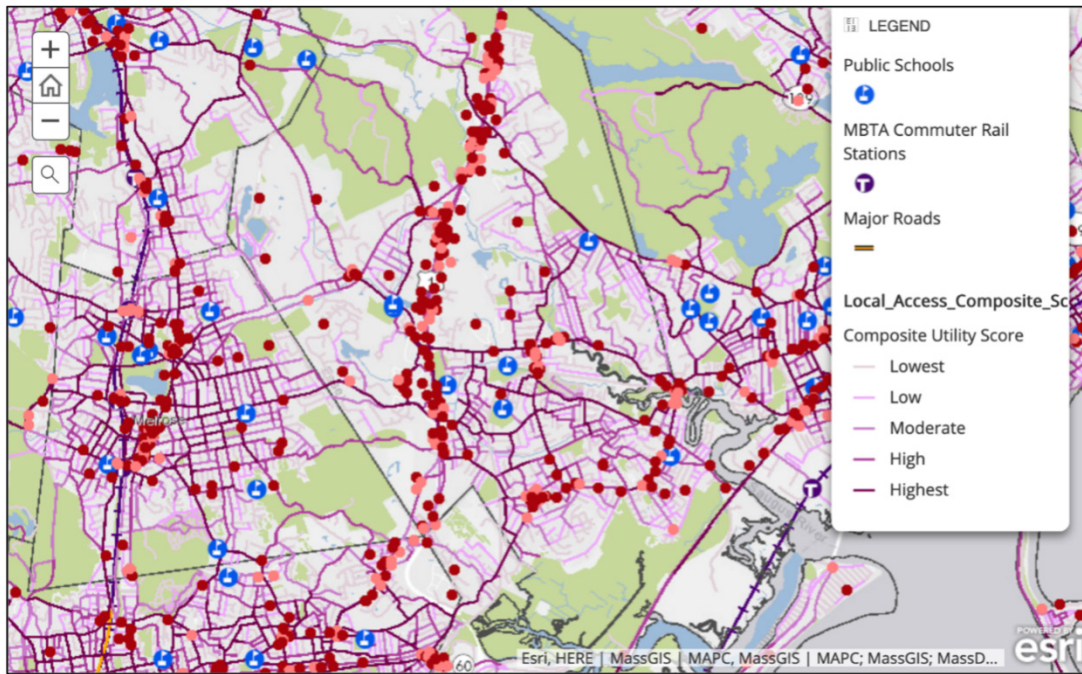


Figure 33. Local Access Composite Utility Scores in Saugus
Source: MAPC

with important school planning measures like arrival/dismissal plans, walk and bike audits, and developing safe walking and biking routes for students. In Saugus, five schools partnered with SRTS in 2019, but no programs have begun yet. The schools partnering with SRTS include Belmonte Saugus Middle, Douglas Waybright, Lynnhurst, Oaklandvale, and Veterans Memorial Elementary School. SRTS programs at these schools could reduce arrival and dismissal time traffic, as well as increase student physical activity before and after school.

The program provides funding for technical assistance and construction. Saugus in 2014 filed a letter of intent with MassDOT. The Town is planning to continue pursuing Complete Streets certification. Communities that have a policy and prioritization plan are eligible for technical assistance and funding for projects through MassDOT's Complete Streets program.⁶³

Safe Routes to School

The Massachusetts Safe Routes to School (SRTS) program, a program under MassDOT, works to increase safe biking and walking among elementary and middle school students throughout the state. The program exists in approximately 65 percent of Massachusetts schools. SRTS utilizes the six E's to implement its program- Education, Encouragement, Engagement, Evaluation, Engineering, and Equity. The program can provide technical assistance

63 <https://masscompletestreets.com/>

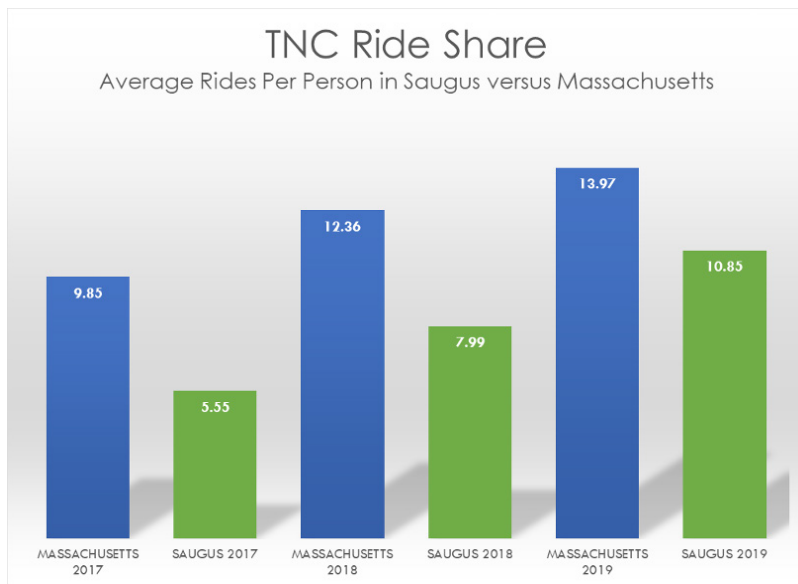


Figure 34. Saugus TNC Ride Share)

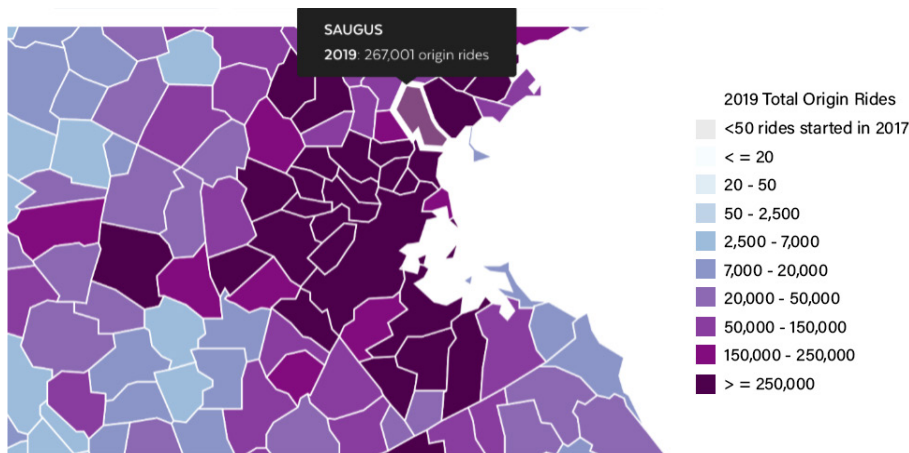


Figure 35. TNC Trip Origins by Municipality

Ridehailing/TNC Trips

Ridehailing is defined as booking and paying for car service through a smartphone app with a transportation network company (TNC) such as Uber or Lyft. Since 2017, the Commonwealth has been collecting data on the number of TNC trips, including trip origins and destinations by municipality. The number of TNC trips originating in Saugus has grown by 80% over the last three years, from over 147,000 to 267,000. This growth is almost double the growth rate for the Commonwealth. Approximately 18 percent of total trips started or ended in Saugus were within the town limits, which could mean there are unmet transit or active transportation needs. The average ride in Saugus was 5.5 miles long, a trip that could be replaced by a bus or bike ride. The per-capita TNC trips in Saugus has increased from 5.5 to over 10, and is now closer to the Massachusetts statewide average of 14 trips per person. This data shows that the geographic reach of TNCs has expanded from the inner

core of the region and that residents are using ridehailing as one way to fill the gaps in the existing transit and transportation network. This growth in TNCs, however, also means increased traffic congestion, as research has shown that people are replacing some walking, cycling and transit trips with TNCs.

Parking

The Town regulates parking through its parking requirements and controls a limited number of spaces along Town-maintained streets. There are no parking meters in Town, but some on-street spaces in more thickly settled areas such as downtown have time restrictions to encourage turn over and discourage all-day parking. There have been studies that have noted the need for better parking signage in certain areas such as Cliftondale, but no Town-wide parking study has been undertaken.

Historic + Cultural Resources

Overview of Historic and Cultural Resources in Saugus

Since the postwar era, a small network of primarily volunteer-led organizations have devoted themselves to protecting, documenting, and sharing Saugus' history, as well as to organizing a range of cultural and community-building events. In 1986, the Saugus Historical Commission completed an Inventory of Cultural and Historical Resources. This inventory, which is available through the Massachusetts Cultural Resource Information System (MACRIS), primarily includes structures built in the 19th century and first half of the 20th century and contains few resources that reflect Saugus's pre-colonial and colonial heritage or the Town's suburban expansion in the post-war era. More recently, the Commission has initiated efforts to document and preserve a wider range of structures, landscapes, and documentation of the town's past, including Route 1's iconic midcentury architecture and signage, the Round Hill Historic Site, which has ties to the area's original Indigenous inhabitants, and the 1954 time capsule buried at Saugus High School.⁶⁴ The Saugus Historical Society, founded in 1928, has produced several publications documenting various aspects of Saugus's history, such as the Iron Works and the Town's role as a transportation hub. The Society also maintains a collection and small exhibit space, publishes a newsletter, and organizes special events and programs.⁶⁵ Although they are separate entities, the Historical Commission and Historical Society occasionally partner to produce educational programming, such as walking tours⁶⁶ and talks.⁶⁷

Additionally, a wide array of volunteer-led civic and community organizations play an important role in expanding public awareness of local historic and cultural assets, as well as in enhancing the town's civic and cultural life. Friends of Breakheart Reservation, for example, sponsors an annual Fall Festival, yoga classes, and exhibits,⁶⁸ while the Public Library offers activities and programs for children, teens, and families, and maintains a collection of historical photos of Saugus—much

64 <https://advocateneews.net/the-advocate-asks-historical-commission-members-discuss-hunt-for-54-saugus-time-capsule-and-project-to-chronicle-the-high-school-buildings-history-in-photos/>

65 <https://www.itemlive.com/2019/06/07/saugus-historical-societys-annual-strawberry-festival-will-be-held-june-15/>

66 <https://essexheritage.org/ts/event/saugus-center-historic-walk>

67 <https://saugus.wickedlocal.com/news/20191007/saugus-historical-commission-presentation-on-school-buildings-through-years>

68 http://www.sanfacon.com/mascots/news_NE53.html

of which is digitized and available online.⁶⁹ The Saugus Cultural Council has also tended to support child- and family-friendly programming, including theatrical productions, field trips to area museums and cultural institutions.⁷⁰

There is also a strong tradition of informal, citizen-led efforts to promote and preserve Saugus's heritage. In the late 1990s, Saugus residents concerned about the potential demolition of the Clifondale School got together to petition the town to save the building, and the Marleah E. Graves (MEG) Foundation was eventually formed. (The Foundation takes its name from a beloved teacher, after whom the school was renamed in the mid-1990s.)⁷¹ The Foundation went on to preserve the building and program it a multi-purpose community space.⁷² More recently, members of the Saugus High School Class of 1959 reunion committee, for example, have documented their memories of growing up in the Town and published their account in the local paper, and a 2015 contest organized by the Saugus 200 Committee resulted in the creation of time capsule—now buried at the Round Hill Historic Site.⁷³

Many of these organizations face challenges to their continued longevity and relevance due changing audiences and aging leadership, limited financial resources, and closures and cancellations imposed by the COVID pandemic. Despite these challenges, residents are proud of their Town, and there is clearly appetite and energy for efforts that tell the story of Saugus—and preserve local assets—for future generations.

Historic Resources

Saugus has two entities focused on historic preservation: the Saugus Historical Society Cultural and the Saugus Historical Commission. These organizations rely on the knowledge and expertise of Saugus residents as well as their volunteer energy to document and preserve Saugus' History. To date, the Historical Commission has documented 356 historic resources, including 5 resources that have been listed on the National Register of Historic Places. Of those sites listed on the National Register,

69 <https://www.sauguspubliclibrary.org/children/ongoing-events/>

70 <https://www.mass-culture.org/saugus>

71 <https://saugus.wickedlocal.com/news/20171117/saugus-meg-foundation-celebrates-its-10th-year>

72 <https://advocateneews.net/the-advocate-asks-meg-foundation-president-discusses-groups-mission-to-preserve-and-restore-a-building-renamed-after-a-beloved-saugus-educato/>

73 <https://www.wickedlocal.com/article/20091021/News/310219772> <https://saugus.wickedlocal.com/article/20151030/NEWS/151039909>

2 have been listed as National Historic Landmarks: The Boardman House and Saugus Iron Works, both designated in 1966. More recent additions to the National Register include the Breakheart Reservation Parkways and Lynn Fells Parkway, both designated in 2003. Saugus currently does not have any designated historic districts, but the Historical Commission plans to pursue the nomination of the Saugus Center National Register District.⁷⁴

Historical Commission

The Saugus Historical Commission is an appointed town board devoted to documenting notable structures within the Town. The Commission also maintains an inventory of historically significant structures and cultural resources and reviews all applications for demolition permits. The Commission consists of seven members appointed to three-year terms by the Town Manager subject to the approval of the Board of Selectmen. Currently, the Commission has two vacancies.

Despite a lack of sufficient resources, in recent years the Commission has put considerable effort into documenting and advocating for the preservation of landscapes and structures that reflect underrepresented aspects of the Town's history, including the stories of Indigenous peoples, colonization, and slavery. In 2014, the Commission raised funds to create the Round Hill Historical Site, so named for the prominent natural landmark featured on the town seal, and thought to be of cultural significance for Saugus's Indigenous people.⁷⁵ The Commission's chair, Stephen Carlson, has also documented the historically Black neighborhood near the Malden, Melrose, and Revere borders. Little of the neighborhood exists today, due to the construction of the Frank P. Bennett Highway in the 1920s and subsequent retail development through the latter half of the 20th century and early 2000s. Although most of the neighborhood's structures have long since been demolished, the Commission does have extensive photographic documentation compiled through the Historical Commission's demolition permit process.⁷⁶

74 <https://town.saugus.ma.us/HC/Resources/>

75 <https://www.itemlive.com/2017/09/19/saugus-dedicates-round-hill-historic-site/>

76 "Historic Preservation and the Changing Face of Saugus," talk given by Stephen P. Carlson, Chair of the Saugus Historical Commission, April 2017.

Historical Society

Founded in 1928, the Saugus Historical Society is a non-profit organization dedicated to cultivating interest in the history of the Town and collecting and preserving materials related to the town's history and people. (Like many historical societies in Massachusetts, the Saugus Historical Society traces its founding to efforts to commemorate local history, spurred by the tricentennial of the Mayflower's landing.⁷⁷) The Society, which counts approximately 200 members, maintains a collection of objects, documents, and ephemera related to the Town's history, and produces exhibits and regular programming, such as lectures and slideshows.⁷⁸ Additionally, the Society sponsors several annual cultural events, including Founders' Day, a Christmas Stroll, the Strawberry Festival, and a summer picnic and barbecue. The Society's building is currently under renovation, and they have suspended all activities and special events for 2020 due to the COVID pandemic. Once renovations are complete, the Society will share space with Saugus Community Television.⁷⁹

National Register of Historic Places Listings

Applying for National Register of Historic Places designation is the most common approach for having the historic significance of a property, structure, or object recognized. Listing on the National Register is not accompanied by any regulations or restrictions on use or redevelopment. The benefits of being listed in the National Register are formal recognition of a property's historic significance to the community, state, and/or nation; eligibility for some federal tax-incentives for rehabilitation for owners of income-producing properties; limited protection for the property from federal or state actions; and eligibility for matching state grants for restoration of properties owned by private nonprofit organizations and municipalities, when such grants are available.

Resources Designated as Historically Significant

Saugus is home to five resources that have been listed on the National Register of Historic Places, two of which are designated National Historic Landmarks: The Boardman House and Saugus Iron Works. Additional information on these listings is provided below.

77 <https://advocateneews.net/the-advocate-asks-saugus-historical-society-president-laura-eisener-talks-about-the-90-year-anniversary-of-her-organization/>

78 Ibid.

79 <https://saugus.wickedlocal.com/news/20191217/historic-day-for-saugus-tv-with-groundbreaking-ceremony>

Saugus Iron Works National Historic Site: The Saugus Ironworks began operating in 1646 as the first integrated iron works in the New World. The Iron Works produced both wrought iron and cast iron products—including pots, kettles, scythes, and all manner of household and agricultural tools⁸⁰—until it ceased operations around 1670.⁸¹ The Iron Works also included a machine shop, in which the first fire engines made in America were built for Boston.⁸² In 1954, the Saugus Iron Works Restoration opened to the public as a private museum until the National Park Service took over its operations in the 1960s.

Today, the site includes Colonial Revival Movement historic preservation efforts (the Iron Works House preserved by Wallace Nutting; and the industrial site reconstruction and park landscapes). The park also houses a museum collection and archives related to the iron works, the historic restoration and use of the site, the First Iron Works Association, and site preservation and development. Saugus Iron Works National Historic Site welcomes over ten thousand visitors a year, and is cared for by over thirty employees, partners, and volunteers.

Boardman House: This wooden structure, constructed as a family home in 1692, has been largely unaltered since the eighteenth century William Sumner Appleton purchased Boardman House in 1914 on behalf of the Society for the Preservation of New England Antiquities (now Historic New England).⁸³ The house remains under the purview of Historic New England, a private, non-profit organization dedicated to collecting, preserving, and using the region's cultural heritage.

Saugus Town Hall: Completed in 1875, this high Victorian style structure was designed by the Boston-based architecture firm Lord and Fuller.⁸⁴ Erected at a time of great expansion in Saugus's civic infrastructure, the building was an expansion of the town's original city hall and housed both the high school and public library.⁸⁵ A full restoration of the building was completed in 2019.⁸⁶

80 <https://www.jstor.org/stable/25588027>

81 <https://www.nps.gov/sair/learn/historyculture/index.htm>

82 <https://www.jstor.org/stable/26109405>

83 <https://sah-archipedia.org/buildings/MA-01-SA6>

84 https://www.saugus-ma.gov/sites/g/files/vyhlif1181/f/uploads/article_7_-_town_hall_restoration.pdf

85 <https://www.sec.state.ma.us/mhc/mhcpdf/townreports/Essex/sau.pdf>

86 <https://saugus.wickedlocal.com/news/20190814/saugus-town-hall-renovations-completed>



Figure 36. "Oaklandvale, Howard Street, Bennet-Boardman Home," NOBLE Digital Heritage, accessed October 7, 2020, <https://digitalheritage.noblenet.org/noble/items/show/5366>.



Figure 37. "Town Hall Monument, Saugus," NOBLE Digital Heritage, accessed October 7, 2020, <https://digitalheritage.noblenet.org/noble/items/show/5789>.

Breakheart Reservation Parkway: Four aptly named roads—Forest Street, Pine Tops Road, Elm Road and Hemlock Road—wind through Breakheart Reservation, a 640-acre preserve managed by the Massachusetts Department of Conservation and Recreation (DCR), and connect the park to Lynn Fells Parkway. In 2003, the parkways were listed on the National Register of Historic Places, in recognition of their construction by workers from the Civilian Conservation Corps. Given the documented presence of both Native Americans and European settlers in the area, it is likely that construction damaged and destroyed historic and cultural resources related to precolonial and colonial settlement.⁸⁷

Lynn Fells Parkway: This parkway connects the edge of the Middlesex Fells Reservation in Melrose with Route 1. Designed for the Metropolitan Parks Commission (MPC) by the Olmsted Brothers, the parkway's development coincides with the first period of Saugus's suburban growth and expansion in the early 20th century.⁸⁸ Today, the winding road is well known for the colorful Christmas lights displayed by residents each winter.⁸⁹

Other Inventoried Resources

The first step in identifying properties eligible for listing on the National Register is an inventory of historic resources with local, state, or national historic significance. In addition to the four resources listed on the National Register, 356 resources have been inventoried and recorded on the MACRIS, which aggregates all historic inventories submitted to the Massachusetts Historical Commission. Documented resources in Saugus include civic institutions, residential architecture, public works and infrastructure, industrial buildings and industrial worker housing, churches, and commemorative works. A handful of designations also feature Route 1's characteristic roadside architecture and signage, many of which have since been demolished.⁹⁰

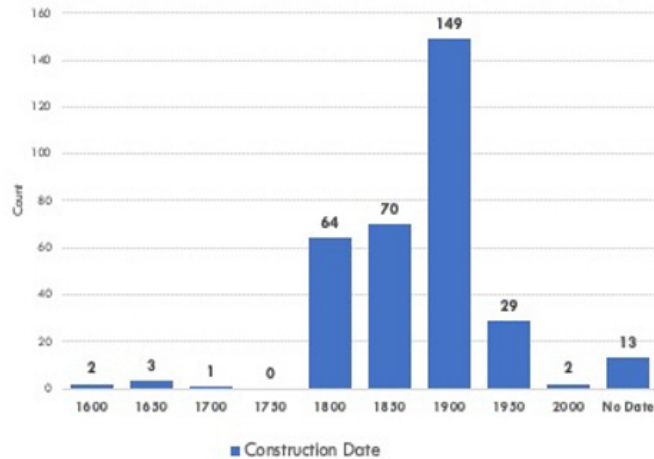
⁸⁷ <https://catalog.archives.gov/id/63790266>

⁸⁸ <https://catalog.archives.gov/id/63792329>

⁸⁹ <https://saugus.wickedlocal.com/article/20151225/NEWS/151229129>

⁹⁰ https://www.saugus-ma.gov/sites/g/files/vyhlif1181/f/uploads/cultural_resources_inventory.pdf

Figure 38. Historic Resources in Saugus by Date.



*Source: Massachusetts Historical Commission Inventory, 2017

Of the historic resources that have been inventoried without historic designation, a larger proportion is from the nineteenth century during the period of Saugus's industrialization, and between 1900 and 1950, when Saugus was transitioning from a streetcar suburb to an automobile oriented urban environment. There is little documentation of significant resources prior to 1800 and after 1960. A complete list of inventoried resources is available at <https://town.saugus.ma.us/HC/Inventory/>.

Proposed Additions

The Historical Commission has proposed a number of additions to the State Inventory, but lack of authority and resources, including funding for research and documentation, has limited their ability to do so. Proposed additions include the site of a historically Black neighborhood located between Broadway and Route 1, a number of 20th century commercial properties located

on and around Route 1, as well as along Central Street and Lincoln Avenue. A full list of proposed additions is available at: <https://town.saugus.ma.us/HC/Inventory/AdditionalProperties/>

Commemorative Works

Commemorative works are objects or structures created with the intent of commemorating a person, event, or idea. They may be permanent, semi-permanent, or temporary in nature, and include monuments, memorials, and markers. Commemorative works communicate narratives and express ideas and thus serve to establish the significance of those narratives and/or ideas in the public realm and collective consciousness.

The MACRIS inventory for Saugus includes eight commemorative works. As is true in many towns in Massachusetts, the majority of commemorative works in Saugus honor war veterans:

- Civil War Monument in Saugus Center, which includes a plaque listing the names of veterans and statues of a soldier and sailor, all mounted on a granite base.
- World War Memorial Tablet in Cliftdale Square, a stone monument with an inset plaque commemorating veterans of the World War I.⁹¹
- World War II Memorial on Winter Street, erected in 1946. The memorial has since been expanded and renamed the Saugus Veterans War Monument. The contemporary monument features eight black granite tablets, each of which is dedicated to veterans of a different conflict: the Civil War, the Spanish American War, World War I, World War II, the Korean War, the Vietnam War, the Persian Gulf War, the Iraq War, and the ongoing War in Afghanistan. The Saugus Veteran Wall Committee, which manages the memorial, recently repaved and restored the site with a combination of private and public funds.⁹²
- Saugus Korea and Vietnam Memorial, located near 298 Central Street.
- PFC Richard D. Devine Jr. Memorial (dedicated to veterans of the Vietnam War), located near 298 Central Street.
- Saugus Honor Roll, a bronze plaque dedicated to veterans of World War I, surrounded by a pedimented wood frame, located near 298 Central Street.⁹³
- Sweetser Monument in Cliftdale Square, named for a prominent Saugus family.
- Appleton's Pulpit, a rocky outcropping with an inset plaque. This site is designated as a historic landmark for its purported connection to a 1687 speech given by Major Samuel Appleton denouncing the royal colonial government. A historical marker sponsored by the Massachusetts Bay Colony Tercentenary Commission is installed near the site.⁹⁴

91 https://saalemdeeds.com/Veterans/showprofile.aspx?site_id=731

92 <https://saugus.wickedlocal.com/article/20140415/news/140419913>

93 <https://www.hmdb.org/m.asp?m=97337>

94 <https://www.hmdb.org/m.asp?m=48112>

Saugus also has a handful of commemorative works that are not inventoried in the MACRIS database:

Massachusetts Bay Colony Tercentenary Commission Markers: To mark the tricentennial of the founding of Massachusetts in 1930, the Massachusetts Bay Colony Tercentenary Commission installed 275 cast iron markers throughout the state. The markers, which celebrate the state's Puritan founders, portray the area's Indigenous peoples as violent and frequently feature triumphal narratives of colonial conquest.⁹⁵ Two of these markers exist in Saugus: one, at the intersection

of Route 1 and Walnut Street, commemorates Adam Hawkes, "the first white settler" in the town. The second is the aforementioned marker at Appleton's Pulpit.

Round Hill Historic Site: Rising 150 feet above the meandering Saugus River and surrounding salt marshes, Round Hill and the surrounding area are "known to have rich Native American heritage," according to Marilyn Carlson, vice-chairperson of the Saugus Historical Commission. Round Hill has long been considered a local site of significance. The Town seal, designed by Alonzo Lewis in 1870, features a stylized depiction of a Native American commonly thought to be Montowampate, standing in front of Round Hill.⁹⁶ In 1910, the town purchased approximately five acres of land on Round Hill, with the aim of building a playground and preserving the site.⁹⁷ In 2009, the Historical Commission began to explore the possibility of using the land to create a small, landscaped historic site. Two years later, the Commission received approval from the town. Over the next six years, the Commission raised funds to cover costs of the project through a combination of donations from local businesses, the sale of ceramic coasters and notepaper bearing the Town Seal, grants from the Eastern Bank Charitable Foundation and the Essex National Heritage Commission, and in-kind contributions from local residents, businesses, civic organizations, and several municipal departments.⁹⁸ In 2017, the site was dedicated with a ceremony that included a blessing from Ricky Simaratana, a member of the Pokanoket Wampanoag tribe, and the burial of a time capsule.⁹⁹

95 <https://archive.org/details/historicalmarker00mass>; <https://www.historyarchives.org/rbixby/BasicMBC-TC-Presentation-toRecorderNovember12011.pdf>

96 <https://saugus.wickedlocal.com/news/20170607/round-hill-part-of-highly-significant-native-american-cluster>

97 <https://archive.org/stream/annualreport1910saug#page/n31/mode/1up>

98 <https://saugus.wickedlocal.com/news/20170607/round-hill-part-of-highly-significant-native-american-cluster>

99 <https://www.itemlive.com/2017/09/19/saugus-dedicates-round-hill-historic-site/>

Saugus Time Capsule: Buried at the Round Hill Historic Site, this capsule features the winning entries from a contest that invited local residents to respond to the question, “What I Want You to Know About Saugus,” with original works of writing and artwork. The capsule, which will be opened in 2115, included a diverse array of historic and cultural assets, including Route 1’s iconic restaurants, cultural events like Founder’s Day and high school football games, and even the sight of lobster boats making their way toward sea along the Saugus River.¹⁰⁰

Historic Preservation Planning in Saugus

Currently, Saugus has limited municipal capacity and infrastructure to carry out robust historic preservation efforts. According to Stephen Carlson, chair of the Historical Commission, the Commission has never had a budget to conduct an inventory of historic resources and does not receive staffing support from the Town.¹⁰¹ A brief summary of existing and potential regulatory tools for historic preservation is provided below.

Regulatory Tools for Historic Preservation

Demolition Permits

Saugus’s Zoning By-Laws stipulate that a demolition permit for any structure other than signage may not be issued without first notifying the Historical Commission by certified letter. The purpose of this notification system is to document and create a record of the Town’s built environment. Applicants have criticized the filing system for being cumbersome, and the COVID-19 crisis has hampered the Commission’s ability to review notifications as there is no electronic notification system.¹⁰²

Community Preservation Act

Saugus has not adopted the Community Preservation Act (CPA). This tool helps communities preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities, and could be used to aid the identification and documentation of additional structures and sites for preservation.

100 <https://saugus.wickedlocal.com/article/20151030/NEWS/151039909>

101 Interview with Stephen Carlson, Chair of Saugus Historical Commission, September 16, 2020.

102 Ibid.

Historic Districts

Although Saugus does not have any local historic districts, the Historical Commission has identified several areas of historical significance and developed a list of four proposed historic districts. Three of these—Saugus Center, East Saugus, and Cliftondale Square—focus on the Town's historic nodes of residential and commercial development. The fourth proposed district, a Textile Mill District, would include several mill buildings, as well as associated worker housing.

Historic Mills Mixed Use Overlay District

While not a historic district, the Historic Mills Mixed Use Overlay District was created to recognize and preserve important characteristics of Saugus's built environment that reflect the Town's heritage and contribute to local identity.¹⁰³ In 2012, the overlay was drafted with assistance of MAPC as a tool to preserve historic mill structures, and the associated mill-worker housing and neighborhood, on Central Street, in the vicinity of the Saugus Iron Works National Historic Site. It is an optional overlay and special permits are granted by the Planning Board. Although the original intent of the overlay was historic preservation, the Historical Commission does not have a role in the permit approval. At the time, MAPC recommended that the Town consider establishing a Neighborhood Conservation District to further protect the historic structures and character of the area. This last recommendation has not been enacted.¹⁰⁴

MHC Review of Archaeological Resources

Saugus is known to have several sites of significance connected to Native American settlement dating back 13,000 years. Although sites these are not included in the MACRIS inventory due to potentially sensitive material, the MHC can request an archaeological reconnaissance survey proposed development sites that are thought to be archaeologically sensitive. Currently, the MHC is advocating for an archaeological review of the proposed Saugus Ridge development site, claiming the land could contain Native American artifacts.¹⁰⁵

103 https://www.saugus-ma.gov/sites/g/files/vyhlf1181/f/uploads/v2_saugus_zoning_consolidated_to_print_11-2018.pdf

104 http://www.mapc.org/wp-content/uploads/2017/10/Saugus_DLTA_Final_Report_Combined.pdf

105 <https://www.itemlive.com/2019/04/24/historical-claims-may-halt-saugus-project/>

Cultural Resources in Saugus

Saugus Cultural Council

The Saugus Cultural Council seeks to enhance the quality of life for Saugus residents by providing funding and promoting the arts, humanities, and interpretive sciences that add vibrancy to the Town and introduce a cross-section of cultural events that enrich community life and connect citizens of different ages and generations. It must be composed of at least 5 members but no more than 22. Each member is appointed to a three-year term. While the Town's Board of Selectmen appoints the members, the Council is funded as an initiative of the Massachusetts Cultural Council. The local Cultural Council has funded events and performers such as the annual A Christmas Carol and the Friends of Breakheart Fall Festival.

Due to cancellation of events and venue closures associated to the COVID-19 pandemic, several grantees have requested an extension of their annual award. In addition, the 2021 round of grants has been delayed due to an anticipated state budget shortfall.

Theater Company of Saugus

The Theater Company is a community theatre group founded in 1968 as the "Town-Criers" and has been a not-for-profit corporation since 1990. While the company does not have a permanent venue, they have performed in St. John's Episcopal Church, the Lemoine-Mitchell Performing Arts Center at the Saugus High School and the MEG School.

Prior to the COVID-19 pandemic and social distancing guidelines, the 2019 Fall season included performances such as James and the Giant Peach, On this Winter's Eve and Nevermore. During the stay-at-home advisory, the company is conducting play-reading through online video platforms.

Saugus TV

Saugus Television is the local community access channel. The studio building is currently under renovations and temporary activities are hosted at the Saugus High School. It broadcasts local board and committee meetings and local community programming. Saugus TV offers workshops and equipment for community members interested in developing skills in TV production.

Saugus Iron Works

The National Park Service collaborates with the Town of Saugus to provide services and events for residents. These include a concert series, lectures, special exhibits and supports special events

(e.g., Saugus Founders Day, Holiday Parade). The National Park Service also offers educational programs for pre-school and grade school through the local school districts and private schools. Students groups make up a significant portion of visitation to Saugus Iron Works National Historic Site. The National Park Service provides classroom-based programs that support state curriculum as well as park-based programs. On-line educational programs are also available, and more are being developed.

Libraries and Other Cultural Organizations

Due to a lack of a local cultural venue, the traditional arts and culture programming is offered by varied local institutions that have different audience capacity and hours of service.

Saugus Free Public Library

The Saugus Public Library was originated by the Saugus Debating Society in 1843. It offers traditional services like a collection of 85,000 books and areas to work and study. However, as the expectations of its role continue to evolve, the library is now seen as a community hub and cultural venue. It serves as a collection stop for the Food Pantry and offers afterschool programming in coordination with the public school system.

In recent years, the chair of the Library Board of Trustees has concurrently served as the chair of the local Cultural Council. This synergy has bolstered the role of the library as a cultural venue for Saugus residents.

Saugus Public Schools

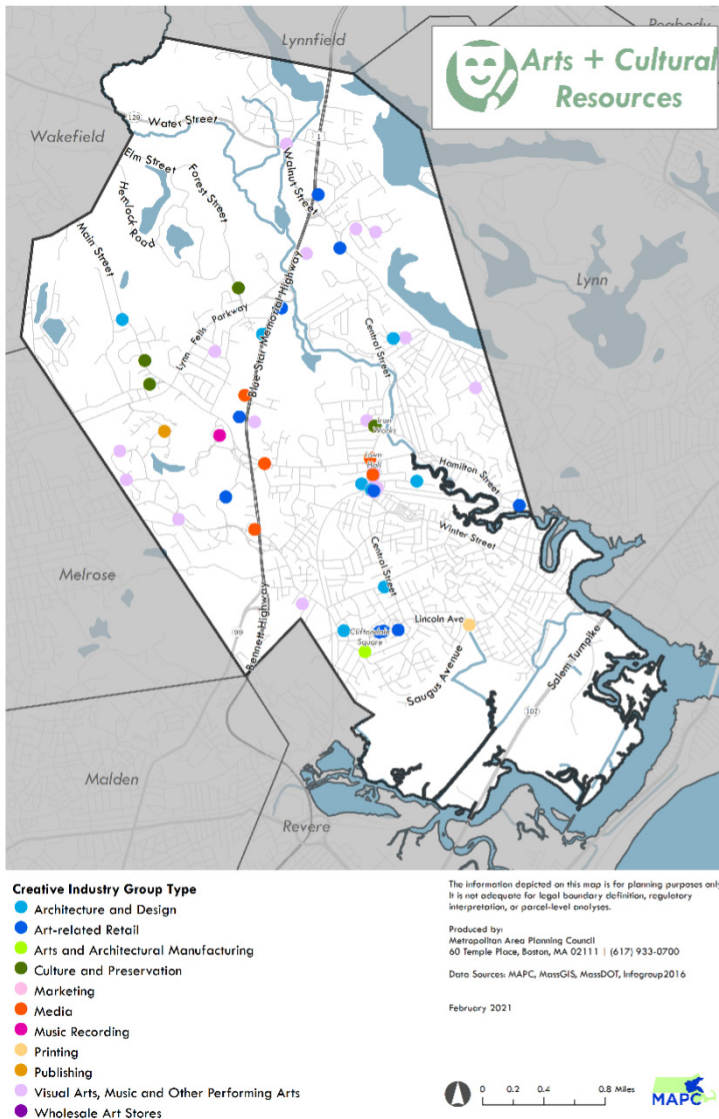
Saugus has four public elementary schools, and one public middle high school complex. The local Cultural Council has funded many programs that strengthen arts education in local schools.

Lemoine-Mitchell Performing Arts Center (High School)

The local performing arts center and home to the Theater Company of Saugus is in the Saugus High School campus. It was recently named after Nancy M. Lemoine and Jerome J. Mitchell, a long serving drama teacher and a dedicated high school band director, respectively.

Saugus Advertiser

Saugus' local newspaper is the Saugus Advertiser. It was founded in 1946 by Colonel Alfred Woodward and was later acquired by current owners GateHouse Media in 2011.



Map 14. Creative Economy in Saugus

Saugus Garden Club

The Saugus Garden Club was established in 1944 and has been integral in many efforts relevant to the community's social gatherings. The club is involved in supporting the butterfly garden at Breakheart Reservation, providing support to the Public Library with their children programming, hosting welcoming ceremonies for veterans, and many other activities.

Creative Economy

While data shows that the local creative industry is a minor contributor to the local economy, the few small businesses in the sector gravitate towards Route 1 and Saugus Center. The location of these clusters further support the need for a cultural district and historic district, respectively.

Cultural Districts and Events

While a formal cultural district nor historic district has been established, there is an interest in creating a designated area near Central Street that celebrates the significance of the historic mills and serves as a venue to two of the most cherished events: Founders Day and Fall Fest.

Public Art and Public Space Activation

While Saugus does not have a Public Arts Committee or a formal commissioning authority, it has a long-documented history with public art, monuments and memorials.

The auditorium of the Saugus Town Hall houses a mural by artist Elizabeth Tracy (later known as Tracy Montminy) called "The Founding of Saugus." Montminy originally painted the mural in 1936 under the auspices of the Works Progress Administration. The mural, which was originally installed in the courtroom of the now-demolished Police Station on Taylor Street, depicts colonists and Indigenous people.

Skull Cliff

Skull Cliff is located within Lynn Woods Reservation in Lynnfield, MA.⁴ In 2001, the artist Ichabod painted the former quarry in the theme of skulls and bones. It is now an informal landmark that attracts visitors from the region and New England.

Landmarks along Route 1

Some of the protected landmarks along Route 1 are reminiscent of the 1950s auto-centric architecture. While some in Saugus might not recognize the architecture nor the structures as characteristic of Saugus, the Historical Commission supported the preservation of the Hilltop Steakhouse and the Orange Dinosaur.



Figure 39. Photos of Kowloon restaurant drive-in movies.

Pandemic Response in the Public Space

During the state-mandated stay-at-home advisory, many small businesses in the local creative economy had to close their operations. Kowloon Restaurant, in an attempt to maintain their business afloat, opened their parking lot for drive-in movies.

The Theater Company offered a hybrid summer camp with outdoor performing lessons supplemented with online classes. The Saugus Public Library is offering online classes for remote school preparations, yoga classes, cooking lessons, children's programming and author events. More recently, the library has been open for front-door pick up services only.

Natural Resources

Saugus boasts many natural resources and open space features that provide the Town with a distinct and scenic character. Protecting open space is critical for our natural resources—drinking water, high value wildlife and plant habitat, farmland, forests, wetlands, floodplains, vernal pools, and scenic beauty. This chapter provides an assessment of the existing natural resources in Saugus, with focuses on landscape character, water resources, vegetation, wildlife resources, environmental challenges facing the Town, and the steps that can be taken to pursue a more sustainable future. A more detailed assessment of active and passive parks, recreational facilities, and open space can be found in the Open Space and Recreation chapter of this plan. Master Plan readers should also reference the town's 2018 Open Space and Recreation Plan (OSRP) for more detailed information regarding open space and recreation in Saugus.

Geology, Topography, and Soils

Geology

Saugus is located within the Boston Lowland Division of the Boston Basin. The basin is a depression, now partly filled by later Paleozoic rocks. The depression was formed by a down-dropped block of volcanic and metamorphic bedrock. The rim is composed of the same bedrock and can be seen in Saugus (northwest of Lincoln Avenue) and Lynn (north of Washington, Walnut and Holyoke Streets). After the formation of the depression, silt and clay sediments filled portions of the basin and were consolidated into Cambridge Argillite formations; this argillite is not exposed but forms a basement between 60 to 200 feet below the surface. On top of the argillite are the materials from continental glaciation, the last major geological event influencing the region.

The last glaciation occurred during the Pleistocene, which ended about 10,000 years ago. Ice appears to have stripped soils and weathered materials from the surface of the Cambridge Argillite formation, but then redeposited heterogeneous materials (called "till") sometimes in relatively thin strata as well as in more than 100 drumlins in the Basin. There is also evidence that glacial lakes or a higher sea level covered parts of the Basin, since lacustrine or marine clays can be found atop of glacial till.

The net result of the original geological formations and the subsequent glaciation was the creation of a lowland section that was mostly salt marshes and alluvial deposits, and an upland section of more broken topography that has exposed bedrock. The lowland area has elevations mostly below 50 feet, while the upland has elevations that are mostly greater than 100 feet with some hills approaching 300 feet. It is apparent that the Saugus River channel gradient is relatively slight and the original drainage basin probably had more extensive wetland areas.

Topography

Saugus is characterized by a variety of topographic features. The southeasterly area of Town contains approximately 850 acres of flat, tidal marshland, which extends into the interior of the town in a relatively narrow band along the Saugus River. The topography of the remainder of the Town is a combination of ridges, hills, and intermediate low areas, many of which contain streams, drainage-ways or wetlands. A substantial number of the ridges and hilltops in Saugus exhibit rock outcrops. Elevations of the town vary from sea level in the area of the Saugus Marshes to approximately 245 feet above sea level in the Golden Hills section of town.

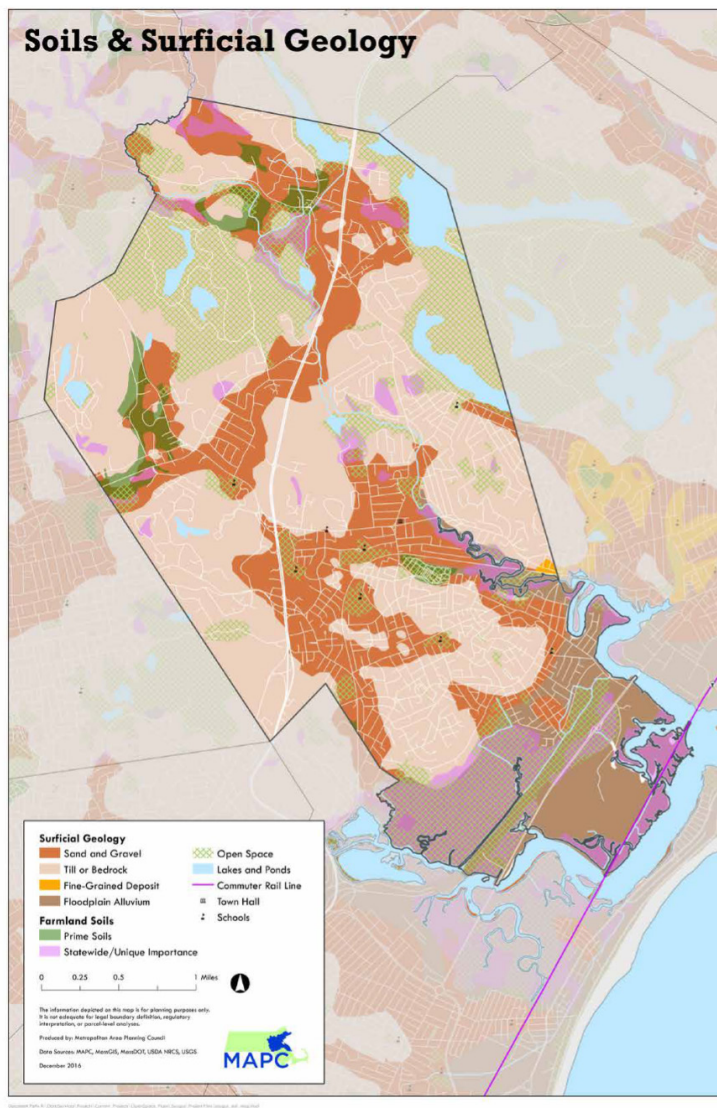
Soils

The following information on Saugus' soils was obtained from the United States Department of Agriculture's Natural Resource Conservation Service (USDA NRCS) Soil Survey, a web-based tool that produces soil maps for almost every county in the nation.¹⁰⁶

According to the USDA NRCS's Soil Survey, the dominant soil type in Saugus is the Chatfield-Hollis-Rock outcrop complex; more than two-fifths of the Town consists of this soil type. The Chatfield-Hollis-Rock outcrop complex is an extremely stony soil type usually found on ridges and hills. These soils are well drained to somewhat excessively drained and have a high runoff class due to their rocky and steep nature. Most of Saugus' upland areas such as Breakheart Reservation, Vinegar Hill, the Lynn watershed area, and Golden Hills consist of Chatfield-Hollis-Rock outcrop complex.

Merrimac-Urban land complex is the next most common soil type in Saugus and it is found in parts of the Saugus Center, Pleasant Hills, and Cliftondale neighborhoods. These soils are mostly level and are found on outwash plains, outwash terraces, moraines, kames, eskers; they were deposited by river that emerged from glaciers. They are somewhat excessively drained and free of rock outcroppings and boulders. The soil has good permeability with internal drainage and a low runoff class.

106 USDA NRCS Soil Survey (2016), <https://websoilsurvey.sc.egov.usda.gov/App/WebSoilSurvey.aspx>



Map 15. Soils and Surficial Geology Map

The tidal marshland of Rumney Marsh consists mostly of Ipswich and Westbrook mucky peats. This soil type, which is very frequently flooded and very poorly drained, is also found in areas of the Saugus River floodplain. These areas are covered by a few inches of water at high tide and exposed at low tide. Ipswich and Westbrook mucky peats are farmland soils of unique importance due to their ability to produce high-value food and fiber crops. Unique farmland is not based on national criteria; rather, it commonly is in areas where there is a special microclimate.¹⁰⁷

A few other small areas of Saugus contain farmland of unique importance, while others contain farmland of state importance or are prime farmland (shown in Map 15). The U.S. Department of Agriculture defines prime farmland as “land that has the best combination of physical and chemical characteristics for producing food, feed, forage, fiber, and oilseed crops and is available for these uses.” Soil must meet national criteria to receive this designation. Farmland of statewide importance does not meet the criteria for prime or unique farmland, but meets the criteria set by the State of Massachusetts. Often it nearly meets the requirements for prime farmland and can produce economically high yields of crops when managed well.¹⁰⁸

The area of Saugus south of Route 107, which contains the Wheelabrator energy-from-waste facility and ash monofill, is comprised of Udorthents, refuse substratum. According to the USDA NRCS Soil Survey, the parent material of Udorthents consists of “made land over loose sandy and gravelly glaciofluvial deposits derived from granite and gneiss and/or friable coarse-loamy basal till derived from granite and gneiss.” In the case of Udorthents, refuse substratum, these areas are used for refuse disposal such as partly decomposed or burned paper, plastic, metal, glass, rubble, and organic debris.

¹⁰⁷ “Prime Farmland Definitions,” USDA NRCS, https://www.nrcs.usda.gov/wps/portal/nrcs/detail/pr/soils/?cid=nrcs141p2_037285

¹⁰⁸ Ibid.



Figure 40. Appleton's Pulpit Rock

Other scattered areas of Saugus are comprised of Udorthents, smoothed. These are areas where soil material has been excavated and areas in which this material has been deposited. The original soil material in these locations ranges from nearly level to very steep and is generally excessively drained to moderately well drained.

About eight percent of Saugus' land area is what the USDA NRCS Soil Survey calls "urban land." This refers to excavated, filled, and made land that lacks a natural soil profile due to human activities. Urban land exists along the Route 1 corridor and in filled areas northeast of Ballard Street along the Saugus River.

Most of the Lynnhurst neighborhood, along with a few other scattered areas around Saugus, is comprised of Hollis-Urban land-Rock outcrop complex. These soils are mainly found on ridges and hills with slopes of 8 to 15 percent. This mixture of rock outcrop, fill land, and fine soil is generally well drained with high runoff potential.

The geology, topography, and soils that form Saugus' base have all impacted the way in which development—or rather a lack of development—in the Town has occurred. The combination of steep elevations and extremely stony soils in various large tracts of area throughout Saugus made development difficult. As a result, land such as Breakheart Reservation, the Lynn watershed area, and Vinegar Hill were left largely untouched from development and have instead been utilized for recreation, conservation, and water protection purposes.

Saugus' marshland is another unique environment that lacks the soil profile and surficial geology for development. While some of the salt marsh was filled in with made land, as has been done all along the Greater Boston coastline, the majority has been preserved in its natural state. This has been very important for a variety of reasons. Not only do tidal marshlands contain many important and rare plant and animal species, but they are also a crucial force in flood protection. When they are removed and filled with made land, these coastal areas become very susceptible to flood inundation.

Landscape Character

Saugus' landscape is characterized by its moderately dense suburban and urban setting. However, there are a number of scenic features among the Town's developed neighborhood villages. One such area is Baker Hill in the Clifondale section of Saugus. From the top of the hill are excellent views of Rumney Marsh, the Boston skyline, and the ocean off Revere Beach.

Located in the Lynnhurst neighborhood, Vinegar Hill is perhaps the most unique geologic feature in Saugus. At almost 25 acres in size, Vinegar Hill has an unusual topography that is characterized by vegetated wetlands and a mixed terrain. The hill also includes outcroppings, wooded glens, tidal pools, and vernal pools. Another prominent and scenic resource is the Saugus Iron Works National Historic Site where the Saugus River ends its freshwater flow from the north and begins its meandering tidal run.

Water Resources

Saugus has a number of water resources and a varied natural landscape that includes brooks, ponds, wetlands, and wildlife habitats. Though Saugus was originally settled as an agricultural community, much of its historical growth and development was directly related to the Saugus River. The Saugus River bisects the Town as it flows from Wakefield to the Rumney Marsh estuary and Lynn Harbor. A number of smaller tributaries break off from the Saugus River and feed into lakes and ponds throughout town. See Map 16 for a map of all of Saugus' water resources.

Watersheds

A watershed is an area of land that drains into one river system or body of water. Saugus lies within the North Coastal Watershed, which has a drainage area of approximately 168 square miles, and it encompasses all or part of five river sub-basins (the Danvers, Essex, Saugus, Pines, and Annisquam Rivers). There are over 2,400 lakes and ponds within the North Coastal Watershed that, combined, support a population of approximately 500,000 people. Saugus is one of 26 communities within the North Coastal Watershed.

The Massachusetts Executive Office of Environmental Affairs has developed priorities for all the watersheds in the state. Priorities for future planning for the North Coastal Watershed include:

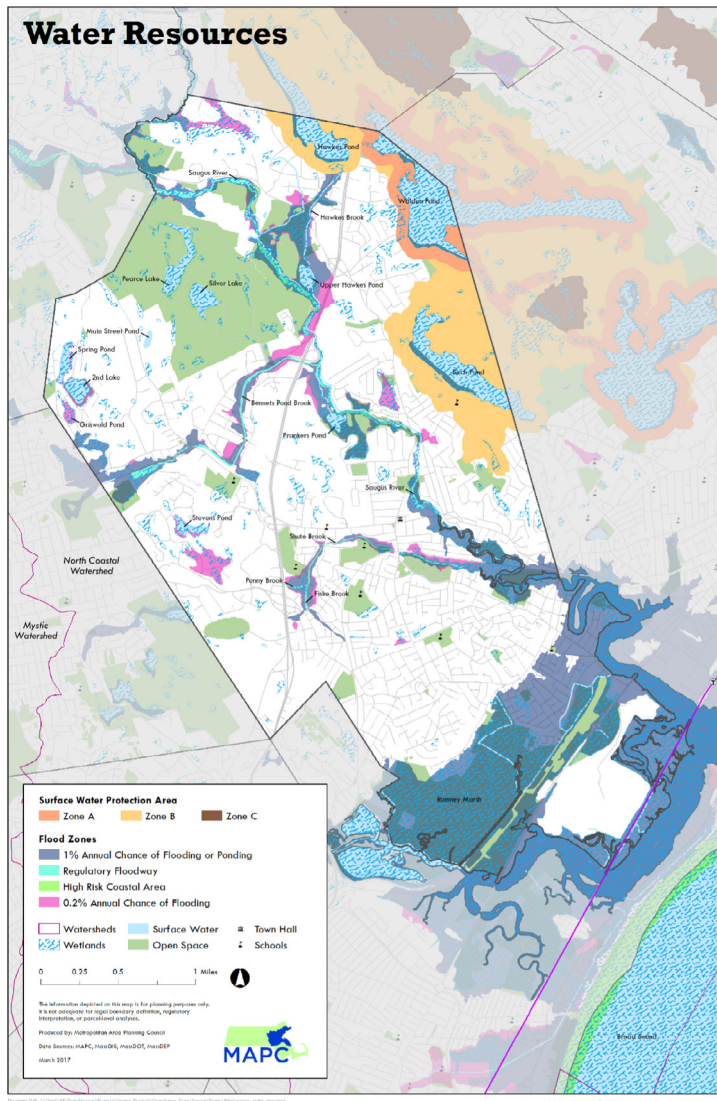
- Working to reduce contaminated stormwater emanating from street drainage systems along highways and local roads;
- Implementing sustainable growth management techniques and innovative land use planning, by addressing wastewater management;
- Conserving and protecting open space;
- Preventing the introduction of invasive plant species and reducing the loss of productive shellfish habitat; and,
- Determining the impact of growth on drinking water supplies and working to maintain adequate base flows in rivers and streams.¹⁰⁹

As its name implies, Saugus is located within the Saugus River Watershed sub-basin. The thirteen-mile Saugus River and surrounding watershed goes from Lake Quannapowitt in Wakefield to the Rumney Marsh/Pines River estuary. Encompassing all or a part of eleven communities (Wakefield, Saugus, Lynn, Lynnfield, Reading, Stoneham, Peabody, Revere, Malden, Melrose, and Everett), this watershed is almost 47 square miles. In addition, there are over six tributaries, including the Mill River, Bennets Pond Brook, the Pines River, Hawkes Brook, Crystal Pond Brook, and Shute Brook. The area surrounding the watershed is very populated and urbanized, but there are a tremendous number of significant natural resource and historic areas with wildlife, scenic beauty, commercial fisheries, and recreational opportunities.

Notable areas outside of Saugus but within the Saugus River Watershed include:

- Lake Quannapowitt: A 251-acre lake in Wakefield that forms the headwaters for the Saugus River and provides ample recreational opportunities.
- Reedy Meadow: The Saugus River travels through this 540-acre freshwater marsh in Lynnfield and Wakefield that rare and threatened bird species frequent, along with fox, river otter, and muskrat.

109 "North Coastal Watershed," Energy and Environmental Affairs, <http://www.mass.gov/eea/waste-mgmt-recycling/water-resources/preserving-water-resources/mass-watersheds/north-coastal-watershed.html>



Map 16. Water Resources Map

- **Lynn Woods Reservation:** This 2,200 acre municipal park in Lynn is considered the second largest municipal park in Massachusetts.
- **Town Line Brook:** The southern portion of the Saugus River watershed that includes Town Line Brook and the Seaplane Basin in Revere, Malden, and Everett contains extensive shellfish beds.

The Saugus River Watershed Council (SRWC) is a non-profit organization in Saugus that was founded in 1991 to protect the natural resources of the Saugus River Watershed. Restoring water quality, improving public access, restoring habitat for anadromous fish and other wildlife, and protecting critical resources like Rumney Marsh remain the primary purposes of this group. With funding from the Massachusetts Environmental Trust, SRWC is working with local stakeholders to mitigate both ongoing and future impacts of climate change along with helping local communities to develop climate adaptation strategies.¹¹⁰

Surface Water

The Saugus River winds its way through the full length of the Town, beginning at the Wakefield/Lynnfield borders as it flows out of Reedy Meadow in Lynnfield and Lake Quannapowitt in Wakefield. It flows past Breakheart Reservation and Prankers Pond to the Ironworks site, where it becomes tidal until it meets with the Pines River at Rumney Marsh. Other significant tributaries of the Saugus River include Bennetts Pond Brook, which runs from the Melrose line at Lynn Fells Parkway to the Saugus River at Route 1, and Shute Brook, which flows from the southern area of Route 1 to the Saugus River at Riverside Cemetery. Both of these streams are too small to have any significant recreational use.

Saugus has a number of lakes and ponds. Pearce Lake (also known as Lower Pond) and Silver Lake (also known as Upper Pond) are located entirely within Breakheart Reservation and are managed by the Massachusetts Department of Conservation and Recreation (DCR).



Figure 41. Prankers Pond

Pearce Lake contains a major swimming area and beach frontage. Camp Nihan Pond is within the Camp Nihan complex and is used by those visiting the camp, which is managed by DCR and located off Walnut Street near Breakheart Reservation.

Other ponds include Birch Pond, Walden Pond, and Hawkes Pond, which are three of the reservoirs that are part of Lynn's drinking water supply. Both Birch Pond and Hawkes Pond are easily visible from the abutting Walnut Street. Walden Pond is mostly within Lynn's borders and is not easily accessible from Saugus. These three ponds are designated as Class A waters, those that are designated as a public water supply. They are excellent habitats for fish and other aquatic life, have a high aesthetic value, and are protected as Outstanding Resource Waters.¹¹¹

Since these ponds in northeast Saugus supply drinking water to Lynn, they are surrounded by Surface Water Supply Protection Areas as per 310 CMR 22.00, the Massachusetts Drinking Water Regulations. The Zone A area around Walden Pond represents "the land area between the surface water source and the upper boundary of the bank..., the land area within a 400 foot lateral distance from the upper boundary of the bank of a Class A surface water source..., and the land area within a 200 foot lateral distance from the upper boundary of the bank of a tributary or associated surface water body."¹¹² Zone B represents "the land area within one-half mile of the upper boundary of the bank of a Class A surface water source... or edge of watershed, whichever is less."¹¹³

111 Massachusetts Surface Water Quality Standards, Massachusetts Department of Environmental Protection (MassDEP), <http://www.mass.gov/eea/docs/dep/service/regulations/314cmr04.pdf>

112 "Water Supply Protection Area Definitions," MassDEP, <http://www.mass.gov/eea/agencies/massdep/water/drinking/water-supply-protection-area-definitions.html>

113 Ibid.

Prankers Pond is located along the Saugus River near Route 1 and is accessible and available for fishing, canoeing, and ice-skating and cross-country skiing during the winter. The ponds in the Golden Hills section of Saugus—Spring Pond, 2nd Lake, and Griswold Pond—all have potential for additional recreational purposes. Stevens Pond, near the border with Melrose, is now surrounded by a major subdivision of town houses and apartments. In July, 2003, the Saugus Conservation Commission accepted a grant of conservation restriction on the parcel of land totaling 41 acres and referred to as “Off Main Street.” It is privately owned by the Residences at Stevens Pond, however the Town of Saugus can request permission to provide and maintain trails on the site.

Aquifer Recharge Areas

Aquifers are water resources that lie underground and are invaluable water resources in a community. Water saturates the soil during periods of precipitation and then migrates downward to the saturated zone. The water table is the area between the saturated zone and unsaturated zone; when more precipitation enters the aquifer than is taken out, the water table rises. Saugus has approximately six medium yield aquifer areas dispersed throughout the community.

While Saugus has Surface Water Protection Areas around the ponds that supply drinking water for Lynn, the Town has no Groundwater Protection Areas. This is because Saugus has no wells that supply drinking water for the Town or surrounding communities.

Flood Hazard Areas

The Federal Emergency Management Association (FEMA) most recently updated its Flood Insurance Rate Maps (FIRM) in 2014 to reflect the actual flood risks to communities in the United States. The last time the maps were published was in 1982. The modernized data is shown in FEMA’s National Flood Hazard Layer (NFHL) dataset, which depicts the areas subject to flooding, grouped by flood zone, along with the base flood elevation, when known. Due to its proximity to the coast, Saugus is vulnerable to both coastal and inland flooding.

High-risk coastal areas (FEMA Zones V and VE) are those that are subject to a one percent annual chance of flooding with velocity hazard, also known as wave action. Buildings and other structures in these zones are often most susceptible to damage during a hurricane or extreme weather event due to this wave action. Fortunately, in large part due to the flood protection from Rumney Marsh, no areas of Saugus lie within this zone, unlike the beachfront area of neighboring Revere.

A significant portion of Saugus lies within FEMA Flood Zones A and AE, areas with a one percent annual chance of flooding, also known as the 100-year flood. While much of the areas within Zones A and AE are the Town's surface waters and wetlands, many people do live and work in the flood zones. This is particularly true in the Cliftondale neighborhood. In the event of a hurricane or other extreme weather event, buildings in these zones are at risk of flooding. A smaller portion of Saugus lies within FEMA Zone X. These areas are subject to a 0.2% annual chance of flooding, known as the 500-year flood. Flooding in this zone is less likely than in the aforementioned zones.

According to FEMA, a regulatory floodway (also part of Zone AE) is a "channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height."¹¹⁴ Development in these floodways must be regulated to ensure that upstream flood elevations do not increase in the event of a storm. Much of the Saugus River and its tributaries are regulatory floodways.

Wetlands

One of the most significant natural features located in Saugus is the Rumney Marsh. The development of this coastal marsh began nearly 10,000 years ago at the end of the last ice age. The melting ice, combined with wind, waves, and currents, washed sedimentation towards the coastline. All of this sediment created barrier beaches, including neighboring Revere Beach. The established beach became a buffer between the ocean and land behind it, thereby creating mud flats.

Within the mud flats, marsh grass seeds began sprouting and spreading, possibly transported by birds. This marsh grass, along with thousands of years of debris, sediment, and dead plant life, continued to accumulate. This raised the level of the marsh up past the level of average high tide. Because the cordgrass was no longer wet all the time, it was replaced by salt marsh hay, sea lavender, and marsh elder. Within this thriving environment, many animals (like shellfish, fish, insects, birds, and mammals) began to take residence in the sheltered conditions.

114 "Floodway," Federal Emergency Management Agency, <https://www.fema.gov/floodway>



Figure 42. Rumney Marsh Photos

Source: Saugus River Watershed Council, <http://www.parkvisitor.com/parks/MA/rumney-marsh-reservation/>

Rumney Marsh was designated as an Area of Critical Environmental Concern (ACEC) in 1988 in order to preserve its environmental value as one of the most biologically significant salt marshes north of Boston. The Rumney Marshes ACEC is an approximately 2,800-acre urban salt marsh system extending into Saugus, Lynn, Revere, Boston, and Winthrop.¹¹⁵ The entire ACEC actually comprises of two marsh systems, Rumney Marsh and Belle Isle Marsh. Although they are now disconnected, together they historically formed a much larger salt marsh complex.

Salt marsh and estuary environments serve as transition areas between upland areas and the ocean. They are dominated by the tides that flood and drain the area twice a day. Salt marshes have proven to be an effective defense against coastal waves and high water levels since the marsh's plants reduce the energy of water as it flows through and around them.¹¹⁶ In addition, the mixing of salt water with fresh water from rivers and streams helps to recharge the marsh with oxygen and retain its vitality for thousands of plants and wildlife. Today, Rumney Marsh provides important habitat for flounder, alewife, rainbow smelt, American eel, soft shelled and razor clams, mussels, and a variety of native and migratory birds.

Wetlands in Saugus are not limited to Rumney Marsh. Much of the other wetlands found in Saugus are forested freshwater wetlands that are dominated by trees. Most of these wooded swamps contain deciduous trees, though some contain a mix of tree types. Other wetland types in Saugus are deep marshes, shallow marsh meadows or fens, or areas of open water.

¹¹⁵ "Rumney Marshes," Massachusetts Department of Conservation and Recreation, <http://www.mass.gov/eea/agencies/dcr/conservation/ecology-acec/rumney-marshes.html>

¹¹⁶ "Salt marsh plants key to reducing coastal erosion and flooding" (2014, University of Cambridge, <http://www.cam.ac.uk/research/news/salt-marsh-plants-key-to-reducing-coastal-erosion-and-flooding>)

Vegetation

Saugus is fortunate to have large tracts of vegetation that have remained largely undisturbed from development. Besides their aesthetic and recreational values, these vegetated landscapes provide crucial habitats for wildlife, improve air quality, and protect surface and groundwater bodies by stabilizing soils and preventing erosion. The majority of Saugus' vegetation is within its forestland, but there is also substantial wetland vegetation in Town, mostly within Rumney Marsh. Though initially settled as an agricultural center, Saugus has no land classified as agriculture or horticulture.

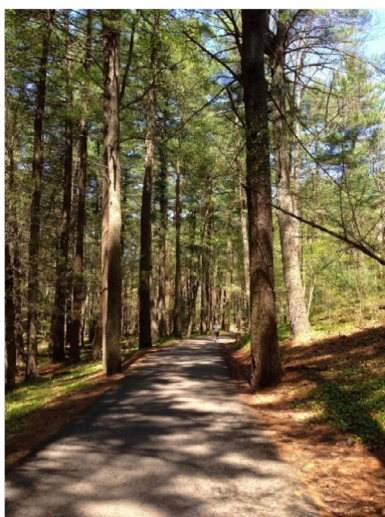


Figure 43. Breakheart Reservation

Photo source: <http://www.thecuriouszephyr.com/2014/06/favorite-runs-breakheart-reservation.html>

Forest Land

The dominant forest type in Saugus is oak-hemlock-white pine, also the main type of forest in eastern and lowland areas of Massachusetts. The main tree types in these forests are oaks and hickories. Of the central hardwood tree species, red maple, chestnut oak, black birch, and scarlet oak are all prevalent. The most common softwood is hemlock. White pine is dominant on sandy sites.¹¹⁷ Other significantly occurring forest vegetation in Saugus are poplar and spruce.

In oak/hemlock/white pine forests, the shrub layer is generally sparse and patchy. Dominant shrub species include witch-hazel, mountain

laurel, and huckleberry. Herbaceous plants in this forest type are also quite sparse and lacking in diversity. Commonly found species include wintergreen, Indian cucumber, and wild oats.¹¹⁸

The largest undisturbed forestland and managed area within Saugus is Breakheart Reservation. Providing extensive open space and passive recreational facilities, Breakheart Reservation draws people of all ages from a wide area of cities and towns north and west of Boston. The Reservation

¹¹⁷ Classification of Natural Communities of Massachusetts, Version 2.0, MA NHESP

¹¹⁸ Ibid.

is approximately 640 acres of oak-hemlock-white pine forest covering numerous hills and surrounding two freshwater lakes, located primarily in Saugus but also abutting and within Wakefield. The area is managed by the Department of Conservation and Recreation's (DCR) Division of MassParks.

After Breakheart Reservation, the next largest forested area in Saugus is Lynn Woods Reservation, also owned and managed by DCR, and the City of Lynn's water supply protection land. The latter is owned and managed by the City of Lynn. Together, these adjoining lands comprise almost 500 acres of forestland. While the area of Lynn Woods in Saugus is publicly accessible, the water supply protection lands are not. Other smaller tracts of forest in Saugus are conservation lands, such as the Curley Property (which abuts Breakheart Reservation), Vinegar Hill, and the area around Prankers Pond.

Public Shade Trees

The importance of public shade trees is well understood in Saugus; Saugus has an entire Shade Tree Bylaw in its Town Bylaws. According to the Bylaw:

1. "It is the intent of this Bylaw to sustain environmental health, enhance the economic well-being and maintain the quality of life for the citizens of the Town of Saugus. Shade trees make an important contribution to the character and heritage of Saugus's neighborhoods. This Bylaw establishes policy and guidelines for ensuring the health and longevity of the Town's community forest.
2. It is the policy of the Town of Saugus to encourage new tree on public and private property to cultivate a healthy flourishing community forest and increase its value as a whole.
3. It is also the intent of this Bylaw to form and implement a community forest plan to benefit same. A goal of this community forest plan will be to obtain and maintain eligibility for annual recertification as a recognized 'Tree City, USA.'"¹¹⁹

The Shade Tree Bylaw regulates tree planting, maintenance, and removal, and describes the permitting needed for these activities. It also specifically prohibits damage to public trees and shrubs without written permits from the Tree Warden. Prohibited acts vary from mutilating or killing a tree all the way down to attaching a sign to a tree. Trees on Town-owned land must be sufficiently guarded and protected during any construction or excavation project.

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Town of Saugus Bylaws (2014), www.saugus-ma.gov/sites/saugusma/files/uploads/town_by-laws.pdf

In addition, Saugus has a Tree Committee, which works with and advises the Tree Warden on matters pertaining to tree and landscape planning, as well as maintenance of shade and other public trees in Saugus. This volunteer group maintains the Town Tree Farm, educates residents about the benefits and importance of trees, and has an ongoing program for street tree replacement. In 1998, the National Arbor Day Foundation first declared Saugus a “Tree City.” People who are interested in having a public tree planted in front of their home can contact the Tree Committee or the Department of Public Works. DPW also assess and trims these public trees.

Saugus’ Tree Farm is located off Jasper Street in Saugus Center. The Town maintains the Tree Farm in order to ensure that public trees lost to disease and injury are replaced at a minimal cost to the Town. Saugus’ Tree Committee holds an annual fall tree maintenance/tree planting where they, along with volunteers, dig up trees from the Tree Farm to plant on town streets and in parks.¹²⁰

Wetland Vegetation

Saugus is home to two natural communities increasingly rare in Massachusetts: salt marshes and freshwater tidal marshes. Salt marshes are considered one of the most productive ecosystems on Earth. Vegetation in a salt marsh is salt-tolerant and it provides the basis of the complex food chains in both estuarine and marine environments.

Since salt marshes are subject to oceanic tides, vegetation varies based on the tide and relative location in the salt marsh. Between the low and mean high tide, saltwater cord-grass dominates the low marsh area. Salt-hay mixed with spike grass dominates between the mean high tide and the spring high tide. Towards the upper edges of the marsh, salt tolerant species like black grass, lavender, and seaside goldenrod are common.¹²¹

A globally rare habitat, freshwater tidal marshes are considered a high-priority natural community in Massachusetts. These marshes are located along free-flowing coastal rivers and are influenced by the incoming tides. They are located upstream of the salt front and are characterized by salt intolerant plant species. Low marsh, high marsh, mud flats, rocky shores and the river channel are some of the formations found within this community type.

120 “Saugus Tree Farm fall tree maintenance and planting” (2015), Saugus Advertiser, <http://saugus.wickedlocal.com/article/20151104/NEWS/151108560>

121 Classification of Natural Communities of Massachusetts, Version 2.0, MA NHESP

Unlike in salt marshes, vegetation in freshwater tidal marshes is salt intolerant. However, it also varies depending on the tide and structure of the marsh. Dominant vegetation include blue joint, narrow-leaved cattail, sedges, jewelweed, and more. Within the low marsh areas of freshwater tidal marshes, stand-forming emergent plants like wild rice are able to thrive because of their tough, mat-forming rhizomes that resist erosion. Creeping spearwort and estuary beggar-ticks can be found along the rocky shores while the more sparsely vegetated mud flats contain spike sedges, water purslane, water starwort, and bittercress.¹²²

Beginning in 2007, the Saugus Iron Works National Historic Site began implementing the Saugus River Turning Basin Restoration Project. The purposes of this project were to restore a tidal freshwater wetland area to the Saugus River and restore the historic turning basin adjacent to the Iron Works. Since that time, the National Park Service (NPS) has removed approximately 3.8 acres of invasive phragmites and other invasive plants, and excavated the turning basin to restore it to historic open water conditions.

During 2008 and 2009, NPS planted over 13,000 new native marsh plants to encourage restoration of a tidal freshwater wetland. Progress of the project is being monitored by NPS staff in consultation with local, state, and federal environmental agencies and non-profit organizations. Although the resulting tidal marsh is more brackish than freshwater, the overall result has enhanced ecology value of the site by removing a dense bed of invasive phragmites plants and replacing it with mudflat habitat. In conjunction with this project, NPS facilitated the removal of the remaining 1950s-era rock weir from the Saugus River at the Hamilton Street Bridge, restoring tidal hydrology to the area.

In 2003, the Massachusetts Executive Office of Environmental Affairs, with input from public agencies and non-profit organizations, prepared a Salt Marsh Restoration Plan for the Rumney Marshes Area of Critical Environmental Concern (ACEC). The plan highlights numerous opportunities for salt marsh restoration projects within the ACEC, many located in Saugus. The plan also includes a set of restoration goals for the ACEC.

122 Ibid.

The Massachusetts Department of Conservation and Recreation's Ballard Street Salt Marsh Restoration Project is one of the larger restoration efforts included in the plan. This complex project would restore over 36 acres of degraded salt marsh and enhance flood control to lessen impacts of coastal and inland rain storms on adjacent neighborhoods. Despite several years of outreach, planning and permitting, this project is currently on hold due to lack of consensus among environmental permitting agencies.

Rare Species

As a part of the Massachusetts Endangered Species Act (MESA), the population status of rare species, whether they are plants or animals, is described using three categories: special concern, threatened,

and endangered. Special concern species have either experienced a decline that could threaten the species without intervention, or whose populations are so small, localized, or dependent upon specialized habitats that they could become threatened. Threatened species are likely to become endangered in the foreseeable future. Endangered species are in danger of extirpation from Massachusetts.

Due to the variety of wildlife areas like Breakheart Reservation and Rumney Marsh, Saugus has numerous species of both common and rare vegetation. The Natural Heritage and Endangered Species Program of the Massachusetts Division of Fisheries and Wildlife has identified three rare vascular plants in Saugus: estuary arrowhead, wild senna, and slender cottongrass.¹²³

In terms of animal species, the Natural Heritage and Endangered Species Program of the Massachusetts Division of Fisheries and Wildlife has identified five rare animal species in Saugus: the Sedge Wren, Peregrine Falcon, Purple Tiger Beetle, Eastern Red-bellied Tiger Beetle, Umber Shadowdragon, and Eastern Box Turtle.¹²⁴ Priority Habitats of Rare Species in Saugus include part of Lynn Woods Reservation and an area off Route 1 near the border with Melrose.

123 "Massachusetts List of Endangered, Threatened and Special Concern Species," MA EOEEA, <http://www.mass.gov/eea/agencies/dfg/dfw/natural-heritage/species-information-and-conservation/mesa-list/list-of-rare-species-in-massachusetts.html>

124 Massachusetts List of Endangered, Threatened and Special Concern Species," MA EOEEA, <http://www.mass.gov/eea/agencies/dfg/dfw/natural-heritage/species-information-and-conservation/mesa-list/list-of-rare-species-in-massachusetts.html>

Fisheries and Wildlife

Wildlife in Saugus is relatively abundant in its undeveloped areas, though these remaining undeveloped areas represent small islands in a sea of urbanization. Fauna have been pushed back into these areas more and more in recent years as development has encroached further into existing habitats. However, diversity and occurrence of some relatively rare wildlife species, such as fishers, owls and fox, has increased alongside more common species like skunks, raccoons, and opossums. Birds are extremely plentiful in most areas, including many wetland-loving species such as geese, ducks, and herons. The shores of open water make excellent habitat for songbirds, and dozens of species can be seen throughout Town.

The Saugus River, in addition to being a facility for recreational activities, also serves as a local fishery. The Saugus River and its tributaries provide habitat for many different species of fish. Fish monitoring and inventories conducted by the Saugus River Watershed Council and the National Park Service have documented the presence of rainbow smelt, American eel, four-spine stickleback, white sucker, mummichog, alewife, redbfin pickerel, brook stickleback, three-spine stickleback, yellow perch, bluegill, blueback herring, largemouth bass, white perch, and nine-spine stickleback in the main stem of the Saugus River.

In 2007, the Massachusetts Division of Marine Fisheries reopened 230 acres of clam flats in the Saugus/Pines River estuary. The sites in Saugus and Revere are now open for commercial clam digging on a “conditionally restricted” basis. Fishermen with “master digger” shellfish licenses are allowed to harvest the clams and bring them to the State’s shellfish purification plant in Newburyport before they go to market.

Wildlife Habitat & Corridors

Core Habitat describes areas that are crucial to the long-term existence of rare species, as well as a wide diversity of species in an intact ecosystem. According to BioMap2 Conserving the Biodiversity of Massachusetts in a Changing World, Saugus has 1,052 acres of BioMap2 Core Habitat. Of this, 735 acres are already protected in perpetuity.¹²⁵ This includes Breakheart Reservation, part of Lynn Woods Reservation, and a portion of the Golden Hills area of town.

125 “BioMap2: Saugus” (2012), MassGIS, http://maps.massgis.state.ma.us/dfg/biomap/pdf/town_core/Saugus.pdf

Additionally, approximately 446 acres of Saugus is considered Critical Natural Landscape. Of this, 373 acres is protected in perpetuity.¹²⁶ Critical Natural Landscapes are large areas of natural “Landscape Blocks” that are not greatly impacted by development. As the world’s climate changes, these areas, if protected, will provide habitat for native species, enhance ecological resiliency to disasters, and connect habitats. Critical Natural Landscape areas in Saugus include Rumney Marsh and land adjacent to the Saugus River.

The Saugus River and its surrounding wetlands, as well as Breakheart Reservation, provide a rich corridor for wildlife to travel, seek food, and find shelter, even within earshot of the major transportation artery of Route 1. Species absent for decades, such as deer and wild turkey, have returned to Saugus, showing the importance of maintaining a connective habitat for wildlife. A major river system such as the Saugus River watershed is a prime example of a water-based wildlife corridor. As previously mentioned, the river is 13 miles long and has six main tributaries, encompassing an area of 47 square miles and including all of Saugus and portions of ten other communities.

Vernal Pools

Vernal pools serve as an important breeding ground and home to a number of amphibians and invertebrate animals. Also known as ephemeral pools, autumnal pools, and temporary woodland ponds, these natural sites fill with water in the fall or winter due to rain and rising groundwater. They stay ponded through the spring and into summer, but tend to dry completely by the middle or end of the summer. This occasional drying prevents fish from permanently populating the pools, allowing amphibians and invertebrate species to reproduce without being targeted by fish predators.¹²⁷

The Massachusetts Natural Heritage and Endangered Species Program has certified 14 vernal pools in Saugus as of 2015. Certification occurs according to the Massachusetts Division of Fisheries & Wildlife’s Guidelines for the Certification of Vernal Pool Habitat. Certified vernal pools can usually be protected from development and are afforded protection under a number of state regulations, including those from the Water Quality Certification (401 Program), Title 5, and the Forest Cutting Practices Act.¹²⁸ They are also protected by the State’s Wetlands Protection Act regulations if they meet the definitions

126 Ibid.

127 “Vernal Pools,” MA EOEEA, www.mass.gov/eea/agencies/dfg/dfw/natural-heritage/vernal-pools/

128 “MassGIS Data - NHESP Certified Vernal Pools,” MassGIS, <http://www.mass.gov/anf/research-and-tech/it-serv-and-support/application-serv/office-of-geographic-information-massgis/datalayers/cvp.html>

of “wetlands” under that law.¹²⁹ There are almost 50 potential vernal pools in Saugus that have been identified, but not certified, by NHESP.

Significant potential vernal pool clusters exist in and around Breakheart Reservation, in the water protection area on the Lynn border, and near Stevens Pond. Certifying the potential vernal pools in Saugus would provide more protection to these wetlands and the species that utilize them.

Scenic Resources and Unique Environments

Scenic Landscapes

As touched upon in the Landscape Character section, Saugus has a number of locations that are of particular scenic interest and reflect the Town’s special character and history. Areas identified in that section with exceptional scenic views include the tops of Baker Hill and Vinegar Hill, where one can see Rumney Marsh, the Boston skyline, and the ocean off Revere Beach. Another steep location with scenic views of Saugus is the 286-foot Castle Rock in Breakheart Reservation.

The Saugus River is an extraordinary natural feature that winds its way through Saugus, and beautiful views of it can be seen throughout Town. In addition to being a boat launch area, Vitale Memorial Park is a small park constructed in 1992 with benches and picnic tables that look out onto the Saugus River. Another scenic view of the Saugus River can be found near the Lynn Fells Parkway overpass onto Route 1.



Figure 44. View of Saugus River from Vitale Memorial Park

While the Town of Saugus has not officially designated any scenic roads, it has a handful of roads that are within the National Register of Historic Places. Lynn Fells Parkway, which runs from Stoneham, through Melrose, and ends in Saugus at Route 1, is a connector between Middlesex Fells Reservation and Breakheart Reservation. The Melrose and Saugus portions of the parkway were added to the National Register of Historic Places on May 9, 2003. Four parkways within Breakheart Reservation were added to the National Register in August of 2003: Forest Street, Pine Tops Road, Elm Road, and Hemlock Road.

Unique Environments

Rumney Marsh is one of two Areas of Critical Environmental Concern (ACEC) in Saugus. Designated in 1988, the Rumney Marshes ACEC is an approximately 2,800-acre urban salt marsh system extending into Saugus, Lynn, Revere, Boston, and Winthrop.¹³⁰ As previously mentioned, this ACEC is one of the most biologically significant salt marshes north of Boston.

The other Area of Critical Environmental Concern in Saugus is Golden Hills. It covers approximately 500 acres and was designated as an ACEC in 1987. Golden Hills contains a blend of residential and ecological resources within a very urbanized area. The terrain of the neighborhood is generally hilly, but there are also low, flat areas, as well as three ponds. Wetlands are found in depressions throughout the area. Bedrock outcrops, or ledges, are prevalent throughout the area, especially in hilly sections. Wakefield owns some 50 acres of the ACEC, which are mostly Town forest, and Saugus owns several acres under the jurisdiction of the Saugus Conservation Commission.¹³¹

Environmental Challenges

As a highly developed mature suburban town, Saugus is faced with a number of environmental challenges related to its industrial heritage, land use patterns, and development trends.

Hazardous Waste Sites

The Massachusetts Department of Environmental Protection (MassDEP) Bureau of Waste Site Cleanup Reportable Release Lookup Database has identified 220 hazardous waste sites in the Town of Saugus in various stages of assessment and cleanup. The listed sites are those that may contain potentially contaminated soil, water, and air. Most sites have been restored or deemed close to their original state.

Of the total number of sites, 19 have Activity and Use Limitations (AULs) placed upon them. AULs are legal restrictions meant to limit future exposure to contaminate that may remain on a site after cleanup.

Sites in Saugus with Activity Use Limitations include the Wheelabrator landfill site along Route 107, the Golden Hills electric transmission substations off Howard Street, the quarry at 1831 Broadway, an industrial property at 109 Ballard Street, the Saugus Iron Works at 244 Central Street, Sears Automotive at 1325 Broadway, a gas station site at 9 Main Street, and commercial properties at 222 Central Street,

130 "Rumney Marshes," Massachusetts Department of Conservation and Recreation, <http://www.mass.gov/eea/agencies/dcr/conservation/ecology-acec/rumney-marshes.html>

131 "Golden Hills," MA EOEEA, <http://www.mass.gov/eea/agencies/dcr/conservation/ecology-acec/golden-hills.html>

595 Broadway, 1481 Broadway, 66 Broadway, 130 Ballard Street, and Central Plaza at 306-308 Central Street. A full list of the AUL sites in Saugus is provided in the Town's 2018 OSRP.

Landfills and Waste Disposal

The Town of Saugus owned and operated its own dump for many years. This site was located behind the Department of Public Works building at 515 Main Street, however the site was closed in the 1980s after reaching its capacity. It was eventually capped with a protective barrier between the contaminated waste and surface. The site is now a solar farm featuring 5,000 solar panels with a maximum capacity of 1.66 megawatts of electricity annually. Today, the solid waste in Town is picked up curbside and delivered to Wheelabrator Saugus, which has an incinerator and large landfill for depositing the ash. Formerly RESCO, Wheelabrator Saugus has been in existence for nearly 35 years.

Environmental groups and residents of Saugus have expressed strong concerns about the Wheelabrator site and the effect of its contaminated ash on people and the environment, particularly on the Rumney Marsh ACEC. From a public health standpoint, the gravest concern regards a potential link between contaminated ash and higher cancer rates. Further, Wheelabrator's coastal location poses risks associated with the potential erosion of the ash landfill, and pollution of the Saugus and Pines Rivers as a result of sea level rise and increased storm surge linked to climate change.¹³² Coastal landfills such as the former GE landfill, former Dewey Daggett landfill, and the current Wheelabrator Saugus ash landfill are at particular risk for erosion from predicted sea level rise, increasingly intense coastal storms, and potentially damaging storm surge. Strategies are needed to protect coastal resources from potential leaching or erosion of contaminated materials from these sites.

Impacts from Climate Change

Please refer to the Climate Change section of the Energy and Sustainability chapter of this plan for more information on the impacts of climate change in Saugus.

Water Quality and Quantity Issues

A number of waterbodies in Saugus, including much of the Saugus River, are considered by the U.S. Environmental Protection Agency to be impaired or threatened for one or more uses and requiring a Total Maximum Daily Load (TMDL).

132 Saugus River Watershed (2016), <http://www.saugusriver.org/documents/SRWCStatementWheelabratorMay2016.pdf>

MassDEP defines a TMDL as a "...calculation of the maximum amount of a pollutant that a waterbody can accept and still meet the state's Water Quality Standards for public health and healthy ecosystems."¹³³ Waterbodies that do not have a designated TMDL, but require one, are considered Category 5 waters. According to MassDEP's 2014 Integrated List of Waters Map, the Saugus River is a Category 5 waterbody from Bridge Street down to Lynn Harbor.

Impairments include:

- Oil and grease from industrial and municipal point source discharges, as well as from municipal non-point sources;
- Fecal coliform from industrial and municipal point source discharges, as well as from municipal non-point sources;
- Fecal coliform from municipal separate storm sewer systems (MS4) and sanitary sewer overflows;
- Increased temperatures from industrial and municipal point source discharges, as well as a result of hydrostructure flow regulation/modification.

Hawkes Pond is also a Category 5 waterbody due to turbidity, though the source is unknown. The Saugus River's span from the Wakefield border to Bridge Street falls into Category 4A, meaning that a TMDL has been completed for it because of the presence of fecal coliform found in the river (due in part to discharges from MS4). Shutes Brook, Hawkes Brook, and Bennets Pond Brook are also all Category 4A waters as TMDLs have been completed for fecal coliform associated with discharges from MS4 and bridge and road runoff. In the case of Bennets Pond Brook, TMDLs are also in place due to illicit connections and hookups to storm sewers.¹³⁴

With help from volunteers, the Saugus River Watershed Council (SRWC) is working to monitor and report on water quality conditions throughout the watershed. In Saugus, the Council monitors water quality conditions at several sites in the main stem of the Saugus River and one site in Shute Brook. Current efforts by SWRC to address water quality problems are focused on ensuring the elimination or reduction of combined sewer overflows (CSOs) into Strawberry Brook and the Saugus/Lynn Harbor estuary, mitigating sewer discharges associated with Saugus' Boston Street pumping station,

133 "Total Maximum Daily Loads (TMDLs) Basics", MA EOEEA <http://www.mass.gov/eea/agencies/massdep/water/watersheds/total-maximum-daily-loads-tmdls-basics.html>

134 "2014 Integrated List of Waters Map," MassDEP, <http://maps.massgis.state.ma.us/images/dep/omv/il2014viewer.htm>

addressing other “hot spot” pollution problems, and reducing stormwater pollution throughout the watershed. As will be detailed in the Roadmap section of the master plan, the Town should look to find ways to address those sources of pollution in order to improve the water quality of impacted surface water bodies.

Illegal Dumping

Illegal dumping is an issue at certain parks and open spaces in Saugus. Not only can this lead to environmental contamination, depending on what is being dumped, but it inhibits safe, reliable access to sites. Community-based cleanup projects coordinated by the Town of Saugus, Boy Scout troops, the Saugus River Watershed Council, Bike to the Sea, and other organizations have helped to remove debris and promote stewardship of local open spaces. Additional efforts such as creative landscaping, education, signage, and enforcement of fines are needed to reduce and prevent illegal dumping in Saugus.

Invasive Species

Invasive species are an issue in all Massachusetts communities. These plants and animals, which are exotic in origin, threaten the integrity of natural communities due to their ability to out-compete native species. Invasive aquatic plants are an issue in the Saugus River watershed. *Phragmites australis*, a pervasive common reed, plagues brackish and tidal areas of the Saugus River and Rumney Marsh. In addition, freshwater species such as variable milfoil, fanwort, and water chestnut cause issues in Golden Hills’ Griswold Pond. The Saugus River Watershed Council and other environmental groups are working to prevent the spread of aquatic invasive species in the watershed.

Open Space and Recreation

Introduction

Saugus is endowed with a wealth of open space and recreational resources. These resources range from small neighborhood parks to massive conservation areas, and even a National Park. This balance helps provide for a high quality of life for Saugus residents of all ages, and also creates unique destinations for outside visitors. It is important to safeguard and maintain these resources, as well as identify opportunities for the addition of new resources in the face of development pressures.

The Commonwealth encourages each community in the state to have an Open Space and Recreation Plan (OSRP). The plan, which is to be updated every seven years is reviewed and approved by the Division of Conservation Services (DCS). Once the OSRP is completed and approved by DCS, the community is eligible for grant programs administered by DCS to fund open space acquisition or improve parks and other open spaces.

Existing Conditions

Open Space and Recreation Plan (OSRP)

In 2018, the Town of Saugus updated its Open Space and Recreation Plan (OSRP) to set forth a seven-year framework (Section 9) for the preservation, maintenance, and improvement of open space and recreation areas in the town. The plan provides a comprehensive overview of the town's cultural and natural history (Sections 3 & 4), a detailed inventory of all open space and recreational resources in Saugus (Section 5), and recommendations for protecting and improving these resources (Section 8).

This chapter provides a summary of the recently completed OSRP. Open space resources, passive, and active recreation are discussed in this chapter, and natural resources, such as water and wildlife, are discussed in more detail in the Natural Resources chapter. Master Plan readers should refer to the 2018 OSRP for more detailed information regarding open space and recreation in Saugus.

Conservation and Recreation Land

Open space and recreational opportunities have a positive impact on the quality of life in a community for its residents from enjoyment of active, outdoor sports to appreciation of the character of the community. Protecting open space is critical in terms of our natural resources - drinking water,

high value wildlife and plant habitat, farmland, forests, wetlands, floodplains, vernal pools, and scenic beauty.

Saugus has many valuable natural and recreational resource areas spread throughout the community that encompass both land and water sites that are publicly and privately owned. Areas of interest include open spaces that are valued for one or more of the following factors: recreation opportunities, protection of water and other natural resources, historic and scenic character.

The quality of life for Saugus residents and residents of surrounding communities is enhanced dramatically by the open space areas of Rumney Marsh, Breakheart Reservation, Vinegar Hill, and the numerous playgrounds, fields, and parks that exist within the town.

Open Space: Permanent, Limited, and Unprotected

Open space can be protected or unprotected. Protected open space often refers to open space owned by a municipality, a state or federal agency, a non-profit land protection agency, or private entities, and managed primarily for conservation, recreation, or environmental protection. Protected open space is often sheltered from development. Ordinary open space is often unprotected; for instance, land owned by a school department or public works department and privately owned parcels are often relatively easy to develop, even if the land has been maintained as open space for many years.

Permanently Protected Land: Over 90% of the open space land in Saugus is permanently protected. The vast majority of this protected land has such protection because of Article 97. This includes major State-owned properties such as Breakheart Reservation and Rumney Marsh, as well as Town-owned conservation properties, Vinegar Hill and Prankers Pond, and Town-owned recreation properties, Anna Parker Playground and Bucchiere (Bristow Street) Park.

Article 97 of the Massachusetts Constitution protects publicly-owned lands used for conservation or recreation purposes. In order for a property to be sold, transferred, or converted to a different use, Article 97 requires a 2/3 vote at Town Meeting in support of the disposition, a 2/3 vote of the Massachusetts Legislature in support of the disposition, demonstration of compliance with applicable funding sources, and the municipality must file an Environmental Notification Form (ENF) with the Massachusetts Environmental Policy Act (MEPA). Given the extensive nature of this process and the rarity with which the disposition process occurs, these public recreation and conservation lands are assumed to be permanently protected.

Another means of permanently protecting land is through a conservation restriction. A conservation restriction is an agreement that is bound legally between a landowner and a “holder,” or grantee. The landowner agrees to limit the amount and/or use of a specific property in order to protect its unique or specific conservation values. A specified amount of time for the conservation restriction can be noted, or the conservation restriction can be in perpetuity. A conservation restriction is recorded at the Registry of Deeds.

In Saugus, the State’s Department of Conservation and Recreation (DCR) - Division of MassParks holds a conservation restriction on the Lynn Fells Parkway parcel, which is owned by the Town of Saugus and managed by the Town’s Conservation Commission. The Division of MassParks also manages and holds a conservation restriction on a parcel of Rumney Marsh that is owned by the Saugus Italian American Club. Additionally, the Saugus Conservation Commission holds a conservation restriction on a 41.39-acre parcel of land referred to as “Off Main Street.” It is privately owned by the Residences at Stevens Pond, a surrounding residential development, however the Town of Saugus can request permission to provide and maintain trails on the site. There are no agricultural restrictions in Saugus.

A similar means of land protection is through an easement. An easement is typically listed on a property deed and allows permanent access to a property for a specific purpose, such as for walking trails. It is a right of use, not a right of possession. DCR’s Division of MassParks manages and holds easements on three parcels of land owned by the Meehan Family. Two of these parcels are a part of Breakheart Reservation, and another is adjacent to the City of Lynn’s water protection land near Walden Pond.

With the exception of the small parcel managed by DCR, the City of Lynn’s water protection land is managed by Saugus’ Department of Public Works. This land is afforded protection because it is a part of a Surface Water Supply Protection Area. The area around Walden Pond is within Zone A and the areas around Birch and Hawkes Ponds are within Zone B.

Lastly, the Saugus Iron Works, which is owned and managed by the National Parks Service, and the Boardman House, which is owned and managed by the nonprofit Historic New England, are permanently protected due to their National Historic Landmarks status.

Moderately Protected Land: Land is considered to have limited protection if it is legally protected for less than perpetuity (i.e. short-term conservation restriction) or temporarily protected through an existing functional use. These lands could be developed for other uses when their protection expires or when their functional use is no longer necessary. In Saugus, this includes all school properties, the Riverside and Old Parish Cemeteries, and a parcel owned by the Saugus Housing Authority. It also includes Golden Hills Pond Park, which is owned by the Town of Saugus but only accessible to surrounding residents, and David C. Penny Memorial Landing, which is managed by Saugus's Department of Public Works.

Unprotected Land: Includes land that is totally unprotected by any legal or functional means. This land is usually privately owned and could be sold without restriction at any time for another use. Only a small percentage of open space in Saugus has no protection. Sites with this categorization include the YMCA, Elks Field, and the two golf courses.

Overview of Open Space & Recreational Facilities & Areas

Parks and open space can be used for active or passive recreation. Active recreation refers to a structured individual or team activity that requires the use of special facilities, courses, fields, or equipment (e.g. baseball, football, tennis, soccer, and golf). Passive recreation refers to recreational activities that do not require prepared facilities like sports fields or pavilions (e.g. jogging, hiking, fishing, and bird watching). Saugus is fortunate to have a number of active recreation facilities (see Map 17), as well as passive recreation areas.

Active Recreation

There are a number of active recreation facilities distributed throughout the town, including playgrounds serving the various schools and neighborhoods, as well as larger, Town-wide facilities such as the Northern Strand Community Trail.

The Division of Conservation Services (DCS) Open Space Planner's Workbook promotes the retention of open space for conservation and recreational purposes. Beyond the general requirements, however, no specific standards have been established. Rather, it has been left to the local governments to decide how much land should be set aside as open space. The National Recreation and Parks Association (NRPA) established definitions for recreational land necessary to serve a given population. Table 19 shows a breakdown for selected facilities.

Table 19. Existing Active Recreation Facilities in Saugus

| Type of Facility | Location in Saugus |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Baseball/softball field | Belmonte Middle School (World Series Park), Elks Field, Kasabuski Rink, Saugus High School, Stackpole Field, Stocker Playground, Veterans Memorial School |
| Soccer/football field | Anna Parker Playground, Saugus High School, Stackpole Field |
| Basketball court | Anna Parker Playground, Bucchiere (Bristow Street) Park, Oaklandvale School, Saugus High School |
| Tennis court | Saugus High School, Stocker Playground |
| Playground | Ballard School, Breakheart Reservation, Evans Elementary School, Golden Hills Playground, Lynnhurst Elementary School, Oaklandvale School, Stackpole Field, Stocker Playground, Veterans Memorial Park, Waybright School |
| Swimming | Breakheart Reservation (Pearce and Silver Lakes), YMCA |
| Ice rink | Kasabuski Rink |
| Bicycle path | Northern Strand Community Trail |
| Volleyball court | Saugus High School |

The often cited standard is that a local park system should, at a minimum, be composed of a “core” system of parklands with a total of 6.25 to 10.5 acres of designated, “close-to-home” open space per 1,000 people. Based on this standard and Saugus’s population of approximately 27,000 people, the Town should have between 169 and 284 acres of developed open space for parks and recreation areas. Saugus’ total dedicated acreage for public active and passive parks, including school facilities, is over 2,000 acres, which is well above that standard. Active facilities alone make up approximately 175 acres.

Table 20. National Recreation and Park Association (NRPA) Standards "Recreation, Park, and Open Space Standards and Guidelines," Northern Arizona University, http://www.prm.nau.edu/prm423/recreation_standards.htm)

| Facility | Area Needed | Units per Population | Service Area |
|------------------|---------------------------------|---------------------------|----------------------|
| Baseball field | 1.2 acres minimum | 1 per 5,000 | ¼ - ½ mile |
| Basketball court | 5,040 - 7,280 feet ² | 1 per 5,000 | ¼ - ½ mile |
| Football field | 1.5 acres minimum | 1 per 20,000 | 15 -30 minute travel |
| Ice hockey | 22,000 feet ² | 1 per 100,000 | ½ - 1 hour |
| Multi-use court | 9,840 feet ² | 1 per 10,000 | ¼ - ½ mile |
| Soccer field | 1.7 - 2.1 acres | 1 per 10,000 | 1 - 2 mile(s) |
| Softball field | 1.5 - 2.1 acres | 1 per 5,000 | ¼ - ½ mile |
| Swimming pool | 1.5 - 2 acres | 1 per 20,000 | 15 -30 minute travel |
| Tennis Court | 7,200 feet ² minimum | 1 per 2,000 | ¼ - ½ mile |
| Trail | n/a | 1 trail system per region | n/a |
| Volleyball court | 4,000 feet ² minimum | 1 per 5,000 | ¼ - ½ mile |

During the 2018 OSRP planning process, forum participants indicated that they visit the Town's active recreation facilities about one to five times a year. This number was higher for sites with regular programming and games like Anna Parker Playground, Stackpole Field, and the school fields and playgrounds. Some attendees had never heard of some sites, including Golden Hills Playground and Stocker Playground, which may point to a lack of signage or information about their offerings.

Compared to other sites with active recreational opportunities, Stocker Playground received some of the most negative comments. While residents acknowledge its beautiful location along the Saugus River, they expressed concerns about the decrepit condition of the playground equipment and the constant presence of trash. One attendee suggested that a great use of the currently unused courts at Stocker Playground would be for a skateboard park. The site could also benefit from improved signage and an access area for kayaks and canoes.

Figure 45. Stocker Playground Conditions



The former Bacon Property located across the Saugus River from Stocker Playground provides a unique opportunity for expanded public access to the natural resources of the Saugus River in the future. This underutilized 8.2 acre site owned by the Massachusetts Department of Conservation and Recreation would be an ideal location for an environmental education center with interpretive information about the Saugus River and passive recreational opportunities. The site would allow for excellent kayak access with its location along the navigable portion of the Saugus River. The property also provides direct links to the Northern Strand multi-use trail.

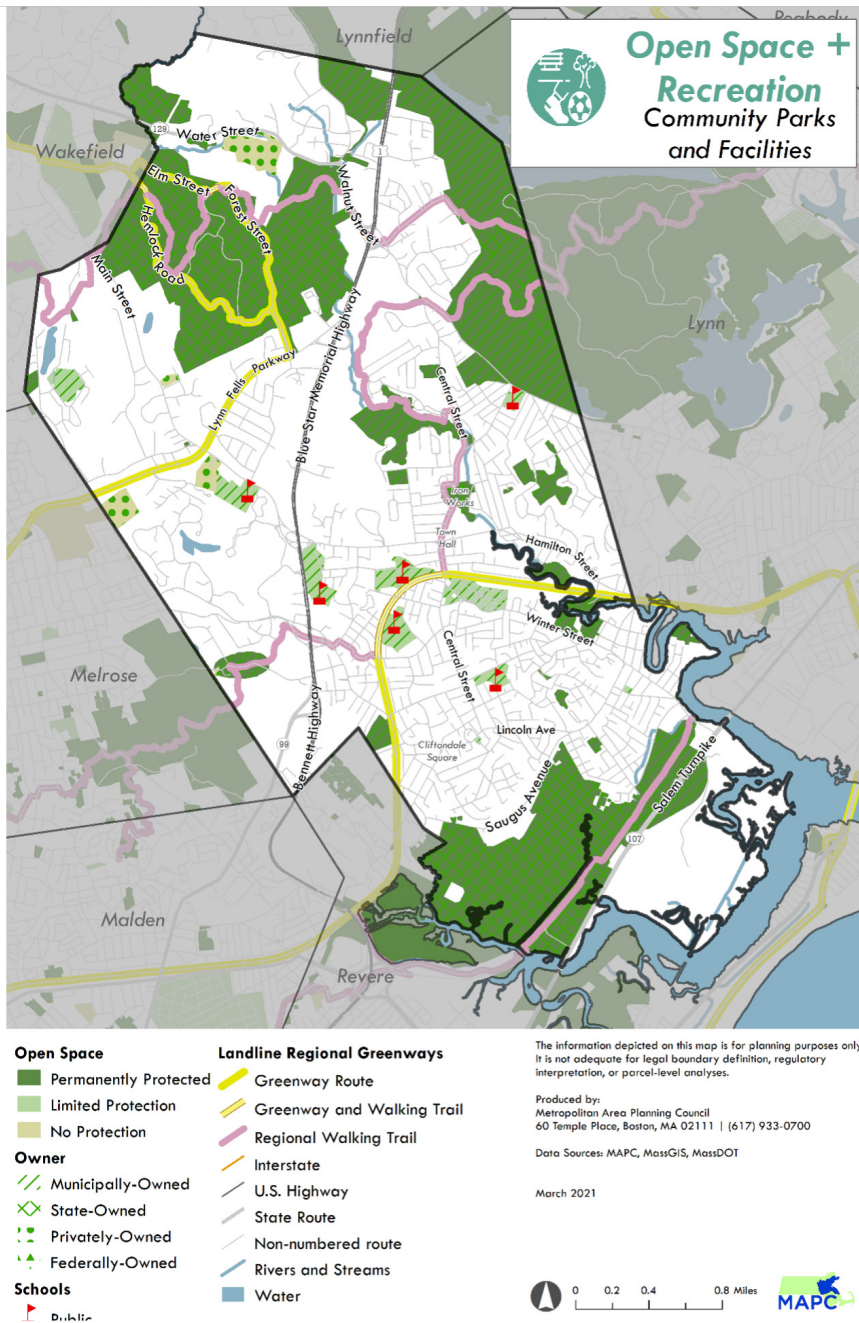
Passive Recreation

In terms of passive recreational facilities, Breakheart Reservation is one of the most utilized and treasured sites in Saugus. Providing extensive open space and passive recreational facilities, Breakheart Reservation draws people of all ages from a wide area of cities and towns north and west of Boston. The Reservation is approximately 640 acres of oak-hemlock-white pine forest covering numerous hills and surrounding two freshwater lakes, located primarily in Saugus but also abutting and within Wakefield. Residents love hiking and seeing the wildlife here and appreciate additional facilities such as the Visitor's Center and dog park.

Vinegar Hill is also a cherished resource in Saugus due to its beautiful views and fascinating history.

It is almost 25 acres in size and important to Saugus as a historical, cultural, and natural resource area. The area has an unusual topography that is characterized by vegetated wetlands and a mixed terrain. Outcroppings, wooded glens, tidal pools, vernal pools, and scenic views of the town and surrounding communities truly make the area unique.

Saugus residents appreciate the beauty of Rumney Marsh and its significance as a unique ecological resource. Rumney Marsh occupies nearly two square miles within Saugus. A significant portion of the 600-plus acre reservation lies in neighboring Revere, and Revere Beach separates Rumney Marsh from the Massachusetts Bay. Rumney Marshes was designated as an Area of Critical Environmental Concern (ACEC) in 1988 in order to preserve its environmental value as one of the most biologically significant salt marshes north of Boston.



Map 17. Saugus Open Space and Recreation Inventory Map

Youth and Recreation Department

Saugus is fortunate to have a Youth and Recreation Department with three full-time and one-part time staff members, seasonal paid employees, and a Youth and Recreation Commission made up of volunteers. Participation in the athletic programs offered in Saugus is strong, though it is the general feeling of residents that there is not enough good quality field space. Programs and sports that the Youth and Recreation Department is involved with ranges from summer camp programs, to afterschool programs, Town and travel leagues, and even a theater program.

The Youth and Recreation Department collaborates with the Department of Public Works for the maintenance and upkeep of local parks and playgrounds. Allocating sufficient funding and manpower to all of these sites in Saugus is an issue as in most communities. The Youth and Recreation Department issues permits for fields and coordinates the use of Town fields. The ongoing goal of the Youth and Recreation Director is to maintain the current operational budget and increase program revenues.

Northern Strand Community Trail

The Northern Strand Community Trail is a unique and highly valued resource in Saugus. Running along 2.4 miles of the former rail bed of the Saugus Branch Railroad, the shared-use path starts in Everett and travels through Malden, Revere, and Saugus to the Lynn line. The biking and walking trail is a part of a regional effort organized by the nonprofit Bike to the Sea, whose vision is to create a trail free of cars to the beaches in Revere, Lynn, and Nahant.

In spring of 2020 the state began a \$14 million construction project along the trail. It is part of a continued effort to improve safety along the pathway and connect the community with many other neighboring towns and cities. Safer crossings, wayfinding, and landscape amenities are major components of the improvement project. When completed, the trail will provide a continuous recreational corridor spanning 10.5 miles through Saugus, Everett, Lynn, Malden, and Revere.¹³⁵

135 The Town of Saugus, Town Manager's Office. (2020, April 16th). Construction Underway along Northern Strand Community Trail [Press Release]. Retrieved from <https://www.saugus-ma.gov/home/news/construction-underway-along-northern-strand-community-trail>

Town Services and Facilities

The community services and public facilities element of a master plan takes stock of a community's facility resources and helps to guide decisions relevant to the management of public buildings, utilities, and infrastructure in order to meet present and future needs of the community. Public facilities make it possible for municipal employees and volunteers to provide services for the public good. These facilities are also required by various mandates of state and federal government. Citizens, as taxpayers, assume the provision of basic services such as fire, public safety, education, town government and water supply. Beyond that, residents frequently convey the importance of a desire for a sense of place, membership in a community and to be cared for across the cycles of life.

The adequacy of a municipality's public facilities for the functions they serve is determined by multiple factors, including:

- The form, size, and organization of the local government;
- The municipality's land use patterns;
- Proximity to other or larger governmental entities and potential shared resources;
- The expectations of the municipality's citizens

Saugus' ability to provide adequate facilities and services depends on effective capital planning, a commitment to implementation, sound asset management policies, and the amount of revenue available for local government operations. Saugus, like many other municipalities, receives very little funding from non-local sources and relies almost entirely on its own residents and businesses for financial support.

This chapter details the structure of Town government and describes the existing conditions of facilities owned by the Town of Saugus, including those operated by the public schools, and a description of the service activities of the departments which rely on them. Recommended goals and strategies to guide the Town of Saugus' maintenance, development, and use of its public facilities and services follow at the end of the chapter.

Town Government

Saugus is governed by a Plan E form of government, which is a combination Town Manager/ Representative Town Meeting system of government. Following a June 2, 1947 referendum Saugus became the first town in Massachusetts to accept this form of government.

The Board of Selectmen, as the Chief Elected Officials and Executive Officers of the Town of Saugus, serve as the goal setting, long range planning, and policy making body of the town; they recommend major courses of action to Town Meeting, and adopt policy directives and guidelines to be implemented by officers, boards, committees, commissions, and employees of the Town.

The Town Manager is appointed by the Board of Selectmen and serves as the Chief Administrative Officer for the town. The Manager oversees the administration of all Town affairs, implements and manages all policies and procedures adopted by the Board of Selectmen and also acts as the appointing authority for the Town. The Manager appoints the following boards and commissions: Board of Assessors, Board of Health, Boats and Waterways Commission, Commission on Disabilities, Conservation Commission, Council on Aging, Fence Viewers, Historical Commission, Permitting Authority, Planning Board, and the Youth and Recreational Commission. In addition, the Town Manager prepares a proposed annual operating budget and oversees negotiations of labor contracts, and management of Town property.

Town Departments

The Town of Saugus' government is comprised of a number of departments, each vital to the efficient operation of town business and the provision of public services. A list of Town departments which carry out governmental activities, classified by function, is listed below:

General Government

- Accounting Department
- Assessors Office
- Board of Health
- Human Resources
- Inspectional Services
- MIS Department
- Planning and Economic Development
- Purchasing Department
- Town Clerk
- Town Manager's Office
- Treasurer/Collector

Public Safety

- Fire Department
- Inspectional Services
- Police Department

Public Works

- Animal Control
- Cemetery Department
- Department of Public Works
- Solid Waste/Recycling Department
- Water Department

Human Services

- Council on Aging
- Housing Authority
- Saugus Senior Center
- Veterans' Services Office

Culture and Recreation

- Saugus Public Library
- Youth and Recreation Department

Education

- Saugus Public Schools

Town Boards and Committees

In addition to the professional staff who comprise the Town of Saugus' government departments, volunteer boards and committees are a crucial component of properly functioning town governance. State statutes outline the powers and duties of statutory boards, such as the School Committee, Board of Health and Planning Board. Town bylaws specify the operations of their work. The Saugus Board of Selectmen also establishes advisory boards and committees to support the performance of their responsibilities. The following lists the various boards and committees that either are or have recently been active.

- | | |
|-------------------------------------------|--------------------------------|
| ▪ Affordable Housing Trust | ▪ Board of Registrars |
| ▪ Alternative Energy Committee | ▪ Boats & Waterways Commission |
| ▪ Ballard School Council | ▪ Building Committee |
| ▪ Belmonte Middle School Building Council | ▪ Cable Television Commission |
| ▪ Board of Appeals | ▪ Cemetery Commission |
| ▪ Board of Assessors | ▪ Commission on Disability |
| ▪ Board of Health | ▪ Conservation Commission |

- County Boards
- Cultural Council
- Finance Committee
- High School Project Building Committee
- Historical Commission
- Library Board of Trustees
- Lynnhurst School Site Council
- Planning Board
- Recreational Pathways Access Committee
- Retirement Board
- Saugus Cable Television Board of Directors
- Saugus High School Council Committee
- Saugus High School Project Building Committee
- School Building Assessment Committee
- School Committee
- Town Manager's Economic Development Committee
- Tree Committee
- Youth & Recreation Commission

Capital Improvement Plan

The Town has an established capital improvement planning process in place. The Saugus Capital Improvement Plan (CIP) for FY2017-FY2021 is a five-year plan that includes capital needs for Town facilities, schools, roadways and sidewalks, public safety, vehicles and equipment, and water and sewer infrastructure. Each year, appropriations for capital improvement projects are vetted and approved through the Board of Selectmen, Finance Committee, and Town Meeting.

The FY2017-FY2021 CIP provides an inventory of existing facilities, as well as a detailed list of projects that have been completed, are currently being worked on, and information on funding sources for capital improvement projects. In addition to public infrastructure and general municipal facilities, the Town also makes capital investments in other types of community facilities projects including, parks and open space, recreational facilities, community and human service facilities, and community development projects.

Town Facilities

The Town manages a series of public buildings and building complexes that serve a multitude of purposes, from Town Hall, to the Public Safety Building, to the Public Library, to the DPW. Saugus' municipal facilities provide locations to directly serve the public and house Town departments

Table 21. Town Facilities

| Town Facility | Location | Issues/Deficiencies | Improvements/Recent repairs |
|----------------------------|----------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lobsterman's Landing | 100 Ballard Street | No Data | No Data |
| Essex Street Fire Station* | 120-124 Essex Street | | New roof, flooring, exhaust system, floor drainage |
| Cemetery | 164 Winter Street | | Electric updates, new roof |
| Evans | 20E Denver Street | No Data | No Data |
| Town Hall Annex* | 23 Main Street | | LED lighting |
| Pump Station | 24 Lincoln Ave. | | |
| Public Safety Building* | 27 Hamilton Street | | New flooring, LED lighting, HVAC rooftop unit, water heater New dispatch radio console at the Police Department Thermal imaging cameras at the fire department Fire alarm sprinklers |
| Town Owned Property/House | 270 Main Street | No Data | No Data |
| Library | 295 Central Street | | Replaced HVAC system, LED lighting, roofing, interior paint, solar panels |
| Town Hall* | 298 Central Street | | Exterior restoration and façade improvements; LED lighting, boiler , HVAC system, generator |
| Youth and Recreation* | 402 Central Street | Insufficient space to serve youth population; facility constraints make it difficult to adequately serve youth | New furnace, HVAC system, fire alarm system; Bathroom renovations, accessibility improvements |
| American Legion* | 44 Taylor Street | | Interior and exterior renovations, new flooring, HVAC system, roof, fire escapes |
| Senior Center* | 466 Central Street | | Exterior and interior painting, LED lighting, flooring HVAC system, generator, accessible doors, kitchen upgrades; transportation van |
| DPW* | 515 Main Street | Lack of space for equipment and personnel; The salt shed needs replacement | HVAC system; Apparatus Bay heating; Improvements to the Town's compost facility. |

Table 22. Town Facilities

| Town Facility | Location | Issues/Deficiencies | Improvements/Recent repairs |
|-------------------------------------|-------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------|
| Canine | 515 Rear Main Street | | New building for the canine and building maintenance departments |
| MEG Building | 54/58 Essex Street | | |
| Former Fire Station | 6 Taylor Street | | |
| Saugus Middle High School Complex | 1 Pearce Memorial Drive | None | None |
| Lynnhurst School | 10 Elm Street/ 443 Walnut Street | Surplus Building | None |
| Ballard School | 22-28 Richard Street | Surplus Building | None |
| Belmonte Middle School | 25 Dow Street | | New tennis courts, a pickleball court, a shot-put area, and lights on the play courts. New security cameras |
| Roby School Administration Building | 25 Main Street | | |
| Waybright Elementary School | 25 Talbot Street | Surplus Building | None |
| Oaklandvale Elementary School | 266 Main Street | | |
| Veterans Memorial Elementary School | 39 Hurt Avenue | | Security cameras; New playground with wheelchair-accessible inclusive playground equipment and updated basketball court. |

and employees. Each of these facilities must be maintained on a regular basis to protect the public's investment in them and ensure the safety and comfort of the people who use them. The following is a brief description of major Town owned public buildings, summarizing building use, past investment and current capital needs. All public buildings and schools are maintained by the town's Engineering Department.

Table 23. Software Applications

| Town Department | Software |
|------------------------|-------------------------------------------------------------------------------------------------------|
| All Departments | Microsoft Office 2010, MUNIS, Comodo Security, CyberReason RandomFree, Malware Bytes, Adobe Reader DC |
| Accounting | SnipIT, APowerPDF |
| Inspectional Services | Access2010, ControlCenter 4, ASAP Utilities |
| Assessor's Office | AssessPro, TeamViewer, CAMA, PDF Architect 5, |
| VADAR | |
| Treasurer/Collector | VADAR, Access 2010 |
| MIS | LogMeIn, FuelMaster Plus, CCleaner, IPScanner, |
| ITarian Remote Control | |
| Cemetery | Global VPN Client, Foxit PhantomPDF |
| Senior Center | MySeniorCenter, Print Artist, Access 2010 |
| Public Works | SeeClickFix, PeopleGIS |
| Town Manager's Office | PeopleGIS |

Information Technology

Information Technology is key to Saugus' ability to grow, educate its children, respond to emergencies, and efficiently provide services to its citizens, and increase productivity. The Town owns hardware and software, as well as networks and facilities that contribute to information technology. Investments in IT applications and infrastructure provide the town's administration with tools to more effectively observe and manage the financial, physical, and human resources of the Town.

Town Services

Saugus provides essential municipal services for households and businesses, including police and fire protection, public education, street maintenance, stormwater management, and solid waste and recycling. In addition, the Town provides programs and services for people of all ages, including seniors and veterans, and culture and recreation programs for youth and adults.

Public Safety

Fire Department

The Saugus Fire Department's mission is to "protect the lives and property of the people of Saugus and those who visit our Town, from fires, natural and man-made disasters, and hazardous materials incidents." The Fire Department meets its mission by offering a wide range of emergency services, including, hazard mitigation, fire prevention and suppression, as well as emergency medical services, and code enforcement.

The 58-member civil service department has four groups and a nine man minimum on duty. The Fire Chief heads the department, supported by the Deputy Fire Chief, overseeing five captains, seven lieutenants and 37 firefighters. All firefighters are trained at the First Responder level, with a large majority being certified at the Emergency Medical Technician (EMT)—Basic or EMT—Paramedic levels.

In FY19, the Fire Department was budgeted \$5,107,063 additionally, a three-year, \$884,883 grant was awarded to the department through the Staffing and Adequate Fire and Emergency Response (SAFER) program. This will enable the Saugus Fire Department to hire 5 additional fire fighters. During FY19 the Saugus Fire Department responded to 4,855 incidents, including 103 fires. Over half the calls were for medical emergencies or medical assists. The community is serviced by Armstrong Ambulance, but the Fire Department responds to most medical aids.

The Department maintains two fire stations. The Fire Department Headquarters shares the Public Safety Building, located at 27 Hamilton Street, with the Police Department. The second fire station is located at 120 Essex Street, in the Cliftondale section of town. The Department also has a number of vehicles and equipment, including two engines and one ladder truck.

Police Department

The Saugus Police Department (SPD) operates out of the Public Safety Building at 27 Hamilton Street, which also houses the Fire Department. The Department is led by the Chief of Police, who—with the support of the Assistant Chief of Police – oversees a total of 25 FTE employees. In FY19 the Police Department responded to 22,132 calls for service, as enumerated in the 2019 Annual Town Report. The SPD consists of three primary divisions: Operations, Criminal Investigation Division, and Patrol.

The Operations Division oversees the operations of the Police Department and typically has regular, routine contact with the public. The Criminal Investigation Division (CID) investigates criminal activity that occurs in town and works closely with investigators from surrounding cities and towns, state police and federal agencies in sharing, information, resources, and personnel. CID personnel are also affiliated with federal task forces that have been established to address specific types of crimes, such as narcotics distribution, gang violence, cyber-internet crimes, car theft, bank robberies, violent offenses, and warrant apprehension. Saugus belongs to the North Eastern Massachusetts Law Enforcement Council (NEMLEC), which provides mutual aid and has an assistance agreement to share resources and personnel among member communities.

The patrol division consists of three shifts of officers operating 24 hours a day, seven days a week. Officers assigned to this division conduct high-visibility patrols in different sectors of the town and respond to emergency and other calls for service. The Police Department currently has 25 marked units, 17 unmarked vehicles, and one pickup truck. The Town's CIP routinely allocates money for the replacement of the Department's vehicle fleet.

In addition to calls for service, the Police Department works collaboratively with other Town departments, including the Fire Department, Saugus Public Schools and the Youth and Recreation Department on town-wide issues.

Saugus Public School District

Saugus operates its own school system, with 2,607 students enrolled across its five schools in the 2020-2021 school year. The district is governed by the Saugus School Committee, a board of five elected members and managed by the Superintendent. In FY20, Saugus Public Schools (SPS) had an appropriated budget of \$29.76 million and employed 210 FTE teachers.

The Saugus Public School District consists of four elementary school facilities: Lynnhurst Elementary, Oaklandvale Elementary, Veterans Memorial Elementary, Douglas Waybright Elementary, the newly constructed Saugus Middle High School Complex and the Roby School Administration Building.

Table 24. Enrollment by School

| School Building | Grades | Enrollment (2020-2021) |
|-------------------------------------------------------|--------|---------------------------|
| Lynnhurst School | K-5 | 216 |
| Oaklandvale Elementary School | K-5 | 201 |
| Saugus Middle High School Complex (Opened in 2020) | 6-8 | 623 |
| | 9-12 | 680 |
| Veterans Memorial Elementary School | PK-5 | 414 |
| Waybright Elementary School | K-5 | 163 |
| District Total | | 2,297 |

District-Wide Master Plan Solution

The Town of Saugus is in the process of reconfiguring their school facilities model, as well as the distribution of students within the school system. In 2017, the town voted to support and invest in a District-Wide Master Plan Solution. The master planning effort included educational visioning workshops with the community and an assessment of six school buildings (Ballard, Belmonte, Lynnhurst, Oaklandvale, Veterans Memorial, Waybright) and the Roby School Administration Building. The district's educational spaces were reviewed and assessed to determine the physical condition of each building and how well the facilities meet the needs of the student population.

The following is a summary of key concepts proposed in the plan:

- Construction of a new Middle-High School for grades 6-12
- Renovation of Belmonte Middle School, which will be used as an upper elementary school for grades 3-5
- Relocation of the school department's district offices from the Roby Building to the Belmonte Upper Elementary School
- Renovation and a 15,500 square foot addition to Veterans Memorial Elementary School, which will become a Lower Elementary School for Pre-K through grade 2

The Saugus Middle-High School Complex (SMHSC) opened in the spring of 2020 and is the town's most recently constructed school facility. The new school was built to replace the old Saugus High School building, which is currently being demolished to make way for athletic fields. The SMHSC operates as a single unit, bringing together 1,360 middle and high school students using a split campus model. The new 271,000 square foot facility includes state-of-the-art science labs and technology classrooms, a 750-seat auditorium, cafeteria, gym, and student café.

In addition to SMHSC, high school students may also attend the Northeast Metropolitan Regional Vocational School located in Wakefield which serves students from twelve communities: Chelsea, Malden, Melrose, North Reading, Reading, Revere, Saugus, Stoneham, Wakefield, Winchester, Winthrop and Woburn.

Public Works

Department of Public Works

The Department of Public Works (DPW) oversees the maintenance and operations of the Town's public infrastructure and services, including but not limited to engineering design, construction, maintenance and repair of streets, sidewalks, sewer, water and storm drainage systems, surveying and mapping, maintenance and repair of vehicles and equipment, maintenance of parks, athletic fields, public buildings, snow plowing and ice control and the administration of construction contracts. As in most towns, the DPW is the "go-to" department for numerous requests, the department is responsible for a wide range of tasks in maintaining the town's infrastructure, buildings, and equipment, but could use additional staffing resources.

The Department of Public Works operates with 20 staff members and is headquartered at 515 Main Street. In FY2019 the DPW budget was \$4,728,264. The DPW is currently organized into eight divisions, including Administration, Highway, Parks, Forestry, Water, Sewer, Engineering, and Motor Pool.

The Administration division is critical to the daily functions of the department and provides administrative support for all DPW operations, including budgeting, planning, accounts payable, payroll, invoices, purchase orders, and billing records. This division's staff is also the most public facing in the department, fielding telephone calls and emails from town residents on issues such as street lighting, potholes, sidewalk conditions, public trees, water and sewer drainage, and other general public inquiries. In addition to the Director of Public Works the Administration Group consists of an Assistant Director and two Administrative Assistants.

The Highway Division of the DPW provides for the maintenance of all town roads, sidewalks, municipal and school parking lots, fencing and guard rails. The town's road network consists of 140 miles of roadway. This includes nearly 87 miles of accepted local streets, 29 miles of private or unaccepted streets (16 miles are unaccepted; 13 are private), and 24 miles of State roadway maintained by the Massachusetts Department of Transportation (MassDOT). The Highway division maintains approximately 110 miles (200+ lane miles) of roadway in Saugus.

The highway division also operates and maintains the Town's drainage network, including catch basins, manholes, ditches, drainage pipes and is responsible for stormwater management activities within the Town. With assistance from the sewer division, it also maintains and clears unwanted debris from the town's rivers, brooks, and streams. Additional division responsibilities include filling potholes, repairing and replacing curbing, sidewalks, road signage, and traffic markings. The DPW uses the SeeClickFix tool as a maintenance management software and workflow system. The SeeClickFix tool enables residents to visually report any infrastructure damage or issues to town officials.

Every year a roadway program is developed by the Town and the DPW paves a series of roadways as part of its ongoing road paving plan. Using Chapter 90 funds, which amounts to approximately \$400-800k a year, the town can fund a handful of roadway improvement projects. The Chapter 90 program, which is administered by MassDOT, entitles cities and towns to reimbursements on approved highway construction, preservation, and improvement projects.

The following roads were repaved or improved in 2020 as part of the town's road paving plan Adams Avenue, Clinton Avenue Forest Street, Vine Street, Walnut Street, Harmon Road and St. James Road. Note that road infrastructure is not discussed at length in this chapter, for a more detailed discussion of these facilities and recent improvements, please refer to the Transportation & Mobility chapter of this Plan.

The Parks Division is responsible for the maintenance of parks, playgrounds and athletic fields throughout town including:

- | | |
|-----------------------------------|----------------------------|
| ▪ Bucchiere (Bristow Street) Park | ▪ Belmonte Middle School |
| ▪ Stocker Playground | ▪ Evans School |
| ▪ Anna Parker Playground | ▪ Veterans Memorial School |
| ▪ Stackpole Field | ▪ Oaklandvale School |
| ▪ Golden Hills | ▪ Lynnhurst School |
| ▪ Prankers Pond | ▪ Waybright School |
| ▪ Saugus High School | |

The division works closely with the school athletic department to make sure all fields are properly marked and groomed for games. The Parks Division also assists the Forestry Division with various Tree, Stump and Festival related duties.

The Forestry Division is responsible for the pruning, maintenance, and removal of trees in Saugus. It also oversees perennial and annual planting and maintenance in Saugus Center, Cliftondale Square, and plant containers throughout Town. This division is also responsible for hanging banners and holiday decorations in town and raising and lowering flags for memorial observations.

The Forestry division foreman maintains the Town's tree and roadside brush control program. In addition, Saugus has a Tree Committee, which works with and advises the foreman on matters pertaining to tree and landscape planning, as well as maintenance of shade and other public trees in Saugus. This volunteer group maintains the Town Tree Farm, educates residents about the benefits and importance of trees, and has an ongoing program for street tree replacement. Saugus' Tree Farm is located off Jasper Street in Saugus Center. The Town maintains the Tree Farm in order to ensure that public trees lost to disease and injury are replaced at a minimal cost to the Town.

Since 1946, the Town of Saugus has been part of the water supply network now operated by the Massachusetts Water Resources Authority (MWRA). Over 40 other municipalities in the Boston metropolitan area receive drinking water from the MWRA, which primarily receives water from the Quabbin and Wachusett in western and central Massachusetts. Water is supplied to the town through seven metered connections.

The DPW's Water Division operates and maintains the network of pipes and valves that deliver clean water to homes and businesses in Saugus. This network includes approximately 115 miles of water main, 2,000 water valves, 1,500 hydrants, and 10,000 water services. The division also coordinates water main shutdowns and mark outs for all contractors and utility companies working in Saugus. More than 95% of the buildings in Saugus receive water from the Town. Average daily flow is approximately three million gallons and peak day flow is approximately six million gallons.

This division performs annual maintenance tasks such as water main flushing to maintain the quality of the water in the distribution system, valve exercising, and hydrant winterization. Over the last 20 years, the DPW has performed approximately \$30 million of improvements to the water system including mains, manholes, services, lift stations, valve and hydrant replacement.

The DPW's Sewer Division maintains approximately 110 miles of sewer gravity mains and force mains and approximately 10,000 sewer services. Approximately 95% of the town's population is served by Saugus' sewer system. A significant number of the remaining homes are adjacent to, but not connected to sewer lines. These property owners have continued to use alternative systems such as septic systems.

The Town's sewer system consists of seven pumping stations and lines that feed into the main sewer lift station located on Lincoln Ave (Lincoln Ave Lift Station – LALS). From this station, sewage is pumped to the Lynn Wastewater Treatment Facility (LWWTF) where it receives primary and secondary treatment before discharge. An inter-municipal agreement (IMA) with the City of Lynn allows Saugus to discharge up to 17 million gallons per day to the LWWTF.

In June 2018, Town Meeting members demonstrated their support for a Storm Water Master Plan, and in turn adopted a bylaw that regulates discharges to the municipal drainage system. This effort was intended to bring the town into compliance with federal stormwater regulations.

The bylaw applies to all flows entering the town's municipal storm drainage system, as well as any construction activity that disturbs at least 1 acre of land. A person will need to obtain a stormwater management permit in order to clear, grade or excavate land if the construction results in a land disturbance of 1 acre or more of land.

The Engineering Division consists of the Town Engineer, who is responsible for performing various types of labor related to the study, analysis, and engineering of the town's infrastructure and equipment and undertaking a variety of activities pertaining to public works.

The Motor Pool Division is responsible for the maintenance, repair and inspection of all DPW equipment and motorized vehicles. The foreman and sole staff member maintains over 50 vehicles and 20 other pieces of equipment.

Cemetery Department

The Town's Cemetery Department and Cemetery Commission are responsible for maintaining and preserving Saugus's two cemeteries. The department's staff oversees interments and burial services at Riverside Cemetery and First Parish Cemetery, which in total comprise approximately 22 acres of land. For FY19, the department had a staff of two full-time employees, one part-time clerk, and handled 87 interments.

Solid Waste & Recycling Department

The Solid Waste/Recycling Department oversees daily operations of the curbside collection of solid waste and recycling service for residents and businesses in Saugus. In addition, the town provides a compost site, seasonal pick up of yard waste, and a CHaRM (Center for Hard to Recycle Materials) facility for items not eligible for curbside recycling. The CHaRM center and compost area are located behind the Saugus Department of Public Works at 515 Main Street.

Culture and Recreation

Saugus Public Library

Located across from Town Hall at 295 Central Street, the Saugus Public Library is a vital asset to the community, providing residents with the resources for lifelong learning, public space for meeting and gathering, and resources for patrons to gain a better understanding of their personal heritage and the cultural heritage of others. The library employs a staff of 18, including four full-time and three part-time librarians. The Library staff, Trustees, and Friends are committed to improving the Library building, programs, services and collections.

The library maintains an impressive collection of circulation materials – both physical and digital and offers a variety of programming for children, teens, and adults. Examples of library programming include book discussion groups, children's story time, Music and Mother Goose, sewing classes, yoga and hands-on gardening instruction. Additionally, the Library provides a number of passes to local museums and attractions that can be checked out by patrons.

The 16,500-square-foot, two-story building was constructed in 1996 and hosts a main circulation desk, reading rooms, stack areas, and two meeting rooms which may be reserved by community groups and organizations at no charge. The 625-squarefoot Community Room—the space where most events are held—accommodates 70-75 people and is equipped with a large screen TV and computer for presentations. The Fred Brooks Room is a conference room with a capacity of 12. The library's meeting rooms may be reserved in the library or online at the library's website. There have been several improvements to the building in recent years, including the installation of a new HVAC system, VOIP telephone system, and energy-efficient lighting.

Saugus Senior Center/Council on Aging

The Council on Aging (CoA) works to meet the diverse and complex needs of Saugus' growing senior population by connecting them with community services, educational programs, activities, and health related workshops. The Saugus Senior Center located at 466 Central Street serves as the focal point for these efforts, offering a space for health and education programming and various community events. It is open Monday through Friday from 8:00 am to 3:30 pm. CoA is overseen by a 13-member board with staff that includes three full-time employees (Director, Administrative Assistant, and Van Driver) and nine part-time employees.

The Center provides meals and hosts a wide variety of programming that ranges from health screenings to educational seminars and guest speakers to exercise classes and fitness programs for seniors. Additionally, services are provided for senior outreach and referral, legal assistance, and income tax help. Once a week, a volunteer Shine Counselor from Mystic Valley Senior Services, comes to the Center to assist elders in understanding their health insurance needs.

The CoA owns a 12-passenger van and provides transportation services to medical appointments as well as shopping and errands for seniors in eight different communities. In 2019, a citizens group, Friends of the Saugus Senior Center, purchased a new car for the Center to assist with the transportation needs of seniors.

Youth and Recreation

The Youth and Recreation Department strives to create exciting and diverse recreational programming and opportunities for youth in Saugus. The Department's administrative offices are housed in the Chris Ciampa Jr. Youth and Recreation Center at 400 Central Street. The Center offers space for youth to participate in recreational, educational, and wellness activities however, the building's lack of space and current configuration is constraining and incompatible with future expansion needs of recreational services. With several of the schools coming offline as part of the town's reconfigured school district, the Waybright School building could potentially serve as an appropriate size and suitable space for adaptive reuse.

In addition to the Director, the Department has two full-time staff members and one-part time staff member, as well as seasonal paid employees. The Department is further supported by the Youth and Recreation Commission which is made up of volunteers. Participation in the athletic programs

offered in Saugus is strong. Programs and sports that the Youth and Recreation Department is involved with ranges from summer camp programs, to afterschool programs, Town and travel leagues, and even a theater program.

The Youth and Recreation Department collaborates with the Department of Public Works for the maintenance and upkeep of local parks and playgrounds. Allocating sufficient funding and manpower to all of these sites in Saugus is an issue as in most communities. The Youth and Recreation Department issues permits for fields and coordinates the use of Town fields. The Open Space and Recreation chapter of this Master Plan provides more detail about the Recreation Department's programming and resources.

Energy and Sustainability

Introduction

Massachusetts has a statewide goal of reducing greenhouse gas (GHG) emissions to net-zero by 2050, and many municipalities are setting local goals to reduce emissions.

Municipalities have an opportunity to lead against climate change and in the reduction of GHG emissions. The Town of Saugus has taken steps to reduce energy and GHG emissions through direct control over municipal energy usage. Incorporating energy efficiency and renewable energy into municipal planning has several benefits, including:

- Help save money and reduce energy costs
- Stabilize energy prices
- Reduce air pollution
- Reduce greenhouse gas emissions
- Increase energy resilience and energy independence

This section summarizes municipal energy usage, energy across the community, and related sustainability efforts. Following the Energy section is a deeper focus on the effects of climate change.



Figure 46. Green Communities logo

Energy

Green Communities and Municipal Energy Programs

Municipalities have direct control over energy use in their municipal facilities including, buildings, open space and recreational facilities, traffic lights, water and sewer systems, and vehicle fleets. While municipal energy use typically only makes up a small portion of the total energy use within a community, municipal leadership on energy efficiency and renewable energy can be critical to elevating the issue and incentivizing change through leading by example. Energy efficiency efforts can help save the Town money by reducing costs from energy usage and taking advantage of utility incentives. Similarly, purchasing renewable energy can help stabilize energy prices and may reduce costs for the Town, which can be a significant portion of the municipal budget. In 2020 Saugus did an LED streetlight conversion, helping it to save money and leading by example.

In 2015, the Town of Saugus was designated a Green Community by the Massachusetts Department of Energy Resources (DOER). In order to receive this designation, the Town created a 5-year energy reduction plan (ERP) to reduce municipal energy use by 20% (with a baseline year of FY2014).

In addition to the ERP, the Designation required the community to achieve four criteria, including:

1. Approve zoning for renewable energy generation,
2. Adopt expedited permitting for as-of-right energy facilities,
3. Adopt a fuel-efficient vehicle policy, and
4. Adopt the Massachusetts' Board of Building Regulations and Standards (BBRS) Stretch Code (780 CM 115.AA) which minimizes the full costs of an asset over its life cycle and increase energy efficiency in new construction.

Table 25. Green Communities Grant Funding

| Award Date | Award Amount | Project Summary |
|---------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| December 2015 | \$208,335 | Grant-funded electric vehicle purchase, EV charging station, lighting, HVAC upgrades, and variable frequency drives and motors, in municipal facilities including Veterans Memorial and Belmonte Middle Schools |
| July 2017 | \$242,903 | Grant-funded measures in municipal facilities including Public Safety Building and Public Library. ECMs included interior and exterior LED lighting retrofits, commissioning, efficient motors, Energy Management System (EMS) upgrade, and rooftop unit replacement |
| July 2018 | \$238,560 | Grant-funded lighting, interior and exterior lighting, rooftop unit replacement, pumps/motors/drives, and hot water boiler, in municipal facilities including Public Safety Building, Town Hall, and Senior Center |
| August 2019 | \$135,565 | Grant-funded lighting, RTU replacement, and administrative and technical support, in municipal facilities including DPW, Town Hall Annex, and Public Safety Building |
| TOTAL: | \$825,363 | |

The Green Communities Designation allows the Town to be eligible for state grant funding to implement energy conservation measures (ECMs) across Town-owned property, buildings, and vehicles. In the 2014 baseline, municipal-owned buildings (including schools) made up 78.4% of the total municipal energy consumption, and vehicles made up 13.5% (the remainder of energy usage is from streetlights, open space, and water/sewer). Of the 78.4% energy use from municipal buildings, the schools make up the largest portion of energy usage, which is typical across Massachusetts.

Saugus has taken advantage of the Green Communities state grant four times since designation and received nearly a million dollars in State grant funding.

According to the weather normalized data in MEI, the Town has reduced energy consumption by 4.2% between 2014 and 2019. In 2020, the Town completed five energy conservation projects – the Town installed a new high efficiency chiller at the Town Hall, retrofitted interior lighting to LEDs in the Town Hall Annex and the DPW Building, and completed a controls retrofit at the Public Safety Building and the Town Hall. The Town is also working on a retrofit of all streetlights to LEDs, which is set to complete in November 2020. The project is estimated to provide savings of 1,072,912 kWh (3,661 MMBTU), which represents a potential energy reduction of 4.9% from the Town’s total baseline year.

Community-Wide Energy Use

While leadership in municipal energy use is critical, the energy used in residential, commercial, and industrial sectors comprises a larger portion of Saugus’s energy usage and GHG emissions. According to the 2018 MassSave¹³⁶ data, electricity usage from the residential sector accounts for 49% of the usage, while commercial and industrial (C&I) account for 51% of the usage. Electricity

is measured in “Mega-Watt hours” (MWh). One MW is equivalent to 1,000 kilowatts (kW) or 1,000,000 watts (W). One MWh would be equivalent to the electricity required to power 10,000 100-watt light bulbs for one hour. Between 2014 and 2018, annual electricity usage steadily decreased especially after 2015 but the residential sector saw a slight increase of approximately 5% between 2017 and 2018.

When looking at the monthly electricity usage in 2018, summer months such as July and August, as well as winter months such as January and December, had the highest electricity usage. The residential sector was affected more by seasons compared to the C&I sector. For example, the electricity usage from the residential sector increased by approximately 47% between June and July, while usage from C&I sector increased by about 14%. These energy peaks follow the seasonal energy needs for cooling and heating.

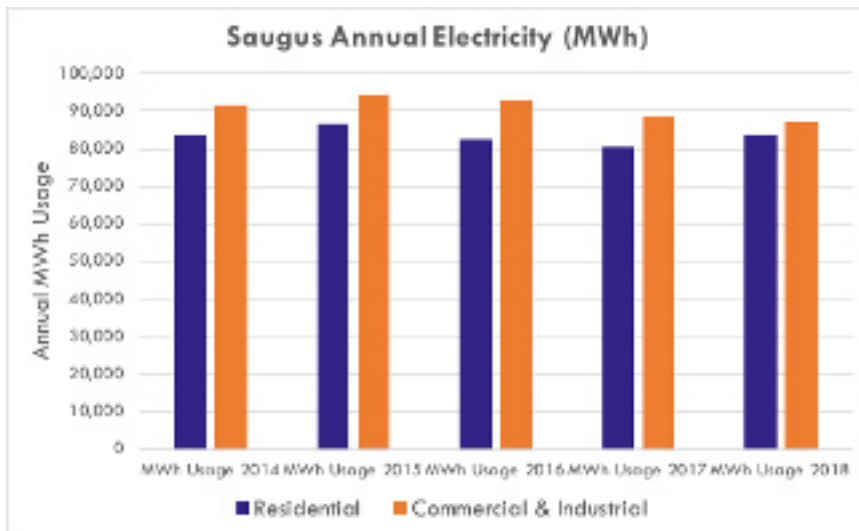


Figure 47. Annual electricity use by sector from 2014 to 2018. Source: MassSave

136

MassSave is a collaborative, all-encompassing energy efficiency program run by energy providers and utilities in Massachusetts.

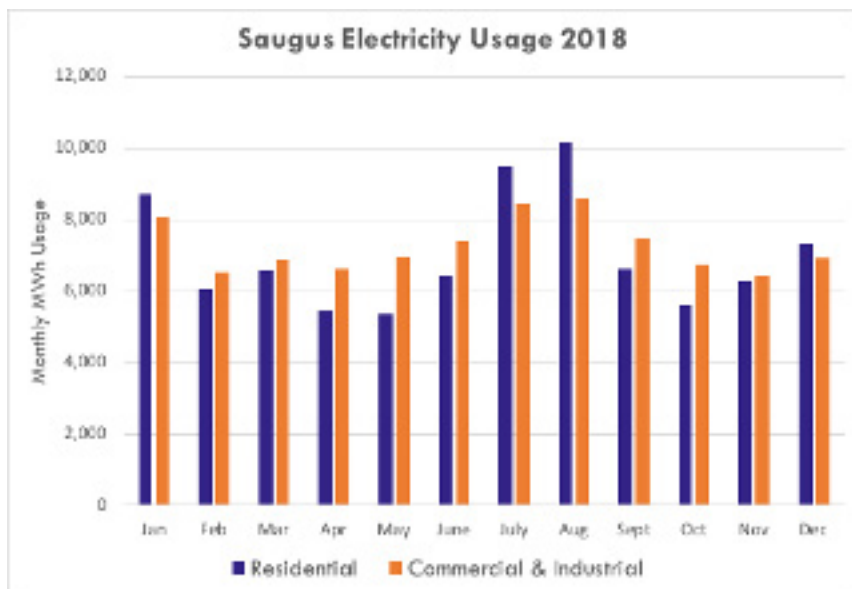


Figure 48. Monthly electricity use by sector in 2018. Source: MassSave

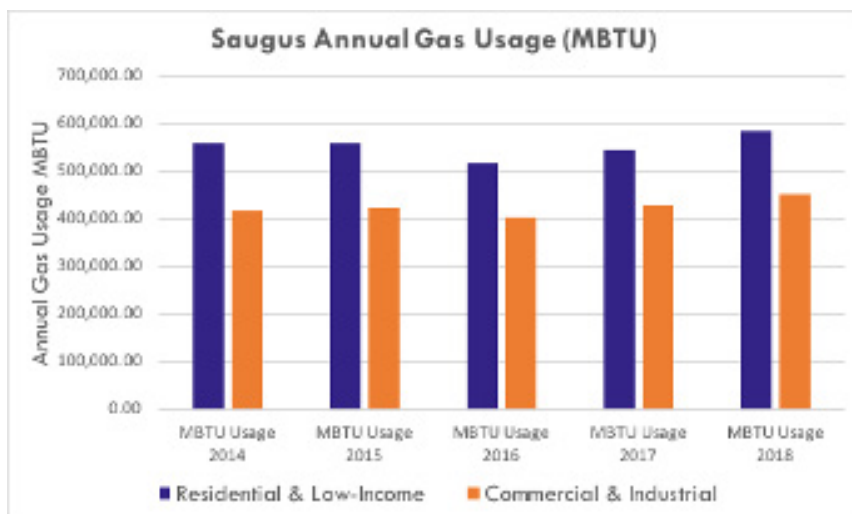


Figure 49. Monthly electricity use by sector in 2018. Source: MassSave

In addition to capturing electricity data, MassSave also collects utility data for natural gas, which is typically used for the heating cooling, and provisions of hot water in buildings. However, other heating fuels such as propane and oil, which are delivered to building occupants, are not captured in the MassSave dataset. The graph below shows the gas usage across the Saugus community from 2014 to 2018. The gas usage is measured in “British Thermal Units” or BTUs.¹³⁷ In 2018, Saugus’ residential sector made up 56% of the gas usage compared to 43% from the C&I sector. Both residential and C&I gas usage remained fairly flat between 2014 and 2015, while both increased slightly by less than 10%¹³⁸ between 2016 and 2018. This increase may be due to population increases, and an increase in the number and types of businesses.

When looking at the monthly gas usage in 2018, the residential sector was also impacted by seasons more than the C&I sector. Both sectors had low usage during summer months and peak usage during winter months. For example, the gas usage from the residential sector increased by approximately 29% between November and December, while usage from C&I sector increased by about 7%. This reflects the high heating load in the residential sector during winter months.

Renewable Energy

In the 1975 the Saugus Wheelabrator Plant was constructed and was considered cutting edge technology at the time. The plant is a waste-to-energy plant that generates 54 MW of energy from the incineration of municipal waste.¹³⁹ However, many local residents

¹³⁷ A British Thermal Unit or BTU is the unit of heat required to raise the temperature of one pound of water by one degree Fahrenheit.

¹³⁸ This data set does not take into consideration of weather normalization, which incorporates the number of heating degree days. The number of heating degree days may impact the amount of thermal energy used in any given year.

¹³⁹ <https://www.wtienergy.com/plant-locations/energy-from-waste/wheelabrator-saugus>

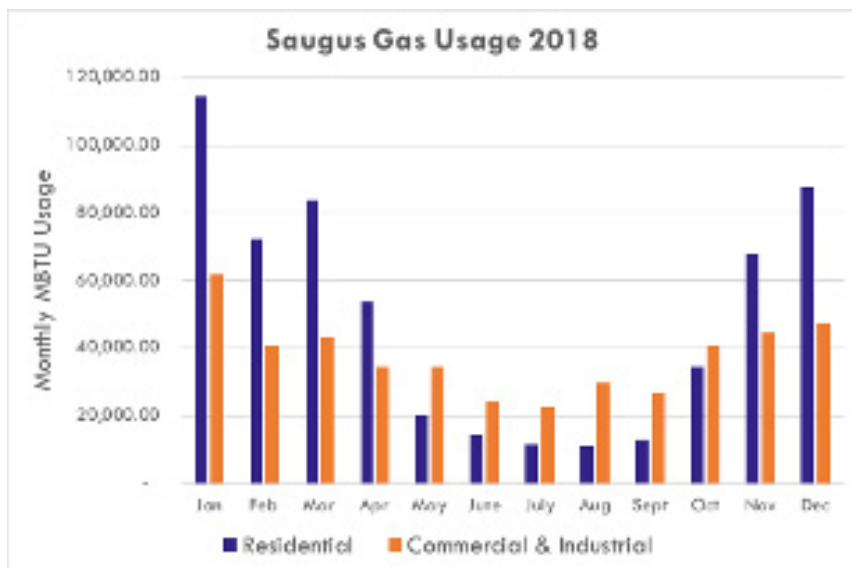


Figure 50. Monthly electricity use by sector in 2018. Source: MassSave

and neighboring community members are concerned about the plant's impact on local air quality, water quality and public health. The primary concerns have centered around the on-site disposal of ash from the incinerator and the company has previously been fined for violations of the Clean Water Act and Hazardous Waste Management Act.¹⁴⁰ Several local non-profits have been at the forefront of local environmental and public health action including the Saugus Action Volunteers for Environment (non-profit founded in 1973) and Saugus River Watershed Council.

In 2014, the Town adopted a Large-Scale Ground Mounted Solar Photovoltaic Installations Overlay District, which allows and regulates the development of ground-mounted solar systems 250kW or larger. However, the zoning code does not address small scale or accessory use solar (such as rooftop solar). In 2017, the Town of Saugus partnered with Ameresco to develop a local Solar Farm behind the Public Works building on the capped landfill.

The Town leases the property to Ameresco for the Solar Farm and has a 20-year Power Purchase Agreement (PPA). The Town receives \$150,000 in energy cost savings, as well as revenue from the land lease and a Payment in Lieu-of-Taxes (PILOT).¹⁴¹

Climate Change

Recent years have seen notable weather extremes in Saugus. The winter of 2015 brought record-breaking snow, resulting in downed trees and power outages. The following year Saugus was under a state drought warning from July to November, leading to low flow in local brooks. The winter of 2018 once again brought severe winter storms with a succession of four nor'easters pummeling the town in March. In March 2010 rainfall was so significant that a federal disaster was declared; in Saugus 234 property owners received flood insurance or disaster assistance. Globally, the past five years have been the hottest in recorded history.

140 <http://files.ctctcdn.com/ea79051b001/969257ff-60ac-49ad-a9f2-0c6f4fad0423.pdf>

141 <https://www.ameresco.com/residents-town-officials-invited-attend-grand-openingribbon-cutting-ceremony-brand-new-solar-farm/>

These types of weather events are projected to happen more frequently as our climate warms. Projected changes include an increase in average temperatures and extreme heat days. Changing precipitation patterns include both increased flooding from large rain events and a greater likelihood of drought. Projected ocean impacts include sea level rise, more frequent and severe storms, warmer water temperatures, and increasing acidification as ocean waters absorb more carbon dioxide. Changing climatic conditions will have wide ranging impacts on infrastructure, public health, natural resources, and the economy. Saugus is already taking proactive steps to address potential climate threats; the Master Plan process is an additional opportunity to assure that Saugus is well-prepared to address the challenges posed by changing conditions. This section summarizes climate projections, highlights existing conditions, and identifies climate impacts to consider when planning for the future.

Climate Observations and Projections

Temperature

Records from the Blue Hill Observatory in Milton, MA show that average temperatures (30-year mean) have risen approximately 3 degrees (F) in the almost 200 years since record keeping began in 1831 (Figure 51).

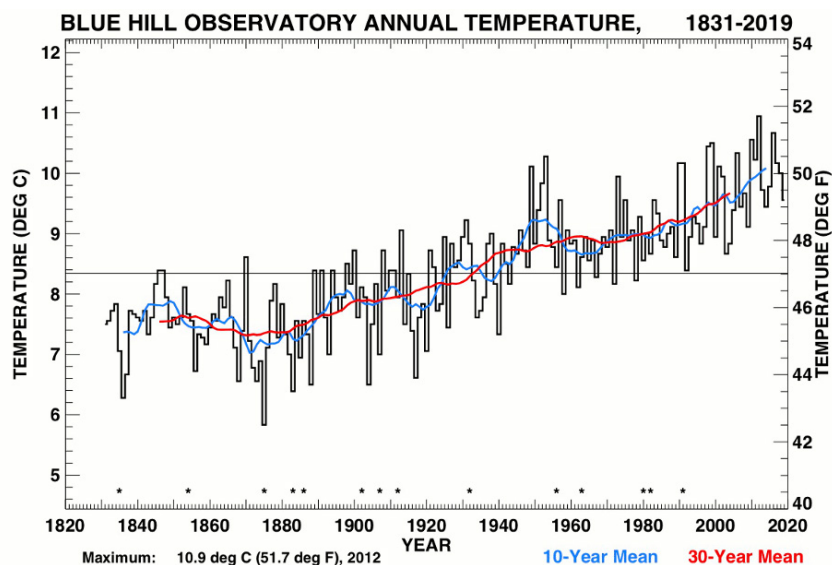


Figure 51. Observed Increase in Temperature

The Northeast Climate Adaptation Science Center (NECASC) provides localized climate projections for Massachusetts. Figure 52 provides projections for average temperature, days above 90 degrees, and days below freezing for the Saugus area.

Precipitation Patterns

Annual precipitation in Massachusetts has increased by approximately 10% in the fifty-year period from 1960 to 2010.¹⁴² Moreover, there has been a significant increase in the frequency and intensity of large rain events. The Northeast US has experienced a 55% increase in the amount of annual precipitation that falls in the top 1% of storm events over the past 60 years.¹⁴³

142 Massachusetts Climate Adaptation Report, 2011; <https://www.mass.gov/files/documents/2017/11/29/Full%20report.pdf>

143 Fourth National Climate Assessment, 2018

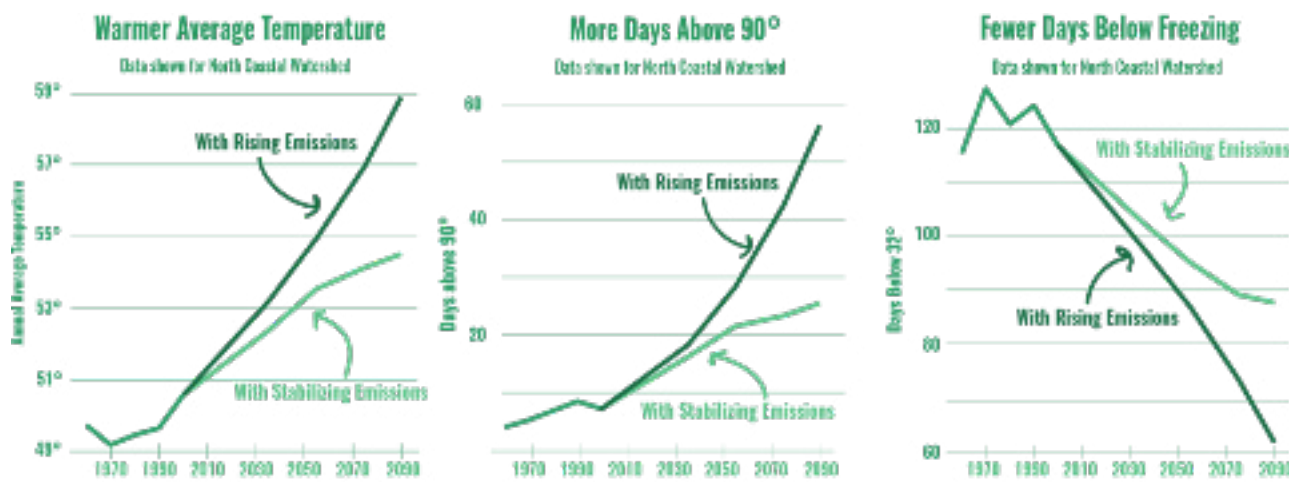


Figure 52. Projected Temperature Changes for the North Coastal Watershed
Source: NECASC

Figure 53 shows the increase in the size of the 10-year, 24-hour storm, a figure used to size stormwater infrastructure, for Saugus over the past 60 years.

The trends of increasing annual rainfall and large rainfall events are projected to continue as the climate warms. Despite overall increasing precipitation, more frequent and significant summer droughts are also a projected consequence of climate change. This is due to projections that

precipitation will increase in winter and spring and decrease slightly in the summer and fall, and a result of earlier snow melt and higher temperatures that will reduce soil moisture.

Sea Level Rise

Records from the Boston Tide Station show sea level rose over 11 inches from 1921 to 2019 (Figure 54). Projections of sea level rise vary significantly depending on future greenhouse gas emissions and melting of land-based glaciers. Currently sea level is rising at an increasing rate. Massachusetts projections from NECASC for 2100, based on a higher emissions scenario, range from four feet to ten feet, with ten feet representing the most extreme scenario. Projections for 2030 range from .7 to 1.2 feet; for 2050 they range from 1.4 to 2.4 feet (base year is 2000).¹⁴⁴

Flood Vulnerability

Saugus experiences flooding from rain events and from coastal storms. National Flood Insurance Program records show that Saugus residents have received over \$2 million in flood insurance damage payments since 1978. Coastal storms

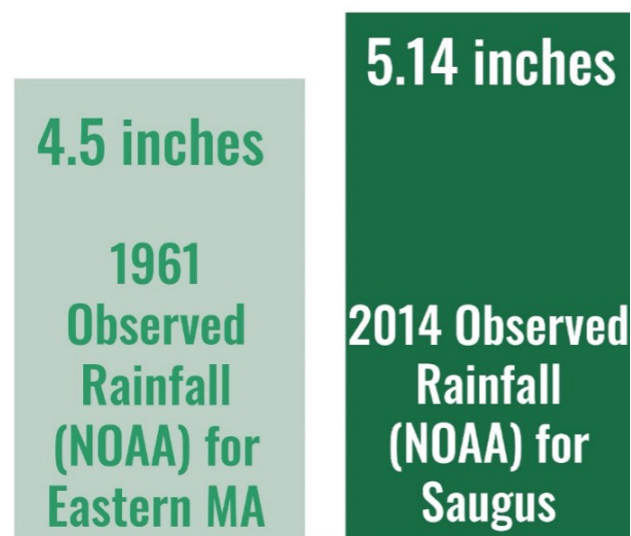


Figure 53. Increase in the 10-year, 24-hour rainfall event
Source: National Oceanic and Atmospheric Administration (NOAA)

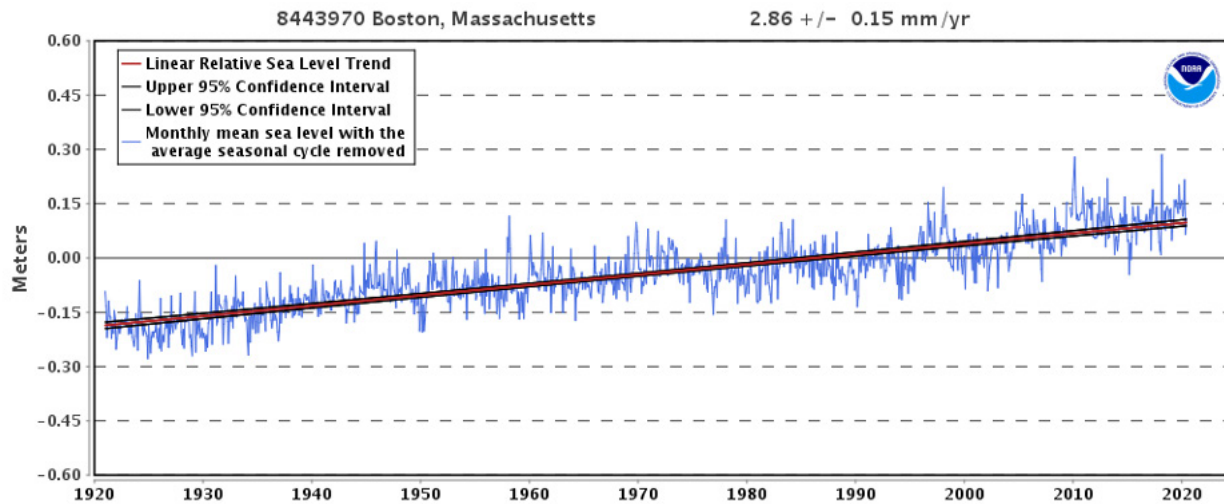


Figure 54. Observed Increase in Sea Level Rise Source: NOAA

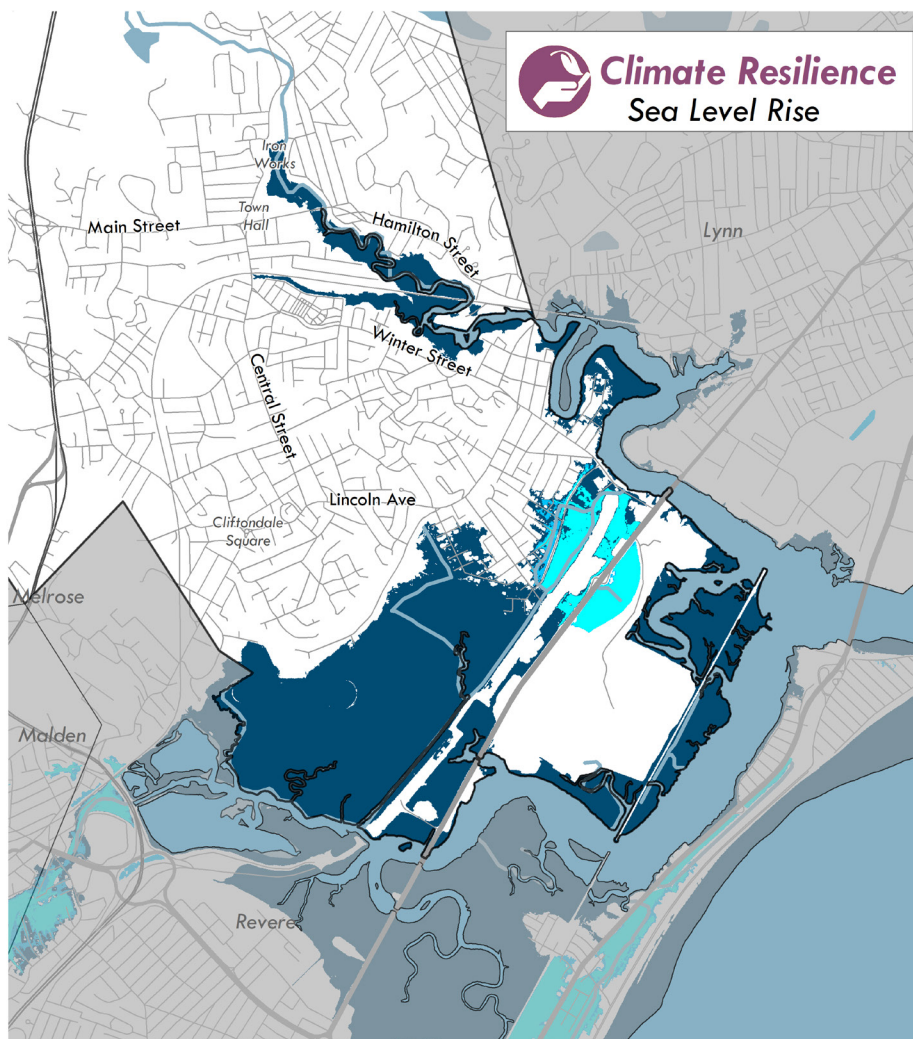
primarily impact East Saugus, but storm surge on the Saugus River reaches the Saugus Ironworks, and Shute Brook storm surge can extend up to Saugus Center. As sea level rises the depth and extent of flooding associated will increase. Map 17 shows the projected location of Mean Higher High Water (MHHW) with one, two and three feet of sea level rise. MHHW is the average height of the higher of the two daily tides.

Coastal storms combined with sea level rise will have more severe

impacts. The Massachusetts Department of Transportation will be providing mapping that projects the extent, probability, and depth of flooding during storm events for 2030, 2050, and 2070.

The maps for Saugus should be available this year. They will be an important resource to consider as Saugus contemplates where to direct future development and how to prepare for future flooding.

Flooding from rainstorms is widespread across Saugus. FEMA flood zones identify risk in areas adjacent to rivers and streams and along the coast. Yet flooding is not restricted to the FEMA flood zones. Indeed, many of the problem flood locations identified in Saugus' recently completed Stormwater Master Plan, as well as the MVP and HMP reports, are not in flood zones. This is common in urban and suburban communities where development has changed stormwater patterns. Causes of flooding can include failed or undersized stormwater infrastructure, paved surfaces, and filling of former wetlands. This reality is illustrated by the location of flood claims paid by FEMA due to damage from March 2010 rains. More than 80% of the claims paid to Saugus residents were located outside of the FEMA 1% chance flood zones (see Map 18).



Sea Level Rise (Mean Higher High Water)*

- Sea Level Rise (1 ft.)
- Sea Level Rise (2 ft.)
- Sea Level Rise (3 ft.)
- Rivers and Streams

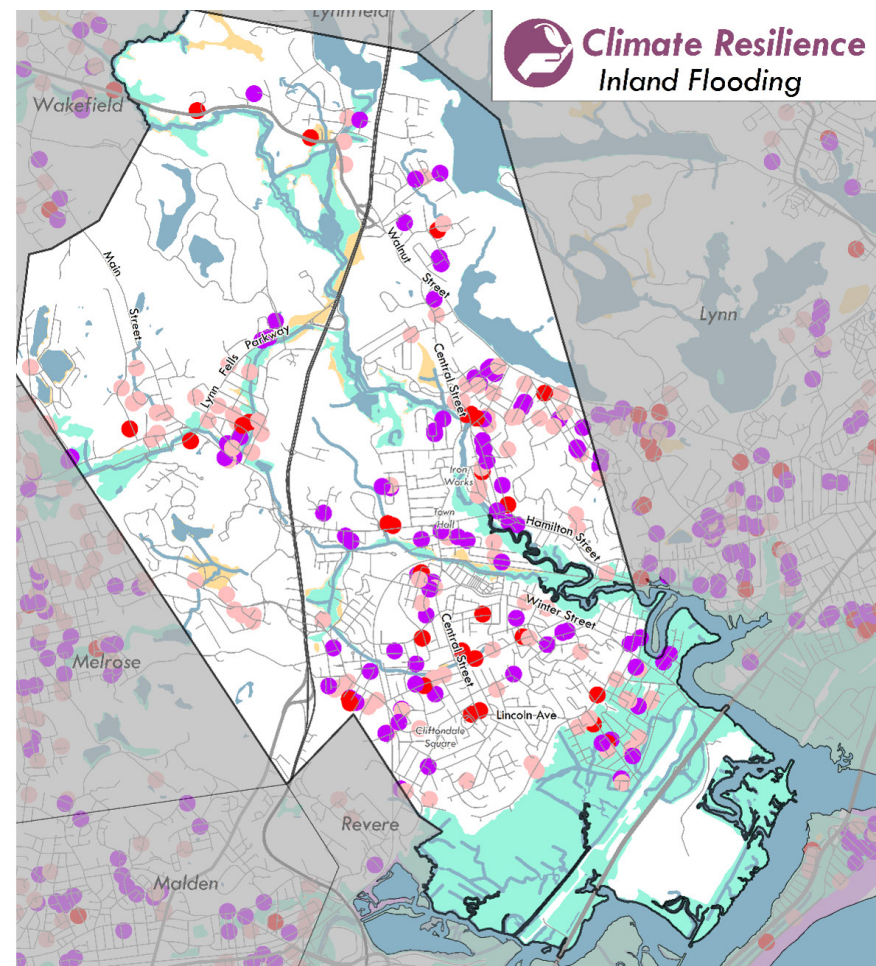
The information depicted on this map is for planning purposes only. It is not adequate for legal boundary definition, regulatory interpretation, or parcel-level analyses.

Produced by:
Metropolitan Area Planning Council
60 Temple Place, Boston, MA 02111 | (617) 933-0700

Data Sources: MAPC, MassGIS, MassDOT

March 2021

*Mean Higher High Water is the average height of the higher of the two daily tides.



Flood Zones

- A: 1% Annual Chance of Flooding
- VE: High Risk Coastal Area
- X: 0.2% Annual Chance of Flooding
- Rivers and Streams
- Lakes and Ponds

March 2010 Flood Claims*

- 0 to 3 inches
- 4 inches to 1 foot
- 1 foot plus

The information depicted on this map is for planning purposes only. It is not adequate for legal boundary definition, regulatory interpretation, or parcel-level analyses.

Produced by:
Metropolitan Area Planning Council
60 Temple Place, Boston, MA 02111 | (617) 933-0700

Data Sources: MAPC, MassGIS, MassDOT

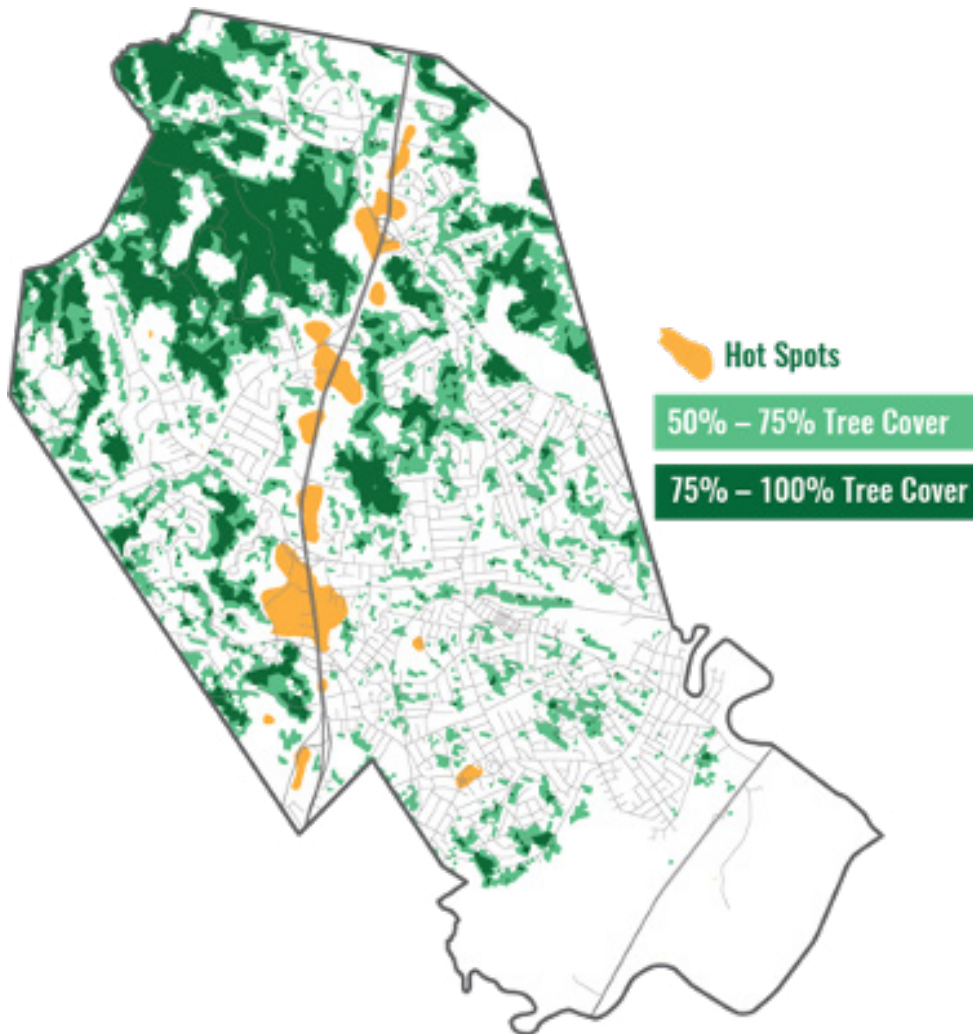
March 2021

*Locations enlarged to comply with federal privacy requirements. Inches indicate the depth of flooding at



Map 17. Effects of potential sea level rise

Map 18. March 2010 Disaster claim locations and flood depths



Map 19. High heat areas and Tree Cover

Heat Vulnerability

The projected increase in extreme heat and heat waves is the source of one of the key health concerns related to climate change. Prolonged exposure to high temperatures can cause heat-related illnesses, such as heat cramps, heat exhaustion, heat stroke, and death. Heat can also exacerbate pre-existing conditions, including respiratory illnesses, cardiovascular disease, and mental illnesses. The poor air quality and high humidity that often accompany heat waves can also aggravate asthma and other pre-existing cardiovascular conditions.

Due to what is termed the “heat island effect,” areas with less shade and more dark surfaces (pavement and roofs) will experience even hotter temperatures. These surfaces absorb heat during the day and release it in the evening, keeping nighttime temperatures warmer as well. “Hot Spots” shown in Map 19 identify locations in the hottest 5% of the MAPC region. Not surprisingly, most of the hottest areas in Saugus are located in the commercial areas along Route 1. Trees can play an important role in mitigating heat. Shaded surfaces can be 25-40 degrees cooler than peak temperatures of unshaded surfaces. Most of the residential areas in Saugus have less than 50% tree cover.

Impacts on Society

Just as some locations in Saugus will be more vulnerable to climate impacts than others, it is also true that climate change will not affect all residents of Saugus equally. People who may be more susceptible to negative health effects can include older adults, young children, pregnant women, people with disabilities, and people with pre-existing health conditions, as they are more likely to be physically vulnerable to the health impacts of extreme heat and poor air quality. Individuals with physical

mobility constraints may need additional assistance with emergency response. Older adults are often at elevated risk due to a high prevalence of pre-existing and chronic conditions. People who live in substandard housing and in housing without air conditioning have increased vulnerability to heat-related illnesses. Black and Latino residents in Massachusetts are hospitalized for asthma at considerably higher rates than the population as whole, reflecting the reality that longstanding societal inequities can lead to differential health outcomes based on race and ethnicity.

Low-income people are often more susceptible to financial shocks, which can occur after extreme weather and which can impact financial security and the ability to secure safe shelter and meet medical needs. Social isolation can also influence vulnerability, as it limits access to critical information, municipal resources, and social support systems. In the absence of strong social support networks and translation services, people living alone and those with limited English language proficiency may experience social isolation. People of color and undocumented immigrants may also experience social isolation where there are historically strained or tenuous relationships with government officials and first responders.

Certain occupations may also experience more severe impacts. People who work outdoors, or in unregulated temperatures, are at increased risk for heat-related illnesses. Residents reliant on the local fishing, shell fishing, and lobstering economy may be impacted as changes in water temperature and acidity affect the local ocean economy.

Strategies that direct resources to populations most likely to be affected, include improving public health, housing conditions, and community cohesion will support resilience in the face of climate impacts. Social connectedness helps populations prepare for, respond to, and recover from the impact from climate change. Research has shown that communities with stronger ties and networks have reacted faster to meet needs and begin recovery efforts after the occurrence of natural disasters. Additionally, there is a growing body of evidence that social cohesion is a protective health factor as those with stronger connections typically experience healthier outcomes.

Saugus Climate Resilience Activity

Saugus has already taken steps to address future climate threats. The 2014 Saugus Hazard Mitigation Plan included the goal of incorporating climate change preparedness in this update of the Master Plan. Also in 2014, Saugus adopted the Waterfront Mixed Use Overlay District for eastern areas in Saugus

(mostly east of Route 107). The overlay promotes resilience to storm damage, flooding, erosion, and the impacts of future sea level rise. Requirements include elevating buildings above minimum standards (called freeboard) and utilizing climate resilient design strategies.

Saugus has also recently updated its Hazard Mitigation Plan (HMP). The HMP focuses on natural hazards including climate impacts. The plan will propose mitigation measures to be implemented over the next five years. Completion of the HMP makes Saugus eligible to apply for federal funds to implement proposals. Similarly, when approval of the MVP report makes Saugus eligible to apply for state climate resilience grants.

Other Saugus organizations have been active in promoting climate resilience as well. The Saugus River Watershed Council and the National Park Service (NPS) worked in partnership to develop climate adaptation and mitigation strategies to prevent potential pollution to the river from the historic contaminated slag pile located on the banks of the Saugus River at the Saugus Iron Works. The Saugus Open Space and Recreation Plan noted that the NPS identified the need to develop and implement proactive protections for this capped former waste site as the highest environmental priority for climate adaptation strategies. Most recently the NPS affirmed that they will need to mitigate sea level rise impacts along the Saugus River and engage with the community adjacent resilience planning. The Saugus River Watershed Council also created a guidance document “Development Strategies for Promoting Coastal Resiliency and Sustainability”; it is a required reference for the Waterfront Mixed Use Overlay District.

Summary

Key climate concerns for Saugus include increasing inland and coastal flooding, heat waves, and more weather extremes. Changes in the climate will be gradual, with the most severe impacts predicted to occur beyond the fifteen-year time horizon of the Master Plan. Nevertheless, many choices the Town makes today will result in investments that extend far into the century. For these, it will be important to consider longer-term projections. Weather extremes will no doubt impact Saugus over the next fifteen years. Flooding, heatwaves, strong storms, and power outages will strain town resources and pose threats to residents and first responders. Planning and preparation can lessen the damage and disruption inevitable storms will cause.



Road Map



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Introduction

About the Road Map

As noted in the Context Report, Saugus United 2035: Connecting Our Past | Defining Our Future, the Town's new master plan, sets the course for our future. Saugus United 2035 looks at where we are, where we want to go, and how we're going to get there. It helps us be proactive and strategic about what happens over the next 15 years. Because it outlines our future path, it will be used to set forth our vision and guide future regulations and investments.

This document, the **Road Map**, is the second of three volumes comprising Saugus United 2035 and is the primary policy document. This volume begins with a discussion of the Community Engagement process, a critical aspect of this plan to ensure that Saugus United is a plan for the Town, by the Town. Following this section is the **VISION** to help guide the Town's future decisions and investments. It is then organized around the major aspects of life in our Town: **LIVE, WORK, PLAY, CONNECT, and PROTECT**. This section identifies the formative issues that will shape policy for each of these areas and lays out the framework for how the Town will reach its vision. Public input from workshops, open houses, surveys, focus groups, and interviews guided its development.

How Do I Use the Road Map?

Each element of the Road Map summarizes issues and needs that impact Saugus today and those that the Town will have to face in the next 10 to 15 years. These issues and needs were voiced by the community as critical to Saugus' future. Each element then focuses on the Recommendations, broken down into:

- **Goals:** The recommendations are broken into these high-level recommendations that will help achieve the Vision.
- **Strategies:** The strategies describe how the Town will achieve the goals.
- **Actions:** Actions describe the specific steps for the Town to undertake over the life of this plan.



The table below summarizes each of the themes and chapters within the Road Map.

Live

Public Facilities and Services

The capacity of the Town to deliver efficient, transparent, and open government with opportunities for meaningful civic engagement

Housing

The housing needs of current residents, how those needs are expected to change, and how Saugus can meet its future needs

Land Use

How various neighborhoods will evolve over time (or be preserved), the character of neighborhoods, and the strategies, especially zoning, to achieve these goals

Work

Economic Development

Revitalizing and enhancing commercial districts, with a particular focus on supporting local businesses

Connect

Transportation

Reducing traffic demand and impacts through a multi-pronged strategy that focuses on getting around Town and to other communities from a variety of means.

Play

Open Space & Recreation

Available public spaces protected and enhanced to be allow residents to be active, socialize, and experience nature

Arts & Cultural Resources

Places, programming, and events that enrich residents with new experiences

Protect

Environmental Stewardship

Local residents and businesses taking responsibility to protect the natural environment

Climate Resiliency

How the Town can best prepare to address the impacts of our changing climate.

Historic & Cultural Preservation

Historically significant places that shaped the community, region, and nation

Energy & Sustainability

Energy efficiency of municipal operations and promoting opportunities for residents and businesses to leave a smaller footprint.

Community Process

A critical aspect of Saugus United is that it a master plan not only for the community, but also by the community. Extensive effort was placed on engaging the community, especially those whose input are not traditionally engaged in community planning processes. Community engagement for Saugus United 2035 was based on a detailed Community Engagement Strategy developed through conversations with the Town, the Advisory Committee, and the MAPC project team. The Community Engagement strategy outlined a set of purposes, goals, and values that guided the MAPC Project Team and Town Staff in identifying, designing, and implementing engagement activities and events throughout the planning process. Each public-facing event, activity, digital tool, or other opportunity will be crafted in such a way that it meets the values and achieves the goals.

Purpose

The purpose of community engagement for this project is to:

- **Exchange** existing information, knowledge, and experiences between Saugus' residents, community members, and other stakeholders and the project staff (MAPC and Town Planning staff);
- **Engage** Saugus residents, community members, and other stakeholders in creating a shared vision for their community that will guide the Town in setting priorities and making decisions;
- **Empower** stakeholders with the necessary information and tools so that they can actively participate in shaping the future of Saugus during and after the Master Plan process.

Goals

We expect that by engaging with this planning process, all stakeholders (including professional staff) will:

- **Develop** a deep understanding of their community's current and future opportunities and challenges so they feel they can provide meaningful feedback about what they want to prioritize for the Town's future;
- **Produce** new information and surface existing local knowledge that would not have come to light without the opportunities presented in the engagement process;
- **Form** new relationships with other community members that they would not have been engaged with had they not participated.

Values

Throughout this process we commit to:

- **Transparency:** All information, activities, events, opportunities, and other elements relating to the Master Plan's community engagement will be clearly communicated with all stakeholders engaged during the process.
- **Equity and Inclusivity:** All interested stakeholders, but particularly stakeholders who have traditionally been excluded or underrepresented in planning processes, will be able to learn about and participate in public engagement and decision-making processes for the Master Plan.
- **Accessibility:** All information, activities, events, opportunities, and other elements relating to the Master Plan will be physically, visually, and intellectually accessible to the project's stakeholders such that they are able to easily participate in the Master Plan process.
- **Accountability:** The project team will engage stakeholders in a timely and reasonable manner, provide clear descriptions of who participants can contact for concerns, information, and questions (Town vs. MAPC vs. particular staff), who will be responsible for making decisions, and how the decision-making process for this project will function (including its timeline).

Engagement Timeline

- Kick-off Visioning Forum: September 15th, 2020
- Virtual Open House: September 15th–October 15th, 2020
- Interviews: January–June 2021
- Arts and Culture Focus Group: March 10th, 2021
- Second Community Forum: March 24th, 2021
- Youth Focus Group: May 24th, 2021
- Third Community Forum: June 17th, 2021

Stakeholder and Community Analysis

At the outset of the Master Planning process, MAPC staff undertook a thorough analysis of Saugus' stakeholders and developed a demographic profile of the community. The stakeholder analysis identified organizations and individuals whose work (professional and voluntary) intersected with the project in

some way and included organizations like the Saugus River Watershed Association, Saugus Iron Works, Saugus Public Schools, and local faith organizations. These stakeholders were tracked using an Excel database. To supplement the stakeholder analysis, a community demographic profile was crafted to better understand engagement needs during this project. The core of this work focused on identifying and involving key stakeholders with expertise and/or perspectives that would serve to deepen MAPC's knowledge of the community and residents' needs.

Engagement Activities

Based on the stakeholder analysis and the purpose, values, and goals, MAPC staff proposed a suite of engagement methods and activities aimed at publicizing the Master Plan, providing engagement opportunities for all of Saugus' residents, and connecting directly with communities in Saugus that are not typically involved in planning work. There were three main engagement events hosted by the Town that were supplemented with a community-wide survey, two focus groups, and numerous interviews.

Public Forums

The first opportunity for Saugus residents to become involved in Saugus United 2035 was the Visioning Forum, which the Town hosted on September 15th, 2020 over Zoom. The Visioning Forum introduced attendees to Saugus United 2035 and important planning concepts and included a detailed presentation and question and answer session. The second and third Community Workshops each focused on specific aspects of the master plan and involved a presentation followed by facilitated breakout rooms on Zoom. Workshop 2 focused on Economic Development, Transportation and Mobility, and Community Facilities. Workshop 3 focused on Housing, Open Space, Climate Resilience, and Clean Energy. For both Workshops, participants were randomly sorted into breakout rooms for topical discussions facilitated by MAPC staff. Each breakout room had 10-15 participants. The breakout rooms offered attendees the opportunity to connect directly with MAPC staff and engage in conversation with other attendees in a way like a traditional in-person public forum.

Online Open House

The Online Open House, which was designed using Qualtrics, launched the day after the Visioning Forum and provided attendees to explore the different visioning topics, view important statistics and maps, and answer topic-specific visioning questions at their own leisure. Participants could navigate to the topic of their choice where they could view important background information and provide feedback as needed. The Online Open House was advertised using the stakeholder list developed at the outset of the project and with Constant Contact. In addition, MAPC staff collaborated with Town staff and officials, namely Selectwoman Debra Panetta, to distribute the Open House throughout the community. A more detailed analysis of the Open House results has been integrated throughout this document.

Interviews

MAPC staff interviewed key municipal staff and external stakeholders to gain further depth for the Master Plan elements. Interviews with municipal staff focused on connecting with core Town employees, such as the Public Works Director, the Superintendent of Saugus Public Schools, Saugus Iron Works, and the Saugus Youth and Recreation Department. In addition, Community Engagement Staff conducted numerous one-on-ones with key stakeholders at the beginning of the project.

Focus Groups

MAPC hosted two focus groups, one with youth and one with local arts and culture practitioners. These focus groups helped to provide qualitative data for areas of the Master Plan where existing quantitative data was absent or sparse and where feedback from key stakeholder groups was absent.

Arts and Culture Focus Group

To gather existing data on arts and cultural assets in Saugus, much like in many of MAPC's communities, MAPC staff recruited six participants for the Arts and Culture focus group which met over Zoom on March 10th, 2021. The Focus Group consisted of a large group discussion guided by the questions listed below.

1. Can you tell us about your/your organization's role in Saugus's cultural and community life?
2. What issues have you/your organization/the people you serve had accessing space for cultural and community activities?
3. How could the town better support you/your organization and Saugus's cultural life?
4. How could the town better document and elevate the voices and experiences of historically marginalized groups (including people who identify as Indigenous, Black) and highlight the current and historical diversity of Saugus?
5. We understand that youth in Saugus are very politically active and civically engaged. Can you tell us more about your roles in supporting their needs and interests?
6. Where do you see opportunities for arts and culture to contribute to local economic development?

Youth Focus Group

In June of 2021, MAPC evaluated the community engagement to date and identified some gaps in feedback, particularly from youth and residents of color. After some initial research, MAPC staff identified a student group actively and civically engaged in the community and reached out to the group's faculty advisory, Bethany Norton, a Saugus High School Guidance Counselor, to coordinate a focus group. In collaboration with Ms. Norton, two MAPC staff, Christian Brandt and Jeanette Pantoja, designed a facilitation guide for the focus group and Ms. Norton recruited the students.

In advance of the focus group, participating students received a background information packet that explained what MAPC is, what the Master Plan is, what urban planners do, why we were interested in hosting a focus group with them, and what they could expect from their participation. Because of the sensitive nature of these conversations, and because this focus group involved mostly students under the age of 18, MAPC planned to not collect any identifying information from students and did not host the meeting on an MAPC Zoom account.

During the focus group, MAPC staff introduced the project, left time at the beginning of the focus group to answer any questions, and then facilitated a conversation that focused on these questions:

1. Icebreaker: if you had \$1,000,000 to make an improvement in Saugus, how would you spend that money?
2. What is it like to be a high school student in Saugus today?
3. Do you plan to stay in Saugus after graduating? Why/why not?
 - a. What would you miss if you moved away?
 - b. What would motivate you to come back?
4. What do you think is the biggest issue facing the Town today?
5. We understand the importance of mental health and we have heard about the great work you've done in your town to promote equity and cultural education which can directly impact people's feelings of belonging and overall well-being. What do you think the Town could do to take meaningful action in any of these areas?

The focus group questions were generated through conversations with Ms. Norton and with other MAPC staff and were intended to provide some structure for a conversation that would also reveal more topic-specific and experience-specific issues. MAPC staff took detailed notes which were then coded, analyzed, and summarized. Ms. Norton reviewed the summary to ensure that it was accurate based on her observance of the focus group.

The majority of the conversation focused on students' experiences at school, with mental health and racism being the two dominant topics. While these topics are not traditionally critical to the development of a community's master plan, they help a community understand the perspectives most important to the Town's younger generation. They are, however, incorporated into the master plan in a number of ways including:

- Investments in public facilities that focus on the needs of student
- Arts and cultural programming representing the diverse backgrounds of its residents
- Providing affordable housing, which helps stabilize vulnerable populations
- Access to open space, which is important for both physical and mental health
- Ways for people to get around who don't have access to a car



Vision

The Vision Statement is a community-based description of Saugus' future, achieved through the goals and objectives of this plan, projecting future improvements to come over the next 10 to 15 years. The Vision Statement seeks to succinctly describe how residents would like the community to progress over the long term, seeking to answer questions such as:

- How will our Town continue to grow and evolve over the coming decades?
- What lies ahead for future generations?
- How will we embrace change with thoughtful development and creative redevelopment, while working to preserve those aspects that we love?
- How will we mitigate climate change with energy conservation, alternative energy, preservation, and sustainable living?

The Vision Statement seeks to be broad enough to enjoy widespread consensus among the community. At the same time, enough specificity is provided to lead toward Master Plan elements in the following chapters. Every goal and strategy described throughout this Road Map should ultimately lead back to the following Vision Statement.

Vision Statement

Looking forward, the Town of Saugus continues to be a well-balanced community that is an excellent place to live, work, and visit. Saugus will be welcoming to residents of all ages and backgrounds who are able to enjoy the Town's many natural amenities, vibrant commercial centers, and proximity to Boston. Transparent and fiscally-responsible Town government manages growth and development in a way that maintains Saugus' character yet balances revenues to sustain excellent public services, facilities, open spaces, and infrastructure. Saugus will be a model to the region, emphasizing its commitment to fiscal responsibility, sustainability, and high-quality schools.



The network of open spaces and historic sites in Saugus offers opportunities for recreation, enhance scenic views, and increases tourism. Residents are able to enjoy a high quality of life through convenient access to its well-maintained open spaces and historic resources. Breakheart Reservation, the Iron Works, and the River Walk will be local and regional draws, inviting people to enjoy its beautiful scenery and recreational opportunities. Parks and playgrounds will be well-maintained, safe, and conveniently accessible to all residents. The Mill District will promote the Town's heritage and unique architectural charm through preservation and adaptive reuse. The Town will fully take advantage of its rivers and waterways, providing numerous access points for water-related recreation opportunities.

Distinct and welcoming single-family neighborhoods will continue to provide housing opportunities for families wishing to live in a traditional suburban neighborhood. Clifftondale Square and the Downtown will be thriving districts, focused on local businesses that serve residents and visitors in compact and walkable areas. Smaller-scale, mixed-use development will support these local businesses and help create a vibrant neighborhood. Route 1 will continue to evolve in a manner that maintains its commercial base while allowing for new growth opportunities through mixed-use redevelopment. The Aggregate Industries quarry will provide an additional, long-term opportunity for the Town to meet its future growth needs. Taken together, Saugus' various neighborhoods and districts provide a range of opportunities for living in different types of housing and environments.

Saugus will continue to implement ways to reduce traffic demand, especially through increasing safe and comfortable options to walk and bike throughout Town. Best-in-practice transportation demand management policies will ensure that the impacts of future development are minimized.

As observed throughout the Saugus United Master Plan process, the vision for Saugus in 2035 is strengthened through a community that is informed, engaged, and productively working toward a shared vision and commitment to achieving a prosperous and sustainable future.



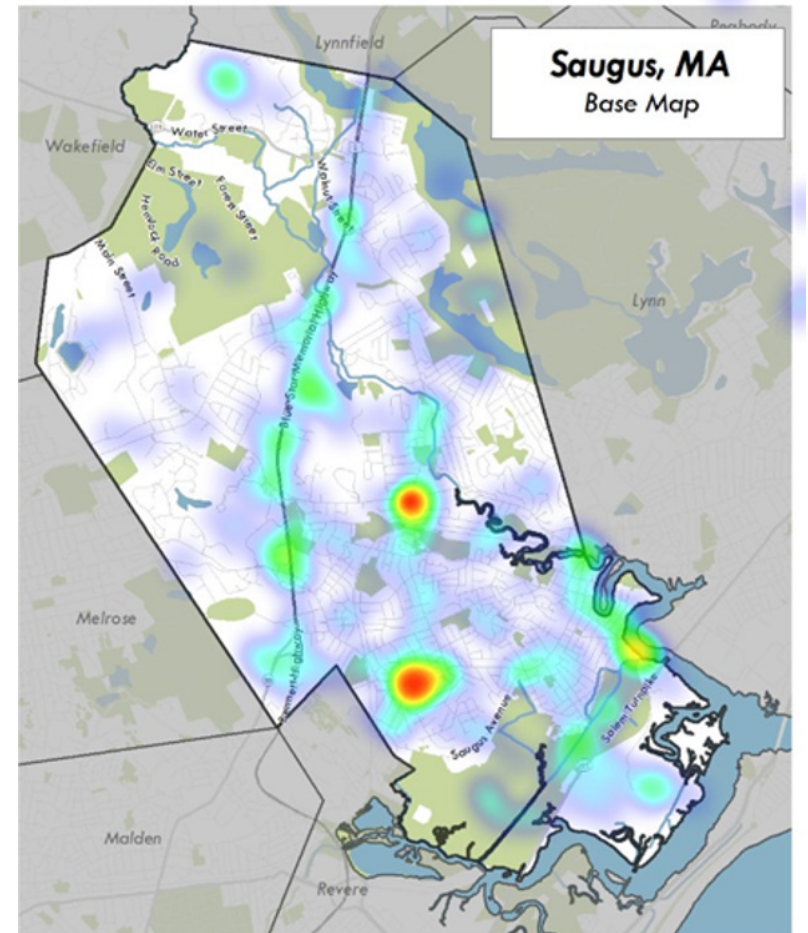
Live ■ Land Use

Saugus is categorized as a Mature Suburban Town¹. These communities are generally characterized by owner-occupied single-family homes, typically on lots less than one acre in size. That said, more multi-family development has been built in recent years and a substantial portion of Saugus is occupied by commercial land uses, and there are opportunities for redevelopment as described in the plan. The primary commercial corridor is Route 1, which bisects the Town approximately north-south. Additional commercial clusters can be found in Saugus Center, Clifondale Square, and the area along the Saugus River waterfront.

An additional key area for the Town's future growth is its closed quarry. Aggregate Industries owns the 60-acre quarry (a portion of which is in Melrose). Most of the site has been extracted and for the past decade the Town has been in negotiations as part of future land reclamation. The site is partially but not wholly within the Town's Route 1 mixed-use overlay district. An additional future growth area is the 48 acre site that housed the former Weylu's restaurant, also adjacent to the Route 1 overlay district. Both sites have the potential for accommodating future growth.

¹

In order to support planning, analysis and policy development, MAPC created a classification system for municipalities in Massachusetts. MAPC has identified five basic community types across the state, four of which can be subdivided further into nine sub-types. The criteria used to type each city or town include land use and housing patterns, recent growth trends and projected development patterns. The Community Type system can be used to understand how demographic, economic, land use, energy and transportation trends affect the state's diverse communities. See https://www.mapc.org/wp-content/uploads/2017/09/Massachusetts-Community-Types-Summary-July_2008.pdf for more information.



Map 20. Survey response heatmap, "Where should future growth occur?" identified Clifondale Square, Saugus Center, and the Route 1 corridor as the primary areas. Source: Saugus United 2035 Survey



The Town is also home to regionally significant open spaces such as Breakheart Reservation and the Rumney Marsh Reservation. When considering land use as a component of a master plan, it is important to recognize that this element of the plan is integrally linked with other elements of the plan. As the Town moves to implement the Saugus United 2035 Plan, the goals and strategies for land use are designed to address the intersection of other elements for housing, economic development, open space and transportation. Please refer to the other elements of the plan which include recommendations that provide more specific details, such as guidance on improvements to the Saugus Zoning Bylaw.

Recommendations

Goal 1. Proactively direct and manage growth in existing and future economic activity centers with neighborhood plans for each area.

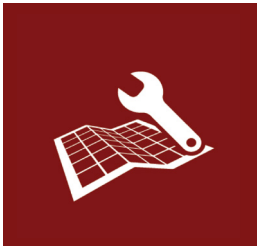
Strategy 1.1. Develop neighborhood-level plans for the Route 1 corridor, Cliftdale Square, and Saugus Center. These plans will articulate visions for these key commercial areas and build upon the recommendations in the Saugus United and other relevant planning documents to achieve those visions.

Action 1.1.1. Identify the scope and prioritization of each plan. For example, Route 1 is a critical and high-demand corridor in Town and would likely benefit from a highly detailed plan. Cliftdale Square, on the other hand, has already had numerous planning studies which may articulate a vision and incorporate recommendations from previous efforts.

Action 1.1.2. Develop Route 1 corridor plan. This plan may identify nodes of mixed-use development, clearly articulate how individual developments can work together to create a neighborhood over the long-term, consider how to best mitigate traffic impacts, and recommend any needed modifications to the district's zoning. (Note that Actions 1.1.2 through 1.1.4 need not be sequential.)

Action 1.1.3. Develop Cliftdale Square plan. This plan will articulate a vision for this area. It should build upon the recommendations in Saugus United and other planning studies with detailed implementation steps.

Action 1.1.4 Develop Saugus Center plan. This plan would seek to positively impact economic development and be a source of growth for the community.



Strategy 1.2. Develop plans and strategies for future large growth sites, i.e., the Aggregate Industries quarry and the former Weylu's property.

Action 1.2.1. Select a master developer for the quarry site and establish parameters for future development. A master plan committee should work with the developer on a market analysis, establish a land use program, massing, buffer zones, access, and egress.

Action 1.2.2. Develop a bylaw to enable appropriate development on site.

Action 1.2.3. Determine the desired uses for the former Weylu's site and appropriate mechanisms for development. The Town may wish to incorporate the site into the Route 1 overlay district or it may decide a new bylaw (e.g., a 40R district) is more appropriate.

Strategy 1.3. Using innovative zoning tools, encourage Saugus' business districts to thrive by redeveloping vacant or underutilized parcels and allowing a mix of businesses that attract foot traffic.

Action 1.3.1. Realign commercial zoning district regulations (allowed uses, dimensional standard, etc.) to ensure that each business district is uniquely specific to the character of that district.

Action 1.3.2. Within the commercial centers such as Saugus Center and Clifondale Square, consider strategies to create a diverse mix of revitalized residential mixed-use with shopping and dining choices to encourage foot traffic and browsing of restaurants, cafes, and retail boutiques.

Action 1.3.3. Consider incentives such as expedited permitting to encourage revitalized mixed-use development where appropriate.

Strategy 1.4. Support infill and redevelopment of vacant and underutilized sites.

Action 1.4.1. Consider flexible zoning standards that encourage developers to adapt to existing site conditions. This may include density bonuses and flexible parking standards (including shared parking).

Action 1.4.2. Identify site constraints and challenges that present obstacles to expanded redevelopment and/or reuse of existing structures.



Action 1.4.3. Consider flexible minimum lot size, frontage, and setback requirements to encourage infill development.

Goal 2. Update and recodify the Saugus Zoning Bylaw to modernize land use regulations, ensure consistency with the Saugus United 2035 plan, and make it more user-friendly.

Strategy 2.1. Conduct a zoning audit to better understand where updates and improvements are needed.

Action 2.1.1. Obtain input from users of the zoning bylaw including Town boards and commissions, developer representatives, and civic organizations.

Action 2.1.2. As a starting point, examine structure and organization, format, ease of navigation, definitions, consistency of statutory and case law.

Strategy 2.2. Update the Saugus Zoning Bylaw to align with the goals and recommendations of this master plan with a focus on inclusion, equity, livability, quality of life, and walking and biking.

Strategy 2.3. Integrate principles and best practices of sustainable development into Saugus' development regulations and approval processes including new requirements for sustainable, resilient, and green building practices such as low-impact development and green infrastructure.

Goal 3. Strengthen compact neighborhoods and local business districts to enhance livability and walkability.

Strategy 3.1. Identify opportunities for redevelopment in locations that would support well-designed local business districts, local amenities that promote health and wellness, and pedestrian and bicycle connections.

Action 3.1.1. Consider residential mixed-use development, townhouses, or accessory dwelling units, all in locations consistent with the Vision Statement and needs of specific neighborhoods or districts.

Action 3.1.2. Develop design guidelines that improves the characteristics of the surrounding public realm for pedestrians and bicyclists (e.g., provide generous and continuous sidewalks, provide streets with bike lanes, orient buildings to the street, conceal parking areas, and reduce curb cuts).



Goal 4. Strengthen coordination and communication between development review and permit granting authorities including the Planning Board, Zoning Board of Appeals, and Inspectional Services Department, as well as communication with the public.

Strategy 4.1. Align across boards and departments to instill Town priorities into the regulations and to develop a system of accountability and responsibility. Define a collaboration and learning culture for Town boards and committees involved in the development process.

Action 4.1.1. Set up quarterly meetings between the Zoning Board of Appeals, Planning Board, Conservation Commission, Economic Development Committee, Affordable Housing Trust, Alternative Energy Committee, and Historical Commission to identify overall goals and priorities.

Action 4.1.2. Establish shared resources that would be helpful for all boards and committees.

Action 4.1.3. Promote public understanding of the zoning bylaws, development processes, and the role of relevant Town boards.

Live ■ Housing



All members of the Saugus community require housing that meets their needs, and the availability of suitable and affordable homes determines who can and cannot live in Saugus. Housing costs are rising quickly, and the typical Saugus household could no longer afford the typical Saugus home if they tried to move here today. While increased home values can be good for existing homeowners looking to sell, rising costs impact who lives in Saugus. Approximately 40% of today's Saugus households would qualify for most government-sponsored affordable housing programs, but the Town only has one unit available for every five qualifying households. Without such stable options, people on fixed incomes may be forced to leave due to rising rents and property taxes.

Young people who grew up in Saugus may not be able to settle here. Non-residents who want to join the Saugus community, including those from populations historically excluded through the housing market, may not be able to access homes.

In addition to housing costs, Saugus's housing stock may be limiting the community, as people's housing needs evolve with age and life circumstances. Saugus has a well-established stock of relatively large single-family homes, and those homes have gotten larger over time. Such homes work for certain household types like larger families, but they are often undesirable among seniors, young adults, singles, roommates, and smaller families. Recent developments have brought more diversity to the housing stock, but they have been inadequate in addressing the full range of housing needs.

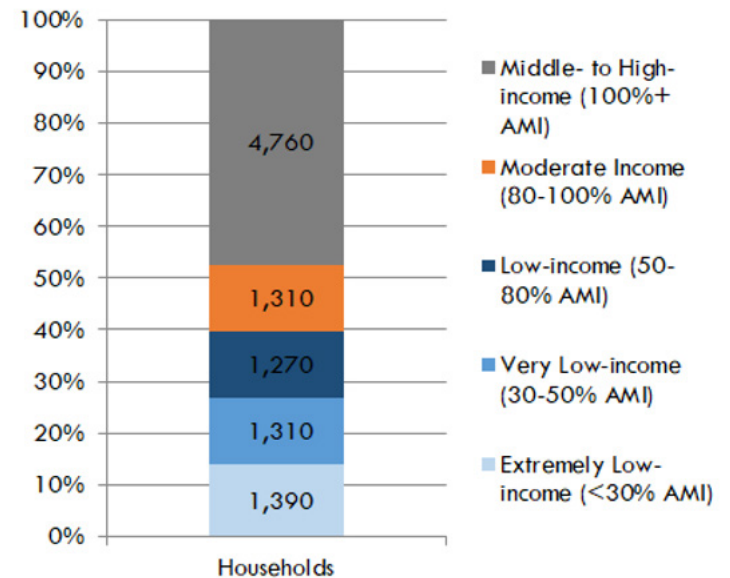


Figure 55. Households by Income Status. Low-income households—40% of Saugus—qualify for many affordable housing programs.
Source: HUD Comprehensive Housing Affordability Strategy (CHAS) data



Of course, housing does not exist in a vacuum, and it is important to consider housing in relation to transportation, economic development, open space, climate resilience, and more. The recommendations in this section are focused on meeting housing needs, but they were crafted with housing's broader relationships in mind.

Housing Production Plan

In 2016, Saugus adopted a Housing Production Plan (HPP) that set five goals for the Town:

1. To produce more, diverse housing to meet the state's affordable housing requirements;
2. To use zoning to unlock flexible development;
3. To introduce multifamily, mixed-use, and smaller homes in smart growth locations; to enable aging-supporting housing choices among seniors; and,
4. To increase the Town's capacity to meet housing needs.

The HPP also proposed a dozen strategies to meet those goals, including:

- Recodifying zoning to be more "user-friendly,"
- Streamlining permitting processes
- Facilitating more multifamily development by allowing it in more areas and amending dimensional rules to encourage it
- Assessing the need of supportive housing for seniors,
- Other strategies to educate, connect residents with resources, and collaborate with housing providers.

This plan builds on those goals and strategies, while connecting housing goals with the broader set of issues considered in the master plan.

Community Input

The Saugus community has a variety of thoughts about the future of housing in the community. Saugus United 2035 conducted a community survey that asked what type of housing the public wanted to see. The most common response was single-family homes, indicated a desire to continue past trends of development. This picture is complicated by other responses in the survey, such as a desire for more affordable housing options, since conventional single-family development often cannot be built affordably



(due to the cost of land). Certain types of single-family homes, like “cottage”-style homes, can be built more affordably, and cottage development is discussed in the recommendations below. After single-family homes, survey respondents also looked for non-single-family options, especially multifamily, mixed-use, and duplex options. Ultimately, community input was combined with demographic and spatial analysis to develop the recommendations below.

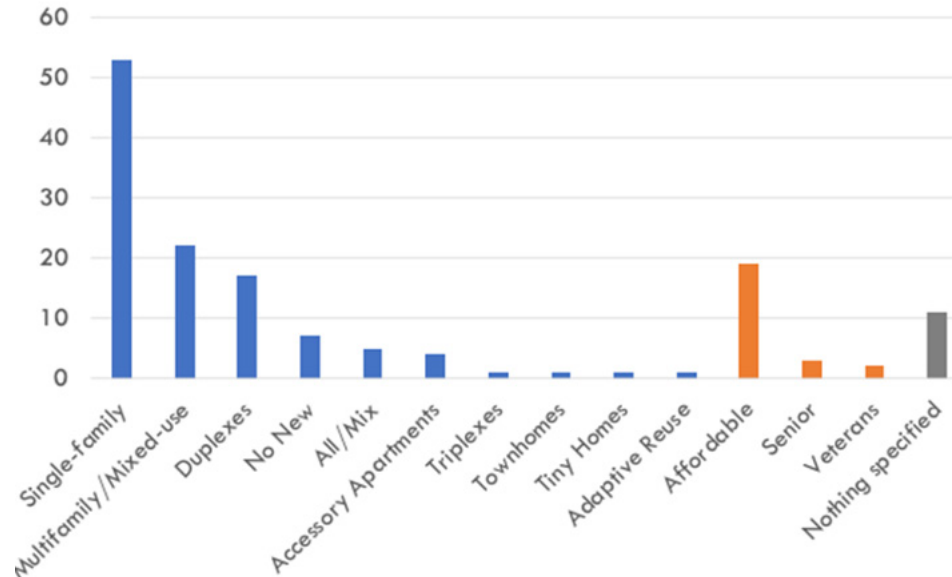


Figure 56. Survey responses, “What kind of new housing do you want to see?” Blue lines represent types of housing while orange lines represent housing that is restricted, either by income or demographic.

Source: Saugus United 2035 Survey

Recommendations

Goal 1. Encourage a range of housing types that will meet the Saugus community’s diverse housing needs.

Strategy 1.1. Encourage accessible, mid-density mixed-use development in Saugus Center and Clifondale Square, and at nodes along Route 1, that complement the character of these areas.

Action 1.1.1. Revise use requirements to allow mixed-use development.

Action 1.1.2. Revise dimensional and density requirements to accommodate modern small mixed-use and small multifamily building types.



Strategy 1.2. Provide a range of “missing middle²” housing options in residential areas.

Action 1.2.1. Develop design guidelines for infill development in single-family neighborhoods.

Action 1.2.2. Allow two-family, three-family homes, and townhomes homes by right in single-family districts when those new buildings conform to newly developed design guidelines.

Action 1.2.3. Consider allowing small multi-family buildings (4-6 units) in districts adjacent to retail areas. Ensure small multifamily developments provide ground-floor accessible units.

Action 1.2.4. Amend dimensional and parking requirements to reflect differences in common housing types, such as the different dimensional needs of single-family, small multifamily, and large mixed-use developments. The current zoning uses uniform dimensional requirements for all uses in a given district.

Action 1.2.5. Amend dimensional requirements—particularly land area requirements—to reflect the historic size of parcels in Saugus.

Strategy 1.3. Ensure development along Route 1 provides a range of housing options.

Action 1.3.1. Encourage new mixed-use development to provide a range of home sizes, site designs, and floorplans, through a clear vision for the Route 1 corridor and guidelines in the zoning that reflects this vision. Without proper guidance, development is likely to proceed using standard designs optimized for efficiency. The town can encourage alternative designs that produce comparable amounts of new housing, but with more options for different residents, including families and people with disabilities.

Strategy 1.4. Encourage the development of Accessory Dwelling Units (ADUs) as a viable housing strategy. Saugus already allows ADUs under its zoning bylaw, but this law could be amended to encourage more ADU production.

Action 1.4.1. Consider changes to the physical requirements for ADUs within the bylaw, such as allowing exterior ADUs and changes to dimensional and parking requirements.

² Missing middle housing refers to a variety of housing styles that can diversify the types of housing in a community while remaining appropriate in scale and character to the neighborhood. Examples include two-family homes, cottages, and townhomes. “Missing” refers to the fact that in many communities these types of housing are rarely found. “Middle” refers to their sitting between single family homes and mid-rise apartment buildings.



Action 1.4.2. Consider changes to occupancy and permitting requirements of ADUs, such as allowing non-income restricted, non-family tenants or allowing ADUs by-right in certain areas.

Strategy 1.5. Allow “cottage” style single-family developments, where homes are relatively small and clustered fairly close together. Cottages often have shared open spaces and shared parking areas. Cottage style developments are ideal for downsizing seniors, new families, and singles.

Goal 2. Create more opportunities for deed-restricted Affordable Housing development open to a range of incomes.

Strategy 2.1. Provide land for Affordable Housing development.

Action 2.1.1. Dispose of Town-owned land that is appropriate for the development of new Affordable Housing. Use this plan’s spatial analysis of the Town’s facilities to determine if any property is suitable for housing and provide that land for a nominal fee to nonprofit housing providers.

Action 2.1.2. Establish a property acquisition program for Affordable Housing, working with the Saugus Housing Authority, Saugus Affordable Housing Trust, and/or nonprofit housing providers to purchase existing homes for their conversion to deed-restricted Affordable Housing or for new Affordable Housing development.

Strategy 2.2. Build institutional capacity for Affordable Housing development.

Action 2.2.1. Reactivate the Saugus Affordable Housing Trust. An Affordable Housing Trust is a local government body that can collect and spend funds for Affordable Housing, hold property, and initiate development. The Trust’s board is appointed by the Town Manager. The Trust has held no meetings since 2019, and previously only met annually. Saugus should reactivate this committee, and search for stable funding sources to initiate Affordable Housing development for the Saugus community.

Action 2.2.2. Fund staff capacity either in the Town’s planning department or the Saugus Housing Authority to support Affordable Housing development and preservation.

Strategy 2.3. Analyze the Town’s Inclusionary Zoning (IZ) bylaw. IZ bylaws, especially those in the suburbs, can vary in their efficacy. The Town should assess recent developments, whether they triggered the bylaw, how they delivered the Affordable Housing (whether as units



or as payments), and how the Affordable Housing units related to the rest of the development. If the Town finds the bylaw could be more effective, the Town should contract a consultant to use market and real estate financial analysis to suggest amendments that would maximize public benefits.

Strategy 2.4. Increase funding for Affordable Housing.

Action 2.4.1. Direct federal dollars to the production and stabilization of Affordable Housing units.

Action 2.4.2: Reconsider adoption of the Community Preservation Act (CPA). CPA is a small property surtax that provides funds which can only be spent on Affordable Housing, Open Space and Recreation, and Historic Preservation. CPA is the primary funding vehicle used by Massachusetts communities to fund these activities, including Affordable Housing development, preservation, and assistance. Typically, communities exempt certain homeowners and a fixed amount of home value from CPA.

Strategy 2.5: Fund the construction of Affordable ADUs. Saugus has an Affordable ADU program, which requires the ADU to be rented affordably to income-restricted tenants. This type of housing often provides little to no rental income, and it can be difficult to finance Affordable ADU development. Some Massachusetts communities directly finance the development of Affordable ADUs.

Goal 3. Provide housing support for residents vulnerable to housing insecurity.

Strategy 3.1. Encourage aging in place among senior residents.

Action 3.1.1. Assess and potentially adopt state programs that provide tax relief for low-income senior homeowners.

Action 3.1.2. Provide small grants for retrofitting existing homes with accessibility features.

Action 3.1.3. Promote state and nonprofit programs that provide retrofitting support for senior households

Action 3.1.4. Explore nonprofit partnerships with home-sharing services, which connect elderly homeowners with younger boarders, who can provide company and assistance with small tasks for below-market rent.



Strategy 3.2. Provide emergency assistance with rent and mortgage payments for households at risk of eviction and/or foreclosure.

Action 3.2.1. Assess existing emergency assistance programs operated in the region.

Action 3.2.2. Fund emergency assistance programs, potentially using American Rescue Plan Act (ARPA) funds or Community Preservation Act funds, if passed.

Action 3.2.3. Direct at-risk households to legal services, tenants groups, and other organizations that can provide supportive services.

Strategy 3.3. Join other nearby communities in advocating for a local option rent stabilization to be legalized in Massachusetts.

Strategy 3.4. Use federal funds to add supportive services to existing Affordable Housing in Saugus and to fund supportive and emergency housing development.

Goal 4. Promote equitable and fair housing practices.

Strategy 4.1. Promote fair housing in the real estate industry.

Action 4.1.1. Create a mechanism within Town government for residents and prospective residents to report housing discrimination by realtors, property owners, and property managers.

Action 4.1.2. Provide a mechanism for Town officials to investigate fair housing complaints and forward materials to the Massachusetts Commission Against Discrimination

Action 4.1.3. Provide educational materials to real estate professionals working in Saugus

Strategy 4.2. Align Town policy with fair housing goals.

Action 4.2.1. Adopt a local fair housing commitment.

Action 4.2.2. Establish a fair housing committee that can oversee local Fair Housing work.

Action 4.2.3. Explore zoning amendments that establish race-conscious development impact assessments and codify the Town's commitment to "affirmatively furthering fair housing."



Goal 5. Promote public discussion and understanding about housing needs and opportunities in Saugus.

Strategy 5.1. Partner with local institutions like the Saugus Public Library and Saugus schools to act as a forum for discussions about housing in the community.

Strategy 5.2. Partner with civic groups to hold discussions on Saugus's housing and to advocate for housing reform.

Strategy 5.3. Record discussions on housing, run them on Saugus Community Television and share the videos online.

Live ■ Public Facilities and Services



Community facilities and services are major components of the town's physical, social, and economic fabric and require capital investment and operating costs. These public resources help define the identity of Saugus and contribute to quality of life, as well as social and economic prosperity. The following goals and strategies were developed based upon the analysis of previous studies, information provided by various town departments, existing conditions, and input from the community forum and survey. They are intended to help prioritize infrastructure and capital investments in a way that is equitable, efficient, and sustainable.



Figure 57. New Saugus Middle/High School Image Source: Wicked Local Staff David Sokol

Community Input

Survey respondents were asked what the Town should prioritize through its community facilities and services planning and for ideas for improvements to public services and facilities. Given the following list of 10 priorities for the Town, this is what respondents thought should be prioritized:

When asked what improvements should be made to the Town's facilities some respondents mentioned the need for more sidewalks and pedestrian infrastructure while others stated that more trees and better landscaping was needed throughout town. In terms of new facilities, there were several comments about building or finding a new location for a Youth and Recreation Building or Community Center and adding a Fire Station/Public Safety building to the west side of town.



Table 26. Community Survey Question of Town Priorities

| What should the Town prioritize through its community facilities and services planning? | # of Votes | % of Votes |
|-----------------------------------------------------------------------------------------|------------|------------|
| Roadways and Sidewalks | 111 | 12.8% |
| Parks and Open Space | 111 | 12.8% |
| School facilities | 101 | 11.6% |
| Trash and Recycling | 95 | 10.9% |
| Sewer and Storm Water Infrastructure | 93 | 10.7% |
| Energy and Sustainability | 87 | 10.0% |
| Town facilities (e.g. Town Hall, Public Safety Building, Public Library, etc.) | 87 | 10.0% |
| Data Infrastructure and Information Technology | 80 | 9.2% |
| Town Vehicles and Equipment | 73 | 8.4% |
| Other | 30 | 3.5% |
| Total Respondents & Votes | 868 | 100% |

Recommendations

Goal 1. Ensure adequate resources are available to deliver dependable public services and high-quality facilities that support local and regional growth.

Strategy 1.1. Strengthen effective communication and collaboration within Town government and with the public.

Action 1.1.1. Continually experiment with new techniques for civic engagement and new channels of communication, including but not limited to virtual meetings, and social media, to reach larger segments of the town's diverse population.



Figure 58. Chris Ciampa Jr. Youth and Recreation Center

Action 1.1.2. Provide training opportunities to municipal staff on meeting facilitation and public engagement to ensure effective communication before, during, and after public meetings, workshops, and other town-sponsored events.

Action 1.1.3. Explore the utility and feasibility of creating a 311 hotline to supplement the SeeClickFix mobile app and gather citizen feedback.

Strategy 1.2. Ensure staffing levels are adequate to fulfill departmental duties and resources are efficiently distributed

Action 1.2.1. Develop level of service standards to help guide department staffing needs.

Action 1.2.2. Improve internal communications and coordination between town boards, commissions and departments.

Strategy 1.3. Adequately fund and plan for infrastructure investments to provide equitable, efficient, and dependable service delivery.



Action 1.3.1. Complete the implementation of the Town's Drainage Master Plan.

Action 1.3.2. Evaluate the feasibility of creating a new fire station in the western portion of Town, taking into consideration land use patterns, population projections, existing fire stations and minimum response times.

Action 1.3.3. Develop a Town-wide Strategic Information Technology Plan and invest in training for municipal staff related to the use of new technology and software.

Action 1.3.4. Encourage and support the continued pursuit of grant funding and other alternative financing strategies that could provide funds for planning support, capital improvements, and professional training opportunities for Town staff.

Strategy 1.4. Explore opportunities to collaborate and share resources with neighboring communities to address regional issues, reduce municipal costs, leverage grant funding and public-private partnerships, and provide more efficient and equitable public service delivery.

Action 1.4.1. Consider and evaluate participation in collective purchasing programs for capital equipment (e.g., police, fire and public works vehicles) to benefit from economies of scale and save staff time.

Action 1.4.2. Collaborate with neighboring communities to encourage preservation of green spaces and to identify locations of possible shared use paths and other connections between adjacent green spaces. These include, but are not limited to, Rumney Marsh, Breakheart Reservation, Lynn Woods and the Northern Strand Community Trail.

Strategy 1.5. Maintain and improve streets and bridges and enhance walking, biking, and transit infrastructure to increase connectivity and provide universal access for all users.³

Action 1.5.1. Develop a Complete Streets Prioritization Plan to encourage multi-modal travel and increase pedestrian connectivity between neighborhoods, local amenities, and town facilities. Use existing plans and policies to expand the Town's walking, biking and greenway network, including, but not limited to:

- Saugus Walk Assessment – (WalkBoston)
- Safe Routes to School
- Northern Strand Community Trail Improvement Project
- Open Space and Recreation Plan



Action 1.5.2. Create a comprehensive plan to improve sidewalks and street crossing and retrofit existing sidewalks with ADA-compliant ramps per federal requirements.

Action 1.5.3. Work with Saugus Public Schools on facilities planning and the development of “Safe Routes to Schools” to encourage safe pedestrian paths, adequate lighting and traffic calming measures for students and residents.

Action 1.5.4. Consider permanent or temporary street closures and expanding and shared (bike-walk) streets. This could include, but is not limited to, weekend closures of Lincoln Avenue in Clifftondale Square for bicycle, pedestrian, and retail use.

Strategy 1.6. Expand the Town’s open space network and increase pedestrian and bicycle connections between parks and other recreational facilities.

Action 1.6.1. Implement the proposed Saugus River Walk project to provide better public access to the river and promote economic growth.

Action 1.6.2. Reserve appropriate riverfront sites for public amenities and river-related development such as boating services, picnics, etc.

Goal 2: Ensure public facilities meet community and departmental needs and support the sustainability goals of the Town.

Strategy 2.1. Provide residents equitable access to quality education and lifelong learning opportunities through the use of public facilities.

Action 2.1.1. Finish implementing the Saugus School District’s reconfiguration plan and complete ongoing renovations to existing school facilities.

Action 2.1.2. Actively reinvest funds into academic supports, programming, and facility improvements to support the town’s next generation of students and educators.

Action 2.1.3. Continue to expand community-based classes, events, and opportunities for neighborhood interaction at the Town’s library, senior and youth recreation. centers.

Action 2.1.4. Support and provide funding to expand access to library programs, services, activities, and events.

Action 2.1.5. Implement the Action Plan and recommendations outlined in the FY 2021-2025 Saugus Public Library Strategic Plan.



Strategy 2.2. Plan for the replacement or substantial improvement of facilities whose characteristics of size, condition, or location inhibit the efficient operation of relevant departments.

Action 2.2.1. Prepare a feasibility study for a multifunctional community center to replace the Chris Ciampa Jr. Youth and Recreation Center.

Action 2.2.2. Plan for the renovation or replacement of the existing DPW Salt Shed.

Strategy 2.3. Prioritize and implement recommendations from prior planning efforts to protect Town facilities and infrastructure threatened by the present and anticipated effects of climate change, e.g., increased storm intensity and sea level rise.

Action 2.3.1. Implement energy retrofits and other energy initiatives in the Town's Energy Reduction Plan, Hazard Mitigation Plan and Municipal Vulnerability Preparedness Plan to reduce greenhouse gas emissions and energy consumption.

Action 2.3.2. Implement low impact development (LID) techniques and other measures outlined in the Open Space and Recreation Plan and the Town's Drainage Master Plan to improve water quality and reduce stormwater runoff.

Goal 3: Ensure all Town owned buildings and property are fully and efficiently used

Strategy 3.1. Encourage adaptive reuse of civic and institutional buildings

Action 3.1.1. Develop timely, thoughtful, and transparent asset management policies to guide the Town's disposition process for surplus public facilities and property.

Action 3.1.2. Provide opportunities for residents to participate in facilities planning and provide feedback on current and future use of public space and Town-owned facilities.

- Hold public hearings to collect resident feedback on the future use of the Lynnhurst, Waybright, and Oaklandvale school facilities.

Strategy 3.2. Continue to identify and proactively address maintenance concerns which do not yet rise to the level requiring capital improvement funding.

Action 3.2.1. Develop a Planned Preventive Maintenance (PPM) program for all Town-owned facilities to track the longevity and maintenance of major systems (e.g., building envelope, plumbing, security, HVAC, roof, etc.) and plan for repair and replacement.



Action 3.2.2. Perform a space needs analysis for all Town-owned facilities that assesses building needs, physical layout, utilization of space, land use compatibility, and financial costs for renovating and retrofitting.

Goal 4: Continue developing capacity to plan and implement long term, proactive infrastructure and facilities improvements.

Strategy 4.1. Maintain and refine the Town's capital planning and implementation processes.

Action 4.1.1. Finish implementing the FY2017-FY2021 Capital Improvement Plan

Action 4.1.2. Identify and establish additional best practices for capital improvement planning for long term maintenance and infrastructure needs.

Action 4.1.3. Develop a new comprehensive Capital Improvements Plan (CIP) that aligns with the Town's annual budget and is consistent with the Saugus United Master Plan. The CIP should be assessed and updated annually.

Work ▪ Economic Development

Saugus is home to numerous businesses and employment opportunities. Businesses in Saugus rely on the Town to foster a business-friendly climate, provide critical services and infrastructure, maintain accessibility through roads and sidewalks, ensure that employees and customers have safe places to live, and provide high-quality education. Likewise, the Town relies on businesses to create employment opportunities, provide goods and services to its residents, and support the Town's fiscal health through taxes. Improving economic development requires a multi-prong approach, which, as is evident in the recommendations below, touches upon a number of relevant elements in this master plan.



Community Input

Feedback from the Survey

Survey respondents stated:

- They desired vibrant business districts with a particular focus on Cliftdale Square.
- An important challenge for Saugus moving forward is attracting new businesses and improving commercial areas.
- The community wants to see more small businesses, particularly in Cliftdale Square.
- Cliftdale was also identified as an area for desired mixed-use development, which would help achieve multiple goals in this master plan, including economic development by increasing the local customer base.

Public Forum Feedback

At the March 2021 community forum, participants had concerns with reintroducing vibrancy to Cliftdale Square, particularly as it does not carry the commercial density or convenience of Route 1. However, participants also worried about the future of Route 1, noting the disconnect between continued growth of residential development and the new high school but with no new commercial or retail along this corridor.

Recommendations

Goal 1. Implement a framework for long-term commercial sustainability in neighborhood business districts.



Strategy 1.1. Conduct a comprehensive small business district assessment to better understand the specific conditions and challenges unique to businesses in different areas of Saugus.

Action 1.1.1. Based on the results of the assessment, provide tailored assistance to small businesses in the form of workshops or one-on-one assistance to build capacity.

1. One on one assistance allows a business owner to receive support at a convenient time and in the context of their business.
2. Workshops serve as a point of entry for many business owners and could represent a starting point for more comprehensive assistance.

Action 1.1.2. Based on the results of the assessment, provide referrals to partner organizations to expand partnerships such as non-profit or private entities, banks, realtors, and other organizations.

Action 1.1.3. Based on the results of the assessment, need and type of technical assistance, form cohorts to enable peer learning.

Action 1.1.4. Based on the results of the assessment, create “cheat-sheets” or flowcharts of frequently asked questions or challenges from business owners to upload online and distribute through business districts (e.g., permitting and licensing, signage regulations)

Strategy 1.2. Establish a small business liaison position within the economic development department dedicated to supporting small business owners navigating the regulatory environment.

Action 1.2.1. Focus position on providing two-way communication channels that can be utilized by businesses in times of duress and to access programmatic support in the form of grants, etc.

Action 1.2.2. The position should work closely with the any additional business development entities or committees in Town.

Strategy 1.3. Define Saugus economic activity areas’ competitive advantages.

Action 1.3.1. Develop strategic marketing materials and programming that promote district identity

Goal 2. Invest in physical infrastructure of neighborhood business districts and improve pedestrian access.

Strategy 2.1. Review the zoning in each neighborhood business district.

Action 2.1.1. Ensure alignment with the goals for each district and to encourage investment.

Figure 59. Example of Saugus Storefronts



Strategy 2.2. Conduct parking management plans across business districts.

Action 2.2.1. Analyze current parking utilization and formulate recommendations to appropriately manage parking.

Action 2.2.2. Implement recommendations from parking plans.

Strategy 2.3. Leverage Town investments to support neighborhood business districts

Action 2.3.1. Analyze best investments for public realm, placemaking, sidewalk, and streetscape improvements and using Town-owned property (if applicable) to effectively to support the goals of the district.

Strategy 2.4. Work closely with private property owners to “activate” underutilized parcels through placemaking activities, such as pop-up parks and events.

Strategy 2.5. Establish a wayfinding strategy program to connect neighborhood business districts to pedestrian infrastructure.

Figure 60. Cliftdale Square Rotary



Goal 3. Promote reinvestment in Cliftdale Square.

Strategy 3.1. Evaluate opportunities for commercial and residential investment to revitalize Cliftdale Square.

Action 3.1.1. Conduct an updated market demand analysis to evaluate trends in residential/commercial real estate in the area.

Strategy 3.2. Establish urban design guidelines for both the public and private realm to guide future development in the area.

Action 3.2.1. Ensure guidelines foster walkability and a sense of place.

Action 3.2.2. Adhere to site-level best practices for accessibility, safety and sustainability.

Strategy 3.3. Establish a storefront improvement program through either loans or grants. A loan program may address some of the additional capital needed with bank loans or paved the way for future grants for businesses, and allow for higher amounts. A grant program would allow for smaller amounts to be disbursed.

Goal 4. Promote commercial and mixed-use development on Route 1.

Strategy 4.1. Conduct market demand analysis to analyze potential for desired commercial and retail uses along Route 1.

Action 4.1.1. If necessary, adjust required commercial percentages in the Town's mixed-use overlay district from the analysis.

Strategy 4.2. Engage in district branding and identity study to promote economic growth that will be harmonious with neighborhood business districts. Future commercial and retail should revitalize Cliftdale Square and Saugus Center.



Figure 61. Cliftdale Square

Goal 5. Remain aware and proactive in supporting light industrial sector activity to strengthen Saugus's overall economy.

Strategy 5.1. Create a baseline assessment of industrial land use areas in the Town today and define an approach or policy to these areas to retain future flexibility by reducing loss and encroachment by other uses.

Action 5.1.1. Inventory current and future industrial land based on type of activity and size.

Action 5.1.2. Inventory by activity the demographics (e.g., people of color, population with language barriers, population without high school diplomas) of those trained in the industry.

Action 5.1.3. Inventory by size to preserve or strengthen industries that already exist.

Action 5.1.4. Track changes and trends in the Town's tax base and use this data to inform industrial zoning and policies.

Strategy 5.2. Maximize the effectiveness of the economic development committee tasked with reacting to proposed projects to expedite, facilitate, and evaluate development plans at an early, interim, and final stage.

Action 5.2.1. Evaluate the current process and implement changes as needed.

Strategy 5.3. Leverage workforce development programs currently underway and refocus on industrial job opportunities to address rising unemployment in Saugus.

Action 5.3.1. Collaborate with the North Shore Workforce Investment Board, as appropriate.



Connect ■ Transportation

Saugus' proximity to Boston makes it an attractive place to live and work. However, Saugus has a number of particular challenges, including through-traffic along Route 1 from residents of other communities and a lack of many transit options. These latter two issues are in many ways outside of the community's control. The recommendations, therefore, focus in large part on ways to get Saugus residents around Town in ways that minimize further vehicular traffic congestion.

Community Input

Feedback from the Survey

A vast majority of survey respondents (84%) stated that they drive alone to get around Saugus. A majority (58%) also said they walk for trips in Town, while 15% said they travel by bicycle. When asked how they wished to get around Town, there was not a clear favorite, but the most popular response was walking (28%), while driving/riding with others (23%/19%) were next with bike at 15%. Several residents (23%) envisioned Saugus having improved walking facilities, while 13% noted interest in better bicycle facilities and an equal percent desired better access to the MBTA commuter rail. Nearly a quarter of respondents indicated that they hoped that traffic congestion improves in Saugus. When asked where they would like to go more often if easier to get to, the most popular responses included Cliftdale, the Breakheart Reservation, Boston, and the Saugus Center. When asked what would help in getting to those places, many responses include better and safer sidewalks, paths, and bike lanes, as well as parking.

Public Forum Feedback

At the March 2021 community forum, participants had particular concern with Route 1 and that new development and new connections to Route 1 will create vehicular traffic congestion in neighborhoods that abut the corridor. Participants also expressed dissatisfaction with the MBTA bus service in the Town and disappointment that long-time rail improvements such as a proposed expansion of the Blue Line to Lynn have not taken place. Finally, residents noted that the trails along the Breakheart Reservation and the Northern Strand Trail are great assets, but the Town's sidewalk and bicycle network was lacking.



Challenges

- Lack of comprehensive sidewalk and bicycle network
- More than half of the Town's streets do not have a sidewalk on at least one side, and there are only a few miles of bicycle lanes throughout the Town. There is no complete streets policy or plan adopted by Saugus, and the existing sidewalk network is piecemeal and does not always connect to the main destinations in Town.
- Route 1 and Town traffic
- Given the lack of a sidewalk and bicycle network, a vast majority of residents must drive for both work and daily needs. Moreover, Route 1 has a major impact on the Town's transportation services by as the main traffic connector to/from Boston, the main location for several retail destinations in Town, and as a major barrier physically dividing Saugus with only three east-west vehicle and pedestrian crossings in Town.
- Lack of safe options for those who do not drive
- Related to the above challenges, there is a lack of safe options for those who cannot drive, including children under the age of 16, households with zero or one vehicle, and seniors who no longer drive. The Town has had several crashes in the recent past, as well as two high crash locations. While crashes and unsafe streets create problems for all users, they are especially dangerous for pedestrians and cyclists. There are almost no transit services on the west side of Town, and the lack of a sufficient east-west pedestrian network over Route 1 and elsewhere means that nearly everyone must drive or be driven to connect to schools, retail establishments, and to destinations like the Breakheart Reservation.



Opportunities

- **Emerging trail network**
The Northern Strand Trail and foot trails in Breakheart Reservation offer the start of a larger Town-wide and regional trail network that could include the portions of the Saugus River and other pathways connecting the Saugus Iron Works, neighborhood parks, and across Route 1.

- **Assistance to create walking and cycling infrastructure**

MassDOT offers financial assistance through the Complete Streets program to create a town wide complete streets prioritization plan as well up to \$400,000 annually to implement complete street projects in the prioritization plan. The Commonwealth's Safe Routes to Schools program could also provide technical assistance to assist Town staff, school staff and parents to develop specific programs that promote walking and cycling to school for students.

- **Redevelopment of Route 1**

As Route 1 redevelops, the Town has a potential long-term opportunity to create a corridor that connects the two halves of Saugus, by creating a parallel network built primarily for pedestrians and cyclists and by dramatically improving the sidewalk and trail connections crossing Route 1.

- **Creation of Pilot Programs**

Proposing changes to parking and reallocating street spaces for dining, pedestrians and cyclists can be daunting when residents or others are concerned these changes will not improve their quality of life. Many communities have undertaken low-cost, temporary pilots to adjust streets using temporary paint, traffic cones, flexposts and signage to test ideas, solicit community feedback, and revise the temporary changes. Ultimately, the pilots can lead to successful permanent changes that are based upon community input and pilot performance in meeting the Town's transportation goals.



Recommendations

The recommendations below were developed based upon the analysis of previous studies, existing conditions, and input from the community forum and survey, with the overarching theme of reducing traffic demand and vehicle traffic impacts through a multi-pronged, equitable strategy focused on better pedestrian, bicycle, and transit connections combined with slower and safer streets in Saugus.⁴

4

We use the term "rolling" multiple times throughout our recommendations. By "rolling" we refer to other types of personal wheeled mobility besides bicycling, such as wheelchairs, walkers, strollers, scooters, mopeds, skateboards, and more.



Figure 62. Bridge over Saugus River as part of the Northern Strand trail (MassStreetsblog)



Goal 1. Build an on- and off-street walking and cycling network.

Strategy 1.1. Develop a pedestrian/bicycle and “roll” master plan that includes key destinations such as schools, Breakheart Reservation, Saugus Center and Cliftondale.

Action 1.1.1. Verify the condition of existing infrastructure, identify gaps in the pedestrian and cycling network, and develop priority projects. The plan should build upon the recent improvements of the Northern Strand Trail and the recent design of the Ballard Street RiverWalk. This plan would also build upon the Walk Assessment completed by WalkBoston in 2018-2019.

Action 1.1.2. Ensure the pedestrian/bicycle Master Plan incorporates facilities that meet the Americans with Disabilities Act, and are designed for persons with disabilities, older adults, and children. Facilities should plan for people using devices such as wheelchairs, walkers, strollers, new forms of micro mobility (i.e., electric scooters), delivery carts (dollies), and canes.

Action 1.1.3. Determine key connections to walk, bike, and roll to include transit stops, grocery stores, schools, town centers, places of worship, parks, etc.

Strategy 1.2. Adopt a Complete Streets policy and develop a complete streets prioritization plan.

Action 1.2.1. Adopt a Complete Streets Policy and Plan which will allow the Town to tap MassDOT Complete Street funding to implement priorities identified in the pedestrian/bicycle master plan as well as needed safety improvements (see Goal 2).

Action 1.2.2. Adopt a policy requiring implementation of priority bicycle, pedestrian and rolling improvements during repaving and other street projects in accordance with the bike and pedestrian master plan, or other previously identified routes,

Strategy 1.3. Apply for funds such as MPO funds and the MassTrail Grants to complete key connections and priority projects.

Action 1.3.1. Identify local funds such as TNC fees that could assist in funding implementation.

Action 1.3.2. Initiate new trail projects, even if they are conceptual, with the MassDOT Trails database to cue up projects for state funding.

Strategy 1.4. Develop pilot project ideas to test ideas and build support for better walking and bicycling and rolling infrastructure. These can include Shared Street programs offered by MassDOT as well funding and technical help from MassDOT and non-profits such as WalkBoston.

Goal 2. Prioritize safety improvements at key crash areas and corridors.

Strategy 2.1. As part of the Complete Streets prioritization plan, focus on vehicle crash clusters at Winter Street and Ballard Street and Main Street/Lynn Fells Parkway, as well as areas with concentrations of pedestrian and bicycle crashes such as Clifftondale.

Action 2.1.1. Conduct Road Safety Audits of high crash areas and corridors with MassDOT and others to evaluate safety improvements.

Action 2.1.2. Prioritize safety improvements where crash clusters are in or near environmental justice communities.

Action 2.1.3. Develop pilot projects to test ideas and build support for better walking bicycling and rolling infrastructure (see Strategy 1.4).





Figure 63. Traffic calming pilot in Topsfield



Strategy 2.2. In coordination with local traffic enforcement and public health, adopt a Vision Zero policy that aims to eliminate fatalities and serious injuries from vehicle crashes. A Vision Zero policy will help the Town incorporate best practices in street projects that are designed to slow traffic and improve safety for all users.

Action 2.2.1. As part of the Vision Zero policy, create an Action Plan that will lay the groundwork for the strategies that will move your community from vision to action and help achieve the goal of zero traffic deaths and serious injuries.

Action 2.2.2. Work with the Massachusetts Vision Zero Coalition to access resources, stay up to date on state legislation, and partner with local and state organizations working to make streets safer for all people.

Goal 3. Expand transportation options, particularly for Saugus' most vulnerable.

Strategy 3.1. Develop and implement a robust Safe Routes to School (SRTS) program for children and parents to safely walk, bicycle and roll to town schools.

Action 3.1.1. Work with SRTS staff to assess walk/bike conditions as well as develop school drop off/pickup plans to combat congestion around high traffic times. Prioritize routes within a two-mile radius of the school.

Action 3.1.2. Implement pilots such as walking school buses and temporary traffic calming techniques around schools to emphasize safe walking, cycling, and rolling.

Action 3.1.3. Work with SRTS staff and local champions to plan regular programming for school-age families to learn and practice bike, walk and roll safety, try out new routes, and get fitted for helmets.

Strategy 3.2. Expand Council on Aging transportation services to meet the growing demand.

Action 3.2.1. Add an additional van/vehicle and driver for medical, meals, shopping, and other daily need trips. Prioritize electric vehicle purchase/use if possible.

Action 3.2.2. Create a partner program either via taxi vouchers and/or with volunteer drivers to provide additional trips (including out of town medical trips).



Figure 64. Example of a “walking school bus” to support walking to school (SafeRoutesPartnership.org)

Strategy 3.3. Assess the transit needs of Town residents, concentrating on zero and one-vehicle households, seniors, households with non-English speakers, low-income households, people of color, and persons with disabilities to determine unmet travel needs.

Action 3.3.1. Conduct an assessment of needs by partnering with the Commission on Disability, Council on Aging, the Housing Authority, and local non-profit organizations who serve vulnerable and diverse populations to understand where there are gaps and determine how to address them.

Action 3.3.2. Develop pilots, such as creating a town-wide on demand shuttle (microtransit) available to all residents or partnering with a taxi service for locations and times not served by MBTA buses or The Ride.

Action 3.3.3. Create senior/dementia friendly wayfinding and pedestrian/rolling routes that are shade/cooling friendly as part of ped/bike/rolling network in Goal 1. Include supporting features such as trees, benches, drinking fountains, public art, green space, etc.

Goal 4. Minimize additional vehicular traffic and congestion due to new development through Transportation Demand Management (TDM) and other strategies, in coordination with Goals 1, 3, 5.

Strategy 4.1. Join a TMA (e.g., North Shore TMA) to develop ways to assist commuters with non-driving options.

Strategy 4.2. Adopt a Town TDM policy to encourage businesses and major development to provide non-driving options for employees and tenants.

Strategy 4.3. As new housing development opportunities arise, prioritize high-quality walking, biking, and transit connections to decrease reliance on single-use vehicles.

Goal 5. Manage parking supply and demand in select areas.

Strategy 5.1. Conduct a parking management study in Clifftondale and the Town Center to determine existing on-street and off-street parking utilization and determine whether changes to parking regulations are needed, including changes in off-street parking requirements.

Strategy 5.2. Adopt a shared parking ordinance that would allow for less parking to be constructed at mixed-use sites or areas whether the principal uses have demonstrated different peak demand times.





Figure 65. Cliftondale Square will be future location for a shared streets project using funding from the Baker-Polito Administration's Shared Streets and Spaces grant program.



Action 5.2.1. In creating shared parking bylaw, allow developers to count off-site parking spaces toward parking requirements, provided residents or commercial tenants are legally able (through lease, easement or other means) to utilize those off-site spaces if they are located a reasonable distance from the site.

Action 5.2.2. Revise the parking bylaw to reflect the latest research on parking needs.

Strategy 5.3. Develop pilot parking programs as part of open streets/shared street programs with temporary signage, flexposts, striping, etc.

Action 5.3.1. Evaluate the recent Saugus shared street project with assessments of how well the pilots reduce parking conflicts, create parking turnover, and do not hinder other street users (e.g., transit, cyclists, pedestrians). Also evaluate community support, business support, and potential other benefits of the pilot.

Action 5.3.2. Implement additional shared-street pilots that include outdoor dining spaces, public art displays, and open street events.

Goal 6. Create better transit connections to Boston.

Strategy 6.1. Improve bus infrastructure such as better (and more) shelters, real-time next bus signage at stops, along with possibly bus priority signals, bus priority lanes and queue jumps.

Action 6.1.1. Work with the MBTA on bus improvements, and work in coordination with adjacent communities (Lynn, Malden) where Saugus MBTA routes terminate or originate. Use information gathered in Goal 3, Strategy 3.3 to inform needed changes to bus service in Saugus.

Action 6.1.2. Create a Transit Action Plan with MassDOT for short-term, effective improvements, similar to ones in Everett and Lynn.

Strategy 6.2. Advocate for implementation of Blue Line and regional (commuter) rail improvements proposed in the MBTA's Focus 40 and Rail Vision plans. Expansion of the Blue Line to Lynn and expanding regional rail service to 15 or 30 minutes all day on the Rockport/Newburyport line, combined with better bus connections to Saugus, would provide higher quality rail access to Boston and the region.

Goal 7. Develop a long-term vision for Route 1 to create better connectivity.

Strategy 7.1. Develop a long-term redevelopment and connectivity vision for the Route 1 corridor. This vision should consider both the changing retail marketplace in the region, with necessary zoning changes as well as the appropriate changes to corridor connections to support the long-term vision. This vision should use the ideas proposed in 2004 by the Town's Route One Traffic and Safety Study Committee as a starting point but develop these in greater detail to be adopted by the Town.



Figure 66. New bus shelter with bike rack in Bedford (Town of Bedford)





Figure 67. View of Route 1 in Saugus.



Action 7.1.1. Include in the vision an additional east-west bicycle and pedestrian connection over Route 1 to better connect the Breakheart Reservation to east Saugus, and a Complete Street reconstruction of existing east-west streets over Route 1.

Action 7.1.2. Assess possibility of a north-south shared-use trail or narrow “slow-street” (Woonerf) to provide local connectivity running north-south across town.

Strategy 7.2. After adoption of the Route 1 corridor vision, create an action plan of steps for implementation of the vision.

Action 7.2.1. Adopt requirements for developers to set aside right-of-way for new bicycle and pedestrian connections as the corridor redevelops.

Action 7.2.2. As part of the MBTA Bus Network Redesign, evaluate proposed changes to bus routes along Route 1. Where needed, work with the MBTA to create bus priority lanes and/or bus stops. (Coordinate with Goal 5)

Action 7.2.3. Develop a long-term, multiagency vision for Route 1 with MassDOT and other municipalities from Rt 128/I-95 to Boston. This vision should include bold elements to address climate change, transportation equity, air quality, heat exposure, and road safety for all users.

Play ■ Open Space and Recreation

Open space and parks are critical to the quality of life in a community and provide a wide range of benefits. Access to parks can contribute public health benefits, enhanced property values, and improved environmental quality including air quality, water quality, and the mitigation of urban heat island effects. Public health benefits include reducing the incidence of childhood obesity by providing safe places for kids to be active.

Open spaces and parks also serve as important meeting places for neighbors to socialize and get to know one another.



Figure 68. Example of pedestrian / bike bridge over a highway.

Community Input

When asked which community features are most important for the future of Saugus, (77%) of survey respondents selected well maintained open spaces, parks and other natural assets, making it the highest ranked feature.

Residents and community members value the abundant open space and recreation resources in Saugus, though they acknowledge that updates are necessary to improve the condition of many of the recreation facilities,



Figure 70. Breakheart Reservation



Figure 69. Bucchiere/Bristow Park

like ballfields and playgrounds. When asked what makes a park valuable, (75%) of respondents said cleanliness followed by safety (55%) and then scenic beauty (44%).

When asked what features and amenities they would like to see increase in the Town's parks and recreational system over the next 10 years, (58%) said they want to see more water access points for rowing, kayaking, paddle boarding followed by (48%) who said they want to see more multi-purpose trails for walking, running, hiking and biking. Another priority expressed in the survey comments and throughout the planning process was the need for a new Youth and Recreation Building or Community Center.

The following goals and strategies have been adapted from the recently completed Saugus Open Space and Recreation Plan and modified based on public input received during the Saugus United planning process. Most recommendations related to natural resources (water, vegetation and wildlife) and preparing for climate change are discussed in the Environmental Stewardship chapter of this plan.

Table 27. Community Survey Question of Most Important Features for Future of Saugus

| Of these features, which do you feel are most important for the future of Saugus? | # of Votes | % of Votes |
|-----------------------------------------------------------------------------------|------------|------------|
| Well maintained open spaces, parks, and other natural assets | 165 | 77% |
| High quality schools and educational opportunities | 159 | 75% |
| Strong and vibrant neighborhoods | 132 | 62% |
| Vibrant business districts | 107 | 50% |
| Efficient public services and facilities | 107 | 50% |
| Effective zoning and growth management | 89 | 42% |
| Safe travel and commuting options | 85 | 40% |
| Affordable and attractive housing options | 73 | 34% |
| Accessible healthy food options | 57 | 27% |
| Accessible physical and mental health care services | 46 | 22% |
| Some other feature | 19 | 9% |
| Total Respondents & Votes | 213 | 100% |



Recommendations

Goal 1. Promote public awareness of and education about Saugus’ open space and recreation assets.

Strategy 1.1. Encourage public awareness of Saugus’ environmental assets, specifically Rumney Marsh, the Saugus River, and Breakheart Reservation, through educational and recreational programming.

Action 1.1.1. Work with the Saugus Public Schools to continue encouraging outdoor learning for science classes.

Action 1.1.2. Work with the Youth and Recreation Department to develop and support activities along the Saugus River such as paddle boating and rowing.



Figure 71: Northern Strand Community Trail in Saugus

Photo source: <http://www.bikeforums.net/northeast/518426-metro-boston-good-ride-today-192.html>

Action 1.1.3. Encourage public involvement and seek input regarding areas for preservation and conservation through annual public meetings.

Strategy 1.2. Educate residents and visitors about the opportunities for passive recreation (walking, biking, boating, etc.) in Saugus, especially on underutilized sites.

Action 1.2.1. Consider holding guided walks through Saugus' conservation lands to promote passive recreation and to educate the public about the importance of land preservation.

Action 1.2.2. Develop and maintain a website to include all necessary information about trails and outdoor opportunities in Saugus for residents and visitors.

Action 1.2.3. Utilize the information from the OSRP to populate a brochure with information on conservation lands and suggested sites; include information on where to park and how to access open space sites.

Action 1.2.4. Distribute the brochure at schools, Town Hall, Chamber of Commerce, Historical Society, Iron Works, and local businesses.



Action 1.2.5. Encourage the Saugus School System to use the brochure to guide outdoor education.

Action 1.2.6. Update the brochure periodically to keep a fresh appearance and include new information.

Strategy 1.3. Continue to promote and advertise recreational programming provided by the Youth and Recreation Department.

Action 1.3.1. Continue to utilize and update the Saugus Youth and Recreation website to promote and advertise programming.

Action 1.3.2. Consider offering hardcopy and online survey through the Saugus Youth and Recreation website to poll residents of all ages about what recreational programming they want to see in Saugus.

Goal 2. Maintain and improve opportunities for passive recreation on conservation lands and throughout Saugus.

Strategy 2.1. Maintain existing trail network and develop additional walking trails on conservation sites.

Action 2.1.1. Maintain the trail access to the Vinegar Hill vista site.

Action 2.1.2. Improve the trail along Prankers Pond and consider creating one that is ADA accessible.

Action 2.1.3. Maintain the trails on the Curley Property.

Action 2.1.4. Implement the Saugus RiverWalk.

Action 2.1.5. Periodically conduct trail maintenance to ensure trails are walkable and lack major obstructions.

Action 2.1.6. Determine sites where new trails may be appropriate, specifically when they link destinations to Town.

Strategy 2.2. Improve signage to encourage access to and use of trails and conservation sites, specifically in residential areas where access is currently limited.



Action 2.2.1. Work with SAVE to install signage and wayfinding at the Vinegar Hill site that indicates trail access and where to park.

Action 2.2.2. Clearly mark the access points to the Curley Property trails.

Strategy 2.3. Map and mark existing trails, their access points, and other passive recreational options on open space sites.

See Actions 1.2.1 and 1.2.2

Strategy 2.4. Increase non-vehicular connectivity of the Town's open spaces through education, signage, and new connections.

Action 2.4.1. Facilitate access to parks through pedestrian improvements.

Action 2.4.2. Pave the Saugus portion of the Northern Strand Community Trail.

Action 2.4.3. Improve on-street bicycle access in Saugus through the addition of bike lanes and sharrows.

Action 2.4.4. Map potential connections between the town's various open spaces and include on the website.

Strategy 2.5. Improve streetscape appearance, as well as comfort and safety, through sidewalk renovations, benches, and potentially shade tree plantings.

Action 2.5.1. Provide needed safety and accessibility improvements including sidewalk renovations, updated crosswalks, and more curb cuts.

Action 2.5.2. Along frequently traveled pedestrian routes, add benches and consider adding sufficient shade tree plantings. The species of any proposed trees should be carefully checked to ensure their growth does not damage sidewalks.

Strategy 2.6. Expand opportunities for water-based recreation (such as fishing, boating, and swimming) along the Saugus River and in the Town's lakes.

Action 2.6.1. Make canoe/kayak access improvements and add signage at Stocker Playground.

Action 2.6.2. Add interpretive signage at various sites to clearly designate what water-based recreation is allowed.

See Action 1.1.2



Strategy 2.7. Establish and enhance partnerships with other open space landowners, especially those at the state and national level.

Action 2.7.1. Develop a partnership with the National Park Service to identify areas for collaboration in Saugus outside of the Iron Works.

Action 2.7.2. Develop a partnership with the Commonwealth's Department of Conservation and Recreation (DCR) to identify shared priorities and ideas for collaboration at Breakheart Reservation and Rumney Marsh.

Action 2.7.3. Work with DCR to envision a future for the former Bacon Property that could include kayak/boat access, connections to the Northern Strand Community Trail, and an environmental education center.

Goal 3. Maintain and enhance active recreation facilities and associated programming.

Strategy 3.1. Keep an up-to-date inventory of Saugus' recreation facilities (such as playing fields, courts, and playgrounds) and what the maintenance needs are.

Action 3.1.1. Create an inventory with each recreation facility listed and specific equipment/resources that are available at each site.

Action 3.1.2. Develop a maintenance plan for the parks and playgrounds managed by the Youth and Recreation Department.

Strategy 3.2. Repair, update, and maintain existing recreation facilities.

Action 3.2.1. Continue the collaborative relationship between the Youth and Recreation Department and the Department of Public Works to maintain fields and other recreational facilities.

Action 3.2.2. Explore the possibility of conducting a Stocker Playground Master Plan to identify the best uses and a possible design for the site.

Action 3.2.3. Commence a planning study to analyze the feasibility of building a new youth recreation or multi-purpose community center.

Strategy 3.3. Research and apply for funding sources to assist with the maintenance and upgrading of parks and playgrounds.



Action 3.3.1. Research additional funding resources for the maintenance and upgrading of parks and recreation facilities to relieve the financial burden on Town departments.

Strategy 3.4. Continue and expand the Youth and Recreation Department's programming, such as its summer camp, sports teams, and elementary after-school program.

See Action 1.3.2

Strategy 3.5. Increase recreational options for adult residents.

Action 3.5.1. Work with Youth and Recreation Department to develop an intramural sports league for adults.

Action 3.5.2. Incorporate fitness facilities into traditional park equipment.

Strategy 3.6. Consider creating additional dog parks in Town.

Action 3.6.1. Work with Saugus residents to determine the appropriate location(s) for neighborhood dog park.

Strategy 3.7. Address recreational needs identified in the 2012 Statewide Comprehensive Outdoor Recreation Plan, such as neighborhood parks in concentrated residential areas.

Action 3.7.1. Consider a possible location for a central "common" for Saugus residents to gather.

Goal 4. Improve the accessibility of both passive and active recreational sites for the elderly and persons with disabilities.

Strategy 4.1. Keep an up-to-date inventory of all the accessibility upgrades needed at the town's open space and recreation facilities.

Action 4.1.1. Develop an inventory and prioritize how facilities, parks, and open spaces will be upgraded to meet ADA accessibility.

Action 4.1.2. Work with seniors and members of the disability community to consistently update and prioritize the ADA inventory.

Strategy 4.2. Continue removing structural barriers at recreation facilities that impede the access of those with disabilities. A number of playgrounds and parks are already ADA compliant.



Action 4.2.1. Coordinate ADA compliance with basic maintenance upgrades whenever possible.

Strategy 4.3. Create and improve existing recreation facilities for passive leisure, especially those that are proximate to elderly residential areas.

Action 4.3.1. Consider the establishment of an ADA accessible walking path at the Saugus Senior Center.

Action 4.3.2. Ensure that sites like the Northern Strand Community Trail have sufficient lighting and number of benches.

Strategy 4.4. Develop recreational opportunities and programming for seniors and persons with disabilities in neighborhood park areas where activities may be presently limited to active or children's play.

Action 4.4.1. Evaluate the desire and possible locations for more age-appropriate programming such as bocce, shuffleboard, and other "lawn games."

Action 4.4.2. Work with the Saugus Senior Center to organize a walking group for seniors.

Action 4.4.3. Continue to reach out to seniors and people with disabilities to understand their recreation needs and how they can best be met.



Play ■ Arts and Cultural Resources

Community Input

These recommendations build on observations from the Existing Conditions chapter and address key themes, challenges, and opportunities identified through the plan research and engagement processes. From September 2020 through February 2021, interviews were held with key stakeholders from the Town's arts and culture community, including representatives from the Saugus Iron Works National Historic Site, Saugus Cultural Council, Saugus Historical Commission, Saugus Youth and Recreation Department, and Saugus Public Schools. A focus group with six arts and culture stakeholders was also conducted to explore the needs, challenges, and opportunities facing the cultural sector in Saugus and obtain feedback on the preliminary goals for the historic and cultural resources element of the master plan.



Figure 72. Roby School, Saugus.
Source: https://commons.wikimedia.org/wiki/File:Roby_School_-_Saugus,_Massachusetts_-_DSC04558.JPG

Recommendations

For additional recommendations related to arts, culture, and heritage, please refer to the "Historic and Cultural Preservation" header in the PROTECT section below. These two sets of recommendations are intended to complement each other and should be considered holistically in any cultural planning process.

Goal 1. Expand systemic investment in and support for cultural heritage preservation, the cultural sector and creative economy to advance local and regional economic development.

Strategy 1.1. Invest in the preservation and development of local facilities for arts, culture, and heritage activities, events, and programming.

Action 1.1.1. Leverage municipal bonds and historic preservation tax credits to finance the creation of a multi-use, multi-purpose performance, gallery, and presenting space for local arts, culture, and heritage organizations.

Action 1.1.2. Conduct a cultural asset mapping study and inventory of underutilized and/or vacant Town-owned properties.

Action 1.1.3. Conduct a suitability analysis identifying historic buildings that would be appropriate for adaptive reuse to support arts, cultural, and community uses and creative businesses and creative businesses.

Action 1.1.4. Conduct a study exploring options for converting the Ballard, Evans, and/or Roby school facilities into multi-purpose community and cultural spaces.

Strategy 1.2. Integrate arts and culture into the Department of Planning and Economic Development's priorities and operations.

Action 1.2.1. Conduct a review of municipal signage guidelines and their interpretation vis-a-vis public art and explore opportunities to develop a public art policy that offers a definition of public art grounded in national best practices and outlines structures to guide decision-making, funding, and management of a public art program.

Action 1.2.2. Streamline application and permitting processes and create a sliding scale fee structure to expand access to schools and other public facilities (including both indoor and outdoor spaces) for community-based and cultural organizations.

Action 1.2.3. Identify opportunities to program and activate Clifftondale Square in support of economic development priorities – for example, through seasonal events, vacant storefront activations, and cross promotion of local businesses with natural and cultural attractions.

Action 1.2.4. Explore opportunities to establish a cultural district in Saugus.



Action 1.2.5. Provide municipal support (for example, financial and technical resources, translation and interpretation) to support minority-owned, women-owned, and immigrant-owned small businesses through creative and cultural strategies.

Strategy 1.3. Improve local and regional visibility and awareness of historic and cultural assets.



Figure 73. Melrose Running Club Holiday Lights Run, Lynn Fells Parkway, Saugus, 2018.
Photo courtesy of Flickr user Paul-W. Creative Commons license CC BY-NC-SA 2.0.
Source: <https://www.flickr.com/photos/paul-w-locke/44464538620/>



Action 1.3.1. Explore a shared services model with neighboring municipalities or establish part-time town staff position dedicated to arts, culture, and heritage. This person could facilitate communication, networking, and relationships among local, sub-regional, and regional arts, culture, and heritage stakeholders and develop marketing and tourism initiatives to improve the visibility of Saugus's historic and cultural assets among local, sub-regional, and regional audiences.

Action 1.3.2. Coordinate with other North Shore communities to develop a regional marketing initiative to draw new audiences to Saugus and to facilitate relationships among cultural entities within Saugus and neighboring communities.

Action 1.3.3. Explore opportunities to develop a public history initiative that engages regional audiences in exploring the history and cultural significance of Route 1, particularly its significance as a regional destination for dining and entertainment and its role as a connector between Saugus and neighboring (and regional) communities.

Goal 2. Promote access for young people in Saugus to have access to a full range of meaningful, relevant, and supportive opportunities for creative expression and cultural participation.

Strategy 2.1. Expand opportunities for creative expression and cultural participation for local youth.

Action 2.1.1. Establish a youth arts and culture commission.

Action 2.1.2. Provide programming for youth at recreational and open spaces.

Action 2.1.3. Increase transportation options and after-school hours to encourage participation in extracurricular activities.

Action 2.1.4. Provide inclusive programming and curricular opportunities representative of the diverse communities in Saugus.

Strategy 2.2. Increase support for the Saugus Youth and Recreation Department.

Action 2.2.1. Reorganize the department's role and responsibilities to focus arts, culture, culinary, and life skills programs for youth, families, and adults.

Action 2.2.2. Increase funding and staffing for the department.

Action 2.2.3. Dedicate a larger space for the department, potentially through rehabilitating and repurposing a former school facility.



Figure 74. Hilltop Steak House sign on Route 1, 2006.
Photo courtesy of Flickr user Michael Femia.
Creative Commons license CC BY-NC-ND 2.0.
Source: <https://www.flickr.com/photos/bunkosquad/337709013>



Protect ▪ Energy and Sustainability

These recommendations build on observations from the Existing Conditions chapter and address key themes, challenges, and opportunities identified through the plan research and engagement processes. In addition to the group discussions and survey, interviews were held with Department of Public Works. The Town of Saugus has been a long-time participant in the State's Green Communities program and has completed several municipal efforts in clean energy and electric vehicles. The following goals and strategies will move Saugus into a greater leadership role around climate, as well as bring the Town closer in line with the State's net-zero emissions by 2050 commitment.

Recommendations

Goal 1. Reduce municipal energy usage and Greenhouse Gas (GHG) emissions through efficiency and renewable energy.

Strategy 1.1. Continue to maintain Green Communities Designation and identify funding for projects.

Action 1.1.1. Continue to track municipal energy usage and costs in Mass Energy Insight and submit annual reports.

Action 1.1. 2. Apply for annual or bi-annual grant funding for energy conservation measures.

Action 1.1. 3. Integrate energy usage and Green Communities work into existing staff job descriptions, including facilities management.

Action 1.1.4. Identify additional sources of funding and incentives, including state grants and capital budget to implement energy conservation measures.

Action 1.1.5. Adopt an energy efficiency purchasing policy for all new municipal equipment.

Strategy 1.2. Continue to utilize and install renewable energy on municipally owned properties.

Action 1.2.1. Increase municipal solar PV, particularly at the schools and parking lots, in order to reduce energy costs and GHG emissions. Consider pairing with energy storage for resilience benefits.

Action 1.2.2. Lead by example by requiring new municipal buildings, including schools, be net-zero buildings or meet the highest energy efficiency standards possible (such as LEED Platinum or Passive House Standards).



Goal 2. Support homes and businesses in reducing energy usage and increasing usage of renewable energy.

Strategy 2.1. Adopt a municipal Green House Gas (GHG) reduction goal and establishes a town-wide Climate Action Plan.

Action 2.1.1. Create an Energy and Climate Committee that can advise on issues of climate mitigation (reduction of GHG emissions and energy savings), including the development of goals and a Climate Action Plan.

Action 2.1.2. Establish a GHG emissions inventory using a simplified version such as MAPC's Community GHG Inventory Tool (Community Greenhouse Gas Inventory Training – MAPC).

Action 2.1.3. Identify funding for a Climate Action Plan and release an RFP.

Strategy 2.2. Increase access to resources for energy efficiency and renewable energy programs

Action 2.2.1. Provide educational and outreach materials to take advantage of existing energy efficiency programs that provide rebates and incentives for energy efficiency (MassSave <https://www.masssave.com>)

Action 2.2.2. Reduce barriers in zoning and streamline permitting process for residents, businesses, and non-profits to install solar and other renewable energy on their properties. Include solar parking canopies in solar zoning bylaw.

Action 2.2.3. Lead a Solarize Plus campaign to leverage group purchasing for rooftop solar, and clean heating and cooling such as Air Source Heat Pumps.

Action 2.2.4. Provide resources for consumer protection on renewable energy options.

Strategy 2.3. Participate in Green Municipal Aggregation (also known as Community Choice Aggregation) to provide low-cost clean energy through the utility for residents and businesses.⁵

Action 2.3.1. Establish a working group to advise on joining green municipal aggregation and seek initial approvals from Town Selectmen.

5

See Green Municipal Aggregation – MAPC



Goal 3. Reduce solid waste through improving municipal recycling programs and curbside composting.

Strategy 3.1. Increase recycling programs and establish a compost collection program through the Town's Waste Management services.

Action 3.1.1. Establish a solid waste reduction goal.

Action 3.1.2. Coordinate regionally with other municipalities on waste and recycling contracting.

Action 3.1.3. Increase awareness and expand textile recycling through a curbside pick-up option.

Action 3.1.4. Increase awareness and usage of town compost site and explore curbside pick-up, and/or offer discounted composting bins.

Action 3.1.5. Require those that contract with private haulers such as businesses and multi-family residences to include recycling services.

Strategy 3.2. Reduce single-use materials through education and advocacy.

Action 3.2.1. Pass a municipal plastic bag ban or fee.

Action 3.2.2. Support extended producer responsibility legislation.

Goal 4: Reduce air pollution and GHG emissions from vehicles.

Strategy 4.1: Continue to expand electric vehicle charging infrastructure and EV purchasing for municipal vehicles.

Action 4.1.1 Work with regional procurement to transition school buses to all electric.

Action 4.1.2 Identify key locations such as municipal sites and commercial districts to install EV charging stations for public use.

Action 4.1.3 Continue to transition municipal vehicle fleet to more fuel-efficient vehicles, including EVs and hybrids in line with Green Communities policy.

Strategy 4.2: Enforce anti-idling policies in school zones and other critical areas burdened by air pollution.

Action 4.2.1 Raise awareness and education with schools and parents around the connection between air pollution and asthma.



Protect ▪ Climate Resiliency

Issues and Needs

Saugus is facing increasing challenges from the impacts of climate change, including sea-level rise and coastal flooding, larger rain events, more frequent droughts, higher summer temperatures and heatwaves, and more frequent and intense storms. Changing climatic conditions will have wide ranging impacts on infrastructure, public health, natural resources, and the economy. Saugus is already taking proactive steps to address climate threats. In 2020, Saugus was certified by the state as a Municipal Vulnerability Preparedness (MVP) community. To achieve certification, Saugus completed a community workshop and public listening session focused on identifying climate vulnerabilities and prioritizing strategies to address them. In 2021 Saugus updated its Hazard Mitigation Plan (HMP). The HMP includes measures to address heat, flood, and drought.

Strategies highlighted in the MVP report include:

- Fund stormwater projects identified in the Stormwater Master Plan
- Participate in FEMA's Community Rating System program
- Protect wetlands and streams; maintain and improve the tree canopy, and pursue open space acquisition
- Ensure communications reach all populations in Saugus; collaborate with community organizations for outreach.
- Update disaster response planning including outreach to vulnerable residents.
- Build a new public safety building on the west side of Town.

The HMP focuses heavily on flood risk by including 20 stormwater projects and a recommendation to adopt a stormwater utility. Also recommended is the adoption of development guidelines to reduce heat and drought impacts, and outreach to residents susceptible to health impacts from extreme heat.

Feedback from the community survey indicated relatively equal concern about inland flooding, coastal flooding, and power outages. Residents expressed less concern about heat waves, although a majority were at least moderately concerned about high heat.



Roughly 80% of respondents were at least moderately concerned about inland, coastal flooding, and power outages.

Residents were asked to identify their top three priorities from among nine strategies to address climate impacts. The top four results included investing in stormwater management; “green” strategies including tree planting, wetland protection, and living shorelines; adopting regulatory strategies to steer development away from at-risk location; and planning for coastal risks.

Recommendations

Goal 1: Prepare to protect people, property, and infrastructure from current and future impacts of heat, drought, flooding, and storms.

Strategy 1.1: Incorporate climate resilience in all planning efforts. Utilize local planning to identify climate vulnerabilities and mitigate risks.

Action 1.1.1: Integrate climate projections in financial planning. Consider climate projections for the lifespan of projects when making capital investments.

Action 1.1.2: Imbed climate resilience in all planning projects. Plans such as Open Space and Recreation, Hazard Mitigation, Economic Development, and Housing Production provide opportunities to identify land for protection, needed infrastructure projects, and to ensure resilience of future development and housing.

Strategy 1.2: Update local bylaws and regulations to promote climate resilient land use.

Action 1.2.1: Conduct a review of Saugus bylaws and regulations and a scan of best practices to promote climate resilience.

Action 1.2.2: Implement strategies that discourage investment in risky locations and promote resilient development. Encourage green infrastructure solutions for improved heat, flood, and storm management.

Strategy 1.3: Pursue federal, state, and local funding opportunities to support climate resilience.

Action 1.3.1: Apply for grant funding available through Saugus’ participation in the FEMA Hazard Mitigation program and the state Municipal Vulnerability Preparedness program.



Action 1.3.2: Create a local stormwater utility to fund needed investments in stormwater management.

Action 1.3.3: Investigate funding opportunities in current federal recovery funds and future federal climate resilience programs.

Strategy 1.4: Complete an analysis of sea level rise and coastal flooding impacts and develop mitigation strategies.

Action 1.4.1: Conduct a study of future coastal flooding including impacts to transportation, infrastructure, residents, natural resources, and the local economy.

Action 1.4.2: Collaborate with regional partners including municipalities, state agencies, and non-governmental organizations to develop coastal protection strategies.

Action 1.4.3: Develop an action plan, utilizing land use policies, coastal protection projects, and resident support initiatives to increase resilience to coastal flooding.

Goal 2: Provide residents with resources to protect their health and safety in the face of climate impacts.

Strategy 2.1: Ensure that climate and emergency communications reach all populations in Saugus.

Action 2.1.1: Develop a communications plan that implements strategies for residents not currently reached through traditional methods.

Action 2.1.2: Work with community partners to enhance outreach.

Action 2.1.3: Translate communications materials into languages spoken in Saugus. Ensure capacity to respond to residents who speak languages other than English.

Strategy 2.2: Assist residents in maintaining healthy and safe conditions in their homes.

Action 2.2.1: Consider a program to provide flood protection educational materials and advice through Inspectional Services Department staff.

Action 2.2.2: Participate in FEMA grant programs to elevate, relocate, or buyout homes subject to repeated flooding.



Action 2.2.3: Seek to develop programming and resources to assist low-income residents in protecting their homes from the impacts of extreme heat.

Strategy 2.3: Encourage the creation of community support networks.

Action 2.3.1: Partner with local community organizations and houses of worship to create a neighbor helping neighbor program for support during extreme weather events and to increase climate awareness.

Action 2.3.2: Consider adoption of a support program for isolated older adults. The Brookline Buddies program is an example of such a municipal program.



Protect ▪ Environmental Stewardship

Open space and conservation lands play a critical role in supporting the environmental health and social viability of the community. These areas provide the Town with a multitude of irreplaceable benefits, including wildlife habitat, walking trails, scenic vistas, and water quality protection. Individually and collectively, these benefits contribute significantly to that sometimes hard to define, but widely appreciated phrase “quality of life.”

Urbanization and historic development patterns have substantially altered Saugus’s natural environment and contribute to climate change, including increases in paved surfaces and the loss of trees, streams, and wetlands. As the population grows and the built environment continues to change, it is important that the Town take positive and proactive steps to preserve and enhance its natural resources and protect quality of life for future generations.

The following recommendations are adapted from the Saugus Open Space and Recreation Plan, the 2021 Hazard Mitigation Plan Update, the town’s Municipal Vulnerability Preparedness Program Planning Report, and public input and feedback from the community forum. Please see the Public Facilities recommendations for related recommendations.



Figure 75. Rumney Marsh
Image Source: Kevin Davis





Figure 76. Saugus 2020 Municipal Vulnerability Preparedness CRS Workshop

Recommendations

Goal 1: Protect and preserve natural resources and environmentally sensitive areas.

Strategy 1.1: Create and update a prioritized inventory of lands of interest for recreation, conservation, and/or flood protection potential.

Action 1.1.1: Create a ranked inventory of parcels along the Saugus River, adjacent to Breakheart Reservation, and elsewhere that are of interest to the Town for acquisition and are currently undeveloped or desirable to purchase.

Action 1.1.2: Expand the town's acquisition of environmentally significant and flood prone land.

Strategy 1.2: Work with local environmental groups to locate lands of interest for conservation and recreation purposes, and to apply for funding to manage lands.

Action 1.2.1: Develop a collaborative relationship with the Saugus River Watershed Council in order to maintain the river's edge for public use and flood protection.

Action 1.2.2: Encourage the creation of additional "Friends of" groups to assist with management of conservation sites.

Action 1.2.3: Explore the establishment of a publicly accessible site at the former Baker Hill Water Tower.

Strategy 1.3: Collaborate with and support the work of local environmental organizations to monitor wildlife habitat and advocate for the protection of critical natural areas, particularly in and around Rumney Marsh and the Saugus River.



Action 1.3.1: Identify opportunities for acquiring land designated as BioMap2 Core Habitat and BioMap2 Critical Natural Landscape.

Action 1.3.2: Work with the Conservation Commission and local environmental nonprofit organizations to increase monitoring of wildlife

Action 1.3.3: Develop a strategy to integrate invasive plant management into existing town programs and with the assistance of volunteers, work to reduce invasive plant coverage within the town.

Strategy 1.4: Enhance the protection of aquatic ecosystems including rivers and wetlands to improve water quality and stormwater management.

Action 1.4.1: Replant stream buffers in riparian areas on town-owned property to reduce erosion and create a protective zone between waterways and development.

Action 1.4.2: Work with the Saugus River Watershed Council to identify and address sources of pollution impacting waterbodies in Town.

Action 1.4.3: Create incentives and develop Low Impact Development criteria for residential and commercial developments.

Strategy 1.5: Use regulatory tools, such as a buffer zone, to protect the Rumney Marsh Area of Critical Environmental Concern (ACEC) and other valuable natural resources such as the Saugus River, Prankers Pond, and Breakheart Reservation.

Action 1.5.1: Consider developing a buffer zone surrounding Rumney Marsh to help protect the resource and its natural functionality

Strategy 1.6: Communicate the value and importance of wetlands and build support among local and state agencies for the Rumney Marshes ACEC Restoration Plan.

Action 1.6.1: Implement the Rumney Marsh Restoration Plan in partnership with Revere, Lynn, and the Commonwealth's Department of Conservation and Recreation.



Goal 2: Protect and expand a green infrastructure network including such elements as parks, open space, stream corridors, green/complete streets, trails, and greenways.

Strategy 2.1: Increase green infrastructure throughout the Town, prioritizing “hot spots,” and areas that are within the 5% of hottest areas in Saugus.

Action 2.1.1: Create an integrated town-wide green infrastructure plan.

Action 2.1.2: Protect the Town’s existing tree canopy and continue to fund the planting of new trees at the Town Tree Farm.

Action 2.1.3: Develop a tree management plan that provides specific guidance on tree planting, care, species options, and other strategies.

Action 2.1.4: Collaborate with the Saugus Tree Committee to develop educational resources and incentives to communicate the importance of trees and encourage residents to plant new trees on private property

Action 2.1.5: Develop a complete streets prioritization plan and design guidelines for all new road construction and reconstruction.

Goal 3: Prepare for and adapt to the effects of a changing climate and protect people and property from hazards through emergency planning.

Strategy 3.1: Consider the potential impacts of climate change and incorporate climate mitigation and resilience in all planning efforts.

Action 3.1.1: Continue to implement the recommendations outlined in the Town’s 2021 Hazard Mitigation Plan Update to reduce current and future hazards and create a more resilient community.

Action 3.1.2: Continue to implement resilience strategies and actions identified in the Town’s 2021 Municipal Vulnerability Preparedness (MVP) Program Planning Report.

Action 3.1.3: Encourage and advance green building design and site planning practices that reduce the environmental impact of development, including green and cool roofs, tree preservation, and reduced impervious coverage.

Action 3.1.4: Explore the development of a Climate Action & Resilience Plan that aims to reduce the town’s contribution to greenhouse gas (GHG) emissions and prepares Saugus for future natural hazards and climate change challenges.



Strategy 3.2: Ensure that critical infrastructure sites are protected from natural hazards.

Action 3.2.1: Implement the Town's stormwater master plan.

Action 3.2.2: Complete design and construction of Route 1 drainage system replacement.

Action 3.2.3: Evaluate transportation networks to ensure that hazard mitigation measures are in place to keep emergency routes and major roads open with a particular emphasis on Route 1.

Action 3.2.4: Develop micro-grids with on-site energy storage for critical public facilities.

Action 3.2.5: Implement energy retrofits all town-owned buildings and community facilities, all new municipal facilities and infrastructure should be constructed with resilient design.

Action 3.2.6: Elevate or relocate mechanical and electrical equipment out of flood-prone areas and update systems to be more resilient.

Strategy 3.3: Protect existing residential and business areas from flooding.

Action 3.3.1: Continue to require building elevating and flood proofing in the special hazard areas (defined on FIRMs as the 100- year floodplain) and address potential hazards through the Massachusetts State Building Code and town-wide mitigation measures outlined in Section 6 of the 2021 Hazard Mitigation Plan Update.

Strategy 3.4: Maintain Town-owned open space while supporting the need for future residential development.

Action 3.4.1: Ensure that new construction follows zoning bylaws which require that a percentage of a parcel be maintained as open space.

Action 3.4.2: Work with developers and property owners to integrate low-impact development (LID) techniques into the design of their properties.

Action 3.4.3: Provide studies and documentation that open space, parks, and natural areas increase property values to guide development in such a way that open space is not lost.

Strategy 3.5: Work with surrounding communities to ensure regional cooperation and solutions for hazards affecting multiple communities.



Action 3.5.1: Work collaboratively with the Regional Resiliency Working Group (Saugus, Revere, Lynn, Everett, and Malden) to address regional flood protection and inter-jurisdictional environmental sustainability issues.

Action 3.5.2: Work collaboratively with the Regional Resiliency Working Group (Saugus, Revere, Lynn, Everett, and Malden) to implement the Army Corp of Engineers' Saugus River Tide Gate Project.

Strategy 3.6: Educate the public about natural hazards, climate change, and mitigation measures.

Action 3.6.1: Create print and online educational materials to expand public awareness of the benefits of environmental protection, simple steps to improve protection, and common threats to avoid.

Action 3.6.2: Ensure municipal staff participate in MEMA or FEMA trainings related to emergency management and infrastructure design.

Goal 4: Reduce overall disposal of solid waste and increase reuse and recycling to conserve resources.

Strategy 4.1: Reduce the amount of waste going to landfills.

Action 4.1.1: Increase the number of public recycling bins and increase the frequency that recycling is collected.

Action 4.1.2: Explore the development of a town-wide composting program for residential, commercial, and industrial users.

Action 4.1.3: Require new construction projects to provide areas for dumpsters, recycling, and composting.

Strategy 4.2: Expand volunteer programs to assist with the cleanup of sites where illegal trash disposal and dumping is an issue.

Action 4.2.1: Work with the Town Manager, DPW, and "Friends of Groups" to increase the volunteer park clean-ups and incorporate additional sites like Prankers Pond.

Action 4.2.2: Reduce litter in the town, by encouraging more trash/receptacles and more frequent cleaning/ management of areas with a lot of litter.



Strategy 4.3: Work with Town departments and committees to clarify and execute the enforceable punishments for illegal dumping and polluting.

Action 4.3.1: Post the fees, fines, and information about illegal dumping in municipal buildings and on the Town's website.

Action 4.3.2: Work with the Department of Public Works to create signage and place in frequently polluted areas.

Action 4.3.3: Install security cameras at dumping hot spots.

Action 4.3.4: Install (vehicle) barriers to prevent access for commercial dumping.

Strategy 4.4: Promote educational programs regarding the appropriate disposal of hazardous waste materials.

Action 4.4.1: Establish a Zero Waste Ambassadors (ZWA) program to educate the community on sustainable waste disposal and develop materials on recycling, composting, and zero waste.

Action 4.4.2: Work with the Department of Inspectional Services to disseminate flyers on a quarterly basis to all Saugus households that list hazardous materials accepted by the Town.

Action 4.4.3: Post a banner on the Town website whenever there is a Hazardous Waste Day.

Action 4.4.4: Consider holding an additional Hazardous Waste Day during the year.

Strategy 4.5: Explore funding opportunities for remediation of polluted sites in Town.

Action 4.5.1: Identify and target areas where polluted sites may be infiltrating groundwater or causing other negative environmental effects.

Action 4.5.2: Seek out technical assistance from the Massachusetts Department of Environmental Protection about the cleanup process, funding, and site-specific information for brownfield remediation.

Action 4.5.3: Work with property owners interested in remediating and redeveloping brownfield sites to assess their eligibility for an EPA Brownfield Grant.



Protect ■ Historic and Cultural Preservation

These recommendations build on observations from the Existing Conditions chapter and address key themes, challenges, and opportunities identified through the plan research and engagement processes. In addition to the group discussions and survey, interviews were held with Historical Commission and Historical Society. The following goals and strategies will enable Saugus to be aware of and act on the historical and cultural awareness, preservation, education, initiatives.

Recommendations

Goal 1: Historic and cultural resources—including open spaces, historical landmarks, and cultural facilities—will be accessible to and inclusive of all people in Saugus and neighboring communities.

Strategy 1.1: Pursue efforts to document, interpret, and preserve underrepresented aspects of Saugus's history and cultural heritage through respectful engagement with the Town's diverse communities, past and present.

Action 1.1.1: Secure grants to support community-based public history projects to help build a more comprehensive understanding of the Town's history and expand public awareness and understanding of those histories through community collecting and archiving of projects and interpretive strategies.

Action 1.1.2: Collaborate and partner with Saugus's Indigenous, Black, and immigrant descendant and contemporary communities to pursue initiatives that engage Saugus's K-12 student population in learning about local history and cultural heritage.

Action 1.1.3: Foster engagement with Native American tribes in Eastern Massachusetts to identify respectful and appropriate opportunities to deepen knowledge and awareness of the Town's Indigenous history and cultural heritage, past and present. For example, through a "community conversations" series featuring artists, historians, educators, curators, and representatives from local Native American tribes, and studying how both local and state governments in MA are addressing this history and its representation in the public realm.



Action 1.1.4. Secure grants or other funding to update the Historical Commission's Cultural Resources Inventory, submission of inventory forms to the Massachusetts Historical Commission for inclusion in the Commonwealth's MACRIS database, and preparation of nominations to the National Register of Historic Places of properties identified as eligible through the inventory process.

Strategy 1.2: Enhance public access to and use of archival materials and collections related to the Town's history and cultural heritage.

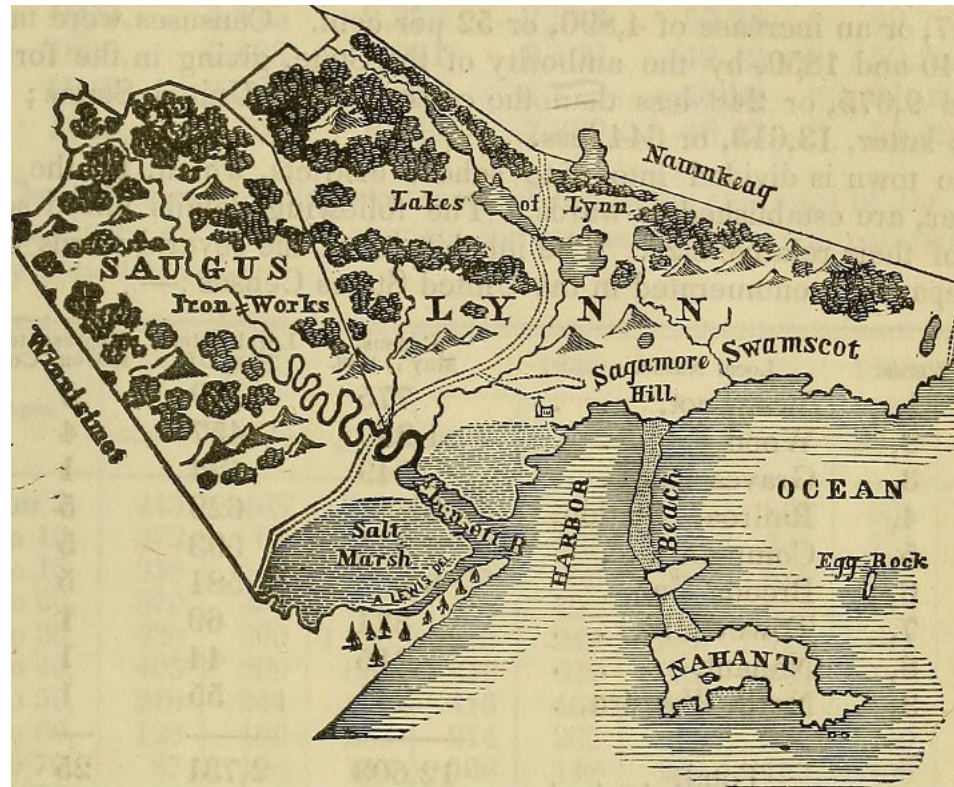


Figure 77. Map of Saugus and Lynn from "Report of a general plan for the promotion of public and personal health", 1850. Source: <https://archive.org/details/reportofgeneralp00mass/page/501/mode/1up?view=theater>

Action 1.2.1: The Saugus Historical Society, Public Library, and Historical Commission could partner to obtain a grant to organize, digitize, and integrate management of archival materials and collections held by the Historical Society, Historical Commission, and Public Library.

Action 1.2.2: Develop learning opportunities that engage Saugus students in primary research and projects that explore and contribute to local and regional history—for example, through partnerships among Saugus public schools and local historical and cultural entities (including but not limited to the Saugus Historical Society, Public Library, Historical Commission, and National Park Service).





Figure 78. Saugus Reliving History Event

Goal 2: Play an active role in supporting and advancing the cultural heritage sector.

Strategy 2.1: Foster communication and partnerships among local cultural, history, and historic preservation organizations and relevant municipal departments to promote increased public access, quality experiences, visitation, and stewardship of local historic and cultural assets.

Action 2.1.1: Develop

supportive policies (including streamlined, transparent, and accessible permitting) to promote the activation of local historic sites, cultural assets, and open spaces through programming, creative placemaking, and public art in partnership with local and regional partners, including public schools, youth organizations, and local cultural councils in Saugus and neighboring communities.

Action 2.1.2: Strengthen connections among and access to local historic and cultural assets, including: Breakheart Reservation, Prankers Pond, Saugus Iron Works, Saugus Town Hall, Public Library, Round Hill Historical Site, the Saugus River and Northern Strand Community Trail, and the Youth and Recreation Department through a cultural heritage trail complemented by creative wayfinding and interpretation. Explore opportunities to create a multi-modal path along the trail.



Action 2.1.3: Expand public awareness and stewardship of local historic and cultural assets and heritage landscapes through municipal support for diverse artistic, cultural, and educational programming in these locations in partnership with cultural and civic organizations in and around the North Shore, such as Essex Heritage and Creative Collective, Lynn Arts, Friends of Breakheart Reservation, and the Saugus River Watershed Council.

Strategy 2.2: Strengthen the Town's infrastructure and capacity for historic preservation.

Action 2.2.1: Establish a town staff liaison for the Historical Commission.

Action 2.2.2: Conduct an equity review of the Historical Commission's membership, structure, and decision-making processes and explore opportunities to expand the Commission's mission to include partnerships with local cultural, civic, and community-based organizations that expand access to preservation knowledge and tools.

Action 2.2.3: Undertake a historic preservation plan.

Action 2.2.4: Establish an archive of local demolition delay permits at the Public Library and establish a program to expand public access to these and other visual records of Saugus's history.





Action Plan



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Implementing the Action Plan

Saugus United will only be successful if the goals, strategies, and actions are implemented. This section of the master plan helps facilitate implementation by:

1. Establishing a process that will ensure the master plan does not “just sit on a shelf” but instead is actively used to guide achievement of the Town vision.
2. Prioritizing the various actions recommended by this plan
3. Identifying responsible parties to carry out the various actions.

Master Plan Implementation Committee

Experience in other communities has shown that Master Plan implementation can be much more effective if the Town establishes a Master Plan Implementation Committee (MPIC) to oversee implementation. The MPIC would be established and populated by the Town Manager and be responsible for coordinating and monitoring implementation of Saugus United. It would be tasked with assessing the status of specific tactical actions, evaluating priorities, and suggesting new implementation techniques where appropriate. Job responsibilities the MPIC should be empowered to pursue include the following:

- The MPIC should meet at least two times per year and will be the primary coordinators for gathering the information needed to track progress, with the assistance of the Planning and Economic Development Director.
- MPIC members should contact all entities identified as lead responsible parties in the Action Plan once a year. The Planning and Economic Development Director should prepare a check sheet for each lead responsible party listing the tactical actions they are responsible for. This sheet will provide space for responsible parties to report on the status of the actions. It will also note any actions that have more than one lead agent.



- Once received, the MPIC should compile all of the responses into an Annual Master Plan Report and will work with the Planning and Economic Development Director and lead responsible parties if there are any discrepancies. This report will also include a summary of the major successes of the past year, explanations or justifications for any actions that appear to be inconsistent with the goals and strategies of the Master Plan, implementation plans for the coming year, and recommendations, if any, on future Master Plan updates.

Lead responsible parties include town agencies and departments, the Board of Selectmen, and Town boards, commissions, and committees.

- Lead responsible parties will be asked each year to report on the status of the actions they are responsible for.
- In cases where an action has more than one lead responsible party, each will be expected to coordinate their responses so that there is one response per action.
- Further, each lead responsible party will be responsible for getting updates from any supporting responsible parties noted in the Action Plan or non-municipal partners.

The Action Plan also includes potential funding sources to assist the Town with implementing the various Actions. There are numerous state and federal sources that may be applicable. Over the life of this plan, these sources are subject to change, and the Town should constantly monitor for new opportunities.

Clifftondale Square, the Route 1 corridor, and Saugus Center were identified as important areas for the Town's future growth. Accordingly, many of the elements touch upon these locations.

The Action Plan is an implementation schedule of the action items presented in The Master Plan. This schedule identifies the anticipated timeframe for completing each action: Continuous (if it is already occurring and/or should continue through the life of this plan), Short-Term (completed within 5 years), Mid-Term (completed in 5 to 10 years), and Long-Term (completed in 10 or more years). Actions can also be ongoing, meaning they address activities that the Town frequently faces. This schedule also includes responsible municipal parties, which include town departments, commissions, boards, and committees. The first party listed in bold is considered the Lead Responsible Party.

Live ■ Land Use



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------|---------------------|-----------|---------------------------|
| 1. Proactively direct and manage growth in existing and future economic activity centers with neighborhood plans for each area. | 1.1 Develop neighborhood-level plans for the Route 1 corridor, Cliftdale Square, and Saugus Center. | 1.1.1 | Identify the scope and prioritization of plans for Rt 1 Corridor, Cliftdale Square, and Saugus Center | Planning Dept | Short | MAPC TAP |
| | | 1.1.2 | Develop Route 1 corridor plan | Planning Dept | Medium | MAPC TAP |
| | | 1.1.3 | Develop Cliftdale Square vision and action plan | Planning Dept | Medium | MAPC TAP |
| | | 1.1.4 | Develop Saugus Center vision and action plan | Planning Dept | Medium | MAPC TAP |
| | 1.2 Develop plans and strategies for future large growth sites, i.e., the Aggregate Industries quarry and the former Weylu's property. | 1.2.1 | Select a master developer for the quarry site and establish parameters for future development. | Planning Dept | Near | |
| | | 1.2.2 | Develop a bylaw to enable appropriate development on quarry site | Planning Dept | Medium | |
| | | 1.2.3 | Determine the desired uses for the former Weylu's site and appropriate mechanisms for development | Planning Dept | Near | |

Live ■ Land Use



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------|---------------------------|
| | 1.3 Using innovative zoning tools, encourage Saugus' business districts to thrive by redeveloping vacant or underutilized parcels and allowing a mix of businesses that attract foot traffic. | 1.3.1 | Realign commercial zoning district regulations (allowed uses, dimensional standard, etc.) to ensure that each business district is uniquely specific to the character of that district. | Planning and Economic Development | Medium | MAPC TAP |
| | | 1.3.2 | Within the commercial centers such as Saugus Center and Cliftondale Square, consider strategies to create a diverse mix of uses to revitalize the areas | Planning and Economic Development | Medium | MAPC TAP |
| | | 1.3.3 | Consider incentives such as expedited permitting to encourage revitalized mixed-use development where appropriate. | Planning and Economic Development | Medium | MAPC TAP |
| | 1.4 Support infill and redevelopment of vacant and underutilized sites. | 1.4.1 | For underutilized areas, consider flexible zoning standards that encourage developers to adapt to existing site conditions. | Planning and Economic Development | Medium | MAPC TAP |
| | | 1.4.2 | For underutilized areas, identify site constraints and challenges that present obstacles to expanded redevelopment and/or reuse of existing structures. | Planning and Economic Development | Medium | MAPC TAP |
| | | 1.4.3 | For underutilized areas, consider flexible minimum lot size, frontage, and setback requirements to encourage infill development. | Planning and Economic Development | Medium | MAPC TAP |
| 2. Update and recodify the Saugus Zoning Bylaw to modernize land use regulations, ensure consistency with the Saugus United 2035 plan, and make it more user-friendly. | 2.1 Conduct a zoning audit to better understand where updates and improvements are needed. | 2.1.1 | Obtain input from users of the zoning bylaw including Town boards and commissions, developer representatives, and civic organizations. | Planning and Economic Development | Short | MAPC TAP |
| | | 2.1.2 | As a starting point, examine structure and organization, format, ease of navigation, definitions, consistency of statutory and case law. | Planning and Economic Development | Short | MAPC TAP |

Live ■ Land Use



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------|---------------------------|
| | 2.2 Update the Saugus Zoning Bylaw to align with the goals and recommendations of this master plan with a focus on inclusion, equity, livability, quality of life, and walking and biking. | 2.2 | Update the Saugus zoning bylaw to align with the goals and recommendations of this master plan with a focus on inclusion, equity, livability, quality of life, and walking and biking. | Planning and Economic Development | Long | MAPC TAP |
| | | 2.3 | Integrate principles and best practices of sustainable development into Saugus' development regulations and approval processes including new requirements for sustainable, resilient, and green building practices such as low-impact development and green infrastructure. | Planning and Economic Development | Medium | MAPC TAP |
| | 2.3 Integrate principles and best practices of sustainable development into Saugus' development regulations and approval processes. | 3.1.1 | Consider residential mixed-use development, townhouses, or accessory dwelling units, all in locations consistent with the Vision Statement and needs of specific neighborhoods or districts. | Planning and Economic Development | Medium | MAPC TAP |
| 3. Strengthen compact neighborhoods and local business districts to enhance livability and walkability. | 2.1 Conduct a zoning audit to better understand where updates and improvements are needed. | 3.1.2 | Develop design guidelines that improves the characteristics of the surrounding public realm for pedestrians and bicyclists (e.g., provide generous and continuous sidewalks, provide streets with bike lanes, orient buildings to the street, conceal parking areas, and reduce curb cuts). | Planning and Economic Development | Medium | MAPC TAP |

Live ■ Land Use



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------|---------------------------|
| 4. Strengthen coordination and communication between development review and permit granting authorities including the Planning Board, Zoning Board of Appeals, and Inspectional Services Department, as well as communication with the public. | 4.1 Align across boards and departments to instill Town priorities into the regulations and to develop a system of accountability and responsibility. | 4.1.1 | Set up quarterly meetings between the Zoning Board of Appeals, Planning Board, Conservation Commission, Economic Development Committee, Affordable Housing Trust, Alternative Energy Committee, and Historical Commission to identify overall goals and priorities. | Planning and Economic Development | Short | |
| | | 4.1.2 | Establish shared resources that would be helpful for all boards and committees. | Planning and Economic Development | Short | |
| | | 4.1.3 | Promote public understanding of the zoning bylaws, development processes, and the role of relevant Town boards. | Planning and Economic Development | Ongoing | |

Live ■ Housing



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------|----------------------------------------------------------------|
| 1. Encourage a range of housing types that will meet the Saugus community's diverse housing needs. | 1.1 Encourage accessible, mid-density mixed-use development in Saugus Center and Cliftdale Square, and at nodes along Route 1, that complement the character of these areas. | 1.1.1 | Revise use requirements to allow mixed-use development. | Planning and Development | Medium | The State of Zoning for Multi-family Housing In Greater Boston |
| | | 1.1.2 | Revise dimensional and density requirements to accommodate modern small mixed-use and small multifamily building types. | Planning and Development | Medium | Living Little Toolkit |

Live ■ Housing



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|--------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------|---------------------------|
| | 1.2 Provide a range of “missing middle” ¹ housing options in residential areas. | 1.2.1 | Develop design guidelines for infill development in single-family neighborhoods. | Planning and Development | Medium | MHP housing toolbox |
| | | 1.2.2 | Allow two-family, three-family homes, and townhomes homes by right in single-family districts when those new buildings conform to newly developed design guidelines. | Planning and Development | Medium | |
| | | 1.2.3 | Consider allowing small multi-family buildings (4-6 units) in districts adjacent to retail areas. Ensure small multifamily developments provide ground-floor accessible units. | Planning and Development | Medium | |
| | | 1.2.4 | Amend dimensional and parking requirements to reflect differences in common housing types, such as the different dimensional needs of single-family, small multifamily, and large multifamily developments. The current zoning uses uniform dimensional requirements for all uses in a given district. | Planning and Development | Long | |
| | | 1.2.5 | Amend dimensional requirements—particularly land area requirements—to reflect the historic size of parcels in Saugus. | Planning and Development | Short | |

¹ Missing middle housing refers to a variety of housing styles that can diversify the types of housing in a community while remaining appropriate in scale and character to the neighborhood. Examples include two-family homes, cottages, and townhomes. “Missing” refers to the fact that in many communities these types of housing are rarely found. “Middle” refers to their sitting between single family homes and mid-rise apartment buildings.

Live ■ Housing



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|-----------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------|---------------------------|
| | 1.3. Ensure development along Route 1 provides a range of housing options. | 1.3.1 | Encourage new mixed-use development to provide a range of home sizes, site designs, and floorplans, through a clear vision for the Route 1 corridor and guidelines in the zoning that reflects this vision. Without proper guidance, development is likely to proceed using standard designs optimized for efficiency. The town can encourage alternative designs that produce comparable amounts of new housing, but with more options for different residents, including families and people with disabilities. | Planning and Development | Short | |
| | 1.4 Encourage the development of Accessory Dwelling Units (ADUs) as a viable housing strategy. | 1.4.1 | Consider changes to the physical requirements for ADUs within the bylaw, such as allowing exterior ADUs and changes to dimensional and parking requirements. | Planning and Development | Medium | MAPC Living Little Report |
| | | 1.4.2 | Consider changes to occupancy and permitting requirements of ADUs, such as allowing non-income restricted, non-family tenants or allowing ADUs by-right in certain areas. | Planning and Development | Medium | |
| | 1.5 Allow “cottage” style single-family developments, where homes are relatively small and clustered fairly close together. | 1.5 | Allow “cottage” style single-family developments, where homes are relatively small shared parking and a central green space. Cottage style developments are ideal for downsizing seniors, new families, and singles. | Planning and Development | Medium | |

Live - Housing



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------|---------------------------------------------------------------------------------------|
| 2. Create more opportunities for deed-restricted Affordable Housing development open to a range of incomes. | 2.1 Provide land for Affordable Housing development | 2.1.1 | Dispose of Town-owned land that is appropriate for the development of new Affordable Housing. | Town Manager, Planning and Development | Short | MHP housing toolbox |
| | | 2.1.2 | Establish a property acquisition program for Affordable Housing, working with the Saugus Housing Authority, Saugus Affordable Housing Trust, and/or nonprofit housing providers to purchase existing homes for their conversion to deed-restricted Affordable Housing or larger parcels for new Affordable Housing development. | Planning and Development, Housing Authority, Affordable Housing Trust | Long | HOME Investment Partnerships Program local housing solutions |
| | 2.1 . Build institutional capacity for Affordable Housing development | 2.2.1 | Reactivate the Saugus Affordable Housing Trust. | Planning and Development | Short | Payments in lieu of inclusionary zoning requirements |
| | | 2.2.2 | Fund staff capacity either in the Town's planning department or the Saugus Housing Authority to support Affordable Housing development and preservation. | Town Manager | Medium | Metro North Regional Housing Service Office Citizen Planner Training Collaborative |
| | 2.3 Analyze the Town's Inclusionary Zoning (IZ) bylaw. | 2.3 | Analyze the Town's Inclusionary Zoning (IZ) bylaw. | Planning and Development | Long | MAPC Technical Assistance Program |

Live - Housing



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|----------------------------------------------------------------------------|------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------|--------------------------------------------------------------------------|
| | 2.4 Increase funding for Affordable Housing. | 2.4.1 | Direct federal dollars to the production and stabilization of Affordable Housing units. This could include American Rescue Plan Act (ARPA) funds | Town Manager | Short | American Rescue Plan Act (ARPA) |
| | | 2.4.2 | Reconsider adoption of the Community Preservation Act (CPA). CPA is a small property surtax that provides funds which can only be spent on Affordable Housing, Open Space and Recreation, and Historic Preservation. CPA is the primary funding vehicle used by Massachusetts communities to fund these activities, including Affordable Housing development, preservation, and assistance. Typically, communities exempt certain homeowners and a fixed amount of home value from CPA. | Town Manager | Medium | Community Preservation Coalition |
| | 2.5 Facilitate the construction of Affordable ADUs. | 2.5 | Facilitate the construction of Affordable ADUs. | Planning and Development | Long | Living Little Toolkit |
| 3. Provide housing support for residents vulnerable to housing insecurity. | 3.1 Encourage aging in place among senior residents. | 3.1.1 | Assess and potentially adopt state programs that provide tax relief for low-income senior homeowners. | Assessing, Council on Aging | Medium | Massachusetts Department of Revenue Information for Seniors and Retirees |
| | | 3.1.2 | Provide small grants for retrofitting existing homes with accessibility features. | Planning and Development | Short | American Rescue Plan Act (ARPA) |

Live - Housing



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|-------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-----------|-------------------------------------------------------------------------------|
| | | 3.1.3 | Promote state and nonprofit programs that provide retrofitting support for senior households | Council on Aging | Short | Massachusetts Home Modification Loan Program (HMLP) |
| | | 3.1.4 | Explore nonprofit partnerships with homesharing services, which connect elderly homeowners with younger boarders, who can provide company and assistance with small tasks for below-market rent. | Planning and Development, Council on Aging | Long | Nesterly |
| | 3.2 Provide emergency assistance with rent and mortgage payments for households at risk of eviction and/or foreclosure. | 3.2.1 | Assess existing emergency assistance programs operated in the region. | Planning and Development, Housing Authority | Short | Treasury emergency rental assistance and homeowner assistance fund |
| | | 3.2.2 | Fund emergency assistance programs, potentially using American Rescue Plan Act (ARPA) funds or Community Preservation Act funds, if passed. | Town Manager, Affordable Housing Trust | Short | Metro Housing Boston Residential Assistance for Families in Transition (RAFT) |
| | | 3.2.3 | Direct at-risk households to legal services, tenants groups, and other organizations that can provide supportive services. | Planning and Development, Housing Authority | Short | COVID Eviction Legal Help Project MassLegalHelp Northeast Legal Aid |
| | 3.3 Join other nearby communities in advocating for a local option rent stabilization to be legalized in Massachusetts. | 3.3 | Join other nearby communities in advocating for a local option rent stabilization to be legalized in Massachusetts. | Planning and Development | Medium | |

Live - Housing



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|-----------|------------------------------------------------|
| | 3.4 Use federal funds to add supportive services to existing Affordable Housing in Saugus and to fund supportive and emergency housing development. | 3.4 | Use federal funds to add supportive services to existing Affordable Housing in Saugus and to fund supportive and emergency housing development. | Housing Authority, Town Manager, Affordable Housing Trust | Short | American Rescue Plan Act (ARPA) |
| 4. Promote equitable and fair housing practices. | 4.1 Promote fair housing in the real estate industry. | 4.1.1 | Create a mechanism within Town government for residents and prospective residents to report housing discrimination by realtors, property owners, and property managers. | Planning and Development | Medium | Example—Somerville Office of Housing Stability |
| | | 4.1.2 | Provide a mechanism for Town officials to investigate fair housing complaints and forward materials to the Massachusetts Commission Against Discrimination | Planning and Development, Commission on Disabilities | Long | |
| | | 4.1.3 | Provide educational materials to real estate professionals working in Saugus | Planning and Development | Medium | |
| | 4.2 Align Town policy with fair housing goals. | 4.2.1 | Adopt a local fair housing commitment. | Planning and Development | Medium | National Fair Housing Alliance |
| | | 4.2.2 | Establish a fair housing committee that can oversee local Fair Housing work. | Planning and Development | Short | |

Live - Housing



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------|---------------------------|
| | | 4.2.3 | Explore zoning amendments that establish race-conscious development impact assessments and codify the Town's commitment to "affirmatively furthering fair housing." | Planning and Development | Medium | |
| 5. Promote public discussion and understanding about housing needs and opportunities in Saugus. | 5.1 Partner with local institutions like the Saugus Public Library and Saugus schools to act as a forum for discussions about housing in the community. | 5.1 | Partner with local institutions like the Saugus Public Library and Saugus schools to act as a forum for discussions about housing in the community. | Planning and Development | Medium | |
| | 5.2 Partner with civic groups to hold discussions on Saugus's housing and to advocate for housing reform. | 5.2 | Partner with civic groups to hold discussions on Saugus's housing and to advocate for housing reform. | Planning and Development | Medium | |
| | 5.3 Record discussions on housing, run them on Saugus Community Television and share the videos online. | 5.3 | Record discussions on housing, run them on Saugus Community Television and share the videos online. | Saugus Community Television | Medium | |

Live ■ Facilities



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|------------|---------------------------|
| 1. Ensure adequate resources are available to deliver dependable public services and high-quality facilities that support local and regional growth. | 1.1 Strengthen effective communication and collaboration within Town government and with the public. | 1.1.1 | Continually experiment with new techniques for civic engagement and new channels of communication, including but not limited to virtual meetings, and social media, to reach larger segments of the town's diverse population. | Town Manager, BOS, Planning and Economic Development | Ongoing | |
| | | 1.1.2 | Provide training opportunities to municipal staff on meeting facilitation and public engagement to ensure effective communication before, during, and after public meetings, workshops, and other town-sponsored events. | Town Manager | Ongoing | |
| | | 1.1.3 | Explore the utility and feasibility of creating a 311 hotline to supplement the SeeClickFix mobile app and gather citizen feedback. | Town Manager, BOS, Planning and Economic Development | Short-term | |
| | 1.2 Ensure staffing levels are adequate to fulfill departmental duties and resources are efficiently distributed. | 1.2.1 | Develop level of service standards to help guide department staffing needs. | Town Manager, BOS, Human Resources, Finance Committee | Short-term | |
| | | 1.2.2 | Improve internal communications and coordination between town boards, commissions and departments. | Town Manager, BOS | Ongoing | |

Live ■ Facilities



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------|---------------------------|
| | 1.3 Adequately fund and plan for infrastructure investments to provide equitable, efficient, and dependable service delivery. | 1.3.1 | Complete the implementation of the Town's Drainage Master Plan. | DPW | Ongoing | |
| | | 1.3.2 | Evaluate the feasibility of creating a new fire station in the western portion of Town, taking into consideration land use patterns, population projections, existing fire stations and minimum response times. | Planning and Economic Development, Town Manager | Mid-term | |
| | | 1.3.3 | Develop a Town-wide Strategic Information Technology Plan and invest in training for municipal staff related to the use of new technology and software. | Town Manager, BOS, Human Resources | Mid-term | |
| | | 1.3.4 | Encourage and support the continued pursuit of grant funding and other alternative financing strategies that could provide funds for planning support, capital improvements, and professional training opportunities for Town staff. | Town Manager, BOS, Human Resources | Ongoing | |
| | 1.4 Explore opportunities to collaborate and share resources with neighboring communities to address regional issues, reduce municipal costs, leverage grant funding and public-private partnerships, and provide more efficient and equitable public service delivery. | 1.4.1 | Consider and evaluate participation in collective purchasing programs for capital equipment (e.g., police, fire and public works vehicles) to benefit from economies of scale and save staff time. | Town Manager | Short-term | |
| | | 1.4.2 | Collaborate with neighboring communities to encourage preservation of green spaces and to identify locations of possible shared use paths and other connections between adjacent green spaces. | Planning and Economic Development, Conservation Commission, Open Space and Recreation Committee | Ongoing | |

Live ■ Facilities



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------|---------------------------|
| | 1.5 Maintain and improve streets and bridges and enhance walking, biking, and transit infrastructure to increase connectivity and provide universal access for all users. | 1.5.1 | Develop a Complete Streets Prioritization Plan to encourage multi-modal travel and increase pedestrian connectivity between neighborhoods, local amenities, and town facilities. | DPW, Planning and Economic Development | Short-term | |
| | | 1.5.2 | Create a comprehensive plan to improve sidewalks and street crossing and retrofit existing sidewalks with ADA-compliant ramps per federal requirements. | DPW, Planning and Economic Development | Mid-term | |
| | | 1.5.3 | Work with Saugus Public Schools on facilities planning and the development of "Safe Routes to Schools" to encourage safe pedestrian paths, adequate lighting and traffic calming measures for students and residents. | DPW, Planning and Economic Development | Short-term | |
| | | 1.5.4 | Consider permanent or temporary street closures and expanding and shared (bike-walk) streets. | Planning and Economic Development, DPW | Ongoing | |
| 2. Ensure public facilities meet community and departmental needs and support the sustainability goals of the Town. | 2.1 Provide residents equitable access to quality education and lifelong learning opportunities through the use of public facilities. | 2.1.1 | Finish implementing the Saugus School District's reconfiguration plan and complete ongoing renovations to existing school facilities. | School Committee, Planning and Economic Development | Ongoing | |
| | | 2.1.2 | Actively reinvest funds into academic supports, programming, and facility improvements to support the town's next generation of students and educators. | Town Manager, School Committee, DPW, Youth & Recreation Commission | Ongoing | |

Live ■ Facilities



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------|---------------------------|
| | | 2.1.3 | Continue to expand community-based classes, events, and opportunities for neighborhood interaction at the Town's library, senior and youth recreation centers. | Youth & Recreation Commission, DPW, Open Space and Recreation Committee | | |
| | | 2.1.4 | Support and provide funding to expand access to library programs, services, activities, and events. | Town Manager, BOS | Short-term | |
| | | 2.1.5 | Implement the Action Plan and recommendations outlined in the FY 2021-2025 Saugus Public Library Strategic Plan. | Saugus Public Library, DPW | Ongoing | |
| | 2.2 Plan for the replacement or substantial improvement of facilities whose characteristics of size, condition, or location inhibit the efficient operation of relevant departments. | 2.2.1 | Prepare a feasibility study for a multifunctional community center to replace the Chris Ciampa Jr. Youth and Recreation Center. | Planning and Economic Development, Youth and Recreation Department | Mid-term | |
| | | 2.2.2 | Plan for the renovation or replacement of the existing DPW Salt Shed. | DPW, Planning and Economic Development | Mid-term | |
| | 2.3 Prioritize and implement recommendations from prior planning efforts to protect Town facilities and infrastructure threatened by the present and anticipated effects of climate change, e.g., increased storm intensity and sea level rise. | 2.3.1 | Implement energy retrofits and other energy initiatives in the Town's Energy Reduction Plan, Hazard Mitigation Plan and Municipal Vulnerability Preparedness Plan to reduce greenhouse gas emissions and energy consumption. | DPW, Planning and Economic Development | Ongoing | MVP, FEMA |
| | | 2.3.2 | Implement low impact development (LID) techniques and other measures outlined in the Open Space and Recreation Plan and the Town's Drainage Master Plan to improve water quality and reduce stormwater runoff. | DPW | Ongoing | |

Live ■ Facilities



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|------------|---------------------------|
| 3. Ensure all Town owned buildings and property are fully and efficiently used | 3.1 Encourage adaptive reuse of civic and institutional buildings | 3.1.1 | Develop timely, thoughtful, and transparent asset management policies to guide the Town's disposition process for surplus public facilities and property. | Town Manager, BOS | Short-term | |
| | | 3.1.2 | Provide opportunities for residents to participate in facilities planning and provide feedback on current and future use of public space and Town-owned facilities | Town Manager, BOS, Planning and Economic Development | Ongoing | |
| | 3.2 Continue to identify and proactively address maintenance concerns which do not yet rise to the level requiring capital improvement funding. | 3.2.1 | Develop a Planned Preventive Maintenance (PPM) program for all Town-owned facilities to track the longevity and maintenance of major systems (e.g., building envelope, plumbing, security, HVAC, roof, etc.) and plan for repair and replacement. | DPW, Town Manager | Short-term | |
| | | 3.2.2 | Perform a space needs analysis for all Town-owned facilities that assesses building needs, physical layout, utilization of space, land use compatibility, and financial costs for renovating and retrofitting. | DPW | Mid-term | |
| 4. Continue developing capacity to plan and implement long term, proactive infrastructure and facilities improvements. | 4.1 Maintain and refine the Town's capital planning and implementation processes. | 4.1.1 | Finish implementing the FY2017-FY2021 Capital Improvement Plan | DPW | Ongoing | |
| | | 4.1.2 | Identify and establish additional best practices for capital improvement planning for long term maintenance and infrastructure needs. | Town Manager, BOS, Finance Committee | Short-term | |
| | | 4.1.3 | Develop a new comprehensive Capital Improvements Plan (CIP) that aligns with the Town's annual budget and is consistent with the Saugus United Master Plan. The CIP should be assessed and updated annually. | DPW, Town Manager, BOS | Mid-term | |

Work ■ Economic Development



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------|---------------------------|
| 1. Implement a framework for long-term commercial sustainability in neighborhood business districts. | 1.1 Conduct a comprehensive small business district assessment to better understand the specific conditions and challenges unique to businesses in different areas of Saugus. | 1.1.1 | Based on the results of the small business district assessment, provide tailored assistance to small businesses in the form of workshops or one-on-one assistance to build capacity | Planning and Economic Development | Short | |
| | | 1.1.2 | Based on the results of the small business district assessment, provide referrals to partner organizations to expand partnerships such as non-profit or private entities, banks, realtors, and other organizations | Planning and Economic Development | Medium | |
| | | 1.1.3 | Based on the results of the small business district assessment, need and type of technical assistance, form cohorts to enable peer learning | Planning and Economic Development | Medium | |
| | | 1.1.4 | Based on the results of the small business district assessment, create “cheat-sheets” or flowcharts of frequently asked questions or challenges from business owners to upload online and distribute through business districts (e.g., permitting and licensing, signage regulations) | Planning and Economic Development | Short | |
| | 1.2 Establish a small business liaison position within the economic development department dedicated to supporting small business owners navigating the regulatory environment. | 1.2.1 | Focus small business liaison position on providing two-way communication channels that can be utilized by businesses in times of duress and to access programmatic support in the form of grants, etc. | Planning and Economic Development | Medium | |

Work ■ Economic Development



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|--------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------|---------------------------|
| | | 1.2.2 | Focus small business liaison position on working closely with the any additional business development entities or committees in town | Planning and Economic Development | Medium | |
| | 1.3 Define Saugus economic activity areas' competitive advantages | 1.3.1 | Develop strategic marketing materials and programming that promote district identity | Planning and Economic Development | Medium | |
| | 2.1 Review the zoning in each neighborhood business district. | 2.1.1 | Ensure zoning alignment with the goals for each district and to encourage investment. | Planning and Economic Development | Long | |
| | 2.2 Conduct parking management plans across business districts. | 2.2.1 | Analyze current parking utilization and formulate recommendations to appropriately manage parking. | Planning and Economic Development | Medium | |
| | | 2.2.2 | Implement recommendations from parking plans. | Planning and Economic Development | Medium | |
| | 2.3 Leverage Town investments to support neighborhood business districts | 2.3.1 | Analyze best investments for public realm, placemaking, sidewalk, and streetscape improvements and using Town-owned property (if applicable) to effectively to support the goals of the district. | Planning and Economic Development | Short | |

Work ■ Economic Development



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------|---------------------------|
| | 2.4 Work closely with private property owners to “activate” underutilized parcels through placemaking activities, such as pop-up parks and events. | 2.4.1 | Work closely with private property owners to “activate” underutilized parcels through placemaking activities, such as pop-up parks and events. | Planning and Economic Development | Long | |
| | 2.5 | 2.5.1 | Establish a wayfinding strategy program to connect neighborhood business districts to pedestrian infrastructure. | Planning and Economic Development | Long | |
| 3. Promote reinvestment in Clifftondale Square. | 3.1 Evaluate opportunities for commercial and residential investment to revitalize Clifftondale Square. | 3.1.1 | Evaluate opportunities for commercial and residential investment to revitalize Clifftondale Square. | Planning and Economic Development | Long | |
| | 3.2 Establish urban design guidelines for both the public and private realm to guide future development in the area. | 3.2.1 | Ensure guidelines foster walkability and a sense of place. | Planning and Economic Development | Long | |
| | | 3.2.2 | Adhere to site-level best practices for accessibility, safety and sustainability. | Planning and Economic Development | Long | |
| 4. Promote commercial and mixed-use development on Route 1. | 4.1 Conduct market demand analysis to analyze potential for desired commercial and retail uses along Route 1. | 4.1.1 | If necessary, adjust required commercial percentages in the Town's mixed-use overlay district from the analysis. | Planning and Economic Development | Medium | |

Work ■ Economic Development



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------|---------------------------|
| | 4.2 Engage in district branding and identity study to promote economic growth that will be harmonious with neighborhood business districts. | 4.2.1 | Engage in district branding and identity study to promote economic growth that will be harmonious with neighborhood business districts. | Planning and Economic Development | Medium | |
| 5. Remain aware and proactive in supporting light industrial sector activity to strengthen Saugus's overall economy. | 5.1 Create a baseline assessment of industrial land use areas in the Town today and define an approach or policy to these areas to retain future flexibility by reducing loss and encroachment by other uses. | 5.1.1 | Inventory current and future industrial land based on type of activity and size. | Planning and Economic Development | Medium | |
| | | 5.1.2 | Inventory by activity the demographics (e.g., people of color, population with language barriers, population without high school diplomas) of those trained in the industry. | Planning and Economic Development | Medium | |
| | | 5.1.3 | Inventory by size to preserve or strengthen industries that already exist. | Planning and Economic Development | Long | |
| | | 5.1.4 | Track changes and trends in the Town's tax base and use this data to inform industrial zoning and policies. | Planning and Economic Development | Long | |

Work ■ Economic Development



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------|-----------------------------------|-----------|---------------------------|
| | 5.2 Maximize the effectiveness of the economic development committee tasked with reacting to proposed projects to expedite, facilitate, and evaluate development plans at an early, interim, and final stage. | 5.2.1 | Evaluate the current process and implement changes as needed. | Planning and Economic Development | Long | |
| | 5.3 Leverage workforce development programs currently underway and refocus on industrial job opportunities to address rising unemployment in Saugus. | 5.3.1 | Collaborate with the North Shore Workforce Investment Board, as appropriate. | Planning and Economic Development | Medium | |

Connect ■ Transportation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------|---------------------------|
| 1. Build an on- and off-street walking and cycling network. | 1.1 Develop a pedestrian/ bicycle and “roll” master plan that includes key destinations such as schools, Breakheart Reservation, Saugus Center and Cliftdale. | 1.1.1 | Verify the condition of existing infrastructure, identify gaps in the pedestrian and cycling network, and develop priority projects. | DPW/ Planning | Short | |
| | | 1.1.2 | Ensure the pedestrian/bicycle Master Plan incorporates facilities that meet the Americans with Disabilities Act, and are designed for persons with disabilities, older adults, and children. | Planning | Short | |
| | | 1.1.3 | Determine key connections to walk, bike, and roll to include transit stops, grocery stores, schools, town centers, places of worship, parks, etc. | Planning | Short | |
| | 1.2 Adopt a Complete Streets policy and develop a complete streets prioritization plan. | 1.2.1 | Adopt a Complete Streets Policy and Plan which will allow the Town to tap MassDOT Complete Street funding to implement priorities identified in the pedestrian/ bicycle master plan as well as needed safety improvements | Planning | Short | MassDOT Complete Streets |
| | | 1.2.2 | Adopt a policy requiring implementation of priority bicycle, pedestrian and rolling improvements during repaving and other street projects in accordance with the bike and pedestrian master plan, or other previously identified routes. | Planning | Short | MassDOT Complete Streets |
| | 1.3 Apply for funds such as MPO funds and the MassTrail Grants to complete key connections and priority projects. | 1.3.1 | Identify local funds such as TNC fees that could assist in funding implementation. | Planning | Short | Mass TNC Data |
| | | | | | | |

Connect ■ Transportation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------|------------------------------------------------|
| | | 1.3.2 | Initiate new trail projects, even if they are conceptual, with the MassDOT Trails database to cue up projects for state funding. | Planning | Medium | MAPC Trails Toolkit |
| | 1.4 Develop pilot project ideas to test ideas and build support for better walking and bicycling and rolling infrastructure. | 1.4.1 | Develop pilot project ideas to test ideas and build support for better walking and bicycling and rolling infrastructure. | Planning/ DPW | Ongoing/ Short | MassDOT Shared Streets; MAPC Shared Streets |
| 2. Prioritize safety improvements at key crash areas and corridors. | 2.1 As part of the Complete Streets prioritization plan, focus on vehicle crash clusters at Winter Street and Ballard Street and Main Street/Lynn Fells Parkway, as well as areas with concentrations of pedestrian and bicycle crashes. | 2.1.1 | Conduct Road Safety Audits of high crash areas and corridors with MassDOT and others to evaluate safety improvements. | DPW | Ongoing | MassDOT RSA |
| | | 2.1.2 | Prioritize safety improvements where crash clusters are in or near environmental justice communities. | Planning | Short | |
| | | 2.1.3 | Develop pilot projects to test ideas and build support for better walking bicycling and rolling infrastructure. | Planning | Ongoing | MassDOT Shared Streets; MAPC Shared Streets |
| | 2.2 In coordination with local traffic enforcement and public health, adopt a Vision Zero policy that aims to eliminate fatalities and serious injuries from vehicle crashes. | 2.2.1 | As part of the Vision Zero policy, create an Action Plan that will lay the groundwork for the strategies that will move your community from vision to action and help achieve the goal of zero traffic deaths and serious injuries. | Planning | Medium | |

Connect ▪ Transportation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------|---------------------------|
| | | 2.2.2 | Work with the Massachusetts Vision Zero Coalition to access resources, stay up to date on state legislation, and partner with local and state organizations working to make streets safer for all people. | Planning | Medium | |
| 3. Expand transportation options, particularly for Saugus' most vulnerable. | 3.1 Develop and implement a robust Safe Routes to School (SRTS) program for children and parents to safely walk, bicycle and roll to town schools. | 3.1.1 | Work with SRTS staff to assess walk/bike conditions as well as develop school drop off/pickup plans to combat congestion around high traffic times. | School | Short | MassDOT SRTS |
| | | 3.1.2 | Implement pilots such as walking school buses and temporary traffic calming techniques around schools to emphasize safe walking, cycling, and rolling. | School | Short | MassDOT SRTS |
| | | 3.1.3 | Work with SRTS staff and local champions to plan regular programming for school-age families to learn and practice bike, walk and roll safety, try out new routes, and get fitted for helmets. | School | Short | MassDOT SRTS |
| | 3.2 Expand Council on Aging transportation services to meet the growing demand. | 3.2.1 | Add an additional van/vehicle and driver for medical, meals, shopping, and other daily need trips. Prioritize electric vehicle purchase/use if possible. | Senior Center | Short | |
| | | 3.2.2 | Create a partner program either via taxi vouchers and/or with volunteer drivers to provide additional trips (including out of town medical trips). | Senior Center | Short/ Medium | |

Connect ▪ Transportation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------|---------------------------|
| | 3.3 Assess the transit needs of Town residents, concentrating on zero and one-vehicle households, seniors, households with non-English speakers, low-income households, people of color, and persons with disabilities to determine unmet travel needs. | 3.3.1 | Conduct an assessment of needs by partnering with the Commission on Disability, Council on Aging, the Housing Authority, and local non-profit organizations who serve vulnerable and diverse populations to understand where there are gaps and determine how to address them. | Senior Center | Short | MassMobility |
| | | 3.3.2 | Develop pilots, such as creating a town-wide on demand shuttle (microtransit) available to all residents or partnering with a taxi service for locations and times not served by MBTA buses or The Ride. | Senior Center/ Planning | Short | |
| | | 3.3.3 | Create senior/dementia friendly wayfinding and pedestrian/rolling routes that are shade/cooling friendly as part of ped/bike/rolling network in Goal 1. Include supporting features such as trees, benches, drinking fountains, public art, green space, etc. | Senior Center | Medium/ Long | |
| 4. Minimize additional vehicular traffic and congestion due to new development through Transportation Demand Management (TDM) and other strategies, in coordination with Goals 1, 3, 5. | 4.1 Join a TMA (e.g., North Shore TMA) to develop ways to assist commuters with non-driving options. | 4.1.1 | Join a TMA (e.g., North Shore TMA) to develop ways to assist commuters with non-driving options. | Town Manager | Short | |

Connect ■ Transportation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------|-----------------------------------|
| | 4.2 Adopt a Town TDM policy to encourage businesses and major development to provide non-driving options for employees and tenants. | 4.2.1 | Adopt a Town TDM policy to encourage businesses and major development to provide non-driving options for employees and tenants. | Planning | Medium | |
| | 4.3 As new housing development opportunities arise, prioritize high-quality walking, biking, and transit connections to decrease reliance on single-use vehicles. | 4.3.1 | As new housing development opportunities arise, prioritize high-quality walking, biking, and transit connections to decrease reliance on single-use vehicles. | Planning | Short | |
| 5. Manage parking supply and demand in select areas. | 5.1 Conduct a parking management study in Clifftondale and the Town Center to determine existing on-street and off-street parking utilization and determine whether changes to parking regulations are needed, including changes in off-street parking requirements. | 5.1.1 | Conduct a parking management study in Clifftondale and the Town Center to determine existing on-street and off-street parking utilization and determine whether changes to parking regulations are needed, including changes in off-street parking requirements. | Planning | Short | MAPC Technical Assistance Program |

Connect ■ Transportation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------|-----------------------------------------------|
| | 5.2 Adopt a shared parking ordinance that would allow for less parking to be constructed at mixed-use sites or areas whether the principal uses have demonstrated different peak demand times. | 5.2.1 | In creating shared parking bylaw, allow developers to count off-site parking spaces toward parking requirements, provided residents or commercial tenants are legally able (through lease, easement or other means) to utilize those off-site spaces if they are located a reasonable distance from the site. | Planning | Short | |
| | | 5.2.2 | Revise the parking bylaw to reflect the latest research on parking needs. | Planning | Short | |
| | 5.3 Develop pilot parking programs as part of open streets/ shared street programs with temporary signage, flexposts, striping, etc. | 5.3.1 | Evaluate the recent Saugus shared street project with assessments of how well the pilots reduce parking conflicts, create parking turnover, and do not hinder other street users (e.g., transit, cyclists, pedestrians). Also evaluate community support, business support, and potential other benefits of the pilot. | Planning | Ongoing | MAPC Shared Streets; MassDOT Complete Streets |
| | | 5.3.2 | Implement additional shared-street pilots that include outdoor dining spaces, public art displays, and open street events. | Planning | Ongoing | MAPC Shared Streets; MassDOT Complete Streets |

Connect ■ Transportation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------|---------------------------|
| 6. Create better transit connections to Boston. | 6.1 Improve bus infrastructure such as better (and more) shelters, real-time next bus signage at stops, along with possibly bus priority signals, bus priority lanes and queue jumps. | 6.1.1 | Work with the MBTA on bus improvements, and work in coordination with adjacent communities (Lynn, Malden) where Saugus MBTA routes terminate or originate. Use information gathered in Goal 3, Strategy 3.3 to inform needed changes to bus service in Saugus. | Planning | Short | |
| | | 6.1.2 | Create a Transit Action Plan with MassDOT for short-term, effective improvements, similar to ones in Everett and Lynn. | Planning | Medium | CTPS Technical Assistance |
| | 6.2 Advocate for implementation of Blue Line and regional (commuter) rail improvements proposed in the MBTA's Focus 40 and Rail Vision plans. | 6.2.1 | Advocate for implementation of Blue Line and regional (commuter) rail improvements proposed in the MBTA's Focus 40 and Rail Vision plans. | Planning | Ongoing | |
| 7. Develop a long-term vision for Route 1 to create better connectivity. | 7.1 Develop a long-term redevelopment and connectivity vision for the Route 1 corridor. | 7.1.1 | Include in the vision an additional east-west bicycle and pedestrian connection over Route 1 to better connect the Breakheart Reservation to east Saugus, and a Complete Street reconstruction of existing east-west streets over Route 1. | Planning | Medium | CTPS Technical Assistance |
| | | 7.1.2 | Assess possibility of a north-south shared-use trail or narrow "slow-street" (Woonerf) to provide local connectivity running north-south across town. | Planning | Medium | |

Connect ■ Transportation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|---------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------|---------------------------|
| | 7.2 After adoption of the Route 1 corridor vision, create an action plan of steps for implementation of the vision. | 7.2.1 | Adopt requirements for developers to set aside right-of-way for new bicycle and pedestrian connections as the corridor redevelops. | Planning | Long | |
| | | 7.2.2 | As part of the MBTA Bus Network Redesign, evaluate proposed changes to bus routes along Route 1. Where needed, work with the MBTA to create bus priority lanes and/or bus stops. (Coordinate with Goal 5) | Planning | Medium | |
| | | 7.2.3 | Develop a long-term, multiagency vision for Route 1 with MassDOT and other municipalities from Rt 128/I-95 to Boston. | Planning | Medium | |

Play ■ Open Space and Recreation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|------------|------------------------------------------|
| 1. Promote public awareness of and education about Saugus' open space and recreation assets. | 1.1 Encourage public awareness of Saugus' environmental assets, specifically Rumney Marsh, the Saugus River, and Breakheart Reservation, through educational and recreational programming. | 1.1.1 | Work with the Saugus Public Schools to continue encouraging outdoor learning for science classes. | Youth and Recreation Department, Saugus Public Schools | Mid-term | Essex Heritage Partnership Grant Program |
| | | 1.1.2 | Work with the Youth and Recreation Department to develop and support activities along the Saugus River such as paddle boating and rowing. | Youth and Recreation Department | Short-term | Essex Heritage Partnership Grant Program |
| | | 1.1.3 | Encourage public involvement and seek input regarding areas for preservation and conservation through annual public meetings. | Conservation Commission, Open Space and Recreation Committee | Ongoing | |
| | 1.2 Educate residents and visitors about the opportunities for passive recreation (walking, biking, boating, etc.) in Saugus, especially on underutilized sites. | 1.2.1 | Consider holding guided walks through Saugus' conservation lands to promote passive recreation and to educate the public about the importance of land preservation. | Conservation Commission, Open Space and Recreation Committee | Ongoing | |
| | | 1.2.2 | Develop and maintain a website to include all necessary information about trails and outdoor opportunities in Saugus for residents and visitors. | Conservation Commission, Open Space and Recreation Committee | Short-term | |

Play ■ Open Space and Recreation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|----------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------|---------------------------|
| | | 1.2.3 | Utilize the information from the OSRP to populate a brochure with information on conservation lands and suggested sites; include information on where to park and how to access open space sites. | Conservation Commission, Open Space and Recreation Committee | Mid-term | |
| | | 1.2.4 | Distribute the brochure at schools, Town Hall, Chamber of Commerce, Historical Society, Iron Works, and local businesses. | Conservation Commission, Open Space and Recreation Committee | Mid-term | |
| | | 1.2.5 | Encourage the Saugus School System to use the brochure to guide outdoor education. | Conservation Commission, Open Space and Recreation Committee, Saugus Public Schools | Long-term | |
| | | 1.2.6 | Update the brochure periodically to keep a fresh appearance and include new information. | Conservation Commission, Open Space and Recreation Committee | Long-term | |
| | 1.3 Continue to promote and advertise recreational | 1.3.1 | Continue to utilize and update the Saugus Youth and Recreation website to promote and advertise programming. | Youth and Recreation Department | Ongoing | |
| | | 1.3.2 | Consider offering hardcopy and online survey through the Saugus Youth and Recreation website to poll residents of all ages about what recreational programming they want to see in Saugus. | Youth and Recreation Department | Short-term | |

Play ▪ Open Space and Recreation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-----------|-------------------------------------------------------------------------------|
| 2. Maintain and improve opportunities for passive recreation on conservation lands and throughout Saugus | 2.1 Maintain existing trail network and develop additional walking trails on conservation sites. | 2.1.1 | Maintain the trail access to the Vinegar Hill vista site. | Conservation Commission, Open Space and Recreation Committee | Ongoing | DCR Recreational Trails Program Grant, Land and Water Conservation Fund Grant |
| | | 2.1.2 | Improve the trail along Prankers Pond and consider creating one that is ADA accessible. | Conservation Commission, Open Space and Recreation Committee | Mid-term | DCR Recreational Trails Program Grant, Land and Water Conservation Fund Grant |
| | | 2.1.3 | Maintain the trails on the Curley Property. | Conservation Commission, Open Space and Recreation Committee | Ongoing | DCR Recreational Trails Program Grant, Land and Water Conservation Fund Grant |
| | | 2.1.4 | Implement the Saugus RiverWalk. | Town Manager, Planning and Economic Development | Ongoing | Seaport Economic Council Grant Program |
| | | 2.1.5 | Periodically conduct trail maintenance to ensure trails are walkable and lack major obstructions. | Conservation Commission, Open Space and Recreation Committee | Ongoing | DCR Recreational Trails Program Grant, Land and Water Conservation Fund Grant |
| | | 2.1.6 | Determine sites where new trails may be appropriate, specifically when they link destinations to Town. | Conservation Commission, Open Space and Recreation Committee | Ongoing | DCR Recreational Trails Program Grant, Land and Water Conservation Fund Grant |

Play ▪ Open Space and Recreation

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|------------|------------------------------------------|
| | 2.2 Improve signage to encourage access to and use of trails and conservation sites, specifically in residential areas where access is currently limited. | 2.2.1 | Work with SAVE to install signage and wayfinding at the Vinegar Hill site that indicates trail access and where to park. | Conservation Commission, Open Space and Recreation Committee | Short-term | Essex Heritage Partnership Grant Program |
| | | 2.2.2 | Clearly mark the access points to the Curley Property trails. | Conservation Commission, Open Space and Recreation Committee | Short-term | Essex Heritage Partnership Grant Program |
| | 2.3 Map and mark existing trails, their access points, and other passive recreational options on open space sites. | 2.3.1 | See Actions 1.2.1 and 1.2.2 | | | |
| | 2.4 Increase non-vehicular connectivity of the Town's open spaces through education, signage, and new connections. | 2.4.1 | Facilitate access to parks through pedestrian improvements. | Planning and Economic Development, DPW | Ongoing | Town capital funds |



Play ▪ Open Space and Recreation

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|-------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------|
| | | 2.4.2 | Pave the Saugus portion of the Northern Strand Community Trail. | Planning and Economic Development, DPW | Short-term | DCR Recreational Trails Program Grant, Land and Water Conservation Fund Grant |
| | | 2.4.3 | Improve on-street bicycle access in Saugus through the addition of bike lanes and sharrows. | Planning and Economic Development, DPW | Ongoing | Town capital funds |
| | | 2.4.4 | Map potential connections between the town's various open spaces and include on the website. | Planning and Economic Development, Conservation Commission, Open Space and Recreation Committee | Short-term | Town capital funds |
| | 2.5 Improve streetscape appearance, as well as comfort and safety, through sidewalk | 2.5.1 | Provide needed safety and accessibility improvements including sidewalk renovations, updated crosswalks, and more curb cuts. | Planning and Economic Development, Commission on Disability, Council on Aging, DPW | Ongoing | Town capital funds |
| | | | | | | |



Play ■ Open Space and Recreation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|----------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------|------------------------------------------|
| | | 2.5.2 | Along frequently traveled pedestrian routes, add benches and consider adding sufficient shade tree plantings. | Planning and Economic Development, Commission on Disability, Council on Aging, DPW | Ongoing | Town capital funds |
| | 2.6 Expand opportunities for water-based recreation (such as fishing, boating, and swimming) along the Saugus River and in the Town's lakes. | 2.6.1 | Make canoe/kayak access improvements and add signage at Stocker Playground. | Conservation Commission, Open Space and Recreation Committee, Planning and Economic Development | Mid-term | Essex Heritage Partnership Grant Program |
| | | 2.6.2 | Add interpretive signage at various sites to clearly designate what water-based recreation is allowed. | Conservation Commission, Open Space and Recreation Committee, Planning and Economic Development | Mid-term | Essex Heritage Partnership Grant Program |
| | 2.7 Establish and enhance partnerships with other open space landowners, especially those at the state and national level. | 2.7.1 | Develop a partnership with the National Park Service to identify areas for collaboration in Saugus outside of the Iron Works. | Conservation Commission, Open Space and Recreation Committee, Planning and Economic Development | Ongoing | National Park Service funds |
| | | 2.7.2 | Develop a partnership with the Commonwealth's Department of Conservation and Recreation (DCR) to identify shared priorities and ideas for collaboration at Breakheart Reservation and Rumney Marsh. | Conservation Commission, Open Space and Recreation Committee, Planning and Economic Development | Ongoing | |
| | | 2.7.3 | Work with DCR to envision a future for the former Bacon Property that could include kayak/boat access, connections to the Northern Strand Community Trail, and an environmental education center. | Conservation Commission, Open Space and Recreation Committee, Planning and Economic Development, Youth and Recreation Department | Mid-term | |

Play ■ Open Space and Recreation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|------------|----------------------------------------------------|
| 3. Maintain and enhance active recreation facilities and associated programming. | 3.1 Keep an up-to-date inventory of Saugus' recreation facilities (such as playing fields, courts, and playgrounds) and what the maintenance needs are. | 3.1.1 | Create an inventory with each recreation facility listed and specific equipment/ resources that are available at each site. | Youth and Recreation Department | Short-term | |
| | | 3.1.2 | Develop a maintenance plan for the parks and playgrounds managed by the Youth and Recreation Department. | Youth and Recreation Department, DPW | Mid-term | Town capital funds |
| | 3.2 Repair, update, and maintain existing recreation facilities. | 3.2.1 | Continue the collaborative relationship between the Youth and Recreation Department and the Department of Public Works to maintain fields and other recreational facilities. | Youth and Recreation Department, DPW | Ongoing | |
| | | 3.2.2 | Explore the possibility of conducting a Stocker Playground Master Plan to identify the best uses and a possible design for the site. | Conservation Commission, Open Space and Recreation Committee, Planning and Economic Development, Youth and Recreation Department | Long-term | PARC Grant, Land and Water Conservation Fund Grant |
| | | 3.2.3 | Commence a planning study to analyze the feasibility of building a new youth recreation or multi-purpose community center. | Town Manager, Planning and Economic Development, Youth and Recreation Department, DPW | Mid-term | Town capital funds |
| | 3.3 Research and apply for funding sources to assist with the maintenance and upgrading of parks and playgrounds. | 3.3.1 | Research additional funding resources for the maintenance and upgrading of parks and recreation facilities to relieve the financial burden on Town departments. | Planning and Economic Development, Youth and Recreation Department | Ongoing | PARC Grant, Land and Water Conservation Fund Grant |

Play ■ Open Space and Recreation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------|----------------------------------------------------|
| | 3.4 Continue and expand the Youth and Recreation Department's programming, such as its summer camp, sports teams, and elementary after-school program. | 3.4.1 | See Action 1.3.2. | | | |
| | 3.5 Increase recreational options for adult residents. | 3.5.1 | Work with Youth and Recreation Department to develop an intramural sports league for adults. | Youth and Recreation Department | Mid-term | |
| | | 3.5.2 | Incorporate fitness facilities into traditional park equipment. | Youth and Recreation Department | Mid-term | PARC Grant, Land and Water Conservation Fund Grant |
| | 3.6 Consider creating additional dog parks in Town. | 3.6.1 | Work with Saugus residents to determine the appropriate location(s) for neighborhood dog park. | Planning and Economic Development, Youth and Recreation Department | Short-term | PARC Grant, Land and Water Conservation Fund Grant |
| | 3.7 Address recreational needs identified in the 2012 Statewide Comprehensive Outdoor Recreation Plan, such as neighborhood parks in concentrated residential areas. | 3.7.1 | Consider a possible location for a central "common" for Saugus residents to gather. | Conservation Commission, Planning and Economic Development, Youth and Recreation Department | Mid-term | |

Play ▪ Open Space and Recreation

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------|
| 4. Improve the accessibility of both passive and active recreational sites for the elderly and persons with disabilities. | 4.1 Keep an up-to-date inventory of all the accessibility upgrades needed at the town's open space and recreation facilities. | 4.1.1 | Develop an inventory and prioritize how facilities, parks, and open spaces will be upgraded to meet ADA accessibility. | Develop an inventory and prioritize how facilities, parks, and open spaces will be upgraded to meet ADA accessibility. | Ongoing | PARC Grant, Land and Water Conservation Fund Grant |
| | | 4.1.2 | Work with seniors and members of the disability community to consistently update and prioritize the ADA inventory. | Conservation Commission, Open Space and Recreation Committee, Youth and Recreation Department, Planning and Economic Development, Commission on Disability, Inspectional Services, Council on Aging | Ongoing | |
| | 4.2 Continue removing structural barriers at recreation facilities that impede the access of those with disabilities. | 4.2.1 | Coordinate ADA compliance with basic maintenance upgrades whenever possible. | Planning and Economic Development, Youth and Recreation Department, Commission on Disability, DPW, Inspectional Services, Council on Aging | Ongoing | PARC Grant, Land and Water Conservation Fund Grant |



Play ■ Open Space and Recreation



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------|
| | 4.3 Create and improve existing recreation facilities for passive leisure, especially those that are proximate to elderly residential areas. | 4.3.1 | Consider the establishment of an ADA accessible walking path at the Saugus Senior Center. | Planning and Economic Development, Council on Aging, DPW | Long-term | DCR Recreational Trails Program Grant, Land and Water Conservation Fund Grant |
| | | 4.3.2 | Ensure that sites like the Northern Strand Community Trail have sufficient lighting and number of benches. | Planning and Economic Development, DPW | Mid-term | Town capital funds |
| | 4.4 Develop recreational opportunities and programming for seniors and persons with disabilities in neighborhood park areas where activities may be presently limited to active or children's play. | 4.4.1 | Evaluate the desire and possible locations for more age-appropriate programming such as bocce, shuffleboard, and other "lawn games." | Youth and Recreation Department, Council on Aging | Mid-term | |
| | | 4.4.2 | Work with the Saugus Senior Center to organize a walking group for seniors. | Council on Aging, Youth and Recreation Department | Short-term | |
| | | 4.4.3 | Continue to reach out to seniors and people with disabilities to understand their recreation needs and how they can best be met. | Council on Aging, Commission on Disabilities, Youth and Recreation Department | Ongoing | |

Play ■ Arts and Cultural Resources



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------|---------------------------------------------------------------------------------------------------------------------------------------|
| 1. Expand systemic investment in and support for cultural heritage preservation, the cultural sector and creative economy to advance local and regional economic development. | 1.1 Invest in the preservation and development of local facilities for arts, culture, and heritage activities, events, and programming. | 1.1.1 | Leverage municipal bonds and historic preservation tax credits to finance the creation of a multi-use, multi-purpose performance, gallery, and presenting space for local arts, culture, and heritage organizations. | Planning and Economic Development | Long | Massachusetts Cultural Council Cultural Facilities Fund |
| | | 1.1.2 | Conduct a cultural asset mapping study and inventory of underutilized and/or vacant Town-owned properties. | Planning and Economic Development, Cultural Council | Short | |
| | | 1.1.3 | Conduct a suitability analysis identifying historic buildings that would be appropriate for adaptive reuse to support arts, cultural, and community uses and creative businesses and creative businesses. | Planning and Economic Development, Historical Commission, Youth & Recreation | Medium | Massachusetts Cultural Council Cultural Facilities Fund, Massachusetts Historical Commission Massachusetts Preservation Projects Fund |
| | | 1.1.4 | Conduct a study exploring options for converting the Ballard, Evans, and/or Roby school facilities into multi-purpose community and cultural spaces. | Planning and Economic Development, Youth & Recreation, Public Works | Short | Massachusetts Cultural Council Cultural Facilities Fund, Massachusetts Historical Commission Massachusetts Preservation Projects Fund |

Play ■ Arts and Cultural Resources



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|----------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-----------|---------------------------------------------|
| | 1.2 Integrate arts and culture into the Department of Planning and Economic Development's priorities and operations. | 1.2.1 | Conduct a review of municipal signage guidelines and their interpretation vis-a-vis public art and explore opportunities to develop a public art policy that offers a definition of public art grounded in national best practices and outlines structures to guide decision-making, funding, and management of a public art program. | Planning and Economic Development | Medium | MAPC technical assistance |
| | | 1.2.2 | Streamline application and permitting processes and create a sliding scale fee structure to expand access to schools and other public facilities (including both indoor and outdoor spaces) for community-based and cultural organizations. | Planning and Economic Development, Youth & Recreation, School Committee, Public Works | Short | |
| | | 1.2.3 | Identify opportunities to program and activate Cliftdale Square in support of economic development priorities – for example, through seasonal events, vacant storefront activations, and cross promotion of local businesses with natural and cultural attractions. | Planning and Economic Development | Short | MassDevelopment Commonwealth Places program |
| | | 1.2.4 | Explore opportunities to establish a cultural district in Saugus. | Planning and Economic Development, Cultural Council | Medium | MAPC technical assistance |
| | | 1.2.5 | Provide municipal support (for example, financial and technical resources, translation and interpretation) to support minority-owned, women-owned, and immigrant-owned small businesses through creative and cultural strategies. | Planning and Economic Development | Short | CDBG-CV Microenterprise Assistance Program |

Play ■ Arts and Cultural Resources

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------|----------------------------------------------------------------------------------------|
| | 1.3 Improve local and regional visibility and awareness of historic and cultural assets. | 1.3.1 | Explore a shared services model with neighboring municipalities or establish part-time town staff position dedicated to arts, culture, and heritage. | Planning and Economic Development | Medium | |
| | | 1.3.2 | Coordinate with other North Shore communities to develop a regional marketing initiative to draw new audiences to Saugus and to facilitate relationships among cultural entities within Saugus and neighboring communities. | Planning and Economic Development | Long | North of Boston Convention & Visitors Bureau, Massachusetts Office of Travel & Tourism |
| | | 1.3.3 | Explore opportunities to develop a public history initiative that engages regional audiences in exploring the history and cultural significance of Route 1, particularly its significance as a regional destination for dining and entertainment and its role as a connector between Saugus and neighboring (and regional) communities. | Historical Commission, Historical Society | Medium | Mass Humanities Expand Massachusetts Stories grant |



Play ▪ Arts and Cultural Resources



| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------|---------------------------|
| 2. Promote access for young people in Saugus to have access to a full range of meaningful, relevant, and supportive opportunities for creative expression and cultural participation. | 2.1 Expand opportunities for creative expression and cultural participation for local youth. | 2.1.1 | Establish a youth arts and culture commission. | Planning and Economic Development, Youth and Recreation | Long | |
| | | 2.1.2 | Provide cultural programming for youth at recreational and open spaces. | Youth and Recreation, Public Works | Short | Cultural Council |
| | | 2.1.3 | Increase transportation options and after-school hours to encourage participation in extracurricular activities. | Youth and Recreation, School Administration | Medium | |
| | | 2.1.4 | Provide inclusive programming and curricular opportunities representative of the diverse communities in Saugus. | Youth and Recreation, School Administration | Short | Cultural Council |
| | | 2.2.1 | Reorganize the department's role and responsibilities to focus arts, culture, culinary, and life skills programs for youth, families, and adults. | Youth and Recreation, Town Manager | Medium | |
| | | 2.2.2 | Increase funding and staffing for the department. | Town Manager | Medium | |
| | | 2.2.3 | Dedicate a larger space for the department, potentially through rehabilitating and repurposing a former school facility. | Youth and Recreation, Town Manager, Public Works | Long | |

Protect ▪ Clean Energy

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------|---------------------------|
| 1. Reduce municipal energy usage and Greenhouse Gas (GHG) emissions through efficiency and renewable energy. | | 1.1.1 | Continue to track municipal energy usage and costs in Mass Energy Insight and submit annual reports. | Planning and Economic Development, Public Works | Continuous | Green Communities |
| | | 1.1.2 | Apply for annual or bi-annual grant funding for energy conservation measures. | Planning and Economic Development, Public Works, Town Manager | Continuous | Green Communities |
| | | 1.1.3 | Integrate energy usage and Green Communities work into existing staff job descriptions, including facilities management. | Public Works, Town Manager | Short | Green Communities |
| | | 1.1.4 | Identify additional sources of funding and incentives, including state grants and capital budget to implement energy conservation measures. | Planning and Economic Development, Public Works, Town Manager | Short | |
| | | 1.1.5 | Adopt an energy efficiency purchasing policy for all new municipal equipment. | Town Manager, Public Works, Finance | Short | |
| | 1.2 Continue to utilize and install renewable energy on municipally owned properties. | 1.2.1 | Increase municipal solar PV, particularly at the schools and parking lots, in order to reduce energy costs and GHG emissions. Consider pairing with energy storage for resilience benefits. | Planning and Economic Development, Public Works, Town Manager, School Department | Short | |



Protect ▪ Clean Energy

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------|------------------------------------------------------------------------------------------------------------------|
| | | 1.2.2 | Lead by example by requiring new municipal buildings, including schools, be net-zero buildings or meet the highest energy efficiency standards possible (such as LEED Platinum or Passive House Standards). | Planning and Economic Development | Short | |
| 2. Support homes and businesses in reducing energy usage and increasing usage of renewable energy. | 2.1 Adopt a municipal Green House Gas (GHG) reduction goal and establishes a town-wide Climate Action Plan. | 2.1.1 | Create an Energy and Climate Committee that can advise on issues of climate mitigation (reduction of GHG emissions and energy savings), including the development of goals and a Climate Action Plan. | Planning and Economic Development, Alternative Energy Committee, Town Manager | Short | |
| | | 2.1.2 | Establish a GHG emissions inventory using a simplified version such as MAPC's Community GHG Inventory Tool (Community Greenhouse Gas Inventory Training – MAPC). | Planning and Economic Development | Short | |
| | | 2.1.3 | Identify funding for a Climate Action Plan and release an RFP. | Planning and Economic Development | Short | MA Office of Energy and Environmental Affairs- Planning Assistance Grant or Municipal Vulnerability Preparedness |



Protect ▪ Clean Energy

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-----------|------------------------------------|
| | 2.2 Increase access to resources for energy efficiency and renewable energy programs | 2.2.1 | Provide educational and outreach materials to take advantage of existing energy efficiency programs that provide rebates and incentives for energy efficiency | Planning and Economic Development | Short | |
| | | 2.2.2 | Reduce barriers in zoning and streamline permitting process for residents, businesses, and non-profits to install solar and other renewable energy on their properties. Include solar parking canopies in solar zoning bylaw. | Planning and Economic Development | Short | |
| | | 2.2.3 | Lead a Solarize Plus campaign to leverage group purchasing for rooftop solar, and clean heating and cooling such as Air Source Heat Pumps. | Planning and Economic Development | Short | Mass Clean Energy Center (MassCEC) |
| | | 2.2.4 | Provide resources for consumer protection on renewable energy options. | Planning and Economic Development | Short | |
| | 2.3 Participate in Green Municipal Aggregation (also known as Community Choice Aggregation) to provide low-cost clean energy through the utility for residents and businesses. | 2.3.1 | Establish a working group to advise on joining green municipal aggregation and seek initial approvals from Town Selectmen. | Town Manager, Planning and Economic Development | Short | |



Protect ▪ Clean Energy

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------|---------------------------|
| 3. Reduce solid waste through improving municipal recycling programs and curbside composting. | 3.1 Increase recycling programs and establish a compost collection program through the Town's Waste Management services. | 3.1.1 | Establish a solid waste reduction goal. | Public Works | Short | |
| | | 3.1.2 | Coordinate regionally with other municipalities on waste and recycling contracting. | Public Works | Short | |
| | | 3.1.3 | Increase awareness and expand textile recycling through a curbside pick-up option. | Public Works | Short | |
| | | 3.1.4 | Increase awareness and usage of town compost site and explore curbside pick-up, and/or offer discounted composting bins. | Public Works | Short | |
| | | 3.1.5 | Require those that contract with private haulers such as businesses and multi-family residences to include recycling services. | Town Manager, Public Works | Short | |



Protect ▪ Clean Energy

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|------------|-------------------------------|
| | 3.2 Reduce single-use materials through education and advocacy. | 3.2.1 | Pass a municipal plastic bag ban or fee. | Town Manager | Short | |
| | | 3.2.2 | Support extended producer responsibility legislation. | Town Manager | Short | |
| 4. Reduce air pollution and GHG emissions from vehicles. | 4.1 Continue to expand electric vehicle charging infrastructure and EV purchasing for municipal vehicles. | 4.1.1 | Work with regional procurement to transition school buses to all electric. | Finance, School Department, Public Works | Medium | Federal dollars in DOT budget |
| | | 4.1.2 | Identify key locations such as municipal sites and commercial districts to install EV charging stations for public use. | Planning and Economic Development, Public Works | Short | |
| | | 4.1.3 | Continue to transition municipal vehicle fleet to more fuel-efficient vehicles, including EVs and hybrids in line with Green Communities policy. | Public Works, Town Manager | Continuous | Green Communities |
| | 4.2 Enforce anti-idling policies in school zones and other critical areas burdened by air pollution. | 4.2.1 | Raise awareness and education with schools and parents around the connection between air pollution and asthma. | School Department, Public Health | Short | |



Protect ▪ Climate Resiliency

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------|-----------------------------------------------------|
| 1. Prepare to protect people, property, and infrastructure from current and future impacts of heat, drought, flooding, and storms. | 1.1 Incorporate climate resilience in all planning efforts. | 1.1.1 | Incorporate climate resilience in all planning efforts. Utilize local planning to identify climate vulnerabilities and mitigate risks. Integrate climate projections in financial planning. Consider climate projections for the lifespan of projects when making capital investments. | Finance Committee, Town Manager, BOS | Continuous | |
| | | 1.1.2 | Imbed climate resilience in all planning projects. Plans such as Open Space and Recreation, Hazard Mitigation, Economic Development, and Housing Production provide opportunities to identify land for protection, needed infrastructure projects, and to ensure resilience of future development and housing. | Plan authors | Continuous | |
| | 1.2 Update local bylaws and regulations to promote climate resilient land use. | 1.2.1 | Conduct a review of Saugus bylaws and regulations and a scan of best practices to promote climate resilience. | Planning and Development | Short-term | EEA and MVP state grants, MAPC Technical Assistance |
| | | 1.2.2 | Implement strategies that discourage investment in risky locations and promote resilient development. Encourage green infrastructure solutions for improved heat, flood, and storm management. | Planning and Development | Mid-term | |



Protect ■ Climate Resiliency

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------|---------------------------|
| | 1.3 Pursue federal, state, and local funding opportunities to support climate resilience. | 1.3.1 | Apply for grant funding available through Saugus' participation in the FEMA Hazard Mitigation program and the state Municipal Vulnerability Preparedness program. | Public Works, Planning and Development | Continuous | FEMA, MVP |
| | | 1.3.2 | Create a local stormwater utility to fund needed investments in stormwater management. | Public Works | Short-term | |
| | | 1.3.3 | Investigate funding opportunities in current federal recovery funds and future federal climate resilience programs. | Town Manager, BOS, Planning and Development | Continuous | |
| | 1.4 Complete an analysis of sea level rise and coastal flooding impacts and develop mitigation strategies. | 1.4.1 | Conduct a study of future coastal flooding including impacts to transportation, infrastructure, residents, natural resources, and the local economy. | Planning and Development | Short-term | MVP, CZM grants |
| | | 1.4.2 | Collaborate with regional partners including municipalities, state agencies, and non-governmental organizations to develop coastal protection strategies. | Planning and Development | Continuous | |
| | | 1.4.3 | Develop an action plan, utilizing land use policies, coastal protection projects, and resident support initiatives to increase resilience to coastal flooding. | Planning and Development | Short-term | |



Protect ■ Climate Resiliency

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------|---------------------------|
| 2. Provide residents with resources to protect their health and safety in the face of climate impacts | 2.1 Ensure that climate and emergency communications reach all populations in Saugus. | 2.1.1 | Develop a communications plan that implements strategies for residents not currently reached through traditional methods. | Fire Department | Short-term | |
| | | 2.1.2 | Work with community partners to enhance outreach. | Fire Department, Schools, BOH, Senior Center | Short-term | |
| | | 2.1.3 | Translate communications materials into languages spoken in Saugus. Ensure capacity to respond to residents who speak languages other than English. | Fire Department | Short-term | |
| | 2.2 Assist residents in maintaining healthy and safe conditions in their homes. | 2.2.1 | Consider a program to provide flood protection educational materials and advice through Inspectional Services Department staff. | Inspectional Services | Short-term | |
| | | 2.2.2 | Participate in FEMA grant programs to elevate, relocate, or buyout homes subject to repeated flooding. | Inspectional Services | Continuous | |
| | | 2.2.3 | Seek to develop programming and resources to assist low-income residents in protecting their homes from the impacts of extreme heat. | Planning and Development | Short-term | |
| | 2.3 Encourage the creation of community support networks. | 2.3.1 | Partner with local community organizations and houses of worship to create a neighbor helping neighbor program for support during extreme weather events and to increase climate awareness. | Fire Department, Schools, BOH, Planning and Development | Short-term | |
| | | 2.3.2 | Consider adoption of a support program for isolated older adults. The Brookline Buddies program is an example of such a municipal program. | Saugus Senior Center, Council on Aging | Short-term | |



Protect ▪ Environmental Stewardship

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------|------------------------------------------------------------|
| 1. Protect and preserve natural resources and environmentally sensitive areas. | 1.1 Create and update a prioritized inventory of lands of interest for recreation, conservation, and/or flood protection potential. | 1.1 | Create a ranked inventory of parcels along the Saugus River, adjacent to Breakheart Reservation, and elsewhere that are of interest to the Town for acquisition and are currently undeveloped or desirable to purchase. | Conservation Commission, Open Space and Recreation Committee | Short-term | DCS LAND Grant, DCS Land and Water Conservation Fund Grant |
| | | 1.2 | Expand the town's acquisition of environmentally significant and flood prone land. | Conservation Commission, Open Space and Recreation Committee | Long-term | DCS LAND Grant, DCS Land and Water Conservation Fund Grant |
| | 1.2 Work with local environmental groups to locate lands of interest for conservation and recreation purposes, and to apply for funding to manage lands. | 1.2.1 | Develop a collaborative relationship with the Saugus River Watershed Council in order to maintain the river's edge for public use and flood protection. | Conservation Commission, Open Space and Recreation Committee | Ongoing | |
| | | 1.2.2 | Encourage the creation of additional "Friends of" groups to assist with management of conservation sites. | Conservation Commission, Open Space and Recreation Committee | Mid-term | |
| | | 1.2.3 | Explore the establishment of a publicly accessible site at the former Baker Hill Water Tower. | Conservation Commission, Open Space and Recreation Committee, Town Manager, Planning and Economic Development | Long-term | DCS LAND Grant, DCS Land and Water Conservation Fund Grant |
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Protect ▪ Environmental Stewardship

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------|-------------------------------------------------|
| | 1.3 Collaborate with and support the work of local environmental organizations to monitor wildlife habitat and advocate for the protection of critical natural areas, particularly in and around Rumney Marsh and the Saugus River. | 1.3.1 | Identify opportunities for acquiring land designated as BioMap2 Core Habitat and BioMap2 Critical Natural Landscape. | Conservation Commission, Open Space and Recreation Committee | Short-term | |
| | | 1.3.2 | Work with the Conservation Commission and local environmental nonprofit organizations to increase monitoring of wildlife | Conservation Commission | Ongoing | Massachusetts Environmental Trust General Grant |
| | | 1.3.3 | Develop a strategy to integrate invasive plant management into existing town programs and with the assistance of volunteers, work to reduce invasive plant coverage within the town. | Conservation Commission, DPW | Ongoing | Massachusetts Environmental Trust General Grant |
| | 1.4 Enhance the protection of aquatic ecosystems including rivers and wetlands to improve water quality and stormwater management. | 1.4.1 | Replant stream buffers in riparian areas on town-owned property to reduce erosion and create a protective zone between waterways and development. | Conservation Commission, Open Space and Recreation Committee, DPW | Ongoing | |



Protect ▪ Environmental Stewardship

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------|
| Protect ▪ Environmental Stewardship | 1.4 Use regulatory tools, such as a buffer zone, to protect the Rumney Marsh Area of Critical Environmental Concern (ACEC) and other valuable natural resources such as the Saugus River, Prankers Pond, and Breakheart Reservation. | 1.4.2 | Work with the Saugus River Watershed Council to identify and address sources of pollution impacting waterbodies in Town. | Conservation Commission, Open Space and Recreation Committee, DPW | Mid-term | Massachusetts Environmental Trust General Grant |
| | | 1.4.3 | Create incentives and develop Low Impact Development criteria for residential and commercial developments. | Planning and Economic Development, Conservation Commission | Mid-term | |
| | 1.5 Use regulatory tools, such as a buffer zone, to protect the Rumney Marsh Area of Critical Environmental Concern (ACEC) and other valuable natural resources such as the Saugus River, Prankers Pond, and Breakheart Reservation. | 1.5.1 | Consider developing a buffer zone surrounding Rumney Marsh to help protect the resource and its natural functionality | Conservation Commission, Open Space and Recreation Committee, Planning and Economic Development | Mid-term | Massachusetts Environmental Trust General Grant |
| | 1.6 Communicate the value and importance of wetlands and build support among local and state agencies for the Rumney Marshes ACEC Restoration Plan. | 1.6.1 | Implement the Rumney Marsh Restoration Plan in partnership with Revere, Lynn, and the Commonwealth's Department of Conservation and Recreation. | Conservation Commission, Open Space and Recreation Committee, Planning and Economic Development | Long-term | Massachusetts Environmental Trust General Grant |



Protect ▪ Environmental Stewardship

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
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| 2. Protect and expand a green infrastructure network including such elements as parks, open space, stream corridors, green/complete streets, trails, and greenways. | 2. 1 Increase green infrastructure throughout the Town, prioritizing "hot spots," and areas that are within the 5% of hottest areas in Saugus. | 2.1.1 | Create an integrated town-wide green infrastructure plan. | Planning and Economic Development, DPW, Conservation Commission, Open Space and Recreation Committee | Mid-term | |
| | | 2.1.2 | Protect the Town's existing tree canopy and continue to fund the planting of new trees at the Town Tree Farm. | DPW, Open Space and Recreation Committee | Ongoing | |
| | | 2.1.3 | Develop a tree management plan that provides specific guidance on tree planting, care, species options, and other strategies. | DPW, Open Space and Recreation Committee | Short-term | |
| | | 2.1.4 | Collaborate with the Saugus Tree Committee to develop educational resources and incentives to communicate the importance of trees and encourage residents to plant new trees on private property | Open Space and Recreation Committee | Ongoing | |
| | | 2.1.5 | Develop a complete streets prioritization plan and design guidelines for all new road construction and reconstruction. | DPW, Planning and Economic Development | Mid-term | Town capital funds |



Protect ▪ Environmental Stewardship

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
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| 3. Prepare for and adapt to the effects of a changing climate and protect people and property from hazards through emergency planning. | 3.1 Consider the potential impacts of climate change and incorporate climate mitigation and resilience in all planning efforts. | 3.1.1 | Continue to implement the recommendations outlined in the Town's 2021 Hazard Mitigation Plan Update to reduce current and future hazards and create a more resilient community. | Planning and Economic Development, DPW, Town Manager | Long-term | FEMA and MVP Grants |
| | | 3.1.2 | Continue to implement resilience strategies and actions identified in the Town's 2021 Municipal Vulnerability Preparedness (MVP) Program Planning Report. | Planning and Economic Development, DPW, Town Manager | Long-term | EEA and MVP state grants, MAPC Technical Assistance |
| | | 3.1.3 | Encourage and advance green building design and site planning practices that reduce the environmental impact of development, including green and cool roofs, tree preservation, and reduced impervious coverage. | Planning and Economic Development | Ongoing | |
| | | 3.1.4 | Explore the development of a Climate Action & Resilience Plan that aims to reduce the town's contribution to greenhouse gas (GHG) emissions and prepares Saugus for future natural hazards and climate change challenges. | Planning and Economic Development, Alternative Energy Committee | Short-term | |



Protect ▪ Environmental Stewardship

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|-----------------------------------------------------------------------------------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------|---------------------------|
| | 3.2 Ensure that critical infrastructure sites are protected from natural hazards. | 3.2.1 | Implement the Town's stormwater master plan. | DPW, Planning and Economic Development | Ongoing | |
| | | 3.2.2 | Complete design and construction of Route 1 drainage system replacement. | DPW | Ongoing | |
| | | 3.2.3 | Evaluate transportation networks to ensure that hazard mitigation measures are in place to keep emergency routes and major roads open with a particular emphasis on Route 1. | DPW, Planning and Economic Development, Fire Department | Short-term | |
| | | 3.2.4 | Develop micro-grids with on-site energy storage for critical public facilities. | DPW, Planning and Economic Development, Alternative Energy Committee | Long-term | |
| | | 3.2.5 | Implement energy retrofits all town-owned buildings and community facilities, all new municipal facilities and infrastructure should be constructed with resilient design. | DPW, Planning and Economic Development, Alternative Energy Committee | Long-term | |
| | | 3.2.6 | Elevate or relocate mechanical and electrical equipment out of flood-prone areas and update systems to be more resilient. | DPW | Mid-term | |



Protect ▪ Environmental Stewardship

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|--------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|-----------|---------------------------|
| | 3.3 Protect existing residential and business areas from flooding. | 3.3.1 | Continue to require building elevating and flood proofing in the special hazard areas (defined on FIRMs as the 100- year floodplain) and address potential hazards through the Massachusetts State Building Code and town-wide mitigation measures outlined in Section 6 of the 2021 Hazard Mitigation Plan Update. | Planning and Economic Development | Ongoing | |
| | 3.4 Maintain Town-owned open space while supporting the need for future residential development. | 3.4.1 | Ensure that new construction follows zoning bylaws which require that a percentage of a parcel be maintained as open space. | Planning and Economic Development | Ongoing | |
| | | 3.4.2 | Work with developers and property owners to integrate low-impact development (LID) techniques into the design of their properties. | Planning and Economic Development | Ongoing | |
| | | 3.4.3 | Provide studies and documentation that open space, parks, and natural areas increase property values to guide development in such a way that open space is not lost. | Planning and Economic Development, Open Space and Recreation Committee | Ongoing | |
| | 3.5 Work with surrounding communities to ensure regional cooperation and solutions for hazards affecting multiple communities. | 3.5.1 | Work collaboratively with the Regional Resiliency Working Group (Saugus, Revere, Lynn, Everett, and Malden) to address regional flood protection and inter-jurisdictional environmental sustainability issues. | Planning and Economic Development, ICC, MAPC | Ongoing | |
| | | 3.5.2 | Work collaboratively with the Regional Resiliency Working Group (Saugus, Revere, Lynn, Everett, and Malden) to implement the Army Corp of Engineers' Saugus River Tide Gate Project. | Planning and Economic Development, ICC | Ongoing | |



Protect ▪ Environmental Stewardship

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|------------|---------------------------|
| | 3.6 Educate the public about natural hazards, climate change, and mitigation measures. | 3.6.1 | Create print and online educational materials to expand public awareness of the benefits of environmental protection, simple steps to improve protection, and common threats to avoid. | Conservation Commission, Open Space and Recreation Committee | Short-term | |
| | | 3.6.2 | Ensure municipal staff participate in MEMA or FEMA trainings related to emergency management and infrastructure design. | Town Manager | Ongoing | |
| 4. Reduce overall disposal of solid waste and increase reuse and recycling to conserve resources. | 4.1 Reduce the amount of waste going to landfills. | 4.1.1 | Increase the number of public recycling bins and increase the frequency that recycling is collected. | Solid Waste / Recycling Department | Short-term | |
| | | 4.1.2 | Explore the development of a town-wide composting program for residential, commercial, and industrial users. | DPW, Open Space and Recreation Committee | Short-term | |
| | | 4.1.3 | Require new construction projects to provide areas for dumpsters, recycling, and composting. | Planning and Economic Development | Ongoing | |
| | 4.2 Expand volunteer programs to assist with the cleanup of sites where illegal trash disposal and dumping is an issue. | 4.2.1 | Work with the Town Manager, DPW, and "Friends of Groups" to increase the volunteer park clean-ups and incorporate additional sites like Prankers Pond. | Town Manager, DPW | Ongoing | |
| | | 4.2.2 | Reduce litter in the town, by encouraging more trash/receptacles and more frequent cleaning/management of areas with a lot of litter. | Solid Waste / Recycling Department | Ongoing | |



Protect ▪ Environmental Stewardship

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|-------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------|---------------------------|
| | 4.3 Work with Town departments and committees to clarify and execute the enforceable punishments for illegal dumping and polluting. | 4.3.1 | Post the fees, fines, and information about illegal dumping in municipal buildings and on the Town's website. | Open Space and Recreation Commission, Conservation Commission, Board of Health, Inspectional Services | Short-term | |
| | | 4.3.2 | Work with the Department of Public Works to create signage and place in frequently polluted areas. | Open Space and Recreation Commission, Conservation Commission, Board of Health, Inspectional Services | Short-term | |
| | | 4.3.3 | Install security cameras at dumping hot spots. | Open Space and Recreation Commission, Conservation Commission, Board of Health, Inspectional Services | Short-term | |
| | | 4.3.4 | Install (vehicle) barriers to prevent access for commercial dumping. | Open Space and Recreation Commission, Conservation Commission, Board of Health, Inspectional Services | Mid-term | |
| | 4.4 Promote educational programs regarding the appropriate disposal of hazardous waste materials. | 4.4.1 | Establish a Zero Waste Ambassadors (ZWA) program to educate the community on sustainable waste disposal and develop materials on recycling, composting, and zero waste. | Solid Waste / Recycling Department, Alternative Energy Committee | Short-term | |



Protect ▪ Environmental Stewardship

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------|-------------------------------------------------|
| | | 4.4.2 | Work with the Department of Inspectional Services to disseminate flyers on a quarterly basis to all Saugus households that list hazardous materials accepted by the Town. | Inspectional Services, Solid Waste / Recycling Department | Ongoing | |
| | | 4.4.3 | Post a banner on the Town website whenever there is a Hazardous Waste Day. | Inspectional Services, Solid Waste / Recycling Department | Ongoing | |
| | | 4.4.4 | Consider holding an additional Hazardous Waste Day during the year. | Inspectional Services, Solid Waste / Recycling Department | Ongoing | |
| | 4.5 Explore funding opportunities for remediation of polluted sites in Town. | 4.5.1 | Identify and target areas where polluted sites may be infiltrating groundwater or causing other negative environmental effects. | Open Space and Recreation Commission, Conservation Commission, DPW | Mid-term | Massachusetts Environmental Trust General Grant |
| | | 4.5.2 | Seek out technical assistance from the Massachusetts Department of Environmental Protection about the cleanup process, funding, and site-specific information for brownfield remediation. | Planning and Economic Development, DPW | Short-term | EPA |
| | | 4.5.3 | Work with property owners interested in remediating and redeveloping brownfield sites to assess their eligibility for an EPA Brownfield Grant. | Planning and Economic Development | Ongoing | EPA |



Protect ■ Historic and Cultural Resources

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------|----------------------------------------------------|
| 1. Historic and cultural resources—including open spaces, historical landmarks, and cultural facilities—will be accessible to and inclusive of all people in Saugus and neighboring communities. | 1.1 Pursue efforts to document, interpret, and preserve underrepresented aspects of Saugus's history and cultural heritage through respectful engagement with the Town's diverse communities, past and present. | 1.1.1 | Secure grants to support community-based public history projects to help build a more comprehensive understanding of the Town's history and expand public awareness and understanding of those histories through community collecting and archiving of projects and interpretive strategies. | Historical Commission, Historical Society, Public Library | Medium | Mass Humanities Expand Massachusetts Stories Grant |
| | | 1.1.2 | Collaborate and partner with Saugus's Indigenous, Black, and immigrant descendant and contemporary communities to pursue initiatives that engage Saugus's K-12 student population in learning about local history and cultural heritage. | Historical Commission, Historical Society, Public Library, Cultural Council, School Administration | Medium | Mass Humanities Expand Massachusetts Stories Grant |
| | | 1.1.3 | Foster engagement with Native American tribes in Eastern Massachusetts to identify respectful and appropriate opportunities to deepen knowledge and awareness of the Town's Indigenous history and cultural heritage, past and present. | Historical Commission, Historical Society, Cultural Council | Short | |



Protect ▪ Historic and Cultural Resources

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------|
| 1.1 Enhance public access to and use of archival materials and collections related to the Town's history and cultural heritage. | | 1.1.4 | Secure grants or other funding to update the Historical Commission's Cultural Resources Inventory, submission of inventory forms to the Massachusetts Historical Commission for inclusion in the Commonwealth's MACRIS database, and preparation of nominations to the National Register of Historic Places of properties identified as eligible through the inventory process. | Planning and Economic Development, Historical Commission | Short | Massachusetts Historical Commission Survey and Planning Grant |
| | 1.2 Enhance public access to and use of archival materials and collections related to the Town's history and cultural heritage. | 1.1.5 | The Saugus Historical Society, Public Library, and Historical Commission could partner to obtain a grant to organize, digitize, and integrate management of archival materials and collections held by the Historical Society, Historical Commission, and Public Library. | Historical Commission, Historical Society, Public Library | Long | Massachusetts Board of Library Commissioners Preservation Assessment Grant |
| | | 1.1.6 | Develop learning opportunities that engage Saugus students in primary research and projects that explore and contribute to local and regional history. | Historical Commission, Historical Society, Public Library, School Administration | Medium | Mass Humanities Expand Massachusetts Stories Grant, Massachusetts Board of Library Commissioners Direct Grants to Libraries |



Protect ■ Historic and Cultural Resources

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------|---------------------------|
| 2. Play an active role in supporting and advancing the cultural heritage sector. | 2.1 Foster communication and partnerships among local cultural, history, and historic preservation organizations and relevant municipal departments to promote increased public access, quality experiences, visitation, and stewardship of local historic and cultural assets. | 2.1.1 | Develop supportive policies (including streamlined, transparent, and accessible permitting) to promote the activation of local historic sites, cultural assets, and open spaces through programming, creative placemaking, and public art in partnership with local and regional partners, including public schools, youth organizations, and local cultural councils in Saugus and neighboring communities. | Planning and Economic Development, Public Works | Medium | |
| | | 2.1.2 | Strengthen connections among and access to local historic and cultural assets, including: Breakheart Reservation, Prankers Pond, Saugus Iron Works, Saugus Town Hall, Public Library, Round Hill Historical Site, the Saugus River and Northern Strand Community Trail, and the Youth and Recreation Department through a cultural heritage trail complemented by creative wayfinding and interpretation. Explore opportunities to create a multi-modal path along the trail. | Planning and Economic Development, Youth and Recreation, | Long | |
| | | 2.1.3 | Expand public awareness and stewardship of local historic and cultural assets and heritage landscapes through municipal support for diverse artistic, cultural, and educational programming in these locations in partnership with cultural and civic organizations in and around the North Shore, such as Essex Heritage, Creative Collective, Lynn Arts, Friends of Breakheart Reservation, and the Saugus River Watershed Council. | Planning and Economic Development, Youth and Recreation | Medium | |



Protect ■ Historic and Cultural Resources

| Goal | Strategy | Action # | Action Item | Responsible Parties | Timeframe | Potential Funding Sources |
|------|----------------------------------------------------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------|-----------------------------------------------------------------------|
| | 2.2 Strengthen the Town's infrastructure and capacity for historic preservation. | 2.2.1 | Establish a town staff liaison for the Historical Commission. | Planning and Economic Development | Short | |
| | | 2.2.2 | Conduct an equity review of the Historical Commission's membership, structure, and decision-making processes and explore opportunities to expand the Commission's mission to include partnerships with local cultural, civic, and community-based organizations that expand access to preservation knowledge and tools. | | Short | |
| | | 2.2.3 | Undertake a historic preservation plan. | | Long | Massachusetts Historical Commission Survey and Planning Grant Program |
| | | 2.3.4 | Establish an archive of local demolition delay permits at the Public Library and establish a program to expand public access to these and other visual records of Saugus's history. | | Medium | |

