

II. LAND USE

BACKGROUND

The land use legacy for which the current Lancaster community is the steward is a very special one. In the broadest terms, Lancaster is much like other New England towns at the edge of metropolitan areas. It enjoys a relatively compact central town area surrounded by a lower density landscape largely made up of agriculture and forest, but also containing a substantial share of the Town's homes and businesses. Expressways cutting through those outer areas link the Town to its region and to metropolitan centers.

Looking more closely, however, Lancaster departs from that typical New England town norm. The town's central area has developed in a way which does not yet achieve the interrelations among business, institutional, and residential uses which the classic village center exhibits. About a third of its outlying rural-appearing land is within federally-owned Devens, and an important part of the rest is State-owned for institutional uses.

Much of Lancaster's land resources have been given special recognition for their cultural or natural resource value. Two areas have been recognized for their cultural value in having been placed on the National Register of Historic Places. A singularly large portion of the Town's outlying area has been designated as an Area of Critical Environmental Concern (ACEC) by the State, and much of that area plus more has been designated by the State as a core Bio-Reserve area in recognition of its importance as habitat¹.

At the same time, the combination of the Town's location, resources, and what it has done with those resources has led to the Town being judged as one of the most technology-friendly communities in the Commonwealth, auguring well for its economic development and resulting fiscal prospects.

Current Land Use

The following table gives an indication of how land use in Lancaster has changed between 1998 and now, and how it might change over the next two decades.

¹ See the Open Space, Natural Resources and Recreation Chapter for further discussion.

LANCASTER LAND USE INVENTORY

Category of use	Acres of land used			
	1998	2002	2005	2025
Urbanized				
Residential	1,796	2,160	2,470	2,910
Business	122	130	140	290
Recreation	125	130	130	150
Transport	361	390	490	510
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Urbanized subtotal	2,400	2,810	3,230	3,860
Non-urbanized (use)				
Cropland, pasture	1,760		1,700	1,700
Other disturbed	2,270		2,100	1,800
Forest & shrubs	10,770		10,170	9,840
Water & wetland	710		710	710
Non-urbanized (status)				
Protected private	250	250	250	550
Protected public	1,290	1,290	1,290	1,890
South Post Devens	4,940	4,940	4,940	4,940
Undevelopable	1,870	1,870	1,870	1,870
Developable	7,160	6,750	6,330	4,800
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Non-urban subtotal	15,510	15,100	14,680	14,050
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Total	17,910	17,910	17,910	17,910

Sources:

1998: MRPC Lancaster Community Development Plan, page IV-12.

2005-2025: Herr & James LAND-based modeling.

LU Analysis 2.xls

Less than a fifth of the Town's land area has been developed for housing, business, institutions (other than their extensive grounds) and roads, but that share has grown sharply just since 1998 (the baseline year for available air photo-based data). Projecting forward from that using a land use-based growth model, we estimated a reasonable approximation for likely land use in 2025, as shown in the above table.

That table assumes implementation of the kinds of measures which this Master Plan calls for, including ones which create reserved open space by reducing residential land use. If they are not implemented, the total of urbanized land will be distinctly higher, and the total of protected open land will be substantially lower.

Land Use Policy Areas

A useful way to approach future land use in Lancaster is to structure the Town's land area into four broad policy areas based upon current circumstances and future intentions, shown

schematically on the map Land Use Policy Areas (see last page of this Chapter)².

- Community Areas
- Town Center
- Countryside
- Enterprise

COMMUNITY AREAS (designated “CA” on the map)

These are the areas of the Town in which the great majority of Lancaster’s residents live, largely along Main Street and the southern portions of the Town, but also along Route 117.

Virtually the entirety of the areas serviced by the Town’s water and sewerage systems lies within the Community areas, as do the two areas in Lancaster which are listed on the National Register of Historic Places. On the other hand, very little of the areas designated as being of special environmental importance, including the ACECs, Bio-Reserve Core areas, high yield aquifers, and flood plains lie within the Community areas.

Given its size, there is a great diversity of places, types of land use including both residential and business activities, and categories of zoning within the broad Community area. One sub-area is of particular interest, which is the portion of the Community area in the south which is being designated as the Town Center policy area. It is discussed and is shown on the Policy Areas map as a separate area, but like the portions in the north discussed above, it is really simply a distinctive sub-area of that which is being called “Community” area.

TOWN CENTER (TC)

Following the suggestion of the Town Center Topic Group, both the Center Village and South Lancaster areas are incorporated into a single “Town Center” policy area stretching for more than a mile along Main Street from the Clinton line to somewhere north of the Town Green. Taken as a whole, the Town Center policy area has all of the elements of a classic mixed-use center, although spatially organized in an unusual way, with a large spatial separation between civic and business areas. Main Street is its spine, and can provide it with vital coherence as it changes over time.

² See Herr & James Associates, “Policy Area Mapping,” December 28, 2006 for source maps and further details of bases for choosing the configuration.

The Center begins at the southern entrance to the town with a mixed commercial and residential area having the potential for even better serving local demand for commercial services. It is followed by a major stretch largely occupied by institutional uses which are a vital part of the community. That area is next followed by gorgeous open lands revealing the Nashua River. The Town’s Green and its surrounding array of remarkable public and institutional buildings, uses, and open spaces marks the northern end of the Center as now constituted, perhaps in time extending to also include the compact cluster of buildings between Packard and Harvard Streets.

COUNTRYSIDE (CS)

In many ways, the Countryside areas are everything which the Community areas are not, and vice versa. Relatively few of the Town’s homes or businesses lie within the Countryside areas. Very little of the Countryside land area is served with Town water, let alone sewerage. Almost the entirety of those areas has been designated by state agencies as being of special environmental importance, such as being in the Central Nashua River ACEC, the Core Bio-Reserve areas, or an NHESP priority habitat area. A large share of the area is in designated flood plains, from which new residential development is prohibited. Almost half of the area shown on the Policy Areas map as Countryside lies within the Devens South Post.

However, the Countryside areas are far from devoid of human engagement. A certain amount of residential development lies within them, chiefly in the northern parts of town. A large share of the Town’s active agricultural and managed forest land lies within the Countryside area, along with the majority of the Town’s currently active and former earth mining operations. A majority of the publicly owned and protected open space lies within those areas, serving human as well as habitat interests.

A recent water resource study³ proposes expanding and reconfiguring the Water Resource District established under Lancaster Zoning. The resulting Water Resource District would be almost entirely within the area designated as Countryside based on the above bases. That study contributed importantly

³ Comprehensive Environmental, Inc. (CEI), *Environmental Overlay District Pilot Project: Final Report, Lancaster, MA.* Milford, MA, 2006.

to the inclusion of some areas around the ponds in the north being included in the Countryside Area.

ENTERPRISE (E)

The three identified Enterprise areas are distinguished from other areas containing business by their location, largely lying along Route 2, and with that, a number of other characteristics differentiating them from other areas containing businesses. They enjoy the business-attracting benefit of proximity to and, at some locations, visibility from that highway. Land parcels, whether developed or vacant, are typically large relative to others in the town. A number of region-oriented businesses have recently located there. The Enterprise areas contain almost none of the land designated as being of special environmental importance, few homes, and nearly all existing developed uses within it rely upon on-site systems for water and sewage disposal. The largest use is currently a State correctional facility.

Lancaster 2025

The intention of this Plan is that land use in Lancaster in 2025 will seem little different than now, with two exceptions. The Town Center will have an enhanced vibrancy, with strong visual coherence and a vital local role as a business hub, a civic center, and a location for community interchange, sense of place, and civic pride.

The Enterprise areas will have further developed to serve as a location for businesses which draw on a wide area for staffing, customers, or clients. That business development will have been configured in a way which accommodates both business and mixed residential/business uses in a way which achieves compatibility with the special context of Lancaster.

The Community areas will have further developed, but will have done so in a pattern which closely resembles the pattern of what already exists in those areas, largely single-family homes on reasonably-sized lots, complemented with carefully scaled multi-family structures at locations where they are compatible with the context both visually and environmentally. Special efforts will have been made to protect the integrity of those sensitive environmental resources which, like the northern lakes, exist within the Community areas.

The Countryside areas will, as in the past, experience less development than the other policy areas as a result of an array of public efforts to achieve that outcome with fairness to those who own property or

live there. Through that outcome, the integrity of the special resource importance of those areas will be protected, perhaps even enhanced.

The Policy Areas map at first glance may appear to represent a major intervention, but in fact it really is a simplified diagram of both that which now exists and that which is sought: a vision of stability more than one of change. Achieving that stability does not require a massive change in regulatory measures or public investments. Rather, it requires only a carefully executed set of relatively small changes in the framework of what already exists, because fortunately that framework provides a sound place from which to begin.

Guiding Residential Development

Master Plan studies have projected growth in housing units at about one percent per year over the next two decades, less after that, which is slow enough to be comfortably accommodated but rapid enough to avoid population decline as households grow smaller, and sufficient to meet housing objectives, so keeping growth close to that rate over time is a suitable objective.

The qualities of residential development, however, deserve more careful guidance than has been provided in the past in order to ensure that new housing is consistent with the established character of the vicinity in which it is located, that its impacts upon the natural environment are well managed, especially in those areas where that natural environment is of great value, and that it is consistent with maintaining the full social and economic diversity exhibited in the community today.

The location of residential development also deserves more guidance than has been provided in the past. Generally speaking, added housing is preferable in the Community policy areas (including the Town Center) rather than in the Countryside areas. The intention of implementing that preference can be carried out essentially through a series of incentives for both property owners and developers.

One incentive could be clear priorities which favor the Community areas for public facility improvements, enhancing development prospects there, and favoring Countryside areas for open space protection efforts, offering the prospect of being paid for the land without it being developed. Another incentive could be review and growth timing procedures made less demanding in Community

areas than in the more environmentally critical Countryside areas.

One potentially potent tool could be authorization for “transfer of development rights (TDR),” which is related to but more potent than “cluster zoning,” which the town now uses. With TDR provisions, a developer who voluntarily imposes permanent development restrictions reducing allowable units on land in the Countryside areas could be rewarded with permission to increase the number of units allowed on non-contiguous land within the Community areas, even if originally owned separately.

The Housing Chapter spells out in detail the kinds of housing which will be needed over time. From a land use perspective, the most important outcome of that consideration is a growing need for housing relatively small households, which among other things indicates a growing importance of multi-family housing in the development mix.

Guiding Business Development

The amount of land necessary to accommodate the amount of business development which has been projected for the Town over the next two decades is small compared with the amount of land the town has zoned for such uses as retailing, offices, and manufacturing. The Town has about 1,500 acres of land zoned for business, while currently only about 140 acres are in such use, and the regional agency projections for business employment indicate a likelihood of less than twenty percent growth between 2000 and 2030. As indicated in the Economic Development Chapter, the Town would like to have more growth in those kinds of jobs than has been projected⁴, and having ample land zoned for them is one of the reasons why this town has been determined to be one of the most “tech-friendly” communities in Massachusetts⁵.

Most of Lancaster’s acreage zoned for business is in Limited Office, Light Industry, and Highway Business districts abutting or near Route 2. Most of that land is within the “Enterprise” policy areas as proposed. Those areas are well-located for serving businesses having a larger-than-local orientation, and

⁴ See “IV. Economic Development,” page IV-4.

⁵ See Massachusetts High Technology Council, *MassTrack: Tracking Massachusetts’ Support of Technology*, www.masstrack.org.

able to operate without reliance on having public water and sewerage. To attract such businesses, strict performance-based rules could ensure compatibility with nearby uses without excessive restriction.

A planning challenge in the Enterprise areas is to guide development so that, despite the relatively large scale and regional orientation of businesses in those areas, development there will reflect the special qualities of the town in which it lies, providing at least some measure of design coherence along the Lancaster portion of Route 2, some degree of character connection with the town, and sensitive compatibility with the nearby residential uses already within the area. Facilitating mixed-use development, combining both business and residential uses, could be of value on all those counts, and would be fully consistent with contemporary approaches to economic development, which strongly support mixed use for its functionality and strong market appeal.

The large acreage in the Countryside area just south of the Enterprise area and west of Lunenburg Road, zoned Light Industrial, is largely either now or prospectively in use for earth products removal or in some protective form of ownership by the State or the Town. It may be many years before detailed planning for its ultimate use can be done, but the potential of that area for serving both the vital environmental concerns reflected in its inclusion in the Countryside policy area and its economic potential will then need to be addressed.

Business in the Town Center has been discussed above. The remaining business areas are relatively small, with nothing more than small refinements in regulation apparently needed for their continuing positive role in the community.

Guiding Institutional Development

Educational, religious, and governmental uses are the largest employers and the largest land users in the community. Federal and state use of land cannot be regulated by municipalities, and municipal regulation of non-profit educational and religious uses is severely limited by Massachusetts law, but many communities have demonstrated that cooperative planning for such uses can be highly effective.

Carefully articulating policies applicable to all uses for geographic areas, as this Chapter does, provides an initial basis for seeking cooperation in institutional development. The Town and the private institutions within it can, working together, craft and agree upon

zoning criteria and procedures for exercising the limited zoning authority which exists regarding such uses. In the process, they would be establishing a dialog about coordinating town and institutional planning.

The consistency of this plan with State plans and policies is strong. For example, this land use chapter closely reflects State identification of critical natural and cultural resources, and the housing chapter is shaped to reflect the criteria of the State's Planned Production initiative. Throughout, the Plan reflects the smart growth criteria developed by the Office of Commonwealth Development. That congruence should serve the Town well in seeking to provide input into State decisions regarding its extensive land holdings within the Town, as well as being helpful as the Town seeks State help for land use shaping efforts through, for example, open space acquisition within the Countryside area.

GOALS AND OBJECTIVES

Residents participating in the master plan process have consistently expressed their appreciation for the qualities of the Town as it now is, with having a better-functioning town center being the largest expressed change that is sought. From a land use planning perspective, that suggests these as land use goals.

- Manage future land use so as to maintain the social, cultural, and environmental qualities which make Lancaster the special place which it is today;
- Do that in a way which also reflects what the Town seeks in other respects, such as strengthening of the Town's fiscal balance, accommodating good jobs nearby, and addressing housing needs;
- Strengthen the vitality of the Town Center and the role which it plays both functionally and symbolically for the Town.

IMPLEMENTING ACTIONS

ESTABLISHING A SOLID POLICY BASE

Implementation of these land use objectives will depend upon many parties joining in that accomplishment. To gain that collective

participation, it is important that it be clear that these directions enjoy broad community support.

- *Seek town meeting approval of this concept for Policy Areas.* That could be achieved through adoption of the Master Plan. Massachusetts law currently does not provide for adoption of a municipal master plan by any body other than the Planning Board, but approval of such plans by town meetings is increasingly common, and can provide clear evidence of broad community support for the major directions being outlined which, in turn, makes implementation far easier than it would be otherwise.

Alternatively, a zoning amendment could be crafted which would have the effect of gaining approval more narrowly for this set of Policy Areas.

- *Create a process which better facilitates a "partnership" approach to development,* through which those interested in pursuing development, including those contemplating Chapter 40B projects or institutional projects largely shielded from Town control under zoning, can gain early and well-coordinated guidance from the Town's agencies concerned with development.

That process can provide not only information about the mechanics of the system, but also policy guidance about the Town's intentions, conveying the view that development in Lancaster should reflect accommodation among Town-wide concerns, immediate neighborhood concerns, public official's concerns, future user's concerns, as well as the concerns of those undertaking the development.

BUILDING A VIBRANT TOWN CENTER

- *Undertake a professionally-aided study of how best to guide the incremental changes over time through which a more vibrant town center can evolve.* The Town Center Topic Group has prepared an excellent outline of topics which such a study might include⁶. Materials published by the Boston area's regional planning agency

⁶ Town Center Topic Group, "Vision of and Growth Strategies for a 21st Century Lancaster Town Center," November 17, 2005.

(MAPC) offer further detailed guidance⁷. A manual published by the National Trust for Historic Preservation offers step-by-step guidance for conducting a community design assessment, really intended for larger centers, but possibly of assistance⁸.

- In conjunction with the Town Center study, *consider the appropriateness of a measure such as the initial draft Town Center Overlay District zoning prepared in relation to this planning effort.*⁹

GUIDING RESIDENTIAL DEVELOPMENT

For two decades Zoning Section 4.60 has provided for “Flexible Development,” a more advanced alternative to the usual cluster zoning. Revisions to it were drafted earlier in this program¹⁰, but just as anticipated, they now need to go further to incorporate the results of later planning efforts. These are among the key planning provisions which might be involved in such revisions.

- *Allow transfer of development rights (TDR) from the Countryside area to the Community area, including the Town Center, with rules such as described above, designed to make that option attractive to both land owners and developers. Widely discussed, TDR has only occasionally succeeded in the northeast: nearby Groton is one of the success cases. Lancaster’s circumstances of clear distinctions between the potential “sending” and “receiving” areas augers well for its success here.*
- *Maintain the present 2-acres per dwelling unit density, but oblige all but very small developments to set aside part of those two acres*

⁷ Metropolitan Area Planning Council (MAPC), “MAPC Toolkit Available,” www.mapc.org/whats_new/regional_record/may2006/mixed_use_toolkit.html. While the title focuses on zoning, the content is broader in scope.

⁸ Kennedy Smith and Leslie Tucker, *The Community Design Assessment: A Citizens’ Planning Tool*, National Trust for Historic Preservation, 2006.

⁹ Herr & James Associates, “Village Center Zoning,” for the Town of Lancaster, August 31, 2005.

¹⁰ Herr & James Associates, “Flexible Development Zoning Provisions,” September 21, 2005.

of parcel area as open space, and provide density bonuses for those developments in the Countryside area which exceed the required minimum open space rule.

- *Allow attached single-family units in the community area. Their use can facilitate compact context-sensitive development.*
- *Require substantial buffers between any new buildings and identified critical environmental resources.*
- *Require review for siting compatibility relative to any identified historic resources.*

Beyond that, these are further actions for better guiding residential development.

- *Revise the Planning Board’s twenty-year old Subdivision Regulations to update them and, more importantly, to reflect different design guidance rules for different Policy Areas. The current rules are really “Community” rules, but they also govern development in the fundamentally different Town Center, Countryside, and Enterprise Areas. “Districting” subdivision regulations is not common, but it also is not unprecedented, and has performed well where adopted.*
- *In that revision, ensure that the especially sensitive resources of the Countryside Area are specifically addressed.*
- *Revisit the growth timing controls now contained in Zoning (Section 14.10) to assure that they are consistent with both this Master Plan and with recent case law in Massachusetts.*
- *As called for in the Housing Chapter, ensure that all new residential development above some threshold scale contributes to addressing the Town’s need for affordable housing.*
- *Explore revision to the configuration of the current Apartment overlay district in the Zoning Bylaw (Section 3.33(a)), possibly removing it from some areas already wholly developed for single-family dwellings and extending it to some others having more realistic potential and appropriateness for that use, including consideration of expansion of the Sewer District.*

- *Include exploration of wastewater management options for the pond vicinities in the northern Community areas a priority task in the forthcoming Town-wide wastewater management studies.*
- Once wastewater management questions have become better understood, *undertake an area development study for the northern Community areas*, given that their relationship to fragile lake ecologies, absence of public water and sewer, and superior access to the highway network make them very different from the other portions of the Countryside area.

GUIDING LAND-EXTENSIVE BUSINESS USES

Address the guidance needs of the most land-extensive business uses in Lancaster, which are agriculture and mining, with the following.

- *Adopt overlay zoning to guide location and operation of new earth mining activities.* After lengthy exploration of zoning revisions to provide better protection, at this writing such rules appear to now be ready for approval. Earth removal can potentially have disruptive impacts during removal and negative long-term environmental consequences, but with care neither of those is unavoidable, which is the objective of the draft legislation.
- *Reform zoning rules which inadvertently hamper agriculture's potential contribution to the economy of the Town* and to support that industry's ability to remain vibrant and contributory to the Town's health and character, all as outlined in an earlier memo prepared for this initiative¹¹. Many misread Section 3 of Chapter 40A as exempting agriculture from all zoning control, but it only provides that local zoning may not prohibit or require special permits for or unreasonably regulate agriculture. In a number of ways, Lancaster can be more helpful to agriculture than just that.

In the memo cited above, a careful set of provisions has been crafted to ensure that agricultural and residential uses can remain in harmony, with provisions "tilted" to favor pre-existing agriculture versus new residential uses,

¹¹ Herr & James Associates, "Agriculture and Smart Growth," September 7, 2005.

and creating a review process potentially useful for other purposes as well as the town evolves.

- To give agriculture better standing in the municipal framework, *create an Agricultural Commission and adopt of a "Right to Farm" bylaw*, both as drafted in the memo cited above, the Commission to provide agriculture with an assured voice in Town government, and the "Right to Farm" bylaw to give notice of the intention of the Town to be supportive of agriculture in resolving compatibility issues concerning its legitimate activities.

GUIDING OTHER BUSINESS DEVELOPMENT

A key objective of guidance for business development is to assure that it is in all ways a good partner in the future of Lancaster going beyond its value as an economic resource in terms of jobs and taxes. It should be an asset without unmitigated impacts on nearby properties, whether in financial value, health and safety, or quality of life.

- As discussed in the Community Facilities Chapter, *give consideration in upcoming wastewater management studies to the potential role of sewerage in facilitating the kinds of business development which are wanted*, especially in the Enterprise Zones, where the appropriateness of regulations importantly depends upon whether all uses must, as now, be autonomous regarding water supply and waste disposal.
- *Act on new zoning provisions for business in the Town Center.* Current regulations in that area make achieving the intention of a well-integrated and vital town center impossible. Whether by pursuing regulation like that suggested in the "Village Center Zoning" cited above or through some alternative which may emerge from the Town Center studies called for under "Building a Vibrant Town Center" above, the current rules need major revision.
- *Craft controls for the Enterprise areas* to provide strict performance-based rules to ensure compatibility with nearby uses and to provide visual character coherence along the Lancaster portion of Route 2 and coherence with the character of the Town, and where those changes make it appropriate, revising current regulations which may impose functionally ineffective impediment to development. Use design charrettes or other participatory techniques for

engaging the community in the design of those controls.

- *Include in those controls requirements for paths, sidewalks, and landscaping to provide connectivity among uses and among areas of the Town.*
- *Explore measures to enable contemporary mixed-use development to occur at suitable locations in the Enterprise area.* The current essentially single-use district controls preclude the possibility of even a brilliantly-designed integration of a variety of business, civic, recreational and residential uses.
- Given the above control improvements, *review the mapping of basic zoning districts in the Enterprise area* so that the portions most directly bordering Route 2 are all contained in the same category of district, rather than being fragmented among Limited Office, Limited Industrial, Highway Business as at present, with no apparent rationale for the differences.
- *Explore measures to assure that any impacts of business development upon facility needs is supported by that development,* implemented so as to assure that benefits go to those who are in some way burdened by the development.
- After the above steps have been shaped, *reconsider the provisions of the basic business zoning for the Town as a whole,* particularly the Neighborhood Business and General Industry districts as they exist at locations outside of the Town Center, and coordinate them so that they work together as a set.

GUIDING INSTITUTIONAL DEVELOPMENT

- Working together with local institutions and organizations, *prepare guidance materials, including allowable zoning regulations, for that development which is protected from much local control through the so-called “Dover Amendment”* in Section 3 of Chapter 40A, MGL, the Zoning Act, chiefly involving nonprofit educational and religious institutions.

GUIDING PUBLIC FACILITIES DEVELOPMENT

- *Explore the creation of a capital planning process which gives weight to the consistency of the impacts of municipal capital facility*

investments upon land use consistency with the policies of this Master Plan. Such investments as provision of utility service to locations previously not served can have more impact on land use than has zoning. A careful system should be developed to ensure that those impacts will be given explicit attention, and will be a routine consideration in setting priorities and selecting locations for municipal capital facilities.

APPENDIX

Resident Topic Group memos:

- Business and Economic Development Topic Group, “Summary of Results,” November, 2005.
- Housing Topic Group, “Summary of results following meeting of 10/6/2005.”
- Town Center Topic Group, “Vision of and Strategies for a 21st Century Lancaster Town Center,” November, 2005.

Herr & James memos:

- “Agriculture and Smart Growth,” September 7, 2005.
- “Encouraging Truly Flexible Development,” August 30, 2005.
- “Flexible Development Zoning Provisions,” September 21, 2005.
- “Lancaster Census Data,” March 20, 2006.
- “Lancaster Growth Expectations,” March 20, 2006.
- “Policy Area Mapping,” December 28, 2006.
- “Village Center Zoning,” August 31, 2005.

OTHER REFERENCED MATERIAL

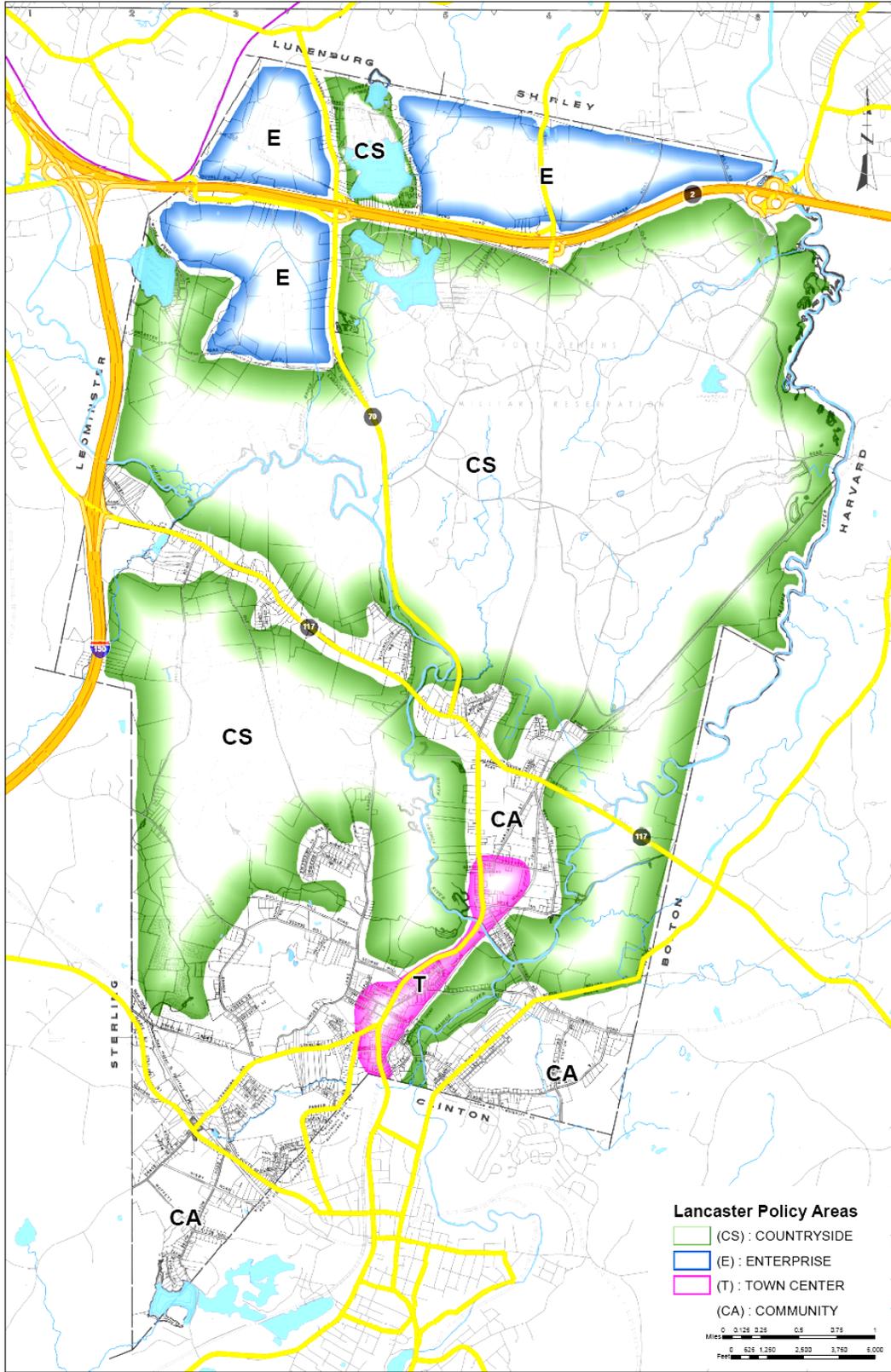
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"MAPC Toolkit Available,"
www.mapc.org/whats_new/regional_record/may2006/mixed_use_toolkit.html.

Montachusett Regional Planning Commission (MRPC), *Lancaster Community Development Plan*, "V. Economic Development Chapter," prepared under Executive Order 418, June 2004.

Weisman, Robert, "Hopkinton ranks at top of tech-friendly communities," *Boston Globe*, March 31, 2006, page B1.

January 26, 2007 PLAN LAND USE ELEMENT.DOC




Town of Lancaster, Massachusetts
 Master Plan 2007
LAND USE POLICY AREAS

DATA SOURCES
 Boundaries: MassGIS 2004
 Open Streets: MassGIS 2005
 Aerial Imagery: MassGIS 2001
 Streets: QGIS/LandUse 2002
 Update by: Standard 2006
 Other: MassGIS 2007
 Water Features: MassGIS 2007
 Additional features compiled and corrected
 by: Hoff & James Associates and Electronic Standard
 Maps and data for planning purposes only

Planning - Analysis: Hoff & James Associates
 GIS: Reference Standard
 January 2007
