



# Town of Danvers Planning Board

1 Sylvan Street, Danvers, Massachusetts 01923 | p: 978-777-0001

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## Planning Board Members:

William Prentiss, Chair  
John Farmer  
James Sears  
Margaret Zilinsky  
Charles Smith  
Nathaniel Sears, Associate

## Daniel J. Toomey Hearing Room December 10, 2019 7:00 p.m. **MINUTES**

William Prentiss called the meeting to order at 7:00 p.m. Planning Board members James Sears, John Farmer, Charles Smith and Associate Member Nathaniel Sears were present. Director of Land Use and Community Services, Aaron Henry; Director of Planning and Economic Development, David Fields; and Principal Planner, Josh Morris, were also in attendance.

### **OTHER MATTERS**

**150 and 152 Sylvan Street.** Request by Fellows Construction LLC for endorsement of Form A plan to: (1) create Parcel A which will be combined with 150 Sylvan Street (Map 62, Lot 15) to form one contiguous lot; and (2) to create Lot 1 from 152 Sylvan Street (Map 62, Lot 14C).  
(Action date: December 10, 2019)

Zach Fellows, from Fellows Construction LLC, addressed the Board. They are purchasing the property located at 150 Sylvan Street and need some additional square footage from a neighboring property.

Prentiss said that they are moving the lot line.

Morris said that both lots will have the required frontage and square footage.

Sears asked if the applicant was proposing egress for 150 Sylvan Street onto Sylvan Street.

Fellows responded that it would be a shared driveway.

Sears said that a modification would be needed to get access onto Sylvan Street for 152 Sylvan Street.

Fellows responded that nothing was changing at 152 Sylvan Street.

**MOTION:** Farmer read the Certificate of Action and moved to approve the application for ANR plan for 150 Sylvan Street. Smith seconded the motion. The motion passed by unanimous vote.

**309-309R Locust Street.** Request by Danvers Living LLC to extend completion date of remaining improvements and Tripartite Agreement from December 30, 2019 to February 14, 2020.

Attorney Nancy McCann appeared before the Board on behalf of the applicant, Danvers Living LLC. She said that they need to amend the existing Tripartite Agreement to extend the completion date. The construction work is complete, but they need time to do the as-built plans and have them reviewed by the Town. They are requesting to extend the Tripartite Agreement and completion date to February 14, 2020.

Morris explained to the Board that this is an amendment to extend the paperwork.

Farmer asked when the bank's signature would be obtained. McCann responded that the document had already been executed by the developer and the bank.

**MOTION:** Smith read the Certificate of Action and moved to approve the Extension of Tripartite Agreement and Completion Date for the Holly Hill Subdivision located at 309 & 309R Locust Street. Sears seconded the motion. The motion passed by unanimous vote.

## **PUBLIC HEARING**

**100 Independence Way (Liberty Tree Mall).** Request for a Special Permit submitted by Douglas Molina to allow an indoor recreation/entertainment facility (adventure park service) in the C-III Commercial District pursuant to Table 1 and Section 30 of the Zoning Bylaw. (Assessors Map 63, Lot 004) (*SP action date 90 days after close of public hearing*)

Prentiss read the legal notice and opened the hearing.

Douglas Molina appeared before the Board. He is requesting a Special Permit to operate a business called Pups-of-War which is a nerf arena. It uses foam darts and balls for the tagging of opponents. Birthday celebrations can be held here. They presently operate a mini-golf facility in Peabody.

Prentiss told the Board that this is a Special Permit on the use. N. Sears will be able to vote.

Morris said that the proposed use is entertainment in the tenant space between Marshalls and the movie theater. No exterior modifications or site changes are being proposed. They consulted with the Building Department and have added a condition that if the proposed business was to relocate in the mall, they would have to come back before the Planning Board.

Farmer asked when they would be able to talk to the mall about the access roads. They are not in great shape.



Morris said that they would reach out to the mall in January or February to start a dialogue about what is going to happen in 2020.

Farmer said that one of the entrances has been improved. He is curious about the expectations moving forward. Prentiss agreed that one of the entrances has improved dramatically.

Smith asked about the noise levels. Molina said that the space is big. At the front near the mall will be a lounge and a desk. The first area is for the lounge. The children will play inside. This area will be set back from the mall.

Smith asked if there was going to be a partition. Molina said that there would be a net so parents could see. The parents can watch their children on television monitors.

N. Sears said that he was glad to hear that someone is doing something to re-energize the Liberty Tree Mall.

J. Sears said that there is no plan with the application.

Morris said that there was a condition on the decision that a final floor plan would be provided prior to the building permit.

Molina said that there is an architect working on the plan.

J. Sears said that every other applicant has come in with a plan for a public hearing. This is the first time they have had an applicant without a plan. There is no depiction of where the lounge and recreation area are. He knows that it is a re-use, but they do not have anything to look at. He thought this was absurd.

Henry said that this is a use that triggered a Special Permit.

J. Sears asked whether there was a requirement to have a plan so the Board knows where things are.

Henry said there are no exterior changes.

J. Sears said that they have always had a plan. He told Henry that they were setting a precedent.

Henry said that this did not trigger site plan approval.

J. Sears said that every other applicant spends money and brings a plan. Why doesn't this applicant need a plan? We are going to endorse something without a proposed plan. We also need to know the number of people allowed, number of people working, as well as the hours of operation. They have had applicants spend thousands of dollars on plans. Saying that you do

not want to spend the money until approval is not acceptable. A plan should be shown. Every applicant has given a plan. He asked Henry if they needed to change the bylaw. He pointed out to Henry that they now want to be strict and have everything by the book.

Fields told J. Sears that they need to change the book. Molina's project does not trigger site plan review. He only needs a Special Permit for the use. On the use table, it states that this type of use needs to go before the Planning Board. He is only asking to do the use in an existing space.

J. Sears questioned whether the whole site was opened at this point for review.

Henry said no. This was only for a use. He said that J. Sears had a point regarding knowing the hours of operation.

Fields said that they could condition the hours of operation. The current bylaw does not trigger site plan.

Prentiss explained this is similar to a Stop & Shop that has a Dunkin Donuts in the store which is replaced with a Honey Dew. It is the use change that this is triggering.

Morris said that they requested a floor plan from the applicant, but it was not prepared for tonight's meeting.

J. Sears said that the dog daycare application had to come to three meetings. They had fully engineered plans and spent a lot of money. They want to be clear how to proceed in the future. Maybe this is something that should be buttoned up. This way they would avoid approving things and then have a plan given after it is approved.

Molina told the Board that this is not the first time he has opened a business. The city limits the number of people allowed in the space. He is going step by step to get approval. He wanted to be sure this was approved before proceeding with the plans and other permits.

J. Sears said that he is not sure what he is approving. He told Molina that he has not presented anything. What are the hours of operation?

Molina said that the mall decides the hours.

J. Sears said that all he got was a short narrative.

Molina said he was not going to do the project and left the meeting.

Farmer shared the concerns that J. Sears had. They should be consistent.

Bill Bradstreet, Town Meeting Member, Precinct 1. Bradstreet said that they need more information.

Matt Duggan, Town Meeting Member, Precinct 1. Duggan said that it was unfortunate that the applicant got caught up in this situation. There are times where they have seen where the bylaws have been open to interpretation. He felt the Town should reach out to him. He asked the Board to reach out to him and ask him to come back. The hours of operation, capacity, security guidelines for the children should be addressed. It seemed like a benign activity to him. Regarding the bylaws, they can be reworded or clarified over time. They should remove the ambiguity and make it clear cut and black and white.

Prentiss said that recreational uses have gone in and out of this site. This does not trigger site plan. They need to take a closer look at this.

Mark Zuberek, Town Meeting Member. Zuberek said that he has not attended these meetings and found this very enlightening. He asked whether the applicant should be guided through what the requirements are for a Special Permit. Someone should give guidance to our residents and business people.

Prentiss said that is what staff does.

Zuberek said that he was glad someone spoke up and delivered the eulogy. This business individual was not prepared for what was expected. He stated that there was a comment made to the Board of Selectmen, that there is a process for permits and applications for starting a business. The question of what that process is needs to be addressed. There was to have been some sort of dashboard to guide business people through the process. We are here to help people. This applicant just walked out disgusted. We need a lot more assistance to help our economic base.

Henry said that staff is working on a business development guideline. This application is short of information. There are times when people are told what need to be done, and they will do it their way. The bylaw was short on what was required. Regarding hours of operation, noise and floor plan, he is not sure what the Board will take to the table. If the applicant choses to withdraw, there is nothing that we can do. Nothing will help him in that case.

Prentiss suggested that this be continued and have the applicant obtain the information such as the floor plan and hours of operation.

J. Sears said that he should withdraw without prejudice and not charge him a fee if he re-files.

Farmer said it does not bother him if this is continued.

N. Sears felt if the applicant needed to sign for a continuance, that answers the question.



Henry said that the action dateline needs to be extended in writing. You do not need the applicant's permission to continue the hearing.

N. Sears felt that if they want to encourage him to come back, they should continue and ask him to come back with the requirements. That would be more palatable. If they do not have to have his signature, he would agree to continue the hearing.

Farmer agreed. If the applicant was not interested, they can close out the application.

**MOTION:** Farmer moved to continue the application for a Special Permit approval for 100 Independence Way to the Planning Board meeting scheduled for January 14, 2020. Smith seconded the motion. The motion passed by a vote of 4 to 1. J. Sears was opposed.

**Character Based Zoning Districts (CZD) which include Danvers Town Center Core District (DTC-C), Danvers Town Center – Live/Work District (DTC-L/W) and High Street Mixed-Use District (HSMUD) Presentation.** Presentation by the Planning Board and Brovitz Community Planning and Design regarding the Character Based Zoning Districts.

Prentiss told the Board that Ted Brovitz was not here today since he had a family emergency. Henry and Fields will be taking his place. They are going to talk about what was presented before. This was presented to the Board of Selectmen a week ago for them to forward it back to the Planning Board for a warrant article. We will have more meetings with the Board of Selectmen and Finance Committee relative to the specifics of the zones such as the Downtown Core area and the High Street area. They will discuss the specifics for changes to the zones from the last meeting that they had. They will be voting on forwarding the warrant article to get on the Special Town Meeting in February.

Henry said that in December of 2017, the zoning passed for the Maple Street Traditional Neighborhood Development Overlay District. The new zoning is working off this district. They are pulling Section 18 apart. They are adding about 10 new pages to the bylaw, which will be three new sections. Section 19 will be the details specific to the Downtown Core District. Section 20 becomes what is allowed in the Downtown – Live/Work District. Section 21 will be the standards that are applicable to the High Street Mixed-Use District. Section 22 will become what is already adopted as Section 18. What is left in Section 18 will be the design standards and parking requirements that was applied to all of the districts.

Henry said they are very close to being done. They are about 90 percent complete of the draft. Henry told the Board that Brovitz drafted this as Section 12, and the references in the text are pointing to Section 12. They are going through the bylaw to correct those references. Most of the references will point to Section 18. There are a couple of points that they are trying to clarify.



Henry told the Board that they are not pursuing 40R, and they do not have to do an overlay. They are proposing to do this as a base zoning. There are not many uses that the property owners would be sad to see leave from the downtown area. There are fairly industrial uses that are being knocked out.

They are going through the existing book to be sure that they did not miss anything. The intent is to have a standard lighting section.

Henry told the Board that they have received two letters from neighboring homeowners that are in the Residential-1 District that want to be included in the zoning change. They need to decide this.

Prentiss asked Henry to discuss the affordable housing percentage.

Henry said that there is one other major change. The 40R requires a 20% minimum affordable housing requirement for development. They are proposing the percentage to be 12.5% in this draft. They still move the ball forward with this percentage. Every development will contribute to affordable housing. There will be a payment-in-lieu for development. They are trying to propose a consistent standard in the bylaws. They are bringing the percentage down for economic feasibility. There is only one other community that has a 20% affordable housing requirement. Suburban communities are trying to stay at the 12% to 13% range.

Prentiss confirmed that this was still above the Town's 10% requirement. He said that it did create a higher proposal.

J. Sears said that there are a few properties between the two zones. He asked if it would be better to include them in the High Street Mixed-Use District. Once this area is developed, and once people see more housing, people will come back and ask for Special Permits. That area is an island that need to be cleaned up between the Industrial and Commercial Zones.

Henry said that the height is 55 feet in the I-1 District. A lot of the uses in the I-1 District are allowed in C-1 District. The height comes down in the C-1 and C-1A District.

J. Sears said that once this area is development, these homes will want to be a part of it. Henry said that they would double back with homeowners.

Prentiss said that they were asked by the Board of Selectmen and the Zoning Board of Appeals to make it one contiguous zone from the 40R to Route 128. It does leave out those properties along that thoroughfare to the entrance of Danvers.

Henry said that from a zoning amendment perspective, you cannot broaden your scope, it can only be narrowed. They are better off to consider these homes and then roll it back.



Farmer felt it looked strange. He asked what the rationale was for leaving this area out.

Henry said that this proposal was large enough that they did not want to incidentally poke them. They met with the homeowners to find out if they had an inclination of going one way or another.

Farmer questioned another property that initially wanted to be included in a different district.

Henry said that in May of 2018 properties on Park Street asked to be included in the 40R District. There were also some properties on Oak Street that asked to be included in the 40R as well.

Farmer asked Henry if he felt that they now have the right break.

Henry said that being along the thoroughfare was what was distinct for them.

Farmer asked Henry what number of communities have the percentage that they are looking to do. He would like to understand the percentage of 12.5%.

Henry said that that having been in prior communities, it has been the economics. The threshold needs to be at least 10%. You are seeing some of the suburbs talking about 15%. They are seeing 12%, 12.5% and 13%. They feel they are pushing it forward enough that the development communities are grumbling. In communities where the percentage is 15% and higher, the development community is backing off.

Smith asked if as High Street is developed, what are they looking at for bus and car lanes.

Fields said that \$3 per net new square foot will be contributed to a fund. Should the project go forward, those funds will be held in an account to be used at the discretion of the Board or another Town entity. It will be up to staff to see what is taking place regarding uses and traffic and present to the Board of Selectmen what should happen. As projects come in and uses continue to happen, they can further develop this and give themselves discretion as to what is needed.

Henry said that the traffic study tells a development how a development will work. Instead of an applicant doing what they are required to do, they will take funds through the mitigation fee and develop a plan of streetscape. They will be addressing the impacts from their perspective.

Fields told the Board that they received notice from MassDOT that the Town was approved for Tier II for Complete Streets which is a prioritization plan. Next spring, the Town will be able to apply for more money for transportation and traffic improvements that are Complete Streets related.



Prentiss asked if it was going to be stated in the warrant article where these funds would be parked.

Henry said that was created at Town Meeting last year, and this entity would be receiving those funds.

N. Sears said that he has nothing to add from the meeting of November 26<sup>th</sup>. His position on this zoning has not changed.

Prentiss wanted to remind the Board that they will be discussing overlay verses base zoning. He was concerned that homeowners would lose value, and that will not be the issue. He felt better for the owners and Town to go with a base zoning change.

Farmer agreed as well.

Matt Duggan, Town Meeting Member, Precinct 1. Duggan said that he was glad to hear that the Town was backing off from embracing the 40R. It relinquishes control and hands it over to the State for a one-time payment. It is the Department of Community Development that should have the final say for density, setbacks and other things. He felt that they did not need 40R for these overlays. It is not clear on how these changes are going to impact Table 2 in terms of density and the number of dwelling units that are allowed per acre. He is still concerned with High Street. He felt it was more susceptible to overbuilding. There are single-story businesses where the uses are not financially feasible going forward. The land is so valuable, like 75 High Street. This property which is between McDonalds and Verizon has a wide-open field in the back. That single-story structure could be demolished, and there would be three to four acres of open land. That could become a development with a lot of units. Since the property is still I-1 with the overlay, the height could be 55 feet, and there could be a lot of housing units like Swing-a-Way.

Prentiss said that you cannot combine the two zones. They are contemplating a base zoning changes verses overlay. They could build 55 feet in the Industrial zone areas.

Duggan said that there are two bills at the State House regarding 40R. One is regarding restricting the abutters ability to say they have a standing for an appeal of development. The other bill reduces the 2/3 majority to a simple majority for zoning changes. This allows for a smaller amount of people in Town to determine what the development will look like.

Duggan said that if you look at the Metropolitan Planning Organization (MPO), they have on the master plan for that area on the corner of Purchase Street and High Street to build a parking structure. The idea is to get cars off the highway. The right-of-way behind Walgreens goes to Peabody Square and then into the Salem Depot. There is a trial for a trolley from Peabody Square to the Salem Depot. He felt the concept could be brought into Danvers.



Duggan said that he is not clear on what Town Meeting is going to be voting on in February.

Prentiss said it would be a finished product of what is in front of them today. It is a similar zoning law change being put in front of Town Meeting. The main part of it is what is before them today.

Duggan said they can define these into bylaws, but the applicant can get those overwritten if they go to the ZBA and claim they have some type of hardship, like a financial hardship.

J. Sears did not agree. He said that a financial hardship would not get you a ZBA approval. That is not a hardship that is allowed under Mass law.

Duggan said that they see this all the time at the ZBA. These bylaws are defined, but they can be overwritten. How can this behavior be curtailed?

Prentiss said that it is not one contiguous density from the downtown to Route 128. It will scale back as you get away from the commercial zone. Prentiss said that they cannot comment on what other Boards do. They should not critique what other Boards do. We have never seen a site that has come before them that received ZBA relief due to financial relief.

J. Sears said that this is a public process. It is a full process that an open meeting would have. People can appeal a decision, but they have to show justification for it. You have to show a hardship such as lot configuration, topography and lot size. Financial hardship is not a hardship under Massachusetts law.

Duggan said that this is what he has seen in the past. The project at Pond Street was above and beyond what the bylaw said was allowed at that lot. Only abutters can appeal a decision. The ZBA has the final word on zoning in this Town.

Prentiss asked for a synopsis of the density.

Henry said that the Downtown Core is less when you get to the multi-family and mixed-use buildings. Those districts are 20 units per acre by right and 36 units by special permit. There are criteria required to reach the 36 units. The Downtown Core maxes out at 24 units per acre. As an example, 20 Locust Street is 24 units on an acre. The density in the Core Live/Work district goes down. The High Street area is more like the 40R where they allow 20 units by right and 36 units by Special Permit for multi-family and mixed uses. There are design standards that need to be followed. Even if 36 units were granted, they would be broken up into multiple buildings. They looked at the build-out analysis at the High Street property that Duggan mentioned.

J. Sears felt it was important that this is stated. People are creating a concern over this. It is important to provide an example. You have to have parking and access around the building for

the Fire Department. You have to have driveways and need to have greenspace. This will not be all brick buildings and pavement. You need landscaping and area for parking.

Henry said that the parcels are larger on the High Street side. He is not worried about parking issues on High Street since they will be able to meet parking standards. The downtown parking will be tight, and the standards will work well on High Street.

J. Sears asked him about the percentage of landscaping required for High Street. He felt if the area was built out to the standards that are being discussed, you would see more green space.

Henry said he can get him that information.

Fields said that the landscaping percentage will be determined by the type of building that is being built. All of the building types would provide more landscaping than what is there now.

J. Sears felt that would be helpful going forward.

Henry said that the owner of that site, Mr. Kontos, has been in their office regularly. He would not have a problem using that site as an example.

Nova Samodai, Town Meeting Member, Precinct 1. Samodai said that she liked the base zone change verses the overlay. She asked if the 40R at Maple Street needed to have 20% affordable housing. She asked if that percentage was detrimental to the development.

Henry said that they have received no feedback from the Lees that the affordable housing had been an issue.

Samodai asked if this had not been an issue, why would they pull back on the percentage needed for affordable housing.

Henry said that they did this because the properties in the Maple Street Traditional Development Overlay District will come forward looking for maximum density.

Prentiss said the site at 20 Locust Street showed that the density and size were in line with what the overlay was proposing.

Samodai asked why they would pull the percentage down to 12% if they do not know that there is a problem.

Fields said that 12.5% is better than 0%. Developers do not want to give 20% of the development as affordable.

Mark Zubereck, Town Meeting Member Precinct 7. Zubereck said that his concerns have been based on the Lee property 40R that was passed last year. At that time, it was difficult to see what the density was going to be. The language is the same, but the issues are that it is going to change the character of the Town coming through our thoroughfare. You have heard from various Town Meeting Members and Selectmen that this zoning does not resolve or address the parking, traffic and density.

Zubereck said that he received a copy of the new zoning this evening. He understood that former Selectmen and Town Meeting Members have asked for a zoning change instead of an overlay change. This is so fluid and so adaptable to any situation, an attorney would get the maximum of what is being allowed. He would not vote for it right now because the parking is not well defined. There is no stipulation of how many parking spots are required per unit. It is very fluid. He wants things defined a lot more closely. This is something that business people are going to take advantage of. There are parking issues. He asked the Board for an example of a 24-unit building built on High Street. How many parking spaces would you need?

Fields said 36 parking spaces.

Henry said that there is a standard. An applicant could offer another plan to the Planning Board. The zoning is clear. It sets clear standards for the parking.

Zubereck said that if a developer is clever, the parking could be reduced.

J. Sears pointed to the Hotwatt Building. If you look to those 11 buildings, there may be shared parking between those buildings. We will not allow them to drop it to one space per unit. This Board would not do that. Whatever is presented needs to be approved by this Board. This is the most comprehensive bylaw he has ever seen. This is a thought-out process. This has been endorsed by the Town Manager and Selectmen. They put the charge to the Planning Board for them to plan for the future of the Town and to look at the Industrial and Commercial zones to allow residential uses. This would allow one-bedroom apartments for millennials and seniors. This is smart growth planning.

Zubereck said that there has been a lot of discussion about parking, density and traffic. We have not experienced this type of density in the downtown. What are the unintended consequences? Is this the only meeting the public is going to have before this is submitted to the Board of Selectmen as a warrant article?

Henry said that this is a required public hearing. The Board of Selectmen will discuss the warrant article in detail. The public will be providing comments at that meeting. The Finance Committee will be meeting, and they will have comments. The Planning Board will be having a zoning workshop on February 1<sup>st</sup>.



Bill Bradstreet, Town Meeting Member Precinct 1. Bradstreet said that if you have two bedrooms you will have two parking spots. At one of the meetings there was a discussion that residents leave during the day which will open 100 parking spaces. Where do 100 cars park if these cars do not leave? Everyone wants to park in front of a business to do business. How do you change the attitude of the people in the downtown area?

Prentiss said that these regulations do not stop at residents. There are regulations that are required for the commercial areas as well.

Henry said that they do not have to change people's attitudes. When the development comes in before the Planning Board, the parking will be discussed. When you sign a lease, you may not get an overnight parking spot. If the landlord only allows one parking spot, you move on. We lay out the expectation for performance. People will self-select who can tolerate those changes. We are looking for the right people for these developments.

J. Sears pointed out that developments in Beverly have parking stickers.

Bradstreet said that they have seen where people start complaining after they purchase something. He does not want to see that happen. How do you prevent that from happening?

J. Sears pointed to the Locust Street property for the parking at that site.

Bradstreet said that there may be other examples that are not agreeable.

J. Sears said that if the marketing towards a one-bedroom unit does not have parking, people may not buy the unit.

Prentiss asked the Board if they had further discussions.

Farmer said that he would like consistency in the look of the facades. It is a great opportunity to have the same characteristics that they want. Who has the oversight of the right façade? Will that be individual developers?

Prentiss said that the design standards have some information on that.

Fields said that the design standards spell that out. A developer must comply with those standards.

Henry said that the Board will have a strong hand with what the design guidelines offer them.

J. Sears said that he hoped that every Board member has asked their questions and if they have any recommendations or changes, this is the time to do so.

Prentiss confirmed that they were deciding on base zoning verses overlay zoning. The Board agreed that base zoning was the way to proceed.

**MOTION:** Farmer read the Certificate of Action and move to present the warrant article to the Board of Selectmen. J. Sears seconded the motion. The motion passed by a vote of 4-0. Alternate N. Sears voiced that he was opposed.

## MINUTES

November 26, 2019

**MOTION:** J. Sears moved to approve the minutes of November 26, 2019. Farmer seconded the motion. The motion passed by unanimous vote.

December 5, 2019

Since there was not a quorum to approve the December 5<sup>th</sup> minutes, it was decided to wait until the next Planning Board meeting for a vote.

Farmer said that he read the minutes of December 5<sup>th</sup> and he has concerns around the mortgage signing off. He would like to have the Board revisit this at a future Planning Board meeting as to what to accept going forward.

Prentiss said that they will table it for a staff briefing.

## ADJOURNMENT

**MOTION:** Farmer moved to adjourn. Smith seconded the motion. The motion passed by unanimous vote.

The meeting adjourned at 9:00 p.m.

Respectfully submitted: Francine T. Butler

These minutes were approved on January 14, 2020.



Planning Board Minutes  
December 10, 2019