

## Master List of Goals

### Report on the Accomplishment of Goals from the Master Plan and Commercial Tourist District Revitalization Plan

December 8, 2017

#### **MASTER PLAN:**

##### **Data Collection:**

1. Update demographic and housing data once the U.S. Census data for 2010 is released (2012-2014). **Planner.**
  - ✓ **Completed** - *This information is available and will be incorporated into a future update of the plan.*
  
2. Inventory town-owned land and tax title property to identify potential parcels for use as affordable housing (2012-2014). **Planner/Assessor.**
  - ✓ **Completed** - *This was completed and no ideal candidates were discovered. However, after review of Tax Title properties. The Town Planner recommended that several were set aside for consideration as affordable housing sites. Annual Town Meeting in June 2014 supported holding three such parcels for potential affordable housing development (JB 2014).*
  
3. Continue to inventory the built environment, identify properties eligible for listing in the National Register of Historic Places, and pursue such listings (ongoing). **Historical Commission.**
  - ✓ **Ongoing** - *The Historical Commission has applied for and received two grants for this purpose. The first inventory of Sturbridge historical resources was done over 40 years ago. It included the densely populated areas of Fiskdale and the Sturbridge Common. Phase 1 of a current survey funded by the Sturbridge Community Preservation Committee (CPC) is being implemented by the Pioneer Valley Planning Commission (PVPC). This work is modeled on the MHC scope of work, guidelines, and timelines. Phase 1 concentrates on pre-20<sup>th</sup> century buildings and samplings of buildings outside of the town center that were not included in the old survey and that reflect life and development in Sturbridge. Farms, lake "camps", and motels, along with potential National Register nominations will also be highlighted.*
  - ✓ *The 2017 MHC Survey and Planning Matching Grant will allow the Sturbridge Historical Commission to undertake a second phase (Phase 2) of the current survey. Phase 2 will update identification and documentation of the pre-20<sup>th</sup> century buildings, structures and archaeological sites in Fiskdale and the Sturbridge Common. It will concentrate on additional National Register nominations in Sturbridge and Fiskdale and explore future preservation needs and actions.*

4. Consider the preparation of a community-wide archaeological inventory (2015-2019). **Historical Commission.**

✓ **To be completed.**

#### **Land Use and Zoning:**

1. Adopt an inclusionary Zoning Bylaw and consider including a provision whereby developers can give a cash payment in lieu of affordable units (2015-2019). **Planning and Housing Partnership**  
✓ **Completed** - *No work was undertaken – this was discussed in 2012 and was determined not to be a task the Board wished to undertake. Given the lack of an active housing partnership, it would not be an easy task to undertake since the Town would be collecting additional funds towards affordable housing and yet no activity to create affordable housing is taking place. This may be something to consider in the future, but at this time this goal has been completed (JB 2013)*
2. Allow (or allow by special permit) mixed use developments in more zoning districts like the Commercial District (2012-2014). **Town Planner and Planning Board**  
✓ **Ongoing** - *Most zoning districts do allow for mixed use development and as Districts are reviewed this is being addressed by the Town Planner and Planning Board (JB 2015).*
3. Consider Amending the Multiple Dwelling Project Chapter of the Zoning Bylaw (2012-2014). **Town Planner and Planning Board.**  
✓ **Completed** – *changes adopted at the Annual Town Meeting 2017 (JB 2017).*
4. Provide incentives for new development to occur in areas where municipal services, roads and utilities are already available and maintain a protected edge around neighborhoods and natural resources (2012-2014). **Planner, Planning Board and Energy Advisory Committee\*<sup>1</sup>.**  
✓ **Ongoing** – *The zoning bylaws are written to allow for smaller lot sizes and greater densities in areas served by infrastructure. This is always a consideration when updates and changes are made to the zoning bylaw.*

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<sup>1</sup> There is no longer an Energy Advisory Committee.

5. Ensure that there is an adequate supply of suitably zoned industrial land available to support future development (2015-2019). **Town Planner and Planning Board.**
  - ✓ **To be completed.**
6. Prepare a Corridor Improvement Plan for the Commercial Tourist (CT) District (2012-2020).
7. Develop a scaled-base map showing parcel boundaries and other features. **Town Planner and Planning Board.**
  - ✓ **Completed** - Plan completed by Planning Board and adopted by Planning Board and BOS and provided to Town Administrator for further action and submittal to CMRPC and MassDOT (adopted January 2014)
8. Develop a Capital Improvement Plan for all recommended upgrades. **Town Planner and Planning Board.**
  - ✓ **Completed** - A budget has been developed and this is within the plan documentation and has been provided to the Town Administrator and Board of Selectmen
9. Identify Potential Redevelopment Sites within the CT District. **Town Planner and Planning Board.**
  - ✓ **Completed** – There are several sites within the District that need attention – including the Holland Road Mill Site, the former Heritage Motel, the former Subway and the former Basketville Annex Building (2013).
10. Revise zoning bylaws to allow more flexibility in types and scale of permitted uses in the CT District. **Town Planner and Planning Board.**
  - ✓ **Completed** – Revisions adopted Annual Town Meeting 2015.
11. Identify potential locations for centralized shared parking facilities within the CT District. **Town Planner and Planning Board.**
  - ✓ **Completed** - Despite work by Sub Committees and Consultants, no sites have been identified as of this time with the exception of 8 Brookfield Road and the Turner Field once the re-design is complete (2015).
12. Create conceptual plans for redevelopment on selected sites within the CT District (2012-2020) **Town Planner and Planning Board.**
  - ✓ **To be completed.**

13. Establish a façade improvement fund to assist property owners within the CT District (2012-2020). **Town Planner and Planning Board.**

✓ **To be completed.**<sup>2</sup>

14. Explore financing options for renovating or redeveloping the mill site at Holland Road and Route 20. **Town Planner and Planning Board.**

✓ **Completed** - *The Town Planner and Conservation Agent participated in the MRTA project to review options for redevelopment and available resources for redeveloping this site. Unfortunately, the property owner did not want to invest any funds in a pre-development plan and assessment which would be the next step in a reuse plan for this site that could be used to help market the site (2015).*

15. Consider establishing a new zoning district around the former motel known as The Lodges to serve as a gateway to the CT District. **Town Planner and Planning Board.**

✓ **Completed** - *No action since the Lodges were redeveloped by the Village, no further action was needed at this time. At the time of adoption of the Master Plan the Lodges were being used for town offices after being vacant for some time. The Town Planner regularly engages with OSV and they keep her abreast of future plans as it relates to current zoning (2015). If changes are desired or required in the future, appropriate steps will be taken.*

16. Consider expansion of Business/Industrial zoning on the east end of Route 20 from Route 84 interchange to the Charlton Town line (2012-2014). **Town Planner and Planning Board.**

✓ **To be completed.**

17. Create a new mixed use medical zone on Route 131 (2012-2014). **Town Planner and Planning Board.**

✓ *We have outreached to major medical providers in the area and they have not been receptive to having additional medical facilities on Route 131. Feedback was that Route 20 was more desired. Therefore, no work has been done on this goal, but we are not sure that it makes sense to move it forward at this time. We are reluctant to create a new zone to attract a specific industry without benefit of a market analysis and discussions with those in the medical industry in this region. (2015)*

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<sup>2</sup> It seems this task may be better assigned to TA, TP, and EDTC.

18. Revise the purpose and redevelopment requirements of the Special Use District to provide alternative development options (2012-2014). **Town Planner and Planning Board.**
- ✓ ***To be completed.***
  - ✓ *A baseline report was prepared by CMRPC though the DLTA for this District, but no action was taken based upon that report as it recommended three options for moving forward (JB 2014).*
  - ✓ *A market analysis is being undertaken this year through the DLTA to help refine the direction the bylaw should take when revised (KF and JB 2017).*
19. Consider revising the historic commercial zone along Route 15 to reflect the existing hospitality related uses (2012-2014). **Town Planner and Planning Board.**
- ✓ ***Completed*** – *Zoning changes and map revisions were adopted at Annual Town Meeting in 2012.*
20. Overhaul non-residential zoning regulations by updating and expanding permitted uses and revising boundaries of the General Industrial District (2012-2014). **Town Planner and Planning Board.**
- ✓ *This has been **partially completed** – the Commercial Tourist District, Historic Commercial District and Village Gateway District permitted uses have been completed and adopted by Town Meeting. Residential, Industrial and Special Use and Commercial Districts still need revision. This year the Board is focusing on the Industrial Districts. No work has been completed on consideration of revising the boundaries of the General Industrial District.*
21. Consider adopting a Low Impact Development (LID) bylaw to minimize post development stormwater runoff and further protect the Town’s water resources (2012-2014). **Town Planner and Planning Board.**
- ✓ ***Completed*** - *This work has been completed and adopted by the Planning Board at its meeting of September 12, 2017 (JB – 2017).*
22. Consider enacting a lakes overlay district for areas surrounding the lakes of specific concern (2012-2014). **Town Planner, Planning Board and Sturbridge Lakes Advisory Committee**
- ✓ ***To be completed.***

23. Adopt zoning bylaws which address and reduce regulatory barriers to low energy homes, energy efficiency retrofits and renewable energy installations (2012-2014). **Town Planner, Planning Board and Energy Advisory Committee.**<sup>3</sup>

- ✓ **Ongoing.** *The zoning bylaw has been amended to allow for small scale solar arrays to serve residential uses. Additionally, there have been changes to the Building Code that encourage and require energy efficiency measures in new construction. We will continue to monitor this and recommend amendments where necessary.*

24. Ensure that any zoning revisions consider and incorporate best practices for such environmental protections as stream buffers or shoreline setbacks (Ongoing). **Town Planner, Planning Board and Conservation Commission.**

- ✓ *This is an ongoing consideration with any zoning revision work.*

25. Initiate and support local bylaws that will encourage preservation of historic assets (2015-2019). **Planning Board and Historical Commission.**

- ✓ **To be completed.** *There had not been an active Historical Commission until 2016.*

26. Consider modifying the demolition delay bylaw to include buildings more than 50 years of age and extend the delay period to one year (2015-2019). **Planning Board and Historic Commission.**

- ✓ **Completed** – *this went before Town Meeting in 2016. The proposal to apply this bylaw to structures 50 years of age and older failed, but the voters did approve extending the delay period to one year.*

27. Develop access management and traffic impact study guidelines and incorporate them into the Zoning Bylaws and Subdivision Regulations (2015-2019). **Town Planner, Planning Board and DPW Director.**

- ✓ **To be completed.**

28. Consider zoning amendments that would encourage mixed-use and compact/clustered development in areas served by transportation infrastructure (2015-2019). **Town Planner and Planning Board.**

- ✓ This is an **ongoing** activity with any bylaw review undertaken (JB 2017)

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<sup>3</sup> The Energy Advisory Committee is no longer in existence.

29. Encourage the use of green building standards (2015-2019). **Town Planner, Planning Board and Energy Advisory Committee.**<sup>4</sup>

- ✓ **Ongoing.** *The zoning bylaw actually encourages the use of green building standards in Chapter 25. Additionally, staff recommends plan changes when appropriate for low impact design standards in accordance with the recently revised stormwater management standards (JB 2017).*

30. Amend the Zoning Bylaws to review and revise the number, size, style and location of signage throughout town (2012-2014). **Town Planner and Planning Board.**

- ✓ **Completed** – *changes adopted at Town Meeting 2013 (JB 2013).*

31. Create a table of uses in the Zoning Bylaw to replace the existing narrative listing of uses in each zoning district (2012-2014) **Town Planner and Planning Board.**

- ✓ *We did begin this task but then decided that It made sense until the bulk of the bylaw amendments were completed and a recodification was in process (JB 2014).*

32. Consolidate all of the definitions in the Zoning Bylaw into one section (2012-2014). **Town Planner and Planning Board.**

- ✓ *We have been doing this with each Chapter of the Bylaw we amend (JB 2014).*

33. Create a separate section for parking in the Zoning Bylaw, and consider updating the parking regulations and putting them into a table. **Town Planner and Planning Board.**

- ✓ **Completed** – *changes adopted at Town Meeting 2017 (JB 2017).*

34. Consider encouraging future development along Route 20 and Route 131 into nodes at key locations, preserving natural areas between nodes using tools such as transfer of development rights (2015-2019). **Town Planner and Planning Board.**

- ✓ **To be completed.**

35. Establish a form-based code to encourage reinvestment and redevelopment of existing properties (2012-2014). **Town Planner and Planning Board.**

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<sup>4</sup> There is no longer an Energy Advisory Committee.

- ✓ **No action.** *There are not too many towns adopting this yet and the few that have adopted standards have hired a team of architects and engineers to evaluate where this could be best implemented and to create standards and provide education to staff, boards and the public.*

36. Use appropriately scaled gateway landscape treatments and pedestrian-scale places within the CT District (2012-2014). **Town Planner and Planning Board.**

- ✓ *This is an **ongoing** activity – as approvals are sought the CT District Plan is used as a tool to guide site development. Recent examples include Cumberland Farms, the former Basketville, and 21 New Boston Road to name a few.*

37. Encourage streetscape improvements that create gateways to Sturbridge along Route 131 near the Town Common (Ongoing). **Town Planner, Planning Board, DPW.**

- ✓ *This is an ongoing activity as approvals are sought; the Planning Board and staff try to incorporate the same principles as defined in the CT District Plan.*

#### Housing:

1. Create a buy down program whereby the Town buys down market rate homes, deed restricts them as affordable and sells them to income-qualified, first time homebuyers (2015-2019).

**Housing Partnership, Community Preservation Committee.<sup>5</sup>**

- ✓ **To be completed** – *the lack of an Active Housing Partnership has impeded progress on the housing goals.*

2. Create a policy whereby projects with a certain amount of on-site affordable housing receive priority within the sewer allocation process (2015-2019). **Housing Partnership, Town Planner, Community Preservation Committee.<sup>6</sup>**

- ✓ **Completed** – *this is no longer an issue with the expansion of the WWTF (JB 2017).*

3. Create a home improvement program whereby the Town provides zero or low interest loans to residents (2015-2019). **Housing Partnership, Town Planner, Community Preservation Committee.<sup>7</sup>**

<sup>5</sup> We no longer have a Housing Partnership – as envisioned the HP would create program guidelines and then would approach the CPC for funding to carry out the implementation of the program.

<sup>6</sup> We no longer have a Housing Partnership –Also, the BOS is the Sewer Commission so this goal is probably better placed with the BOS/TA and Town Planner.



- ✓ **To be completed**– the lack of an Active Housing Partnership has impeded progress on the housing goals.

4. Provide incentives to rehabilitate older housing or subdivide residential properties to create opportunities to allow senior citizens to stay in their homes (2012-2014). **Housing Partnership, Town Planner, Community Preservation Committee.**<sup>8</sup>

- ✓ **To be completed**
- ✓ *The lack of an Active Housing Partnership has impeded progress on the housing goals.*
- ✓ *A CDBG was applied for this year with the assistance of PVPC. A component of that was a grant program targeted to seniors to make modifications to allow them to stay in their homes. Unfortunately, this application was not successful (JB 2017)*

#### Economic Development<sup>9</sup>:

1. Create a more integrated approach to economic development within Town (2015-2019). **Town Administrator and Town Planner.**

- ✓ *Over the past year, the Economic Development and Tourism Coordinator (EDTC) has worked to develop new ways to interact and work with local businesses. This has included but is not limited to: Business Tours, Permitting Guidebooks, Business Breakfasts, various publications, website design, two Tax Incentive projects, 1:1 meetings, and providing logistical support with the Sturbridge Tourist Association (KF-2017).*

2. Provide incentives/directives to bring economic development and tourism related oversight groups together (2015-2019). **Town Administrator and Town Planner.**

- ✓ *The EDTC has worked with regional partners such as the Chamber of Commerce, Discover Central MA, Workforce Central Career Center, The Last Green Valley, Central Mass Regional Planning Commission, the Mass Office of Business Development, etc. all to help improve economic development and tourism in Sturbridge. These have included projects such as a DLTA Grant for Route 15, hosting a regional economic development meeting, meeting with regional partners, participating in regional discussions, etc. The EDTC has also provided extensive logistical support to the Sturbridge Tourist Association as they have expanded on their outreach efforts. (KF - 2017).*

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<sup>7</sup> We no longer have a Housing Partnership – as envisioned the HP would develop the program guidelines and would approach the CPC for funding to implement the program.

<sup>8</sup> We no longer have a Housing Partnership – as envisioned the HP would develop the program guidelines and would approach the CPC for funding to implement the program.

<sup>9</sup> These tasks should probably be re-assigned to the Economic Development and Tourism Coordinator.

Create a database of town businesses and available development sites (2015-2019).

**Town Administrator and Town Planner.**

- ✓ *The Town Planner did attempt to undertake this activity with the now defunct EAC; however, it was difficult to compile the information and there was lack of capacity to maintain this database as properties moved on and off of the market. This seems to be a task that could best be handled by an ED person if there ever was such a position in town (JB-2015).*
- ✓ *Similar to the points raised by the Planner, this is a difficult task. Early attempts to develop a database were flawed. At this time, the EDTC is working with the Town Clerk to update contact information with businesses through their business re-certification. In four years the Town should have a complete and updated list. Furthermore on the new Town website there is a partial directory using information found on Google (while comprehensive it is not complete). Finally the Town is creating a Site Finder which highlights available properties for sale/lease in Town (KF - 2017).*

3. Encourage closer cooperation of marketing and events with Old Sturbridge Village (2015-2019).

**Town Administrator and Town Planner.**

- ✓ *The Town Planner has worked to foster good relations with OSV over the past several years. Meetings are now held prior to large events and at least on an annual basis to discuss the types of events held by OSV. There has been no action to market town events in tandem with OSV to the best of our knowledge (JB -2015).*
- ✓ *Through the Town's event newsletter, partnerships with regional bodies, social media and web content, the Town has published and brought awareness to marketing events at OSV. There has also been some collaboration over the year, but no large scale cooperative projects have occurred (KF - 2017).*

4. Consider creating a business incubator to support the establishment and growth of small businesses both within Sturbridge and on a cooperative basis with neighboring towns (2020+).

**Town Administrator and Board of Selectmen.**

- ✓ **To be completed**
- ✓ *However this is an item that the EDTC would like to devote some attention to in FY2018 (KF - 2017).*

5. Maintain a “pro-business” environment within Town government (2015-2019). **Town**

**Administrator, Board of Selectmen and Town Planner.**

- ✓ **Ongoing**
- ✓ *The Town Planner strives to maintain a “pro- business” atmosphere while being conscientious of town regulations, bylaws and plans. The Planner coordinates monthly Land Use Division Meetings with appropriate staff and invites project proponents to meet with the group to present plans and obtain feedback. Additionally, she has insured that the town has participated in regional economic development planning efforts such as the "Central 13" and has lobbied for inclusion of the CT District as a State Priority Development Area. The Town also has adopted 5 43D Priority Development Sites (JB - 2015).*

- ✓ *The Town Administrator has begun business tours so that he can meet with local businesses and learn about their businesses and what they perceive as being done well and not so well within the town (LG 2015).*
  - ✓ *The EDTC is actively working to promote a "pro-business" environment in Sturbridge through a variety of proactive programs with businesses. This has included a number of outreach efforts through tours, breakfasts, newsletters, individual meetings, etc. All done to enhance the Town's standing with local business leaders (KF - 2017).*
6. Identify key position on town staff (or create a new position) responsible for economic/business coordination, monitoring and outreach (2015-2019). **Town Administrator, Board of Selectmen and Town Planner.**
- ✓ **Completed** - *The Town Administrator is pursuing the creation of an ED person and has a job description currently under review by the Personnel Committee. He is exploring funding at least a portion of this through the STA budget and then that person could provide support to that group as well (JB - 2015).*
  - ✓ *Hired EDTC July 2016 (KF - 2017).*
  - ✓ *This year we successfully created a new position, Economic Development/Tourism Coordinator. A job description was created, the position was funded, and a recruitment was conducted. I hired Kevin Filchak and he has been working in the position for the past year (LG – 2017).*
7. Establish a program that provides recognition of excellence for existing businesses (2015-2019). **Town Administrator, Board of Selectmen and Town Planner.**
- ✓ **To be completed.**
  - ✓ *The Town Administrator indicated that he has been clipping items from the newspaper about local businesses and then sending that with a personal note of recognition to the business. He does the same when a new business incorporation is listed within the town (JB - 2015).*
  - ✓ *We have not established a formal recognition program (KF - 2017).*
8. Consider making additional tax or financing incentives available to existing businesses (2020+). **Finance<sup>10</sup>.**
- ✓ *A TIF was recently approved at town meeting for a proposed hotel development on the corner of New Boston Road. (2014).*
  - ✓ *Supported and subsequently approved of two TIF projects (Publick House and Arland Tool and Manufacturing) totaling 10 million dollar worth of investment in the Community. Also developed for the Board of Selectmen a formal TIF policy for the Town this past May. (KF - 2017).*

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<sup>10</sup> I am not sure this task is appropriately assigned, although the assistance of the Finance Director would be critical.

- ✓ *In 2017 the town offered two new TIFs (Publick House and Arland Tools) which were approved by Town Meeting. We also adopted a TIF policy which governs how and when we would be willing to provide a TIF (LG 2017).*
9. Examine Town-owned vacant land for possible “highest and best use” as future economic development sites (2015-2019). **Town Planner and Public Lands Advisory Committee.**<sup>11</sup>
    - ✓ **To be completed.**
  10. Continue to identify priority development sites for inclusion in the Central Massachusetts Regional Planning Commission’s Comprehensive Economic Development Strategy (2015-2019). **Planning Board and Town Planner**<sup>12</sup>.
    - ✓ *The Town Planner participates in the CEDS and has had a number of Priority Sites included. CMRPC has indicated that they may discontinue participation in the CEDS. (2013) We have also advocated for inclusion of the CT District on the state priority development list associated with the Central 13. (JB 2014)*
    - ✓ *Update - CMRPC has not participated in the CEDS project since 2014. (JB 2015)*
    - ✓ *Currently working with Town Planner and CMRPC to perform a market analysis of Route 15 corridor; funded through a DLTA grant. Also worked with Worcester Chamber of Commerce on their CEDS discussions (KF - 2017).*
    - ✓ *Recently JM, LG, & KF participated in the CEDS update which is now being handled by the Worcester Chamber of Commerce (JB – 2017).*
  11. Encourage growth in the town's hospitality, entertainment and recreation businesses by supporting regional efforts to promote tourism (ongoing). **Board of Selectmen.**<sup>13</sup>
    - ✓ **Ongoing.** *The Town Administrator has been looking at ways to bring people into the community and has attended each STA meeting since he started working here. He is working to try to improve the functioning of the STA to maximize benefits to the Town (JB 2015). Actively working with the STA to promote the Town and the region. Working with Discover Central MA, the Chamber of Commerce, and other regional partners to further this cause as well (KF - 2017).*
  12. Continue to participate in the Southern Worcester County Community Development Corporation’s efforts to foster regional cooperation. **Board of Selectmen**<sup>14</sup>
    - ✓ *The Town Planner was participating with this group, however, we have not heard of any meetings or activities with the SWCCDC in quite some time (JB – 2014).*
    - ✓ *I no longer believe this organization is in existence any more. However I have been very active in MORE (Municipalities Organized for Regional Effectiveness under CMRPC (LG - 2017).*

<sup>11</sup> This task may be better re-assigned to the EDTC. Also, there is no longer a Public Lands Advisory Committee.

<sup>12</sup> CMRPC is no longer preparing the CEDS. EDTC should be added to this goal as well.

<sup>13</sup> This should probably be re-assigned to EDTC.

<sup>14</sup> This goal should be removed as this group is no longer in existence and it was an ongoing goal.

## Open Space and Recreation<sup>15</sup>:

1. Incorporate existing reports and plans on fields into the new Open Space and Recreation Plan and incorporate recommendations (2012-2014). **Open Space Committee.**
  - ✓ **Complete** – *this information was incorporated into the 2011 Open Space and Recreation Plan.*
2. Continue to identify, prioritize and preserve open space and recreation resources based upon pre-determined criteria for prioritizing acquisitions (**Ongoing**). **Open Space Committee, Recreation Committee, Community Preservation Committee**
  - ✓ *At this time properties have been prioritized based upon those noted in the Open Space Plan or based upon those properties that provide connectivity. We have also been encouraging the town to accept tax title parcels for Open Space when appropriate such as parcels that are contiguous with other pieces forming corridors and protection of water resources. The Town at the Annual Town Meeting (2014) accepted a 19.94 acre parcel next to Long Pond property thereby preserving the ridge (JB 2014).*
  - ✓ *Also, the STM accepted 91 acres next to Wells State Park, creating an even greater wildlife and recreation area. Most recently, the Plimpton property was acquired (JB 2015). The OSC and Town Planner intend to develop a rating matrix.*
3. Research and monitor funding opportunities for the creation or preservation of open spaces (2012-2014). **Open Space Committee.**
  - ✓ *We continue to seek funding options as evidenced by the work of the OSC, CPC, Cons Comm and staff to work with the Trust for Public Lands to cobble together the necessary funding for acquisition of the Plimpton Property (JB 2015).*
4. Expand public access to open spaces, particularly around the lakes and along the Quinebaug River (2015-2019). **Conservation Commission, Open Space Committee, Trails Committee**
  - ✓ *The Conservation Agent has worked with the Division of Fisheries and Wildlife to incorporate a parking lot at the Old Sturbridge Village Road access to Leadmine Mountain Conservation Area as part of the Hamant Brook Dam Removal Project. Trails volunteers have installed a kiosk and made improvements to the Shattuck Road parking area to Leadmine Mountain. The Conservation Agent will investigate public access to Great Ponds and suggest improvements where appropriate (GC 2013).*
  - ✓ *The Trails Committee has done a great job of increasing access to many of our open space parcels and will be working on the trail on the Riverlands once that land has been released for use by the BOS (GC 2014).*
  - ✓ *The Town Administrator has been assigned a goal by the BOS to review the Riverlands to determine what needs to be done to open that area for public use. He will have recommendations to them by December (GC 2015).*

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<sup>15</sup> It is important to note that the Open Space and Recreation Plan is in the process of being updated. Our current Plan expires in May 2018 and we hope to have a new plan submitted to the State for approval prior to the expiration.

5. Maintain and enhance existing open spaces and recreational facilities(2015-2019 and ongoing maintenance) **Recreation Committee, DPW, Capital Planning Committee, BOS/TA**
  - ✓ *The Recreation Department is working on a redesign of Turner Field which will include adequate parking and a regulation sized softball field (LYNNEG2012).*
  - ✓ *Town Barn Field - plans have been developed and approved by the Planning Board (LYNNELG 2015); these plans are still under review by the Conservation Commission. These plans will greatly expand and enhance this area.*
  - ✓ *In 2012, the Recreation Committee undertook improvements to the Cedar Lake Recreation Area; however, additional improvements are needed for parking, accessibility and for the waterfront area (LYNNE2014)*
  - ✓ *Previous plans for Town Barn Fields were denied at Annual Town Meeting, Recreation Department is working to adjust Town Barn Field plans (price and amount of work to be done) to enhance and redevelop the area (AR 2017).*
6. Develop a maintenance plan for Town-owned properties and incorporate any major improvements into the Town's larger Capital Improvement Plan (2015-2019) **Recreation Committee, DPW, Capital Planning, BOS/TA**
  - ✓ **Completed**
  - ✓ *This was completed in 2013 for recreation. Although this goal was related to recreation and open space lands, the Town Administrator did advise us that he is currently looking at a facilities manager/custodian for town properties (JB 2015).*
7. Examine whether additional staff or staff hours are needed to oversee open spaces, parks and recreational facilities (2015-2019). **Recreation Committee, DPW, Capital Planning, BOS/TA**
  - ✓ *Since this goal was developed, additional hours have been provided for the Recreation Director; a third crew has also been added to DPW this past year (JB 2015).*
  - ✓ *Recreation Department is seeking permission for added staff hours at the summer camp due to several years of high enrollment and safety concerns (AR 2017).*
8. Provide recreational opportunities for all ages, and consider developing a community center, football field and multi-use sports field (**Ongoing**). **Recreation Committee, BOS/TA**
  - ✓ *Town Barn Field - plans have been developed and approved by the Planning Board and by the Conservation Commission. These plans will greatly expand and enhance this area (LYNNEG 2015).*
  - ✓ *Town Barn Field plans are being adjusted and expected to be on warrant for next special town meeting, town is in desperate need to expand this area (AR 2017).*
9. Continue developing trails(**Ongoing**) **Trails Committee, Conservation Commission**
  - ✓ *The Conservation Commission will offer support to the Trails Committee to implement the Trails Master Plan. Trails Committee has continued improvements to trails on Heins Farm and Leadmine Mountain including installation of a culvert to cross a wet area, and trail surface work to remove obstacles and harden the surface with stone dust. The Conservation Agent worked with two Tantasqua seniors to open a 1.2 mile stretch of trail linking the Camp Robinson Crusoe area to the West Ridge Trail and the Leadmine Road parking area. (GC2013)*

- ✓ *LMT trail master plan presented to Cons Comm for approval, various trails worked on at LMT, Heins Farm and Riverlands (BG2014).*
  - ✓ *The Trails Committee reports that it is currently awaiting Conservation Commission approval of the LMT Trail Plan at this time (JB 2015).*
10. Capitalize on small vacant properties to create pocket parks and other open spaces (2020+)  
***Open Space Committee, Conservation Commission, and Community Preservation Committee.***
- ✓ *In this past year the Conservation Commission has acquired a number of parcels that are small in nature but significant because of their location. The Stony Brook parcel mentioned earlier is small at only 8.6 acres, but the location creates a quality open space parcel for the families along Stony Brook and Cricket Drive. The 3-acre parcel on Old Mashapaug Road is also a small lot, but is situated on a hillside overlooking the Quinebaug River and open space owned by the Army Corp. Acquisition of this parcel protects the scenic view enjoyed from the Grand Trunk Trail bikeway. The Conservation Commission will consider this an Ongoing Goal and continue acquisition for these small parcels where appropriate. (GC2013)*
11. Increase public awareness of open space and recreational facilities (***Ongoing***) ***Recreation Department, Recreation Committee, Open Space Committee.***
- ✓ *The Recreation Department has a Facebook Page, posts items on the website and puts out flyers. (LG 2013)*
  - ✓ *Our weekly walking group is an active participant on our open space trails. And Our Face book page is very popular in keeping the community aware of our weekly Walking Group and Fit Club including all recreational activities that are taking place through-out the Community. (LG2014)*
  - ✓ *The Trails Committee reports that FROST has a website with information on the trails in town (JB 2015).*
  - ✓ *Use of Facebook has increased significantly and department page is updated almost daily. New town website provides much better access for residents to see postings and events. Email lists for camp updates has also been created (AR 2017).*
12. Support the Sturbridge Trails Committee and the development of the Trails Master Plan (***Ongoing***) ***Open Space Committee***
- ✓ ***Completed*** - *The Recreational Trails Master Plan was adopted in 2012. The Trails Committee is diligently working towards implementation of this plan (JB 2015).*
13. Educate the public of existing walking trails (***Ongoing***) ***Trails Committee***
- ✓ *This is an ongoing activity for the Open Space Committee (2013)*
  - ✓ *Face book page, web site and monthly article in Sturbridge Times Magazine (Trails Committee 2014).*
  - ✓ *The Trails Committee reports that the articles in the Sturbridge Times Magazine are still submitted but rarely published. The Magazine did not believe it received sufficient positive feedback on the articles and they are used now only as fillers (2015).*
  - ✓ *FROST does hold quarterly hikes or events on open space lands as a way to educate the public and promote trails use. The Last Green Valley also holds events on town lands at least once per year (2015).*

#### Natural Resources:

1. Continue monitoring the water quality of the lakes to determine which are in need of cleanup or protection (**Ongoing**) **Sturbridge Lakes Advisory Committee**
  - ✓ *Lakes monitoring is performed on an annual basis through a cooperative effort of the Conservation Commission and the Sturbridge Lakes Advisory Committee (GC2015).*
2. Ensure that any new access points to the Quinebaug River protect water quality and shoreline vegetation (**Ongoing**). **Sturbridge Lakes Advisory Committee, Conservation Commission.**
  - ✓ *This is an ongoing activity.*
3. Identify critical resource areas encompassing streams, ponds and other water bodies for conservation and preservation (2012-2014). **Conservation Commission, Open Space Committee.**
  - ✓ *The Open Space Committee identified and successfully preserved close to 12 acres on 2 parcels adjacent to water resources (Stony Brook and Old Mashapaug) (2013)*
  - ✓ *Tax properties adjacent to water resources are continually evaluated for preservation (2014 Open Space Committee).*
4. Evaluate opportunities and locations that could be used to facilitate wildlife crossings and connect habitat areas within the town (2015-2019). **Conservation Commission, Open Space Committee.**
  - ✓ *"The Conservation Commission is working on a conservation restriction for the Shepard parcel at 80 Haynes Road. As part of this CR the Commission will seek an "allowed activity" to permit creation of a carry-on boat launch to access the Quinebaug. (2013*
  - ✓ *)The Conservation Commission recently accepted a parcel of land at the end of Stony Brook Drive. This parcel will provide open space for neighborhood enjoyment and protect park of the Stony Brook watershed. This parcel adds to the protected open space east of the Sanctuary development. The Commission has been approached by the Trust for Public Lands to investigate opportunities to fund the purchase of the 300-acre Plimpton property off New Boston Road and Allen Road. The Commission has also accepted a gift of land on Old Mashapaug Road that is contiguous with Army Corp open space lands.*
  - ✓ *The Open Space Committee reports that it has acquired an 8.6 acre parcel near wetlands (2013).*
  - ✓ *OSC is looking to connect corridors in the northern tier of Sturbridge (Open Space Committee 2014)*



5. Seek funding to fully evaluate and document the wildlife habitat values and natural communities in town (2015-2019). **Conservation Commission, Open Space Committee, Community Preservation Committee.**
  - ✓ *While the Conservation Commission has not been actively seeking funding sources for such studies, recent work on conservation restrictions on four town owned parcels included documenting flora and fauna on the parcels and crafting a conservation restriction to protect those values (2014).*
  
6. Educate agricultural landowners about the state's voluntary Agriculture Preservation Restriction Program (Ongoing). **Agricultural Commission.**
  - ✓ **Ongoing**<sup>16</sup>.
  
7. Continue working to meet the criteria to be designated a Green Community. **Town Planner, Energy Advisory Committee.**<sup>17</sup>
  - ✓ ***To be completed.***
  - ✓ *After failure of the stretch code at Annual Town Meeting this has been tabled since it is not possible to receive designation without adopting the stretch code.(JB 2014)*
  - ✓ *This effort is being renewed and the Town Planner and Town Administrator will once again work on this designation in 2018. An MOU has been executed with CMRPC for assistance with this work (JB 2017).*
  
8. Evaluate the costs and benefits associated with wind and solar energy of municipal use and private development (2020+). **Energy Advisory Committee**<sup>18</sup>
  - ✓ **Ongoing.**
  
9. Promote recycling, composting and water collection by distributing educational materials to households and businesses (2012-2014). **DPW**
  - ✓ **Ongoing.**

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<sup>16</sup> I am unsure if the Agricultural Commission is in existence or active any longer. We are a Right to Farm Community, so we should have an Agricultural Commission.

<sup>17</sup> Since there is no longer an EAC this should be reassigned to Town Planner and Town Administrator.

<sup>18</sup> This task will need to be re-assigned since there is no longer an EAC.

10. Establish goals for increasing recycling at the Town's Recycling Center. **DPW.**

✓ **To be completed.**

Cultural and Historic Resources:

1. Educate residents of the importance of maintaining the historic character of Sturbridge  
(**Ongoing**). **Historical Commission.**

✓ **To be completed**

✓ *The lack of an active Historic Commission has impeded progress in many of these categories (JB 2015).*

2. Continue developing more in-depth regional partnerships and programs with organizations with similar preservation and educational goals (**Ongoing**). **Historical Commission.**

✓ **To be completed**

✓ *The lack of an active Historic Commission has impeded progress in many of these categories (JB 2015).*

3. Continue the preservation and improved access to important Town documents by seeking additional funds (**Ongoing**). **Historical Commission.**

✓ **Ongoing.**

4. Continue to support the Town's implementation of the CPA for historical preservation  
(**Ongoing**). **Historical Commission.**

✓ **To be completed.** *The lack of an active Historic Commission has impeded progress in many of these categories (JB 2015).*

5. Use arts to create a local identity for residents and capitalize on tourist attractions to make the town a destination for annual cultural events (2012-2014). **Cultural Commission, Economic Development Tourism Coordinator.**

✓ **Ongoing.**

✓ *No action on this task, however this is something that the Planning Board and Planner strongly support (2015).*

✓ *No action taken (KF - 2017).*

## Transportation:

1. Develop distinct gateways, particularly at each end of the Main Street section of Route 20 (2015-2019). **Town Planner, DPW Director**
  - ✓ *This work is underway at this time with the CT District Planning efforts and now with the Wayfinding project that is being conducted through the Planning Department. Additionally, the Planner has secured funding from the STA for signage at both Gateways as well as other improvements on the western Gateway (2015).*
  - ✓ *A Vendor has been selected and signs are currently under construction. It is anticipated that most signs will be erected by the end of November 2017.*
2. Develop scenic streetscapes by landscaping medians, undergrounding utilities, using period lighting in the CTD and replacing faded crosswalks (2015-2019). **Town Planner, DPW Director**
  - ✓ *The conceptual plans prepared and adopted by the PB and BOS call for these improvements (2014).*
3. Consider traffic calming measures such as curb extensions, narrowed travel lanes, rumble streets, raised crosswalks and roundabouts (2012-2014). **Town Planner, DPW Director**
  - ✓ *The conceptual plans prepared and adopted by the PB and BOS call for these improvements (2014).*
4. Prioritize bridge repairs along Holland, Champeaux and Farquahar roads (2020+). **DPW Director, Town Administrator**
  - ✓ *The Champeaux Road bridge is currently being designed (2012).*
5. Consider making improvements to intersections along Route 20 and Route 131 (2020+). **DPW Director, Town Administrator**
  - ✓ **Completed on Route 131** - *The Route 131 intersections are now complete and all have been adjusted to a 90 degree alignment (2012).*
6. Provide a more safe and walkable environment through new/upgraded sidewalks, crosswalks, countdown pedestrian signal heads and other measures (2015-2019) **Board of Selectmen, Town Administrator, Town Planner, DPW Director**
  - ✓ *The conceptual plan for the CTD addresses this throughout (2014).*
7. Make Sturbridge more bikeable through the development of a Bicycle Master Plan, installation of bicycle racks and bicycle lanes, and other measures (2015-2019) **Planning Board, Town Planner**
  - ✓ *Steps are being taken in the CT District Plan and through the Recreational Trails Master Plan to start to address bikeability. The Planning Board has advocated for the addition of bike lanes and share the road signage which has been implemented on Route 131 and Route 49. The State does have a plan to reduce the section of Route 20 from Brimfield to Sturbridge to one lane and add a bike lane. A recent Road Safety Audit was conducted*

on Route 148 and the Planner advocated for bike and pedestrian improvement on that corridor (JB 2015).

- ✓ *Route 20 from Brimfield to Sturbridge has been reduced to one lane and a bike lane has been added through the entire length. Bike racks at the Public Safety Complex and Library and a bike service station in the Fiskdale Park have been installed through a grant this year (JB 2017).*
8. Review CMRPC research for fixed bus service to connect Sturbridge with Southbridge and Webster through WRTA (Long Term). **Board of Selectmen, Town Administrator, Town Planner**
- ✓ *The Town Administrator attends the WRTA meetings and is the designee for the town, he has been advocating for service to town. He also noted that we do have elder bus service (2015).*
9. Expand paratransit service (2020+). **Board of Selectmen, Town Administrator, Town Planner**
- ✓ **To be completed.**
10. Research the possibility of creating a Sturbridge tie-in with tour buses between Boston and New York City (2020+). **Board of Selectmen, Town Administrator, Town Planner**
- ✓ **To be completed.**
11. Explore feasibility of a seasonal shuttle trolley to points of interest. **Board of Selectmen, Town Administrator, Town Planner**
- ✓ **Completed.**
  - ✓ *The Town Administrator is supportive of the seasonal trolley goal noted in the Master Plan too and recently sent some information to the Town Planner on this. The Town Planner prepared a Mass Downtown Initiative for a feasibility study for Seasonal Trolley Service and submitted this for consideration; grant awards will be made by the end of January 2016 (2015).*
  - ✓ *The MDI Grant was received and the Trolley Study was completed. The study was informative in that we have a very good understanding of the challenges we would face with implementing this. At this time it does not appear feasible to move forward (JB 2017).*
  - ✓ *In 2017 the Town successfully conducted a trolley study for Sturbridge. We received a grant from the Commonwealth for the study. While the results were not as optimistic as we (and the Master Plan) probably hoped, it gave us some good info to think about moving forward (LG 2017).*
12. Assure that Sturbridge has a representative on the WRTA Advisory Council. **Board of Selectmen, Town Administrator, Town Planner**
- ✓ *The Town Administrator attends the WRTA meetings and is the designee for the town, he has been advocating for service to town (JB 2015).*
  - ✓ *The Town Administrator continues to fill this role (LG 2017)*
13. Work to bring public transportation options to Sturbridge (2020+). **Board of Selectmen, Town Administrator, Town Planner**

- ✓ **To be completed.**
- 14. Advertise the Park and Ride lot at the Bethlehem Lutheran Church with signage on I-84 and I-90 (2020+). **Board of Selectmen, Town Administrator, Town Planner**
  - ✓ **To be completed.**
  - ✓
- 15. Create two consolidated public parking areas, one on each end of Route 20 (2020+). **Board of Selectmen, Town Administrator, Town Planner**
  - ✓ *Efforts have been underway to identify locations for parking areas with limited success. The Working Group has discussed retaining 8 Brookfield Road for potential parking area and the use of Turner Field once re-designed (JB 2015).*
- 16. Work collaboratively with MassDOT to remove existing sign clutter along Route 20 (Ongoing). **DPW Director.**
  - ✓ *DPW has been working with MassDOT in an effort to reduce the sign clutter and many signs have been eliminated this year (2012). This is an ongoing activity and will be pursued further once the Wayfinding Plan is completed (2015).*
- 17. Commission a "Way-finding Program" to assist visitors (2015-2019) **Planning Board, Town Planner**
  - ✓ *The Town Planner is currently working on this issue and hopes to hire a Consultant soon (2014). A Wayfinding Planning Exercise is currently underway through the Planning Department (JB 2015).*
  - ✓ *The Wayfinding Planning Exercise is completed and the sign designs have been approved by the Design Review Committee, Planning Board and Board of Selectmen (JB 2016).*
  - ✓ *A vendor has been selected and the first round of signs will be installed by November 30, 2017. (JB 2017)*
- 18. Improve consistency of traffic signage throughout Town with Manual on Uniform Traffic Control Devices guidelines (2012-2014). **Town Planner.**
  - ✓ **Ongoing.**
- 19. Enhance entry of visitors approaching from Connecticut at Route 15 through informational signage (2012-2014). **DPW Director.**
  - ✓ *Several Wayfinding signs are being installed through the first phase of the Wayfinding Project for this purpose (JB 2017).*

#### **Public Services and Facilities:**

1. Revise wastewater management plan to reflect capacity required for future economic development initiatives (2012-2014). **DPW Director.**
  - ✓ **Completed (2012)**
2. Upgrade and expand the Public Safety Building and the DPW Garage and Maintenance Facility (2020+ Short Term Planning). **Board of Selectmen, Town Administrator, Capital Planning Committee.**

- ✓ *This project was requested by the Town in 2017 and a feasibility study was funded and awarded to CME. We are currently awaiting the results of that study in order to incorporate the needs in the Town's Capital Plan (LG 2017).*
3. Consider projecting the level of staffing required for Town Departments over the next five to ten years (2012-2014). **Town Administrator.**
    - ✓ *The Government Services Study Committee did undertake a review of departments. After that initial review, a number of departments did receive additional staff hours (2014).*
    - ✓ *I am not sure I completely understand or agree with this goal and I am willing to discuss this with the committee further (LG 2017).*
  4. Encourage Town departments to develop long range plans modeled after the one prepared by the Library Trustees (2015-2017). **Town Administrator.**
    - ✓ **Ongoing.** *This task will be revisited in 2020 in anticipation of the next Master Plan update. There will be a comprehensive review of all municipal services.*
  5. Conduct a parking study at the library (2015-2019).
    - ✓ **Completed** - *Greg Morse conducted this study for Mr. Suhoski in 2012. He provided him with five alternative parking scenarios for this area and is now awaiting feedback on this (2012)*
  6. Establish a Sustainability Task Force that is charged with developing sustainability principles or guidelines for the Town and future projects (2015-2019). **Town Administrator.**
    - ✓ **To be completed** – *Mr. Gaumond is open to looking at this with the Board of Selectmen if sufficient interest existed for such an effort (LG 2017).*
  7. Explore options for consolidating/streamlining local boards and committees (2012-2014). **Town Administrator, Board of Selectmen.**
    - ✓ *Mr. Gaumond indicated that he would be better equipped to deal with this goal after he has been here at least one year so that he has a better understanding of operations and the relationships with some of the Boards and Committees (2015).*
    - ✓ *Mr. Gaumond indicated that he recognized some work has been done to reduce the number of Boards and Committees by attrition. But, he believes a larger conversation as to how and why this would be needed would be necessary before we go too far down this path (LG 2017).*
  8. Explore options for digitizing records/files to address storage issues (2015-2019)
    - ✓ *Jean Bubon and Bill Mitchell worked with King Information Systems and brought forth a plan to begin digitizing records, but this was not supported during the budget process (JB 2012)*
    - ✓ *Mr. Gaumond is currently working on this goal with town staff and recently had a speaker attend the Department Head meeting to review records retention and answer any questions (2015).*

- ✓ *The Town has begun to actively destroy documents in accordance with the state's record retention schedule. In addition the Town supported efforts to create additional storage at COB for documents to be retained (LG 2017).*
9. Encourage Department heads to utilize and keep current the Town's Virtual Town Hall website(Ongoing)
- ✓ *Mr. Gaumond plans to review the current website soon, he does realize there is a lot of information on the website but he is not happy with the current format of the website. He does believe this can be done better (JB 2015).*
  - ✓ *A website committee has been working on this project and it is hoped a new website will be functional soon (2016).*
  - ✓ *The new website is running and departments are in the process of populating information on their pages (JB 2017).*
  - ✓ *The Town recently adopted a new website which is easier to navigate, easier to edit and more pleasing to the eye. I consider this to be one of the best things the Town has done in 2017 (LG 2017).*
10. Develop a long range plan for energy efficiency (2012-2014). **Energy Advisory Committee.**<sup>19</sup>
- ✓ ***To be completed.***
  - ✓ *There is no longer an energy advisory committee to the best of my knowledge (JB 2016).*
  - ✓ *There is a renewed effort to become a Green Community and an energy reduction plan is required as part of this process (JB 2017).*
11. Conduct an energy audit for Town and Regional School District Properties (2012-2014)
- ✓ ***Completed.*** *The Town Planner has had energy audits done for Town Buildings and has provided these reports to the TA (2012).*
12. Establish goals to reduce municipal energy use to meet Green Communities Criteria (2015-2019). **Energy Advisory Committee.**<sup>20</sup>
- ✓ ***To be completed.***
  - ✓ *The failure to adopt Green Communities has slowed this goal (JB 2015).*
  - ✓ *There is a renewed effort to become a Green Community and an energy reduction plan is required as part of this process (JB 2017).*
13. Establish a dedicated staff position for energy efficiency and sustainability (2012-2014). **Town Administrator.**
- ✓ *I am not sure that I agree with the goal. I don't think a position needs to be created for this purpose. However, I continue to utilize a consultant to advise the Town on solar and*

<sup>19</sup> There is no longer an EAC, the Town Administrator and Town Planner have been working on this task in conjunction with efforts to become a Green Community.

<sup>20</sup> There is no longer an EAC, the Town Administrator and Town Planner have been working on this task in conjunction with efforts to become a Green Community.

*alternative energy projects in Town and that practice has been working out for the Town (LG 2017).*

14. Conduct a study to look into solid waste management alternatives (2012-2014) **Town**

**Administrator, DPW Director.**

- ✓ *This is an area the Town Administrator is considering for the new Commonwealth Compact program, however, the BOH would have to be in support of this as well (2015)*
- ✓ *This is a goal of the Selectmen in 2017. The Town Administrator has applied for a grant to look at our current landfill and to explore options for curbside pickup. The Town received the award for technical assistance. Since then, the Board of Health and I have been examining this project and we are currently working towards that goal (LG 2017).*



## **COMMERCIAL TOURIST DISTRICT REVITALIZATION STUDY:**

### **Goal - Facilitate walkability. Expand and improve sidewalks on both sides of Route 20 along the entire Commercial Tourist District Corridor**

1. Develop a program to construct ADA compliant sidewalks along the entire southern side of this corridor, and fill in sidewalks where they are missing along parking lots on the north side. Sidewalks are required to be at least 5 feet wide but wider walks, perhaps 8 feet, would increase the comfort of the pedestrian experience. Sidewalk elevations should be maintained across curb openings to help create definition for pedestrians, and also to help slow the traffic as it enters or exits properties.
  - ✓ *The CT District conceptual plan adopted by the Planning Board and BOS in 2014 addresses this (JB 2014).*
  - ✓ *This is a massive goal which may take years to undertake. I would recommend that when the Town is serious about taking on this goal that we do a Sidewalk Master Plan and begin a survey of all existing sidewalks and to inventory their condition (similar to that of a pavement management program) (LG 2017).*
2. Upgrade crosswalks. Upgrades may be accomplished with textured or raised crosswalks, stamped concrete, alternative materials, and high visibility markings, especially in strategic locations along this corridor.
  - ✓ *The CT District conceptual plan adopted by the Planning Board and BOS in 2014 addresses this (2014).*
  - ✓ *Taken in concert with #19 above, this should be looked at from a long-term perspective as well as an immediate perspective. Certainly the Town should seek to dedicate some funds for decorative crosswalk stamps or designs; perhaps from betterment (LG 2017).*
3. Consider installing center grassy median "islands" along the center of the roadway to provide shorter crossing distances (which would also add more green space to this District)
  - ✓ *The CT District conceptual plan adopted by the Planning Board and BOS in 2014 addresses this (JB 2014).*
  - ✓ *This is part of the Commercial Tourist District Plan (LG 2017).*
4. Consider adding pedestrian signalization at Brookfield Road and at least one other crosswalk location in the Corridor.
  - ✓ *The CT District conceptual plan adopted by the Planning Board and BOS in 2014 addresses this (JB 2014). This was recently discussed with MassDOT during the 148 Road Safety Audit as well even though they did indicate this was outside of the scope of that project (JB 2015).*
  - ✓ *More work needs to be done on this and this should be addressed (LG 2017).*

### **Goal - Implement traffic calming measures to reduce travel speeds and increase predictability with regard to turning movements.**

1. Narrow the width of travel lanes in the CT District Route 20 road surface to 12 feet per travel lane, in accordance with Federal Highway Administration guidelines.

- ✓ *The CT District conceptual plan adopted by the Planning Board and BOS in 2014 addresses this (2014). This was discussed with MassDOT when the conceptual plans were presented by Pare, the Town Planner and Town Administrator and the concept seemed to be well received (JB 2014).*
  - ✓ *I would defer to the Planning Department on this goal (LG 2017).*
2. Plant street trees along this corridor.
- ✓ *The CT District Conceptual plan adopted by the Planning Board and BOS in 2014 addresses this (2014).*
  - ✓ *The Tree Warden has done some limited planting in this corridor and there are plans to plant several street trees in the vicinity of 419 Main Street in the Spring (2015).*
  - ✓ *According to the Tree Warden the town has planted 6 trees and 1 shrub in the CT area in the last 2 years. Three were replacement trees on town properties the other three were in partnership with 1 business. The only plans for additional plantings are based in future plans for landscaping in the CT district once plans are formalized. However, annually, Businesses along the CT district can apply for up to 2 trees as a part of the annual "adopt a tree" program. Additional trees were planted/approved for planting by businesses as a part of site plan review for business improvements in this area. I would point out that most of these improvements cannot be done until the sidewalks are widened and the utilities buried (LG 2017).*
3. Consider establishing parallel parking on one side of this corridor.
- ✓ *The Town Planner and Town Administrator and Pare met with MassDOT to discuss this idea and they indicated that would not be approved (JB 2014).*
  - ✓ *This was not approved by MassDOT (LG 2017).*
4. Consider installing curb extensions at the Arnold and Cedar Street intersections and at selected crosswalks.
- ✓ *After review by Pare, this was not deemed to be the most appropriate design and was not incorporated (JB 2014).*
  - ✓ *It is my understanding that this was not recommended (LG 2017).*

**Goal - Enhance the pedestrian experience along the CT District Corridor by adding attractive, consistent streetscape elements.**

1. Develop a streetscape improvement program, including high quality, architectural street lighting, fencing and plantings, street benches and other street furniture.
  - ✓ *The CT District conceptual plan adopted by the Planning Board and BOS in 2014 addresses this (2014).*
2. Investigate the possibility of moving power and communications utility lines underground.
  - ✓ *The CT District conceptual plan adopted by the Planning Board and BOS in 2014 addresses this but further study will need to be undertaken by the BOS and TA. The Town Planner received approximate estimates of \$50,000 per utility to study the corridor and provide recommendations and pricing to accomplish this task. This information was conveyed to the BOS at the plan adoption meeting in 2014 (2014).*
  - ✓ *This is a massive goal with tremendous benefit and cost associated with it. Having said that the Planner and I have been discussing this issue and may be bringing forward plans*

*to start this project. The Commercial Tourist Plan cannot move forward without this being done (LG 2017).*

**Goal - Develop public parking spaces in this District to encourage walking between various areas of shops and restaurant.**

1. Collaborate with existing large property owners, particularly industrial property that may be currently underutilized, to utilize under-used parking areas.
  - ✓ *The Town Planner has worked with several property owners in the District and there are multiple Shared Parking Agreements currently in effect (2015).*
2. Identify properties within or adjacent to the Commercial Tourist District Corridor that might be purchased by the Town in order to establish public parking Areas.
  - ✓ *Despite efforts by the CTD Working Group, properties have not been identified for this purpose other than the town owned properties. 501 Main Street is currently on the market and this information has been conveyed to the TA, however, there would be significant costs associated with demolition of existing structures on site and then construction to convert the property into a parking lot. The owner has been asked about a potential donation to the town but has indicated that he wants to sell the property (JB 2015)*
  - ✓ *The challenge with this goal is that Rte. 20 properties are often expensive and parking may not be the best use of the property (LG 2017).*
3. Consider working with MassDOT to establish parallel parking on one side of the roadway in this corridor.
  - ✓ **Completed**
  - ✓ *The Town Planner and Town Administrator and Pare met with MassDOT to discuss this idea and they indicated that would not be approved (2014).*
  - ✓ *It is my understanding that this project was not accepted (LG 2017).*
4. Reduce the number of parking spaces required by the Zoning Bylaw in this District.
  - ✓ **Completed** - *changes were adopted at the FY11 ATM (JB 2012)*

**Goal - Facilitate the development/redevelopment of vacant or underutilized properties to enhance this District's draw as a commercial center.**

1. Continue to provide tax increment financing and other economic development incentives to developers interested in investing in any properties mentioned above.
2. Consider rezoning property on the edges of the Corridor, particularly such critical sites as the former Holland Mill site, to ensure the allowed uses complement and support the District objectives.
  - ✓ *Completed - the zoning was amended at the Annual Town Meeting held on April 26, 2010 - Article 22 (2010).*
3. Develop zoning bylaws that promote redevelopment and reuse of existing structures. Such "infill" approaches would, in particular, waive the required parking requirements when a

property is proposed for redevelopment. Maintaining an active and vibrant property contributes significantly to the vitality of the District and the economic sustainability of the community.

- ✓ *The Planning Board will be bringing proposals to Town Meeting (2016) that will reduce lot sizes to make parcels more conforming (thereby reducing regulatory burden) and to update permitted uses. All of these efforts are to try to make this District more attractive for redevelopment of sites. It was determined that there is not sufficient available land in the District to warrant an actual Infill Development Bylaw (2015).*

**Goal - Encourage attractive, effective signage throughout the CT District that is consistent with a unifying New England village theme in design and size, and that is readable by passing motorist.**

1. Specifics on sign design will be contained in the recommendations developed by the consultant team working on the new design guidelines by the town. The current dimensional regulations may be adequate if the town is successful in slowing traffic speed in this District, and if property owners and merchants apply the guidelines in an effective manner.
  - ✓ *Design Guidelines were completed and adopted by the DRC in 2011. All applicable sections of the Zoning Bylaw were also updated at the Annual Town Meeting in 2011 to reference the guidelines (2011).*

**Goal - Facilitate development and redevelopment that is consistent with a unifying design theme for architectural/building facades of new or expand structures and site design.**

1. The Town is currently working with a firm to develop updated approaches, elements and unifying design themes. The Design Guidelines and zoning bylaws should be modified to reflect the goal of creating a unifying traditional New England village design for this District. This type of design calls for a densely developed neighborhood with very small front and side setbacks, smaller minimum lot sizes, and front entries oriented to the roadway and pedestrian routes.
  - ✓ *Design Guidelines were completed and adopted by the DRC in 2011. All applicable sections of the Zoning Bylaw were also updated at the Annual Town Meeting in 2011 to reference the guidelines (2011).*
2. The following are general recommendations associated with the development design guidelines and zoning dimensional regulations, however specifics on form, materials, and dimensional requirements will be contained in the recommendation developed by the consultant team working on the new design guidelines for the town.
3. Consider reducing the dimensional requirements in the CT District, particularly with regard to minimum lot size and front setback areas, and increasing the maximum lot coverage.
  - ✓ *The Planning Board will be bringing proposals to Town Meeting (2016) that will reduce lot sizes to make parcels more conforming (thereby reducing regulatory burden) and to update permitted uses. All of these efforts are to try to make this District more attractive for redevelopment of sites. It was determined that there is not sufficient available land in the District to warrant an actual Infill Development Bylaw (2015).*
4. The design of new structures should, to the extent practical for the proposed use, reflect a form and materials reflective of the traditional New England village character.

- ✓ *Design Guidelines were completed and adopted by the DRC in 2011. All applicable sections of the Zoning Bylaw were also updated at the Annual Town Meeting in 2011 to reference the guidelines (2011).*
5. Develop infill or redevelopment/reuse provisions in the zoning bylaws that facilitate reuse of existing structures by exempting those activities from certain current requirements, notably parking provisions.
    - ✓ *The Planning Board will be bringing proposals to Town Meeting (2016) that will reduce lot sizes to make parcels more conforming (thereby reducing regulatory burden) and to update permitted uses. All of these efforts are to try to make this District more attractive for redevelopment of sites. It was determined that there is not sufficient available land in the District to warrant an actual Infill Development Bylaw (2015).*

**Goal - Create a physical and conceptual connection between the Commercial Tourist District and the Quinebaug River, nearby ponds and trails.**

1. Develop a Riverwalk along the north side of the Quinebaug River through the District, and a footbridge over the River to connect to with the proposed Grand Trunk Trail along the south side of the River, as well as the open space recently purchased by the Town adjacent to that trail.
  - ✓ *Potential locations have been identified by the Working Group with input from the Conservation Commission (2014).*
2. Encourage property owners in the District to develop trails/pathways creating physical connections from their properties to the Riverwalk.
  - ✓ *There will be no action on this item until the Riverwalk is developed.*
3. Create signage in the District directing visitors to the River/Riverwalk, Long Pond, Cedar Lake, and the open space properties in town that are available for public use.
  - ✓ *The Wayfinding project currently underway is the first step in implementation of this goal (2015).*
  - ✓
4. Create colorful and creative tourist brochures that promote the town's natural resources. Broadly distribute the brochures to all businesses in the District and throughout the town, the Chamber of Commerce, MoS, OSV and to other entities outside of the town to bring outdoor enthusiasts into Sturbridge.
  - ✓ *The Town Planner has made an inquiry to the CPC about the status of this task. The CPC at one time was working on a brochure of the lands that have been acquired using CPC funds. It would appear there could be some sharing of information for this task that could be beneficial to both groups (2015).*