

# APPENDIX A:

## SUMMARY OF SURVEY RESULTS

# Leicester Master Plan Survey Summary Report 4-30-08



## Leicester Master Plan Committee:

Scott Brosky, Planning Board  
David Connolly, Advisory Board  
Debra Friedman, Planning Board (**Chair**)  
James Gonyea, School Department  
Jason Grimshaw, Historical Commission  
Tom Lauder, School Department  
John McNaboe, Planning Board (**Vice-Chair**)  
Sharon Nist, Planning Board  
Darlene O'Connor, Board of Health  
Kurt Parliament, Moose Hill Water Commission  
Dianna Provencher, Board of Selectmen  
Laurence Todd, Zoning Board of Appeals  
Glenda Williamson, Conservation Commission  
Thomas Wood, Highway Dept. & Fire Dept.  
William Wright, Planning Board

## Town Planner:

Michelle R. Buck, AICP  
3 Washburn Square  
Leicester, MA 01524  
[buckm@leicesterma.org](mailto:buckm@leicesterma.org)  
508-892-7019-phone  
508-892-7064-fax

**General Survey Information:**

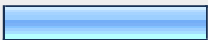
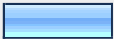



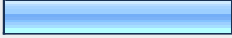

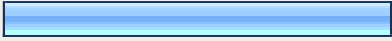

The Master Plan survey consisted of 25 questions, and was designed to solicit residents' opinions on a variety of development issues and concerns in Leicester. The survey was distributed to all Leicester households as an insert to the Spencer New Leader on February 22, 2008 (4,220 households). The survey was also available online at the Town's web page ([www.leicesterma.org](http://www.leicesterma.org)), and at the following locations: Leicester Town Hall, Public Library, Senior Center, Jimmy's, Cozy Corner Diner, and Coopers' Farm. The Town received 426 surveys (10% return rate). Sixty-one percent of surveys received (260) were filled out on paper and mailed back or dropped off at one of several drop off locations throughout Leicester. The remaining 166 surveys (39%) were filled out online.

The following pages include responses to all questions. However, text responses included in responses to "other" or "comments" are not included in this report, except for question #25, which includes general comments or concerns about the future development of Leicester. If you would like the detailed text responses to other questions, this information will be provided upon request to Michelle Buck, Leicester Town Planner (508-892-7019 or [buckm@leicesterma.org](mailto:buckm@leicesterma.org)).

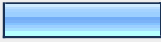




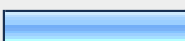
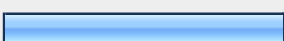

Leicester Master Plan Survey

1. What do you most like about living in Leicester (select your top 3 choices)			
		Response Percent	Response Count
Family ties	<div><div></div></div>	32.6%	132
Convenient Location	<div><div></div></div>	47.7%	193
Town services	<div><div></div></div>	5.7%	23
Employment Opportunities	<div><div></div></div>	0.5%	2
None of the Above/I don't like living in Leicester	<div><div></div></div>	3.0%	12
Affordable Housing	<div><div></div></div>	11.1%	45
Low crime rate	<div><div></div></div>	32.8%	133
Open spaces	<div><div></div></div>	31.4%	127
Historic Resources	<div><div></div></div>	5.4%	22
Other (specify below)	<div><div></div></div>	4.9%	20
Small town character	<div><div></div></div>	57.0%	231
School system	<div><div></div></div>	23.7%	96
Recreational opportunities	<div><div></div></div>	2.5%	10
Tax rate	<div><div></div></div>	8.6%	35
Other			40
	answered question		405
	skipped question		21

2. What do you find undesirable about living in Leicester (select your top 3 choices)			
		Response Percent	Response Count
Lack of retail shopping opportunities	<div></div>	32.7%	132
Long commute to work	<div></div>	9.2%	37
Town services	<div></div>	14.1%	57
Lack of employment opportunities	<div></div>	19.6%	79
None of the above	<div></div>	5.9%	24
Lack of affordable housing	<div></div>	7.9%	32
High crime rate	<div></div>	0.7%	3
Excessive development	<div></div>	30.4%	123
Excessive traffic	<div></div>	29.7%	120
Other (specify below)	<div></div>	9.7%	39
Loss of small town character	<div></div>	19.1%	77
School system	<div></div>	6.2%	25
Lack of recreational opportunities	<div></div>	30.7%	124
Tax rate	<div></div>	21.3%	86
Other:			65
	answered question		404
	skipped question		22

3. What types of housing do you think Leicester needs more of? (select as many responses as you believe apply)			
		Response Percent	Response Count
Single-family homes		22.2%	92
In-law apartments		11.6%	48
Two-family homes		7.0%	29
Multi-family/Apartments		7.7%	32
Housing for low & moderate income citizens		14.0%	58
Elderly housing		25.1%	104
Condominiums		8.2%	34
None		42.5%	176
Other (please specify)		6.5%	27
answered question			414
skipped question			12

4. Almost all of the undeveloped land available for new single-family homes in Leicester (the Suburban Agricultural zoning district) has a minimum lot size requirement of 80,000 square feet (1.8 acres). Do you think...			
		Response Percent	Response Count
This is too small		13.1%	53
This is too large		19.3%	78
This is just right		50.7%	205
I'm not sure		16.8%	68
Comment (if any):			47
answered question			404
skipped question			22

5. What do you think is the greatest problem or concern related to new housing in Leicester? (select one)			
		Response Percent	Response Count
Too much housing is being constructed		17.0%	56
Not enough housing is being constructed		2.4%	8
Cost of housing is too high		7.9%	26
Increased traffic		8.8%	29
Environmental Damage		7.6%	25
Loss of Open Space		19.8%	65
<b>Strain on Public Services</b>		<b>30.7%</b>	101
None of the above/There isn't a problem		5.8%	19
Other (please specify)			104
	<b><i>answered question</i></b>		<b>329</b>
	<b><i>skipped question</i></b>		<b>97</b>

6. In terms of Leicester's future, how would you like to see the following commercial uses change?				
	Increase	Decrease	No Change	Response Count
Small Retail Stores	69.9% (249)	2.0% (7)	28.1% (100)	356
Large Retail Stores/"Big Box" Stores (Circuit City, Lowes' etc.)	39.4% (145)	26.1% (96)	34.5% (127)	368
Fast Food Restaurants	35.0% (128)	18.3% (67)	46.7% (171)	366
Restaurants	73.4% (278)	2.4% (9)	24.3% (92)	379
Services (dry cleaners, printers, tailors, etc.)	56.0% (201)	4.7% (17)	39.3% (141)	359
Professional services (doctor's office, lawyer's office, etc.)	60.0% (210)	2.9% (10)	37.1% (130)	350
Office Parks	28.1% (95)	16.9% (57)	55.0% (186)	338
Medical facilities	55.7% (199)	4.2% (15)	40.1% (143)	357
Industrial Development	29.5% (100)	23.3% (79)	47.2% (160)	339
Tourism-related businesses	39.7% (131)	7.3% (24)	53.0% (175)	330
Other	56.0% (28)	4.0% (2)	40.0% (20)	50
Please specify:				43
	answered question			416
	skipped question			10



7. What do you see as the major potential benefit(s) of encouraging commercial development in Leicester (select as many choices as you believe apply)			
		Response Percent	Response Count
More in-Town jobs	<div><div></div></div>	60.4%	249
More retail stores	<div><div></div></div>	33.3%	137
More services	<div><div></div></div>	31.8%	131
<b>More tax revenues</b>	<div><div></div></div>	<b>64.6%</b>	<b>266</b>
Don't know	<div><div></div></div>	2.9%	12
None of the above/There is no benefit	<div><div></div></div>	15.5%	64
Other (please specify)	<div><div></div></div>	4.6%	19
<b>answered question</b>			<b>412</b>
<b>skipped question</b>			<b>14</b>

8. What do you see as the major potential disadvantage(s) of encouraging commercial development in Leicester? (select as many responses as you believe apply)			
		Response Percent	Response Count
<b>More traffic</b>	<div><div></div></div>	<b>79.4%</b>	<b>327</b>
Environmental problems	<div><div></div></div>	46.1%	190
Loss of historic structures	<div><div></div></div>	27.4%	113
Loss of Open Space	<div><div></div></div>	56.1%	231
Changing the basic character of Leicester	<div><div></div></div>	51.0%	210
Don't know	<div><div></div></div>	1.9%	8
None of the above/There aren't disadvantages	<div><div></div></div>	6.8%	28
Other (please specify)	<div><div></div></div>	6.6%	27
<b>answered question</b>			<b>412</b>
<b>skipped question</b>			<b>14</b>

9. Would you support the following initiatives that would affect future land use in Leicester?				
	Yes	No	Not Sure	Response Count
Adopt the Community Preservation Act (a property tax surcharge program for open space protection, open space, and affordable housing)	24.7% (91)	<b>41.8% (154)</b>	33.4% (123)	368
Create local historic district(s) to regulate changes to historically-significant buildings	<b>57.8% (216)</b>	23.8% (89)	18.4% (69)	374
Adopt a "cluster" or "open space subdivision" bylaw that allows smaller residential lot sizes in exchange for the permanent protection of open space	<b>41.2% (152)</b>	31.2% (115)	27.6% (102)	369
Comments or other ideas:				31
	<b><i>answered question</i></b>			<b>393</b>
	<b><i>skipped question</i></b>			<b>33</b>

10. How would you rate the services provided by each Town department listed below?						
	Excellent	Good	Fair	Poor	Don't Know/no experience with this Department	Response Count
Fire	<b>45.0% (184)</b>	36.7% (150)	2.9% (12)	0.2% (1)	15.2% (62)	409
Police	<b>53.0% (218)</b>	30.2% (124)	6.8% (28)	5.6% (23)	4.4% (18)	411
Highway	25.4% (103)	<b>37.4% (152)</b>	27.3% (111)	6.4% (26)	3.4% (14)	406
Board of Health	7.8% (31)	27.3% (108)	20.0% (79)	4.3% (17)	<b>40.5% (160)</b>	395
Building Inspector/Code Enforcement	12.8% (51)	<b>31.7% (126)</b>	18.8% (75)	6.5% (26)	30.2% (120)	398
Planning Department/Planning Board	7.3% (28)	22.3% (86)	19.4% (75)	9.3% (36)	<b>41.7% (161)</b>	386
Conservataion Commission	5.4% (21)	22.6% (88)	20.3% (79)	9.3% (36)	<b>42.4% (165)</b>	389
Zoning Board of Appeals	4.2% (16)	20.4% (78)	16.4% (63)	8.4% (32)	<b>50.7% (194)</b>	383
Board of Selectmen	9.7% (38)	<b>29.8% (117)</b>	24.9% (98)	13.2% (52)	22.4% (88)	393
Library	37.2% (149)	<b>38.9% (156)</b>	9.5% (38)	1.5% (6)	13.0% (52)	401
School Department	25.8% (101)	<b>38.4% (150)</b>	16.1% (63)	4.1% (16)	15.6% (61)	391
	<b>answered question</b>					<b>414</b>
	<b>skipped question</b>					<b>12</b>

11. Additional comments regarding the quality of Town government and/or Town services:		
		Response Count
		140
	<b>answered question</b>	<b>140</b>
	<b>skipped question</b>	<b>286</b>





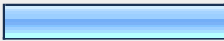
12. Currently, Leicester water & sewer is provided by 6 private water & sewer districts. Would you favor consolidation of the various water and sewer districts into one Town water & sewer department?			
		Response Percent	Response Count
Yes	<div><div></div></div>	44.6%	180
No	<div><div></div></div>	16.3%	66
Not sure	<div><div></div></div>	39.1%	158
answered question			404
skipped question			22



13. In general, what strategy do you most favor for vacant or obsolete Town-owned land and buildings? (select one)			
		Response Percent	Response Count
Reuse/use for Town purposes	<div><div></div></div>	38.8%	149
Lease for private use	<div><div></div></div>	14.8%	57
Sell for private use	<div><div></div></div>	34.9%	134
Not Sure	<div><div></div></div>	11.5%	44
answered question			384
skipped question			42

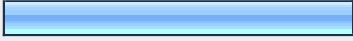

14. In general, would you favor development of vacant Town buildings and land (including tax title properties) for:				
	Yes	No	Not Sure	Response Count
Elderly housing	67.4% (258)	21.4% (82)	11.2% (43)	383
Low & Moderate Income Housing	27.2% (97)	62.5% (223)	10.4% (37)	357
Commercial Development	50.8% (181)	37.9% (135)	11.2% (40)	356
Industrial Development	28.3% (99)	58.3% (204)	13.4% (47)	350
Town Offices or other Town use	73.1% (261)	17.9% (64)	9.0% (32)	357
Town Historical Museum	61.8% (223)	26.9% (97)	11.4% (41)	361
Community Center	70.9% (253)	18.8% (67)	10.4% (37)	357
Parks & Recreation	85.5% (318)	8.3% (31)	6.2% (23)	372
Open Space/Conservation	78.9% (281)	10.7% (38)	10.4% (37)	356
Other	48.4% (15)	19.4% (6)	32.3% (10)	31
(please specify)				22
	answered question			403
	skipped question			23

15. Do you support the following potential Town projects?				
	Yes	No	Not Sure	Response Count
Renovation of the Town Hall upper floor for school administrative offices	<b>69.8% (275)</b>	16.0% (63)	14.2% (56)	394
Conversion of a portion of Burncoat Park to athletic fields	<b>73.0% (287)</b>	17.3% (68)	9.7% (38)	393
Coversion of the Town-owned Hillcrest Golf Course to athletic fields	<b>54.3% (216)</b>	33.9% (135)	11.8% (47)	398
Development of Moose Hill Reservoir as a Town water supply	<b>64.7% (255)</b>	8.1% (32)	27.2% (107)	394
Construction of a new Fire Station in Leicester Center (to replace the Water Street station)	<b>59.2% (238)</b>	22.1% (89)	18.7% (75)	402
	<b>answered question</b>			<b>410</b>
	<b>skipped question</b>			<b>16</b>

16. How should Leicester prioritize planning efforts over the next 5-10 years? (please select priority for each item)					
	High Priority	Moderate Priority	Low Priority	Rating Average	Response Count
Expand and/or improve recreational facilities	35.1% (136)	<b>48.2% (187)</b>	16.8% (65)	1.82	388
Protect natural resources (water, open space, etc.)	<b>71.0% (279)</b>	24.4% (96)	4.6% (18)	1.34	393
Improve transportation systems and roadways	<b>46.6% (181)</b>	42.8% (166)	10.6% (41)	1.64	388
Protect cultural and historical resources	33.2% (126)	<b>46.2% (175)</b>	20.6% (78)	1.87	379
Promote increased commercial development	33.5% (128)	28.5% (109)	<b>38.0% (145)</b>	2.04	382
Other	<b>65.8% (25)</b>	13.2% (5)	21.1% (8)	1.55	38
(please specify)					35
	<b>answered question</b>				<b>405</b>
	<b>skipped question</b>				<b>21</b>

17. What is your age?			
		Response Percent	Response Count
Under 18		1.5%	6
18-24		2.2%	9
25-44		30.6%	126
<b>45-64</b>		<b>41.7%</b>	172
65+		24.0%	99
answered question			<b>412</b>
skipped question			<b>14</b>

18. Your sex?			
		Response Percent	Response Count
Male		46.1%	152
<b>Female</b>		<b>53.9%</b>	178
answered question			<b>330</b>
skipped question			<b>96</b>




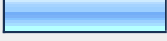
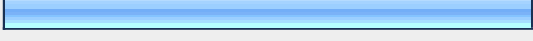

19. Are there children under age 18 in your household?			
		Response Percent	Response Count
Yes		38.4%	158
<b>No</b>		<b>61.6%</b>	253
answered question			<b>411</b>
skipped question			<b>15</b>



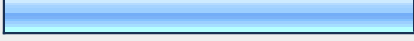
20. Do you currently use public transportation on a regular basis?			
		Response Percent	Response Count
Yes	<div><div></div></div>	2.7%	11
No	<div><div></div></div>	97.3%	397
answered question			408
skipped question			18

21. What is your highest level of educational attainment?			
		Response Percent	Response Count
Some High School	<div><div></div></div>	3.4%	14
High School Graduate	<div><div></div></div>	21.7%	88
Some College (no degree)	<div><div></div></div>	25.9%	105
Associates Degree (2 year)	<div><div></div></div>	13.8%	56
Bachelors Degree (4 year)	<div><div></div></div>	19.5%	79
Post-Graduate Degree	<div><div></div></div>	15.8%	64
answered question			406
skipped question			20

22. Do you own or rent your home in Leicester?			
		Response Percent	Response Count
Own	<div><div></div></div>	89.9%	363
Rent	<div><div></div></div>	9.7%	39
I don't live in Leicester	<div><div></div></div>	0.5%	2
answered question			404
skipped question			22



23. How long have you lived in Leicester?			
		Response Percent	Response Count
Less than 1 year		1.2%	5
1-5 years		11.8%	48
5-10 years		10.5%	43
10-20 years		17.6%	72
Over 20 years		58.3%	238
I don't live in Leicester		0.5%	2
		<b>answered question</b>	<b>408</b>
		<b>skipped question</b>	<b>18</b>

24. Where did you obtain a copy of this survey?			
		Response Percent	Response Count
Spencer New Leader		47.3%	189
Town Hall		7.5%	30
Other (please specify)		45.3%	181
		<b>answered question</b>	<b>400</b>
		<b>skipped question</b>	<b>26</b>

25. Additional Comments (please provide any additional comments or concerns you may have regarding the future development of Leicester):		
		Response Count
		135
		<b>answered question</b>
		<b>skipped question</b>
		<b>135</b>
		<b>291</b>

**25. Additional Comments (please provide any additional comments or concerns you may have regarding the future development of Leicester):**

Number	Response Text
1	You need to reassess the question of the Water & Sewer District as at least 2 of the Districts boundries service another community.
2	Please, please think and rethink all decisions that are going to be made. For example, the reconstruction of the center of Leicester was supposed to help, instead it is a mess.
3	Too much development going on, I would like to see it kept to a bare minimum
4	The charm of Leicester is a comforting thing, that needs to be protected, but there needs to be some progress also. Those of us who are senior citizens, require some sort of assurance that if it becomes necessary to leave our present homes, we could find decent, affordable housing for the elderly, right here in Leicester. Many of us love Leicester, and with everything else that one loses as we get older, it would be emotionally painful, to lose Leicester, as well.
5	We should start to consolidate town government ,and look to the future to consolidate all municiple building and property maint.
6	We have to get rid of the "good old boy's club" (The selectmen) and get some new blood without personal agendas and without their pre ordained sainthood.
7	I believe that Leicester could benefit from the addition of commercial business in town, however I only support such an effort if town services are able to "keep up" with the increased strain on their demand. It is not worth the trade off of sacrificing the safety of our homes and families if police and fire are unable to expand with an expanding town.
8	be careful with expanding low-income housing and retail stores. both may cause a strain on our police and fire depts. and low-income housing will starin our already strained school systems and we can't afford this. Our schools are doing a great job without many resources. i fear that further strain will cause the integrity of our school system to diminish and i don't want this to happen. if this does happen and we are known for our poor schools we won't have working families buying houses in our town.
9	would like to see better public transportation
10	Leicester is a wonerful community and a great place to raise a family. Having said that we must continue to be proactive as we grow into the future. It is no doubt that we should encourage certain groth as a means to provide better services and a level of convenience to residents while at the same time broadening our tax base. Continued support of open space-for community use, investement in education and youth, managed growth, are areas that deserve top attention. At some time we will need a new high school: the middle school is outdated and in need of replacement while the high school will reach capacity in the near term. At what point do we as a town recognize this and plan for the inevitable rather than thinking that limiting housing starts and development at any level will solve the problem. It's time we start making long term capital and infrastructure investments in our town, our future. We don't need another \$3 million dollar golf course that is nothing more than a local watering hole. When are we going to also realize that most of these changes take strong leadership and vision and to that end, run the long term politicians OUT! Enough of the cronyism that has gone on here far too long. What a great community with such tremendous potential! When are we going to start thinking and doing what needs to be done?
11	I am glad this survey was taken as I feel there needs to be a better Master Plan for the town so that changes are not Hap-ahzard and disjointed. I've lived here for almost 60 years and watched a lot of changes in this town. Some good and some were bad. We have a lot of history in this town and some needs protection and some needs to be presented more to the public. We also need to protect our environment and open space.
12	Please slow down the commercial and industrial development. There is enough here now and Worcester is so close people are able to go there for those needs. The people who love this town are sad to see what is happening.
13	The loss of open spaces and the increased traffic caused by the commercial zoning of the Rt 9 corridor was and is a mistake. The presence of Wally World has forced small busnisses out of town and will prevent the expansion of small business in the future. It has also increased the need for a police presence. The exorbitant cost of the sewer project has forced many long term residents to attempt to sell their property because it is no longer affordable.

Number	Response Text
	Rt 56 was already being utilized for industrial and commercial use and that is where it should have stayed.
14	Leicester should try to keep a small town atmosphere and decrease commercial and residential development. All that Super Walmart has done for the town is to tax the services of the town (ie Fire dept , Police dept ect..) and increase the crime rate. Walmart has a history of closings its doors after any tax benefits are gone.
15	I enjoy living in Leicester, however it is annoying when I feel like I have to drive into Worcester to run some basic errands because there aren't enough commercial stores in Leicester for me to purchase the items that I need. Although I currently rent I would like to purchase a home in the next couple of years and Leicester is not amongst some of the towns that are building new single family homes and communities. I would prefer not to purchase a home in Worcester, but Worcester provides more options, choices and retail shops.
16	soccer fields!!!!!!!!!!!!!!
17	The future and safety of our children is what needs our focus. Let's set a good example for the children of the future. i.e. education, environment and positivity.
18	public transportation isn't available in most neighborhoods in leicester. i hope more places don't develop in swampy areas and cause problems with flooding the area/streets.
19	I think the town does an overall decent job with what we have but is severely hampered by lack of money and support from the state. I don't think the state should be funding us but should be paying what we're owed via lottery, state aid, etc. I voted for the Hillcrest project but not for it to be run as a \$3m golf course - it should be accessible to all residents and with the lack of recreational resources, part of it should be converted to a revenue generating project for the town. The fire dept (primarily station 1) is outdate, unsafe, and something has to be done.
20	Leicester needs to grow and keep up with other towns, but the only road in and out of Leicester is Route 9. This road is not user friendly.
21	Although new fire station is needed; site chosen near public library is not suitable - other sites available with less impact on surrounding areas
22	I am quite pleased to have an opportunity to express my views and priorities.
23	Kept Leicester a family town with a great school system & recreation opportunitie for all ages.
24	Thank you for opportunity for input. More specifics for major projects should be provided regarding costs; what will be lost; what will be gained, etc.
25	We need Leicester farms & wildlife also for our children, parks & recreation for our children to go to have fun with family and friends
26	Leicester could use a hiking & biking path. The high school "NEEDS" a real sports complex. Some of the police could use an attitude adjustment.
27	1) This is the best the police department has ever been. 2) We could use a gas station in Rochdale. 3) The recycling center is great, I hope the \$20 fee doesn't stop people from using it.
28	No more Senior communities! There are enough.
29	The beauty of Leicester is that it is close enough to the city without being like the city. Currently it still retains some of the small town "charm" but it seems as more development occurs that charm seems to be decreasing. Lets not turn our town into a "city" by overdeveloping and increasing pollution and crime. If we wanted to live in Worcester we would have moved to Worcester.
30	Thanks for asking our opinions - What a surprise!!
31	Small Town environment is wonderful - Small minded, small Townie's not so good.
32	Pleasant Street to Route 56 used as Race Track - By people and Police - some day someone is going to get KILLED because of this.
33	Although Hillcrest Country Club is a good location for siting new athletic fields, I think the site work will have too many problems and will be cost prohibitive.
34	The Town cannot sustain development without taxes going up & controlling the crime rate in the future.
35	I'm not a big advocate of "open-space", the Leicester tract has enough. Like to see development branch out frm the main roads a little, less consolidated. The Wal-mart is the greatest thing to happen to the Town since I've lived here. However, we certainly (on the other end) don't need to become another

Number	Response Text
	Framingham.  Thank you for this opportunity.
36	protect wet lands,hire more help on town highway and school dept.
37	Bring water/sewers down Watson Street
38	Leicester needs to expand to provide more job opportunities for young people. also there needs to be more recreational services available to people. Housing needs to be affordable for new young families.
39	I feel new business such as Wal-Mart, etc. can only help out the tax payers, etc. It can bring in new growth, more jobs (Millbury) is a perfect example; stores, restaurants, movie houses, all helping out the tax payers. I realize this means more police & fire department. This is the price you pay for growth.Thank you.
40	As people think of what they would like for the town, they may forget what they want may destroy what makes us a small historical place. Hopefully, our citizens will think very carefully before wishing for something that could destroy what they like most about LEICESTER.
41	Double lane at Center of Leicester (Route 9) is a safety hazard, left lane should be left lane only. Motorist are speeding as a result of this unsound decision.
42	Roads in Town need proper repair. White birch Street is falling apart. Abandoned homes with unregistered vehicles on premises have been reported, no response.
43	Why is it that when Wal-mart opened, school fees doubled (busing, parking lot fees, pay for playing sports fees)
44	N/A
45	We need more big stores and restaurants
46	Go for all out commercial development - (Route 9)  East - West = "Wake Up" = look at Shrewsbury to Boston/Framingham!!  Good Luck
47	I am for commercial development, but would like to see some of the land reserved.
48	Athletic fields should be accessible to groups of all ages; for convenient use by all Leicester residents; question walking trails or general track.
49	Make our town exciting place and convient to come to, give the public a good reason to visit our town and want to invest.
50	I liked Leicester's small Town charm. It has been slowly disappearing as more large stores move in and traffic & crime increases. There must be a way to bring money into Town without bowing to big business and changing the quaint land scape of the Town and it's residents.
51	No more big box stores, encourage small business with tax incentives, less harrassment.
52	I would like Leicester to stay the way it is. I feel if it develops too much then it will turn into Auburn, which has too much traffic and it is a hassle sometimes to travel through that town. I feel the super Wal-Mart is just enough for this town to handle. Route 9 at times is very congested and it takes a long time to travel from one end to the other.
53	Our town is a nice little town. But to grow we need more resident and commercial development. Yes easier said than done, but look at Millbury. We need more people and businesses for taxes, more commercial for jobs. We have rt 9 that goes thru our town. Why not have some resturant even fast food that workers and truckers and people just commuting to stop and get a lunch or dinner. Rt 9 will be a more travel road over the years as the Mass Turn Pike continues to raise tolls people are going to seek alternate routes and Rt 9 will be one of them. As I or no one person as all the answer to what we need to do. As a community we can do this and raise our families with morals and good education. Thanks
54	No more Wal-Marts - we have one too many now
55	Look for more stores & Industry to come to Town mostly for convenience & taxes
56	Traffic is already a problem, need to stop residential developments!
57	It would be nice for the residents of Leicester to put in either restaurants, stores, etc. in the large piece of land occupied by only Wal-Mart. There is enough space for parking, it would be nice to see a variety of stores all in one place.

Number	Response Text
58	Would not like Leicester turned into a Spencer or Worcester
	Fire department new facilities should be on land we already own- Hillcrest comes to mind.
59	Town offices should be more user friendly to start-up business step by step through each department.
60	Keep Hillcrest a golf course / open town beach off Route 9 for Town use only / keep drive-in / improve abandoned buildings (like one in front of drive-in) / no condos or apartments allowed on lakes.
61	Improve town services; trash pick up; lower taxes; problems with Town hall, unexceptable employees; problem with Town Accountant; should hire new more competent & publically polite civil servants
62	I love summer concert series on Wednesdays at the Bandstand. Is there some way to have this on Fridays during school year to keep this great gathering going all year long? Great community get together for families!
63	I am concerned about out development which will put more strain on the school system which will lead to higher taxes; but I would always support a good school system even though my children are grown.
64	<p>HOw could people in this community take public transportation (previous question) when in essence ther isn't any. A bus that goes though the center of town once a day?</p> <p>How is this town working with other communities to look at how together you could address some of our needs?</p> <p>Why aren't more people with expertise in education,technology,health; and, representing different cultural and socio-economic backgrounds included on appointed committees in this town?</p> <p>The taxes in this town are not in line with the services provided, e.g. full time fire fighters, water and sewerage services!</p> <p>Why ae we not looking at attracting businesses that research shows will be needed in the future?</p> <p>What is Leicester doing to keep our younger generation from leaving the community? MA is declining in population. How are you working with the state to reverse this trend?</p> <p>What are you doing locally and at the state level to ensure that our schools receive adequate funding to meet the demands being placed upon them. It is time that the selectmen begion to advocate for the children and families in this town instead of maintaining the status quo.</p> <p>Change is inevitable, but you act as if this town does not need to be forward thinking. It is time to get out of your BOX!</p>
65	Route 9 traffic is horrid now with the development of Wal-Mart - however, it is convenient at times to drive to for needed items - No more big stores though!
	This is a great start!
66	I am very concerned with the ever increasing taxes in Town as well as the assessment that continue to increase.
	All departments must file detailed reports on all income & expences to Town Manager.
67	Taxes to homeowners are too high.
68	No more Wal-Marts! It destroyed the land - my taxes increased - most of their employees are not Leicester residents - they have taxed the services of police, fire, etc. at the Towns expense & mine.
69	Selectmen should hire two certified licensed plumber/electricians to replace the maintenance man at Leicester Housing Authority who Mickey Mouses so called repairs in the buildings which never last.

Number	Response Text
	This person is NOT certified or licensed to fix electric or plumbing.
70	One Town over Spencer has total retail shopping; Leicester doesn't even have a drugstore! Nuff Said!
71	Do not drive out long term residents with taxes. Long term residents built & support Leicester.  Blue color jobs keep people in Town & they will support Town businesses.  Keep Leicester as a safe hometown environment.
72	It would be nice to have a public park/picnic area for families and friends to go to; for family get togethers and birthday parties and such.
73	Too much development
74	Home building has got to be slowed, there are far too many new homes going up and they're prices are exhorbinant. More business devolopment is needed especially smaller business that can build structures that blend in with the current style of the town. An example of what is not need it the Walmart that sticks out like a sore thumb and fits with nothing in the town.
75	THERE IS ONE PUBLIC SERVICE THAT IS LACKING IN THIS TOWN THAT IS TRASH PICK UP.  SINCE THE MESS WITH THE TOWN DUMP AND PRIVATE TRASH HAULERS. THIS TOWN HAS BEEN  AT THE MERCY OF PRIVATE HAULERS. OTHER TOWNS HAVE A COLORED TRASH BAG SYSTEM.  I WOULD LIKE TO SEE IF SOMETHING LIKE THAT WOULD BE FEASIBLE FOR LEICESTER RESIDENTS.  I KNOW WE HAVE A FANTASTIC RECYCLING CENTER, BUT I'M WORRIED ABOUT WHEN I'M OLDER  AND CAN'T GET MY JUNK DOWN THERE OR AFFORD THE COST OF PRIVATE HAULERS.
76	You are already ruining Leicester converting farmland to Wal-Mart.  Why, when other communities are trying to keep Wal-Mart out, did Leicester welcome them?  Leave Leicester RURAL!
77	I am not concerned about bringing in chain stores - I have visions of Route 56 looking like Auburn (near the mall).  Family owned businesses & restaurants are great!
78	I would like to see more stores, restaurants,etc. on the Wal-Mart land, it's such a large piece of land not being used.
79	In general, I feel that Wal Mart has been a huge disaster for the town. They are not providing anything to the town. I would have rather have seen a grocery store (like a stop and shop or a shaws) and a pharmacy (CVS or Walgreens). Traffic has increased tenfold and speed through rte 9 has also increased. I am glad that I live in Rochdale (away from all the development) and I hope it stays that way.
80	Please improve our recreational facilities, beaches & parks.Get rid of gas station (abandoned); let someone do a retail or fast food orlocal restaurant, historical anything, it looks bad, real bad, for all this time.
81	Decrease R.E. Taxes

Number	Response Text
	Revoke the Alarm Bylaw.
82	Say no to all Bylaws proposed by Police Chief.
	I do not like the double lanes at Wal-Mart and at the Center.
83	I think it is very stupid and dangerous!
84	High priority & maintain an affordable real estate tax structure for residential property owners
85	Leicester needs youth to make it a dynamic community. From what I read there is too much fighting between the Town Departments over not enough money and no one knows how to get more money.
	Please keep that idea of an exit off the Mass Pike onto Route 56 out of Leicester.
	You will regret it forever! Exit 10 is close enough. Just look at the traffic in Auburn.
86	Do you want to have all that mess in Leicester?? Why do you want a city in Leicester?
87	Consider buying the Town's elderly bus to service the elderly for rides to doctor's, shopping & to the Senior Center.
	We want to be proud of our town. Our Center looks awful with a closed down gas station. When out of towners stop at the light, we need to give them something nice to look at (besides the sign with nice flowers).
88	
	I feel we need a change in Town Government. We are stagnant. The Golf Course is an example the Town bought their land to give to a small group of people to run and get profit from. A Selectmen's friend runs our Golf Course and enjoys the bar too much, "Town testing".
89	Do the Selectmen get their booze free there? You know they do!!
	I think we need more restaurants and vacant property should be fixed up.
	Also Burncoat Lane, the road, needs to be paved and fixed. I pay taxes just like everyone and I think that our taxes should fix these roads or taxes should be lower.
90	Rawson Street is paved smooth; I pay the same tax and this road is awful and a danger to all police, fire & EMT's that have to drive or respond to residents that live on this bad road. Also there should be a posted speed of 15MPH at the beginning of the road.
	Keep commercial development Route 9W or Route 56 near Millbrook.
	Keep residential areas protected.
91	Cherry Valley Route 9 also good to develop.
92	Funding is tight. Pick your priorities carefully and beware of special interest groups pushing their agenda. Growth and development is not a short term proposition.
93	The web site needs serious help
94	We can't continue to cut our educational budget. We will not attract families to Leicester if our school systems are substandard nor will we keep the ones that are already here. Increase our tax revenues by allowing more businesses into the town. Commercial and Industrial development and more restaurants. I don't want Leicester to be another Auburn, but we need to increase our revenue base if we want to offer more to our residents. We won't lose our small town charm. The charm is also a function of the people in the community...we still have those people but now we need to offer more. More parks for our kids, better schools for our kids. If we have good kids, we'll have a better community in the future.
95	Let's get Hillcrest G.C. away from providing bar/entertainment. Use Hillcrest land for soccer fields, baseball fields, etc. Let's get bathrooms etc. How about even a small to medium sports complex for our Town?
96	I would like to see a nice walking and biking path where we could walk safe and enjoy park like views, maybe at Hillcrest Golf Course?
97	We want a MacDonalds or other fast food restaurant.

Number	Response Text
	How about a Long John's Silvers or Home Town Buffet
	We miss a land fill. If Spencer can have a compactor, why not Leicester???
	I very strongly feel school crossing guards are desperately needed.
	The children are getting hit.
98	Look at the stop sign across from the Town Hall, Paxton Street, nobody stops - even the school buses look and go.
99	More community centers for entertainment
100	The future of this Town is uncertain; There is a huge mortuary crisis about to occur on a global level. The best thing this Town can do is to become a self contained economy (as much as possible)
101	WE DO NOT NEED MORE POLICE!  THERE IS NOT ENOUGH CRIME IN THIS TOWN!!!  HANDING OUT SPEEDING TICKETS & PARKING TICKETS, WOW, REAL CRIME FIGHTERS!!
102	I think people who are disabled should get a tax break on their homes and people 65 and older should get one.
103	Lower property taxes
	Save the remaining Leicester Farms!!!
104	Encourage new farms!!!
105	Town development of our own internet as other Towns have
106	Our Town Common should be preserved
107	Reopen Town Beach
108	Love the Town, but would like more restaurants for variety
109	No more fast food
110	Town continues to make larger business' comfortable but waives nothing for smaller business
111	Develop Route 56 corridor!!
	Leicester should stive to become a self contained economy. It is important because of the looming economic disaster being orchistrated on the macro level of this country.
112	Use free energy (wind & water) sell water to surrounding Towns - develop local currency.
113	Employ only mentally stable & competent police officers.
	Walking trail at Hillcrest
	Do something about gas station that is empty in Leicester Center
114	It is an eyesore too long!!
115	No more used car lots
116	Using up too much of our undeveloped land and woodlands which we need
117	When it is time to downsize without buying a condo it becomes necessary to move out of town to secure proper living space
118	Let's keep our beautiful town a "small" town, but let's get rid of the small town mentality. We don't want to become a Southbridge or Webster!
119	Thank you for this opportunity. We really enjoy living here. Whish we had more areas to walk. Also no public swimming area in Leicester, I'm surprised.
	I am concerned about the loss of open space and rural character due to the residential housing boom and the increased traffic and school load that has brought about.
120	At the same time I would like to see more small business brought to Town.
121	Make the land at Hillcrest into walking park



Number	Response Text
122	How about a walking trail somewhere without bikes or skateboards
123	Town needs to enforce zoning laws and multiple families live in one single family homes
124	Zone certain sections of Town (preserved open space) so no development may be done for any reason at all!
	Why not better utilize the Hillcrest property?
125	Historical museum is a great idea.
	I like the small town atmosphere of Leicester.
126	I fear too much growth would get strain in present services and crime rate would increase.
	I would like to see a commuter rail stop in Rochdale! (An extension of the Boston-Worcester Line)
127	Also I would like to see restoration of degraded landscapes (removal of invasive plants, cleanup of waterways, etc.)
128	Use science and a good conscience not laws and greed to develop your land
	Whenever I travel to Auburn or Spencer I am glad the industry in those towns didn't end up in
129	Leicester
130	More community services - CPR; First Aide; Babysitters course
	Leicester is a good place to live that is doing it's best in a state that is grossly mismanaged.
131	Our major problems originate on Beacon Hill.
132	Selectmen should give appropriate reprimand to police for rude, nasty and bias behavior.
	1)Merge Cherry Valley Rochdale Water, Cherry Valley Sewer, Oxford Rochdale Sewer into one entity.
	2)Merge Leicester Water & Sewer with Hillcrest Water.
	3)Merge Hillcrest sewer with either #1 or #2 department.
133	Moose Hill be 3rd department to sell water in or even outside town.
134	I would strongly suggest that the town allow the owners of Hillcrest Golf Course to obtain a five year lease to allow them to put the necessary amount of time and money to help beautify the town and golf course.
135	Less government

APPENDIX B:  
OPEN SPACE PLAN FIVE-YEAR  
ACTION PLAN

"I think the town needs more playing fields for children."

-Resident

# Section 9

## FIVE-YEAR ACTION PLAN

**T**his five-year action plan outlines an action and proposed timetable for each open space and recreation goal and objective. All of the following goals, objectives, and actions are subject to funding and appropriation. The actions should be reviewed annually, updated, and revaluated to ensure consistency with current goals and objectives. An Action Plan map is included in the Map section.

Key to groups potentially responsible for implementing action items:

AH	Ad hoc Hillcrest Committee	LA	Lake and Pond Associations
AO	Assessor's Office	OSRC	Open Space and Recreation Committee
BH	Board of Health	PB	Planning Board
BLC	By-Law Committee	PR	Parks and Recreation Committee
BS	Board of Selectmen	RC	Recycling Center
CC	Conservation Commission	SD	School Department
CIC	Capital Improvement Committee	TA	Town Administrator
EX	Expert or Consultant	TW	Tree Warden
HC	Historical Commission	V	Volunteers
HD	Highway Department	WD	Water Districts

### GOAL 1: Preserve, protect, connect, and enhance Leicester's conservation and natural land resources.

Objective	Who?	Year
<b>A. Identify and eliminate threats to water quality.</b>		
1. Review and update Water Resource Protection Overlay bylaws.	CC, WD	1
2. Adopt a local Stormwater Management Bylaw	BLC, PB, CC	1
3. Research methods to identify and evaluate underground storage tanks and non-point sources of pollution.	CC, V	1

Objective	Who?	Year
4. Review current state regulations governing UST's and consider establishment of a bylaw requiring registration of underground storage tanks (UST's) in the Water Resource Protection overlay district	BLC, CC, WD	3
5. Identify and locate all active private wells in town to determine if they are threatened by known environmental contamination.	CC	3-4
6. Continue to Hold hazardous waste disposal days to gather empty paint cans and other household pollutants.	V, RC, BS	1-5
7. Establish reduced road salt/sand and reduced herbicide policy.	HD, CC	1
<b>B. Engage in public education regarding household contaminants, septic systems, fertilizers, pesticides, and other threats to water quality.</b>		
1. Hold lectures and provide pamphlets to educate homeowners regarding recycling, solid waste disposal, and other threats to water quality	CC, BH, RC, V	1-5
2. Promote community participation in environmental protection programs.	CC, V	1-5
3. Work with water districts to include information about the use of non-toxic cleaners, alternatives to herbicides and pesticides, etc. in the annual water district mailings.	CC, WD	1-5
4. Facilitate communication & coordination between municipal water districts.	BS	1-5
<b>C. Monitor lakes, their drainage basins, and retention systems to ensure proper management.</b>		
1. Expand lake management efforts by working with existing lake and pond associations on such matters as weed control.	CC, LA, V	1-5
2. Educate lake homeowners on importance of reducing fertilizers and maintaining septic systems.	CC, LA, BH	1-5
<b>D. Certify vernal pools and monitor habitats of rare wildlife to ensure protection.</b>		
1. Protect known rare habitats in town through easements, acquisitions, and donations.	OSRC, PB, CC	1-5
2. Catalog important rare species of plants and animals in town by working with Massachusetts Association of Conservation Commissions (MACC) or the Audubon Society to coordinate annual spring walks to inventory animals, insects, fish, plants, and trees.	CC, EX, V	1-5
3. Work with volunteers to identify and remove invasive species.	CC, V	1-5
4. Certify known vernal pools for enhanced protection through training of local volunteers and students	CC, V, EX	1-5
5. Work with Worcester Regional Airport to protect habitat of endangered Henslow's sparrow and threatened grasshopper sparrow, including review of Massachusetts Association of Conservation Commissions airport vegetation guide for conservation commissioners.	CC, EX, V	1-5
6. Work with NHESP to develop guidelines that protect Eastern box turtle wood turtle on right-of-ways, roadsides, and other state properties on and near wood turtle habitat.	CC, PB, HD	1-2

Objective	Who?	Year
7. Consider adoption of a local vernal pool protection bylaw	CC, PB, BLC	
<b>E. Use town website, local cable access channel, and other forms of publicity to increase environmental and conservation awareness.</b>	ALL	1-5
1. Post Open Space and Recreation Plan Update draft for feedback, and final plan once approved.	OSRC	1
2. Post printed material about lawn treatments, rare and endangered species, and any other materials developed for seminars and workshops.	ALL	1-5
3. Create poster-sized watershed maps to display in the town hall, public library, and schools, showing Leicester's location within three watershed and describing the watershed regions.	OSRC, CC, CMRPC	3
<b>F. Promote linkages between various resource lands and opportunities that exist, such as greenbelts which criss-cross Leicester and link with neighboring communities, to provide wildlife corridors and/or trail networks.</b>		
1. Visit owners of parcels in key areas. Describe the purpose of the effort and ask for suggestions regarding how these links might be created.	OSRC	2
2. Incorporate this objective into the town's land use regulations and development and review and permitting process.	BS, OSRC, PB, CC	1-5
<b>G. Preserve and protect prime farmlands.</b>		
1. Promote Chapter 61A tax abatement programs.	PB, CC	1-5
2. Promote the Massachusetts Agricultural Preservation Restriction Program.	PB, CC	1-5
3. Educate farm owners and workers in better waste management policies.	BH, V	2 & 4
4. Promote a "buy local" campaign for agriculture; incorporate into weekly farmer's market on Town Commons (in season).	BS, CC	1-5
<b>H. Preserve and protect forested blocks from further fragmentation.</b>		
1. Promote Chapter 61 tax abatement programs.	PB, CC	1-5
2. Provide seminar on forest protection and wildlife enhancement to owners of large areas of land.	EX, CC, OSRC	3 & 5
3. Educate private forest owners regarding the protection and sustainable management of woodlands.	EX	3 & 5

**GOAL 2: Provide, maintain, and improve diverse recreation opportunities that meet the needs of Leicester's growing population**

Objective	Who?	Year
<b>A. Increase public awareness of existing recreational facilities.</b>		
1. Develop a one-page, easily reproduced flyer showing the location of recreational facilities in and around Leicester; distribute to residents and post on the Town's website	PR, OSRC, V	1

Objective	Who?	Year
<b>B. Incorporate resident input into planning for and improvements to existing facilities.</b>		
1. Review OSRP survey results.	OSRC, PR	1
2. Recruit volunteer resident community members to participate in Hillcrest ad hoc committee activities.	OSRC, PR, AH	1
<b>C. Evaluate existing recreational opportunities and identify gaps in service.</b>		
1. Conduct a level-of-service analysis (based on Statewide Comprehensive Outdoor Recreation Plan) to determine guidelines for planning active recreational facilities.	PR, EX, OSRC	3
2. Create a master plan for improvements to existing facilities and development of new facilities.	PR, EX	3 & 4
3. Improve existing fields with volunteers.	PR, V	1-5
<b>D. Develop active and family-oriented recreation facilities in proximity to villages.</b>		
1. Conduct surveys in dense neighborhoods to assess specific recreation needs.	OSRC, PR	2 & 4
2. Conduct inventory of tax title lands and explore possibility of using a selection from these parcels as small parks, distributed as needed.	AO, PB	1-5
3. Expand the availability of existing ballfields and improve their condition by identifying land required and funding projects to meet project needs	RC, BS, PB, OSRC, SD	
<b>E. Coordinate management and maintenance program for existing facilities.</b>		
1. Identify responsibilities for management of existing facilities.	PR, HD	2
2. Create a management and maintenance plan for each public recreation facility, including field use schedules for times of optimal use and rest	PR, OSRC, V	2 & 3
3. Increase personnel and budgets to ensure an ongoing maintenance program.	BS	1-5
<b>F. Continue to expand recreational opportunities at Burncoat Park.</b>		
1. Work with resident and regional educators to utilize this facility as an outdoor classroom.	SD, EX, V	1-5
2. Reestablish swimming programs at the Town Beach.	BS, PR	1-2
3. Improve trails at Burncoat Park for special needs access and access for the elderly.	PR, OSRC, V	2-4
4. Investigate the possibility of conversion of a portion of Burncoat Park to active recreational use for soccer and baseball	PR, BS, CC, PB	1-2
<b>G. Map existing trails in town.</b>		
1. Inventory and catalog existing trails in town (consider resident volunteer program to collect GPS data)	PR, V	1-3
2. Maintain public access to trails on private lands through trail easements, conservation restrictions, or other protective measures.	OSRC, V	3-5

Objective	Who?	Year
3. Work with private landowners to develop a policy for usage of trails on private lands.	OSRC, PR	1-3
<b>H. Develop new local and regional trails for walking, hiking, and biking.</b>		
1. Develop a comprehensive trail plan in coordination with the regional planning agency.	OSRC, PR, EX	1-2
2. Create trails connecting schools to parks and to each other.	PR, SD, V	2-5
3. Work with Leicester's Snowmobile Club to see if existing snowmobile trails could be used for hiking off-season.	PR, OSRC	1
4. Work with the City of Worcester to complete the Tatnuck Bike Trail	OSRC, PR, V	3-5
5. Work with BRVNHC to develop the Midstate-Worcester Connector Trail.	OSRC, PR, V	3-5
6. Work with City of Worcester to examine possibility of hiking in Worcester water protection area (Look at Quabbin Reservoir recreation guidelines as a model)	OSRC, EX	2
<b>I. Work towards bringing all facilities into compliance with the Americans with Disabilities Act (ADA)</b>		
1. Conduct an inventory and assessment of current facilities as to their universal accessibility in compliance with the Americans with Disabilities Act.	PR	1-2
2. Plan revisions for priority facilities.	PR	2-3
3. Identify and apply to funding sources to make facilities accessible in priority order.	PR, V	1-5
<b>J. Plan for viable long-term use of the Hillcrest Country Club</b>		
1. Seek funding for emergency repairs to the Club House	BS	1
2. Continue to hold regular meetings of the Hillcrest Conservation Management Group and the Long-term planning Committee	BS, AH	1-5
3. Research options for the best possible long-term use of the various Hillcrest parcels to ensure long-term financial viability while protecting the watershed and outdoor recreational opportunities.	BS, AH, PB, CC, PR, EX	1-3

**GOAL 3: Preserve and improve the quality, character, and health of Leicester's community and environmental resources by remediating degraded lands, protecting common resources, and preserving cultural heritage.**

Objective	Who?	Year
<b>A. Compile a list of lands of conservation and recreation interest.</b>		
1. Work with Assessor's Office to develop a database of lands of conservation and recreation interest, including town-owned and private lands.	AO, OSRC, PB	1-2
2. Identify and update degrees of protection, condition, and accessibility needs for town-owned lands.	AO, OSRC, PB	1-5

Objective	Who?	Year
3. Develop criteria for prioritizing parcels for acquisition to fulfill recreation and conservation needs and a protocol for how the town would consider using its right-of-first-refusal (or assigning the right to a conservation land trust or conservation agency) regarding Chapter 61 properties	OSRC, CC, RC	1
4. Review tax title properties for potential open space, conservation, or recreational value prior to selling properties	BS, PB, CC, PR	1-5
<b>B. Preserve and protect prime farmlands in Leicester.</b>		
1. Prioritize parcels under Chapter 61A for future acquisition.	PB	1-2
2. Encourage prime farmland owners to protect these parcels through conservation restrictions or sale of development rights.	PB, CC	2-5
<b>C. Review Zoning Laws and Subdivision Regulations in Leicester to ensure sufficient flexibility and capability to protect open space.</b>		
1. Explore alternative development patterns that reduce lot sizes in exchange for protected open space.	PB	2
2. Amend Recreational Development (RD) Bylaw to better protect recreational areas	PB, PR	2
3. Consider changes to the Subdivision Regulations to reduce impervious surface and/or increase open space in new subdivisions	PB	3
<b>D. Ensure that all appropriate town entities are involved in protecting natural resources and acquiring open space.</b>		
1. Coordinate communication between town boards, commissions, and committees, especially the Conservation Commission, Parks and Recreation Commission, Planning Board, and Open Space and Recreation Committee.	BS	1-5
2. Distribute lists of tax title lands to all town departments for review to see if they could meet the town's OSRP needs.	BS	1
<b>E. Develop appropriate bylaws and design guidelines to protect character of historic districts.</b>		
1. Develop Historic District design guidelines for villages.	HC, EX	1-2
2. Create a design review board to review new construction and additions to buildings.	HC, PB	2
3. Create a demolition delay bylaw.	PB, BLC	2
4. Implement a local option property tax assessment, which provides a tax savings to historic property homeowners who rehabilitate their property according to appropriate historic standards.	PB	3
<b>F. Develop appropriate bylaws to protect natural resources.</b>		
1. Review site plans for subdivisions, multi-family housing projects, commercial and industrial projects. Consider how project would impact circulation, noise, design, water pollution, scenic views and natural topography, and establish open space and recreation provisions.	PB	1-5
2. Create a slope and elevation protection bylaw to protect ecologically fragile hillsides from new development.	PB, BLC	4-5



Objective	Who?	Year
3. Revise local wetland bylaw to better protect natural resources and to provide a funding source for Conservation Commission	CC, BLC	1-2
<b>G. Improve degraded lands</b>		
1. Work with private owners to address brownfield cleanup on the four brownfield sites in town.	BH, CC	1-5
2. Work with Historical Commission and Historical Society on the rehabilitation of millponds.	HC, CC, V	2-4
3. Identify reuse potential for future recreational use of capped landfill.	CC, BH	4-5
<b>H. Protect important cultural landmarks, including historic neighborhoods.</b>		
1. Continue work with the BRVNHC / MDC and Recreation's Heritage Landscape Program Inventory Program to identify and document heritage landscapes.	V, HC	1-2

**GOAL 4: Build a strong constituency of open space and recreation advocates through education and collaborative partnerships.**

Objective	Who?	Year
<b>A. Use Leicester's Town Common and/or other Town properties for activities that foster community involvement</b>		
1. Hold weekly farmer's market in season.	BS, V	2-5
2. Continue to hold concerts in summer, July Fourth Arts and Crafts Festival, Harvest Fair, and Mother's Club Apple Festival.	BS	1-5
3. Consider holding a town-wide "Field Day" at Hillcrest.	PR, V	1-5
<b>B. Use the town website and library to report OSRP survey results and recruit volunteers to take on activities that most interest them.</b>		
1. Identify volunteer opportunities (e.g., funding research, grant writing, trail mapping, park clean-up)	OSRC	1
2. If volunteer recruitment is unsuccessful, seek funding to fund staff time and direct costs.	OSRC	2-5
3. Create town Volunteer Coordinator position.	BS	1
<b>C. Educate landowners about the advantages to placing conservation restrictions on land.</b>		
1. Send a letter to landowners with more than 10 acres of undeveloped land publicizing the town's goal of conserving natural and cultural resources for current and future generations of residents; provides a clear method for contacting and negotiating with the town concerning their land.	PB, OSRC, CC	3
2. Hold a minimum of 3 lectures each year on environmental issues such as rare and endangered species, vernal pools, and conservation restrictions, and provide informational pamphlets at town functions.	PB, OSRC, EX, CC	1-5

# APPENDIX C: CAPITAL IMPROVEMENT PLAN

**ARTICLE 18 - 5 YEAR CAPITAL PLAN AND 2009 CAPITAL BUDGET**

<b>L i n e</b>	<b>Dept</b>	<b>5-year Capital Improvement Program - Projects &amp; Equipment</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
		<b>Schedule I - Detail Capital Plan by Department</b>					
1	DPW-Hwy	Purchase dump truck	119,000				
2	DPW-Hwy	Purchase dump truck		121,000			
3	DPW-Hwy	Purchase 1 ton dump truck w/ plow		47,000			
4	DPW-Hwy	Purchase 1 ton dump truck w/ plow				47,000	
5	DPW-Hwy	Catch basin cleaner unit			145,000		
6	DPW-Hwy	New Mower	15,000				
7	Fire/EMS	EMS Headquarters Station		4,500,000			
8	Fire	New Truck for Forestry Unit	45,000				
9	Police	Purchase 2 new detective units					
10	Library	Slate roof maintenance	50,000				
11	Sch-Caf. Comb.	Expansion of serving areas - (Primary, Middle & Memorial)		34,500			
12	Sch-All	Energy management (Primary & Middle)		10,000	30,000	30,000	
13	Sch-All	Roof repair/replacement (Middle)		214,000			
14	Sch-All	Roof repair/replacement (Primary)	340,000				
15	Sch-All	Storage facility		70,000			
16	Sch-All	Windows (Central Office)	12,600				
17	Sch-All	Irrigation Expansion		20,000			
18	Sch-All	Replacement tractor		32,000			
19	Sch-All	Snowblower/lawn machine		30,000			
20	Sch-All	Purchase 1 ton dump truck w/ plow					
21	Sch-Comb.	Classroom renovation (Middle & Memorial)		14,000	14,000	14,000	14,000
22	Sch-Comb.	School Door replacement (Memorial)	20,000				
23	Sch-Admin	Roof replacement	10,000				
24	Sch-Admin	New Building (Est cost 450,000- sale of current structure est 350K)	100,000				
25	Sch-Admin	Generator		65,000			
26	Sch-High Sch.	Bleacher system, athletic fields		145,000			
27	Sch-High Sch.	Computer room air conditioning		75,000			
28	Sch-High Sch.	Interior partitions		15,000			
29	Sch-High Sch.	Roof study/repair/replacement					
30	Sch-Middle	Heating convector replacement - Middle School		240,000			
31	Sch-Middle	Reconstruction of cement walkways	10,000				
32	Sch-Middle	Replace driveway/parking lot	75,000				
33	Sch-Middle	Boiler study & asbestos abatement study		10,000			
34	Sch-Memorial	Parking lot resurfacing	25,000				
35	Sch-Primary	Window replacement	75,000	75,000			
36	Sch-Primary	Parking lot resurfacing	25,000				
37	Selectmen	Town Hall Renovations - design and construction	9,000	50,000	541,000		
38	Selectmen	Rawson Street bridge	50,000				
39	Selectmen	Underground fuel Storage tank replacement	85,000				
40	Selectmen	new copy machine/printer		10,289			
41	Town Clerk	New voting machines	26,600				
42	THBC	Town Hall boiler replacement		350,000			
43	THBC	Town Hall window/door replacement			150,000		
44	CIPC	Expected life study (all town owned facilities)	15,000				
45	EMS	Cardiac monitor replacement	38,500				
46	EMS	new ambulance			110,000		
		<b>Total Projects and Equipment (Gross)</b>	<b>\$1,145,700</b>	<b>\$6,127,789</b>	<b>\$990,000</b>	<b>\$91,000</b>	<b>\$14,000</b>
<b>SELECTMEN'S RECOMMENDED FY'2009 CAPITAL BUDGET - ARTICLE 18</b>							
		# 41 - Town Clerk - new voting machines	27,000				
		# 45 - EMS - replace cardiac monitors	39,000				
		<b>TOTAL</b>	<b>66,000</b>				

# APPENDIX D: PUBLIC FORUMS & COMMENTS

Leicester Master Plan Update

# Economic Development Public Meeting

We need **YOUR INPUT** on the future of our  
community's economy!

TELL US what types of businesses and  
industries you would like to see in town and  
where they should be.



**When:** Wednesday, November 28th at 7:00PM

**Where:** Leicester Town Hall - Meeting Room 3



Refreshments will be provided

Meeting Hosted by the Leicester Master Plan Committee  
and the  
Central Massachusetts Regional Planning Commission



Phone: 508-892-7019  
FAX: 508-892-7064

**TOWN OF LEICESTER**  
**PLANNING BOARD**  
**3 Washburn Square**  
**LEICESTER, MASSACHUSETTS, 01524-1333**

**Economic Development**  
**Community Forum**  
**11/28/07**  
**7:00PM**

**Agenda**

- 1. Welcome & Refreshments**
- 2. Introduction**
- 3. Overview of Leicester Labor Force & Employment Data**
- 4. Goals/Accomplishments from 2000 Master Plan  
(focused on Zoning Activity)**
  - A. Goals from 2000 Plan**
  - B. Zoning as a Development Tool**
  - C. Overview and Comment on Zoning (particularly changes since 2000)**
- 5. General Economic Development Questions/Discussion**
  - A. Advantages & Disadvantages of Economic Development**
  - B. Preferred Types & Locations of Businesses**
  - C. Economic Development Strategies, Ideas, & Comments**
- 6. Closing Remarks**

# Economic Development Public Forum 11/28/07

## Summary of Responses

### Zoning Comments

- HB-1 District requires too much frontage/too large lot size
- Developers not aware of zoning changes and availability of land for commercial use in Leicester
- More flexible zoning and other regulatory tools will encourage economic development
- Businesses uses allowed in Leicester's districts may not be supported by demographics/market
- Should cater to businesses types that are more appropriate for the Town's character

### Economic Development Advantages:

- Businesses that serve local needs (i.e. movie theater)
- Increase tax base
- Increases opportunities for public transit

### Economic Development Disadvantages:

- Support services needed for large retail, e.g Wal-Mart (particularly Police)
- Increased traffic
- Vacant buildings in businesses don't succeed
- Public transit may not serve local residents and increases town costs

### Business Type Preferences

Participants were asked to indicate their top 3 preferences for Retail & Services and their top 3 preferences for Industrial/Office Parks (by placing a dot next to the business type on a poster). The numbers below reflect the total number selected in each category.

#### **Retail & Services**

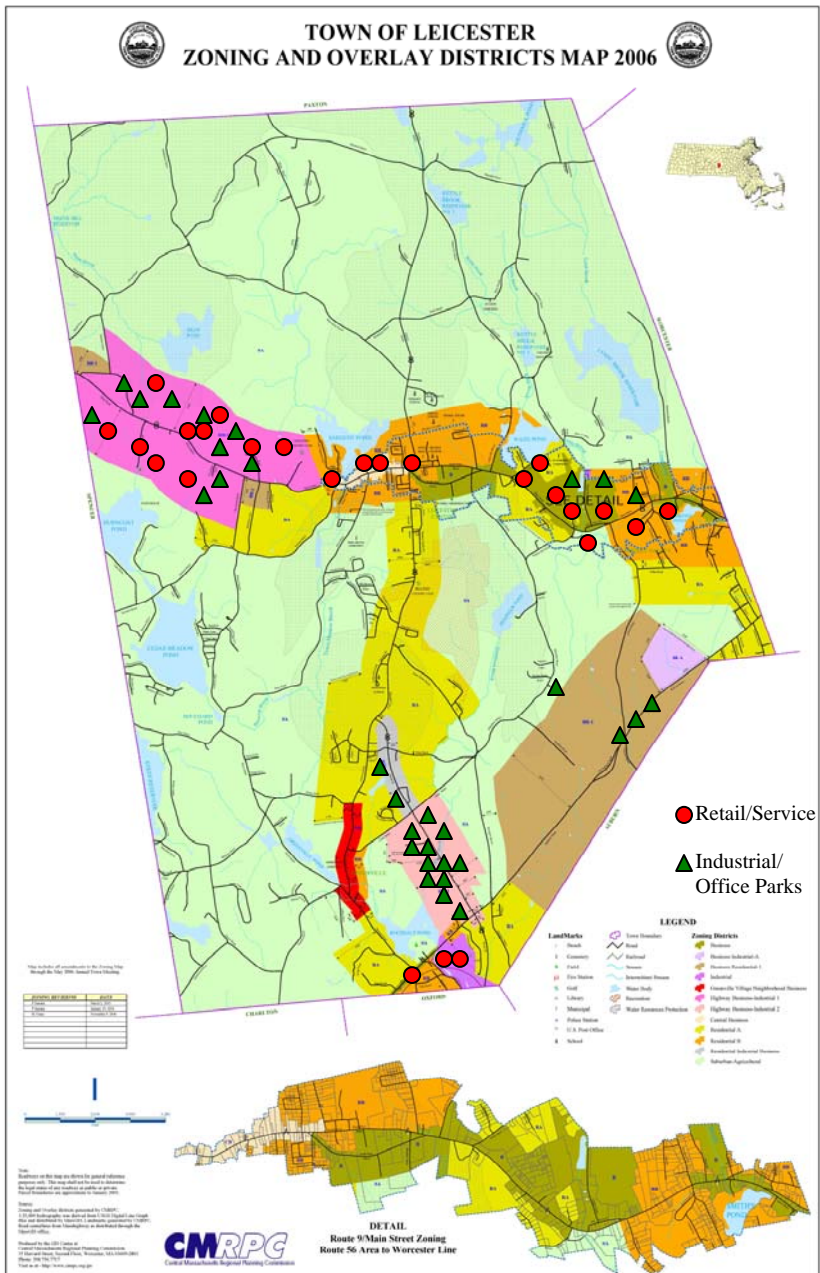
Small-scale retail stores	5	Fast food establishments	1	Hardware/home improvement stores	1
Large-scale retail stores	1	Restaurants	9	Clothing stores	0
Services (dry cleaners, printers, tailors, etc.)	3	Movie theater	11	Professional services (doctor's office, lawyer's office, etc.)	13

#### **Industrial/Office Parks**

Light manufacturing	7	Research & development	7	Office parks	12
Heavy manufacturing	0	Freight shipping	0	Warehouse/storage	3
Medical research	9	Biotechnology	10	Defense industries	1

## Locational preferences:

Participants were asked to indicate their preferred locations for retail uses and light industrial/office park uses on a map of Leicester. See map below for results:





## Questionnaire Results:

The questionnaire listed goals from the 2000 Master Plan. Participants were asked to rank their top 3 choices (with 1 being highest priority). The numbers below reflect the total numbers for each goal (for example 2 people ranked tax incentives their top priority, 1 person ranked it second, and 1 person ranked it third)

GOAL	RANK			Total Responses	Weighted Average
	1	2	3		
Tax Incentives for Business Owners	2	1	1	4	1.8
Regular Town Contact with Large Business Owners	3	4	2	9	1.9
Work with Blackstone Valley National Heritage Corridor Commission for Marketing & Economic Development Planning	5	3	1	9	1.6
Review Town owned parcels & structures for potential sale for economic development	2	1	6	9	2.4
Demolish vacant buildings to promote reuse	2	3	1	6	1.8
Reduce/consolidate the number of Zoning Districts	1	0	3	4	2.5

### Other Responses (with rank in parentheses):

- Be Proactive with water & sewer (1)
- Contact larger property owners (2)

### Other Ideas/Comments Related to Economic Development?

1. Target businesses that do not drain public services. Limit retail and market the Town's favorable tax rate to business.
2. The water & sewer must come under the town and expand so that new areas can be developed. We need to have the owners of property ask realistic prices for their property.
3. Keep zones same maybe at 56 North next to airport. Limit retail especially large companies.
4. Funding for Economic Development Committee
5. Expand the parameters of economic development to include encouraging community supported agriculture, forest management, recreational land preservation.

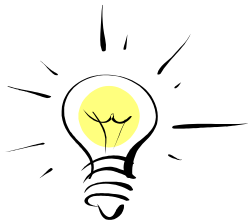
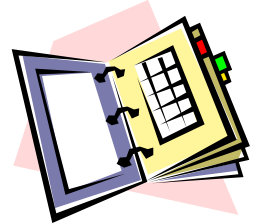
## Attendance, 11/28/07 Public Forum

<b>Name</b>	<b>Affiliation</b>
Friedman, Debra	Planning Board
Wright, Bill	Planning Board
Nist, Sharon	Planning Board
McNaboe, John	Planning Board
Zagorski, Lee	Board of Selectmen/ Leicester Business Association
Antanavica, Rick	Board of Selectmen
O'Conner, Darlene	Board of Health
Higginbottom, Christine	Resident
Craven, Bruce	Resident
Hathaway, Vaughn	Zoning Board of Appeals
Cote, Ed	Advisory Board
Wood, Tom	Highway/Fire
White, Olney	Resident
Taylor, Vic	Leicester Business Association
Friedman, Ken	Resident
Parliament, Kurt	Moose Hill
Unknown	Resident

# Leicester Master Plan Update

## Public Meeting

Learn about the Master Plan process  
and SURVEY RESULTS!



SHARE your thoughts, ideas, and  
concerns about the Town of Leicester

We need YOUR INPUT on the future  
of our community!



---

PLEASE JOIN US:

When: Wednesday, April 30th at 7:00PM

Where: Leicester Town Hall - Meeting Room 3



Refreshments will be provided

Meeting Hosted by the Leicester Master Plan Committee  
For questions, contact Michelle Buck, Leicester Town Planner, at  
508-892-7019 or [buckm@leicesterma.org](mailto:buckm@leicesterma.org)



Phone: 508-892-7019  
FAX: 508-892-7064

**TOWN OF LEICESTER**  
**PLANNING BOARD**  
**3 Washburn Square**  
**LEICESTER, MASSACHUSETTS, 01524-1333**

**Master Plan**  
**Community Forum**  
**4/30/08**  
**7:00PM**

**Agenda**

- 1. Welcome & Refreshments**
- 2. Master Plan Update**
  - Overview of Master Plan Process
  - Leicester Population & Housing Trends
  - Survey Results
- 3. Discussion/Question & Answers**
- 4. Closing Remarks/Next Steps**

## Master Plan Meeting 4-30-08

### What is a Master Plan

- A comprehensive plan to guide future physical development of a community.

### Required Master Plan Elements:

1. Goals
2. Land Use
3. Housing
4. Economic Development
5. Natural & Cultural Resources
6. Open Space & Recreation
7. Public Facilities
8. Transportation
9. Implementation

### Why prepare a Master Plan?:

- Helps Town to plan for future land use priorities
- Provides the basis for zoning
- Focuses Town planning efforts on specific goals & tasks

### Accomplishments...

- Updated Commercial Zoning throughout Leicester
- Senior Village Developments
- Accessory Apartments
- Better watershed protection
- Larger Residential Lot Sizes
- Adaptive Reuse Bylaw

### Master Plan Update Process:

- Most work will be done “in-house”
- Grant from CMRPC for Economic Development Chapter
- Public involvement: survey, public forums, & regular meetings

### Current status:

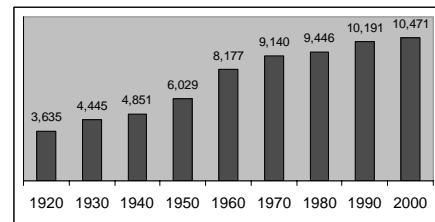
- Economic Development Chapter near completion
- Draft Housing Chapter
- Updated population data

### Recent Planning studies:

1. Open Space Plan
2. Route 9 Corridor Study (Transportation)
3. Heritage Landscapes Inventory (Historic Resources)

## Leicester Population & Housing Trends

### Leicester Population 1920-2000



Population is projected to be 11,000 by 2010, and 12,000 by 2030.

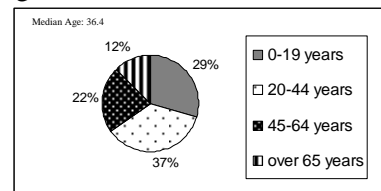
Population Size and Percent Change – Leicester & Comparable Communities 1980-2000

Year	Charlton	Dudley	Leicester	Oxford	Spencer	Uxbridge	Webster
1980	6,719	8,717	9,446	11,680	10,774	8,374	14,480
2000	11,263	10,036	10,471	13,352	11,691	11,156	16,145
% Change	68%	15%	11%	14%	9%	33%	11%

Most of the increase was between 1980 and 1990. Leicester's population increased by only 3% between 1990 & 2000.

Source: US Census Bureau

### Age of Leicester Residents, 2000

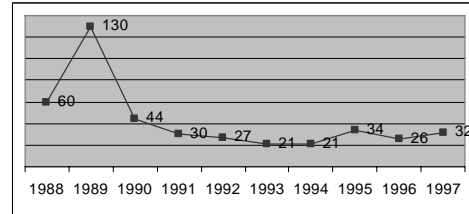


Leicester's over-65 population (12%) is slightly lower than state (13%)

## Other Population Characteristics, 2000

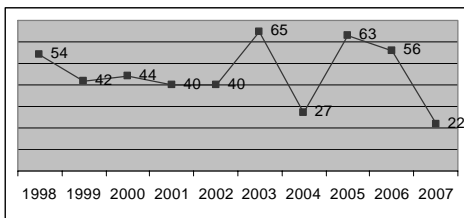
	Leicester	Massachusetts
• % White	97%	87%
• Median Household Income	\$55,039	\$50,052
• Living in same house in 1995 & 2000	68%	59%
• Average Household Size	2.73	2.51
• Households with persons under 18	38%	33%
• Bachelors Degree or Higher	20%	33%
• Poverty Rate	4%	9%

## Housing Units Authorized by Building Permits, 1988-1997



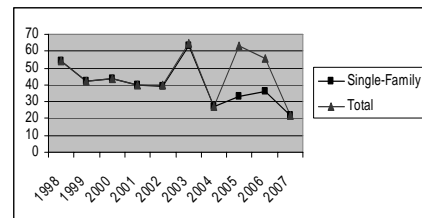
10 year average of 42.5 units/year

## Housing Units Authorized by Building Permits, 1998-2007



10 year average of 45.3 units/year

## Housing Units Authorized by Building Permits, 1998-2007



2005 & 2006 permits included senior housing units

## Leicester Master Plan Survey

### Master Plan Survey Overview:

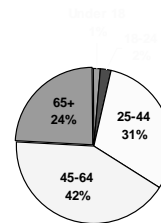
- 25 Questions Covering all aspects of Master Plan
- Distributed to all households through insert to Spencer New Leader & online
- 10% response rate (426)
- 61% paper/39% online

### Who filled out survey?:

- Over 58% of respondents have lived in Town more than 20 years
- Almost 90% of respondents own their home

#22 & #23

### Who filled out survey?:



#17

### Who filled out survey?:

- 38% of respondents had children under 18 in their household
- 97% of respondents are high school graduates or higher

#19 & #21

### What do people like about living in Leicester?:

1. Small Town Character (57%)
2. Convenient Location (48%)
3. Family Ties/Low Crime Rate (each 33%)

#1

### What do people dislike about living in Leicester?:

1. Lack of retail shopping opportunities (33%)
2. Lack of Recreational Opportunities (31%)
3. Excessive Development/Traffic (each 30%)

#2

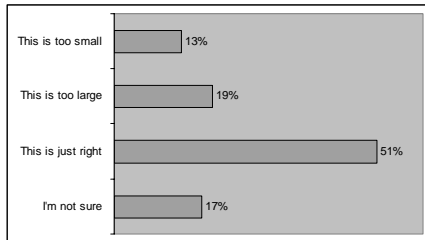
### What types of housing do people want in Leicester?

1. None (43%)
2. Elderly Housing (25%)
3. Single-family (22%)

#3



### Comment on 80,000 s.f. minimum lot size...



#4

### What is the greatest housing-related concern?

1. Strain on Public Services (31%)
2. Loss of Open Space (19%)
3. Too much housing being constructed (17%)

#5

### Commercial Uses...

1. Increase?
2. Decrease?
3. No change?

#6

### What types of business do people want to increase?:

- Restaurants (73%)
- Small retail stores (70%)
- Professional services (60%)

#6

### What types of business do people want to decrease?:

- Large retail/"big box" stores (26%)
- Industrial development (23%)
- Fast Food (18%)

#6

### What types of business do people want no change?:

- Office Parks (55%)
- Tourism-related businesses (53%)
- Fast-food restaurants (47%)

#6

What are the benefits/drawbacks of commercial development?:

Benefits:

- More tax revenues (65%)
- More in-town jobs (60%)

Drawbacks:

- More traffic (79%)
- Loss of Open Space (56%)

#7 & 8

Ratings of Town Departments:

■ Fire	■ Conservation Commission
■ Police	■ Zoning Board of Appeals
■ Highway	■ Board of Selectmen
■ Board of Health	■ Library
■ Building Inspector	■ School Department
■ Planning Board	

#10

Ratings of Town Departments:

- Excellent
- Good
- Fair
- Poor
- Don't Know/No experience with this Department

#10

Top 3 Town departments\*

1. Police (96% excellent/ good)
2. Fire/Library (87% excellent/ good)
3. School Dept (76% excellent/ good)

\*Not including respondents unfamiliar with department

#10

**Bottom 3 Town Departments\***

- Conservation (49% excellent/ good)
- ZBA (50% excellent/good)
- Selectmen/Planning (51% excellent/good)

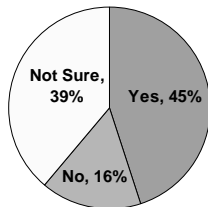
\*Not including respondents unfamiliar with department

#10

Consolidation of water & sewer districts into one Town Department?:

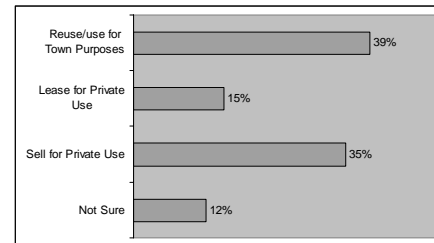
#12

### Consolidation of water & sewer districts into one Town Department?:



#12

### Strategies for vacant Town-owned land & buildings?:



#13

### Potential uses of Town-owned properties?:

1. Parks & Recreation (85%)
2. Open Space (79%)
3. Town Offices/other Town use (73%)

#14

### Support for Land Use Initiatives?:

1. Local Historic Districts
2. "Cluster" or Open Space Bylaws
3. Community Preservation Act

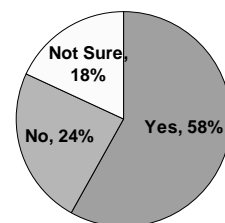
#9

### Local Historic Districts...

- can help to protect historically-significant structures & landscapes
- provide more protection than National Historic Districts

#9

### Local historic districts



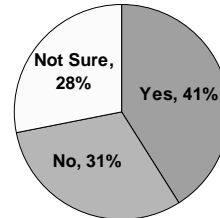
#9

### **"Cluster" or Open Space Development Bylaws...**

- allow smaller residential lot sizes in exchange for the permanent protection of open space
- have failed at Town Meeting at least 3 times in Leicester

#9

### **"Cluster"/Open Space Bylaws**



#9

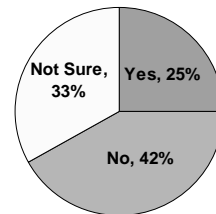
### **Community Preservation Act**

**Local property tax surcharge that provides a funding source for:**

- Open space protection
- Historic preservation
- Affordable housing

*Most commonly used for protection of open space*

### **Community Preservation Act**



#9

### **Support for specific projects?**

Answer Options	Yes	No	Not Sure
• Renovation of the Town Hall upper floor for school administrative offices	70%	16%	14%
• Conversion of a portion of Burncoat Park to athletic fields	73%	17%	10%
• Conversion of the Town-owned Hillcrest Golf Course to athletic fields	54%	34%	12%
• Development of Moose Hill Reservoir as a Town water supply	65%	8%	27%
• Construction of a new Fire Station in Leicester Center	59%	22%	19%

#15

### **How should Leicester prioritize planning efforts over the next 5-10 years?**

- Survey asked respondents to address 5 broad categories, and indicate if each should be high priority, moderate priority, or low priority.

#16

## Planning Priorities (ranked in order):

1. Protect Natural Resources
2. Improve Transportation Systems
3. Expand/Improve Recreational Facilities
4. Protect Cultural & Historical resources
5. Promote increased Commercial development

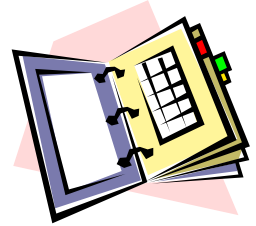
#16



"We usually do our long-range planning at the last minute."

# Leicester Master Plan OPEN HOUSE

Learn about the Master Plan process  
and RECOMMENDATIONS!



SHARE your thoughts, ideas, and  
concerns about the Town of Leicester

We need YOUR INPUT on the future  
of our community!



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PLEASE STOP BY:

When: Saturday, April 4th 10:00AM - 2:00PM

Where: Leicester Senior Center - 40 Winslow Ave



Refreshments will be provided

Meeting Hosted by the Leicester Master Plan Committee  
For questions, contact Michelle Buck, Leicester Town Planner, at  
508-892-7019 or [buckm@leicesterma.org](mailto:buckm@leicesterma.org)

The draft Master Plan is available for public review in the Town Clerk's Office, the Library,  
and online at <http://www.leicesterma.org/planning/masterplan/masterplan.htm>

APPENDIX E:  
STATUS OF 2000 MASTER PLAN  
ACTION ITEMS

## 2000 Master Plan Action Items

<b>Updated 2/2009.</b>			
<b>Goal #</b>	<b>GOAL</b>	<b>RESPONSIBLE DEPARTMENT</b>	<b>CURRENT STATUS</b>
<b>Land Use-Zonng</b>			
L1	Delete the Site Plan Review requirement for limited frontage lots and wireless communication facilities.	Planning Board	Completed for Limited Frontage Lots, 5-03.
L2	Amend the Recreation Development Zone to allow the Planning Board discretion in the site planning process.	Planning Board	Not completed, but Town purchased the only parcel which is affected by this zoning designation
L3	Allow sign permits to be issued by the Building Inspector.	Planning Board	Updated Sign Bylaw passed over 11/03, defeated 5/04.
L4	Require an annual phased growth by-law compliance report to be issued by the Building Inspector.	Planning Board	Not completed
L5	Set a minimum number of off-street parking spaces required for new industrial uses, commercial uses and apartment or condominium uses.	Planning Board	In progress. May 2006 zoning amendment allowed PB the authority to adopt detailed Parking Regulations. Regulations have not yet been completed.
L6	Require visitor designated off-street parking spaces for the uses in #5 in addition to the parking minimums.	Planning Board	See item above.
L7	Require loading spaces for commercial and industrial areas with adequate ingress and egress.	Planning Board	See item above.
L8	Develop uniform sign regulations and establish an amortization period for old non-conforming signs to be removed.	Planning Board	Updated Sign Bylaw passed over 11/03, defeated 5/04.
L9	Add property maintenance standards for residential areas to eliminate unsightly materials storage and inoperable vehicles.	Planning Board	Not completed
L10	Require trash enclosures for all new developments in commercial, industrial, apartment and condominium land uses.	Planning Board	Requirement added to HB-1 & HB-2, B, NB, & RIB
L11	Require special permits to alter or remove stonewalls 25+ years old within 50' of roadway.	Planning Board	Not completed
L12	Increase lot sizes to at least a minimum of 80,000 square feet in areas in town not on public sewer and located on soils identified as not suitable for septic systems.	Planning Board	Adopted 11-02 Special Town Meeting
L13	Prohibit apartment or condominium uses unless public water and sewer are available.	Planning Board	Not completed
L14	Require fifty (50) foot buffers for the length of the common property line between zone districts when new development is proposed in any zone. Require these buffers be open space with natural trees and vegetation wherever possible.	Planning Board	100 foot buffers required in new HB-1 & HB-2; 50 feet in RIB district.
L15	Add an Historic District overlay zone for historic districts identified in the Master Plan.	Planning Board	Not completed
L16	Add an Airport Noise Compatibility Overlay	Planning Board	Not completed
L17	It is recommended that the overlay zone approach as is traditionally used in Leicester not be used for implementation of the future land use districts in the Master Plan. Instead, it is recommended that density and open space standards be set within the new zone districts as the thresholds for when a development (such as a planned unit residential cluster design) could be proposed.	Planning Board	New districts adopted have not been overlay districts.



## 2000 Master Plan Action Items

Goal #	GOAL	RESPONSIBLE DEPARTMENT	CURRENT STATUS
L18	A comprehensive evaluation and overhaul of existing zoning districts is needed.	Planning Board	Zoning Districts, particularly commercial districts, have been changed significantly. Some districts (e.g., BR-1 & BI-A) should be revised.)
L19	New zoning districts that prohibit residential construction for the Stafford Street corridor, the Route 56 Corridor and the west Route 9 Corridor must be created.	Planning Board	Residential construction prohibited in R9W district adopted 5/02. Residential Construction along Route 56 prohibited 5/04 (HB-2 district).
L20	The Master Plan Action Program summarized at the end of Part IV IMPLEMENTATION should be reviewed for additional recommendations for amendments to the Zoning by-law.	Planning Board	
L21	Require the following statement be added to all Approval Not Required (ANR) Plans prior to their presentation to the Planning Board for endorsement: "No determination of compliance with zoning requirements has been made or intended by this endorsement".	Planning Board	added to Subdivision Regulations 5/03.
L22	Add an expiration period from the time of definitive subdivision approval and endorsement to when the applicant has to have made substantial progress on the subdivision.	Planning Board	Adopted 5/03 (automatic rescission after 5 years)
L23	Add a performance criteria for the release of lots as follows: "No lots shall be released until the base coat of pavement has been installed and inspected to the satisfaction of the Town Engineer."	Planning Board	Adopted 5/03
L24	Require building footprint area and driveway location drawings on definitive plans.	Planning Board	Not completed
L25	Require a narrative as part of the definitive plan submittal from the applicant whenever a waiver from the Subdivision Controls is requested.	Planning Board	Adopted 9/2006
L26	Add standards for parking lot construction and paving.	Planning Board	Paving required in HB-1, HB-2, B, and RIB. No specific construction standards.
L27	Delete the range of intersection angles and set a 90 degree standard for the Town; the waiver procedure will serve anyone who feels a hardship.	Planning Board	Not completed
L28	require subdivisions with ANR lots in the vicinity owned by the same applicant to provide an overall plan to the Board	Planning Board	Changes to phased growth bylaw to address this issue adopted 11-02
L29	require evidence that all new lots in a subdivision comply with zoning prior to accepting the application	Planning Board	Cannot require prior to submittal. Planning Board can notify applicant's of zoning problems, and encourage applicant to modify or withdraw plan (otherwise PB forced to deny).
L30	enforce the granite curbs requirement	Planning Board	granite curbs required on turnarounds
L31	proceed cautiously when slope or grade waivers are proposed and enforce the additional drainage requirements in the few cases where waivers are granted	Planning Board	This is being implemented

## 2000 Master Plan Action Items

Goal #	GOAL	RESPONSIBLE DEPARTMENT	CURRENT STATUS
L32	Require applicants meet the Protection of Natural Features and the Environmental Narrative (should include information such as a verified wetlands map). Use third-party preparer.	Planning Board	Partially addressed. Requirement that wetlands be shown on definitive plans adopted 5/03.
<b>Circulation (Transportation)</b>			
C1	investigate possible future roadway extensions or connections from Cherry valley in a westerly direction	Planning Board	No action taken
C2	provide for the connection of Hemlock street	Planning Board	No action taken
C3	provide these possible new roadway connections or extensions to the Planning Board to identify opportunities for implementation during the planning review process	Planning Board	No action taken
C4	develop a scenic roads zoning by-law that incorporates the preservation of existing stone walls	Planning Board	Not completed
C5	review traffic calming techniques in the Implementation Section of the Master Plan for ways to relieve traffic impacts when future traffic delays reach unacceptable levels (anticipated to be after 2012)	Board of Selectmen	No action taken
C6	work with the regional planning agency and the state to upgrade the temporary one lane bridge on Rawson Street	Board of Selectmen	Not completed, but the Town has discussed the issue with MHD & CMRPC
C7	consider requirements for frontage roads as diagrammed in the Implementation section of the Master Plan on projects over 10 acres as traffic control and traffic impact mitigation measures, and as incentives for business relocation and expansion	Planning Board	Not completed
C8	require demonstrated progress on roadway and utility construction including streetlights, storm drains and inlets, prior to any lot releases of the last 50% of the approved lots in a subdivision	Planning Board	Projects are more carefully reviewed prior to releases, but this item has not been fully addressed.
C9	develop local regulations that strengthen existing bonding/surety requirements	Planning Board	Improved tracking and Performance Agreement Requirements in place. New Performance Guarantee Section of Subdivision Regulations was adopted 9/2006.
C10	develop new requirements for large scale developments such as bus stop areas and shelters in subdivisions over ten lots, to mitigate anticipated circulation impacts	Planning Board	No specific regulations, but the Planning Board has successfully negotiated these items during review of subdivisions.
C11	require private way extensions to dedicate a minimum of 40 feet right of way to the town, regardless of the existing status of the way being extended, but allow improvements to match the type of improvements in place at the time of extension	Planning Board	This is addressed somewhat on a case-by-case basis because of the great variety in the status of existing roads, but Board will typically require compliance with current standards, unless project is limited due to topographic or other circumstances.

## 2000 Master Plan Action Items

Goal #	GOAL	RESPONSIBLE DEPARTMENT	CURRENT STATUS
C12	require any extension of a private way over 500 feet to provide an emergency turn around per subdivision standards or to the requirements and approval of the Fire Chief	Planning Board	This requirement is strictly enforced by the Planning Board.
C13	develop zoning by-laws for curb cut limitations along arterials for all land uses	Planning Board	Applicable in HB-1 & 2, and RIB (5/02 & 5/04 amendments)
C14	consider alternative driveway arrangements such as reciprocal easement driveway arrangements along arterials	Planning Board	Ongoing, but Planning Board would like to improve authority to require cross-connections
C15	coordinate driveway standards and driveway permitting procedures with the State Highway Department for those arterials which require state permits in addition to local permits	Planning Board	Not completed
C16	review all proposals from the 1992-93 CMRPC Route 9 Corridor Study as outlined in the Master Plan Implementation Section on an annual basis and coordinate all State Highway Department work in Leicester with these proposals, where appropriate	Planning Board	No action taken
C17	review all proposals from the 1992-93 CMRPC Route 9 Corridor Study as outlined in the Master Plan Implementation Section on an annual basis and use site specific recommendations when reviewing new developments or reuse of existing properties	Planning Board	No action taken
C18	review all proposals from the 1992-93 CMRPC Route 9 Corridor Study as outlined in the Master Plan Implementation Section on an annual basis and incorporate the recommendations into the Leicester Capitol Improvement Program where appropriate for future prioritization and funding	Planning Board	No action taken
C19	require sidewalks on all new roadways per the Subdivision Control Act and the Leicester Rules and Regulations, regardless of the status of adjoining property sidewalks	Planning Board	current practice
C20	inventory all locations where sidewalks end abruptly, develop a plan for future sidewalk installation and incorporate the Plan into the Town's Capital Improvement Program (CIP)	Board of Selectmen	Not completed
C21	obtain right-of-way for future use for sidewalks and pedestrian circulation, including school bus stop shelter locations, at every opportunity in the development review process	Planning Board	current practice
C22	Meet with Mass. Highway staff engineers working on Route 9 design and incorporate the recommendations of the Master Plan.	Board of Selectmen	ongoing
C23	Incorporate items not incorporated into Mass. Highway designs for Route 9 into the Towns Capital Improvement Program (CIP).	Board of Selectmen	
C24	Install curve signs (W1-2) on both Route 9 approaches to the McCarthy Avenue intersection and install a side road sign (W2-2) on the eastbound Route 9 approach to the McCarthy Avenue intersection.	Board of Selectmen	
C25	Implement a one-way parking lot access/circulation scheme at the Cheapo Depot.	Board of Selectmen	Not completed

## 2000 Master Plan Action Items

Goal #	GOAL	RESPONSIBLE DEPARTMENT	CURRENT STATUS
C26	Drop posted speed limit on Route 9 westbound, situated at the Worcester/Leicester line from 40MPH to 35 MPH.	Board of Selectmen	
C27	Drop posted speed limit facing Route 9 eastbound, situated between the intersections of Church Street/Bottomley Avenue and Sargent Street/Reservoir Street from 40MPH to 35MPH.	Board of Selectmen	
C28	Stripe and sign the section of Route 9 through the Auburn Street/Old Main Street intersection as a no passing zone.	Board of Selectmen	
C29	implement a one-way flow pattern around St. Joseph's Church.	Board of Selectmen	
C30	Construct a sidewalk along the northern side of Route 9 between Winslow Avenue and Waite Streets.	Board of Selectmen	Not completed
C31	Regrade the northbound approach of Henshaw Street to Route 9 in order to provide a more level pavement surface for vehicles wishing to enter Route 9 flows.	Board of Selectmen	
C32	Install a signal ahead sign (W3-3) on the eastbound approach of Route 9 at the intersection with Route 56.	Board of Selectmen	
C33	Prohibit left turns into Warren Avenue from Route 9 eastbound during the morning peak period (6-9 AM).	Board of Selectmen	Not completed
C34	Install a "Pavement Narrows" sign and the appropriate pavement markings on Route 9's westbound departure lane. Install road dots to guide left turning vehicles through this location.	Board of Selectmen	
C35	Remove the sidewalk behind the War Memorial install high hedge plantings in its place. As an interim step, erect a "Cross at Crosswalk" sign at this location.	Board of Selectmen	
C36	Widen the northbound approach of Route 56 to provide two lanes which would likely require a limited strip of land taking.	Board of Selectmen	Completed
C37	Realign the southbound approach of Route 56 in order to accommodate two full approach lanes and as an attempt to deter the use of Main Street past the Town Hall and Becker College as a way to avoid the Route 9 Route 56 traffic signal.	Board of Selectmen	Completed, although Town would like further improvements to this interesection
C38	Reset existing and install additional granite curbing throughout the southbound approach to Route 56 lso as to better delineate the edge of pavement and site drive locations, as well as separating Route9's travel lances from adjacent sidewalks. Complete the missing section of sidewalk along the eastbound approach of Route 9 to this location. Concurrently complete any necessary	Board of Selectmen	
C39	Install a crosswalk across Route 9 in front of the St. Pius Roman Catholic Church. In addition, erect pedestrian crosswalk warning signs facing each Route 9 approach to this location.	Board of Selectmen	
C40	Install a "Stop" (R1-1) sign and paint a stop line across the Water Street approach to this intersection. Reinstall the existing "Stop" sign facing the Pine Street approach so that the bottom edge of the sign is a minimum five feet above the pavement surface.	Board of Selectmen	
C41	Widen Water Street's approach to Route 9 and install granite curbing with a turning radius appropriate for Leicester's fire fighting apparatus.	Board of Selectmen	
C42	Install an updated icon-style "Fire Station" sign facing the westbound approach of Route 9 to Water Street.	Board of Selectmen	Emergency pre-emption traffic light installed 2006

## 2000 Master Plan Action Items

Goal #	GOAL	RESPONSIBLE DEPARTMENT	CURRENT STATUS
C43	Install a fire-exempt traffic signal, similar to the layout in front of the Spencer Fire Department, for the purposes of increased safety and the speedy exit of emergency equipment from Water Street. The Leicester Police would like to combine this installation with a pedestrian crosswalk.	Board of Selectmen	Emergency pre-emption traffic light installed 2006
C44	Install "Stop" (R1-1) signs and paint stop lines across both the Rawson Street and Lake Avenue approaches to this intersection.	Board of Selectmen	
C45	Complete the necessary roadway drainage work to eliminate the flow of runoff from the base of Mt. Pleasant Street into the westbound lane of Route 9 at the top of Strawberry Hill. A similar situation also exists at the bottom of the hill, near the Rawson Street Lake Avenue intersection.	Board of Selectmen	
C46	Repave the roadway surface along the entire Strawberry Hill segment of Route 9, from the Rawson Street/Lake Avenue intersection to Burncoat Street, with a draining "popcorn" type pavement.	Board of Selectmen	
C47	Carefully maintain the over 30 traffic control signs that exist along the Strawberry Hill segment of Route 9.	Board of Selectmen	
C48	Supplement the chevron signs along Route 9 West by installing 36 x 36-inch yellow diamond "S-curve" signs facing each approach of Route 9, re-emphasizing the 30-MPH speed limit through the curve. These warning signs could also be supplemented by flashing yellow beacons.	Board of Selectmen	
C49	Install a "Hill" (W7-1) sign facing Route 9 eastbound near Mount Pleasant Avenue. Continue to maintain the double yellow centerline and the extra wide single white edge lines.	Board of Selectmen	
C50	Install an additional section of guardrail near the oil tanks situated adjacent to this section of Route 9 near Mount Pleasant Ave. Reflectors should also be installed and/or replaced on the existing guardrail.	Board of Selectmen	
C51	Complete realignment of the roadway along the Strawberry Hill section of Route 9	Board of Selectmen	Completed
C52	Work to improve site distances at the access drive to the Leicester Country Club	Board of Selectmen	
C53	Complete the necessary drainage work to eliminate the flow of water across Route 9 in front of the Breezy Bend.	Board of Selectmen	
C54	Install curbing delineating the edge of pavement alongside the westbound approach of Route 9 to the Main Street (old Breezy Bend) intersection. A strategically located route marker sign should also be erected. This is to prohibit vehicles from traveling over the former Route 9 right-of-way, now a grassy area, in order to avoid using the intersection.	Board of Selectmen	
<b>Housing</b>			
H1	Seek grant or other funding for a housing rehabilitation program	Board of Selectmen	CDBG grant applications submitted 2005 & 2006; funding denied.
H2	establish and implement a low-interest loan program for lower income home owners to enable needed home repairs to be completed; with an initial target population of senior citizens, the disabled and residents of neighborhoods in need of revitalization.	Board of Selectmen	Not completed

## 2000 Master Plan Action Items

Goal #	GOAL	RESPONSIBLE DEPARTMENT	CURRENT STATUS
H3	permit new housing only in areas planned and zoned for housing	Planning Board	HB-1, HB-2, & B no longer allow single-family housing (B only multi_
H4	amend zoning provisions to disallow housing in commercial and industrial zones to support the policies of the economic development element	Planning Board	completed in HB-1 & HB-2 districts
H5	develop open space zoning provisions that encourage different housing styles on smaller lots to maximize open space opportunities.	Planning Board	Not completed
H6	work with developers in large subdivisions (over 30 lots) to make provisions for smaller, less than 3 bedroom homes, to create a more affordable market in Leicester	Planning Board	Not completed
H7	develop site planning guidelines for subdivisions over 50 lots in newly developing areas to ensure new developments of this size become neighborhoods with public amenities such as sidewalks, recreation areas or open space.	Planning Board	Not completed
H8	combine rehabilitation and maintenance programs in areas to be sewered by 2010 as a neighborhood preservation strategy.	Planning Board	Not completed
H9	require properties to be developed with sewers when sewers will be available within two years of final project approval	Planning Board	Not completed
H10	promote affordable senior housing by continuing the zoning exemption from phased growth by-law for senior housing.	Planning Board	Completed
H11	revise local zoning and subdivision controls to ensure housing built for seniors remains for seniors only for the life of the building.	Planning Board	Completed
H12	continue to encourage student housing for Becker College and support the expansion of such housing within the guidelines of the historic preservation policies	Historical Commission	Ongoing. New residence hall reviewed & approved by Planning Board in 2007
H13	hold joint meetings between the Planning Board and the Conservation Commission to review development requiring intrusion into protected natural resource areas; and to make protection of the resource the priority, not the density yield of the developer.	Planning Board	Joint meetings haven't been held, but Planning Board member(s) attend Conservation Commission meetings when large projects are under review.
<b>Economic Development</b>			
E1	develop a long term budget strategy to reduce the town's dependency on local aid that recognizes that increased business opportunities require an expanded land use and zoning basis.	Selectmen/ Economic Development Committee	
E2	develop a long term budget strategy with the School Department.	Board of Selectmen	
E3	develop a cost benefit procedure to analyze the ramifications of forgiving tax liabilities and develop guidelines and thresholds for when such a policy should be implemented	Board of Selectmen/ Treasurer	
E4	investigate revenue opportunities associated with Worcester Regional Airport expansion	Airport Committee	
E5	consider implementing the small business tax exemption for existing and future small businesses as an incentive for preservation and expansion of these neighborhood-serving uses	Board of Selectmen	

## 2000 Master Plan Action Items

Goal #	GOAL	RESPONSIBLE DEPARTMENT	CURRENT STATUS
E6	begin an annual program of visiting existing large employers in town, initiate discussions of the future of their company to ensure existing and future needs are being met by the town.	Board of Selectmen/ Economic Development Committee	No action taken
E7	consolidate the existing number of zone districts townwide	Planning Board	Some consolidation completed. B-2 district eliminated. HB-1 & HB-2 nearly identical.
E8	designate commercial and industrial exclusive zone districts	Planning Board	completed in HB-1 & HB-2 districts
E9	develop standards for the new zone districts that implement the policies of the Master Plan	Planning Board	ongoing
E10	streamline the development review process for commercial and industrial land users	Planning Board	Several of the zoning amendments from 2001 - 2007 help to streamline permitting.
E11	develop an economic program in conjunction with the Blackstone Valley National Heritage Corridor Commission that implements the goals of the Heritage Corridor program and the goals of the Master Plan	Board of Selectmen/ Economic Development Committee	No action taken
E12	consider implementing a Tax Increment Financing (TIF) program after amending the zoning by-laws to create commercial and industrial zone districts.	Board of Selectmen/ Planning Board	No action taken
E13	develop a joint marketing plan with the Blackstone Valley National Heritage Corridor Commission that capitalizes on the availability of sites and new sewer infrastructure in the Leicester portions of the Corridor.	Board of Selectmen/ Economic Development Committee	Signs installed to identify significant sites in Leicester
E14	fund an economic study to develop mutually complementary economic strategies and business incentives for the two emerging business centers along Route 9 east and Route 9 west.	Board of Selectmen/ Economic Development Committee	Cherry Valley Plan completed 7/2003; Route 9 Corridor Study near completion (10/2007)
E15	review town owned parcels such as the property in the 900 block of Stafford St. and the property in the 300 block of Main Street in Cherry Valley for possible future sale as an incentive to attraction of a desirable land use with revenue enhancing potential	Board of Selectmen	No action taken on these particular properties, but numerous tax-title properties have been sold.
E16	demolish existing vacant buildings with outside funds available to municipalities for this purpose to promote the reuse of these parcels with desirable land uses.	Board of Selectmen	No action taken
P1	coordinate development schedules of approved projects with the availability of sewers	Planning Board	sewer must be available prior to construction
P2	consider a development moratorium in conjunction with Board of Health review for new construction in outlying areas until such time as sewer is available and properties in between have been connected	Planning Board	Not completed
<b>Public Facilities and Services</b>			
P3	continue to make protection of ground and surface water quality a high priority	Planning Board/ Conservation/ Water District(s)	ongoing

## 2000 Master Plan Action Items

Goal #	GOAL	RESPONSIBLE DEPARTMENT	CURRENT STATUS
P4	continue to support and implement wellhead protection zones as proposed by the water districts	Planning Board/ Conservation/ Water District(s)	ongoing
P5	promote water conservation and reclamation techniques for water intensive land uses such as golf courses	Planning Board/ Conservation/ Water District(s)	
P6	endorse any state or local measures necessary to consolidate existing water and sewer districts	Board of Selectmen	Limited action taken
P7	continue to coordinate public and private sewer, water and other facility construction with street and highway improvements	Board of Selectmen	ongoing
P8	support and promote the plans for the future Moose Hill Reservoir proposed by the Moose Hill Water Commission	Board of Selectmen/ Moose Hill Water Comm.	ongoing
P9	support and promote the Town as a wholesale purveyor of water from the Moose Hill Reservoir once economic viability has been established	Board of Selectmen/ Moose Hill Water Comm.	ongoing
P10	discourage any water retailing by the Town for any reason from the Moose Hill Reservoir	Board of Selectmen/ Moose Hill Water Comm.	
P11	support the efforts of the Greater Worcester Information Technology Project in coordinating the availability of regional information technology including fiber optics and Broadband access in the region	Board of Selectmen	
P12	amend the subdivision control ordinance to require installation of cable and/or fiber optics at the time of subdivision	Planning Board	Not completed.
P13	continue to have computer resources available as a library service	Library	ongoing
P14	explore additional opportunities for joint curriculum planning and outreach services with the public school system	School Department	
P15	study the possible consolidation and centralization of all town and school system library services system	Library/School Department	
P16	establish a development mitigation fee program to generate revenue for the school system to help offset school impacts of new students	Board of Selectmen	Not legally allowed at this time
P17	continue the rehabilitation and modernization capital programs at all school buildings	School Department/Capital Improvement Committee	ongoing, where funds available
P18	support school system applications to the State for capital and operating funds	School Department/Capital Improvement Committee	ongoing



## 2000 Master Plan Action Items

Goal #	GOAL	RESPONSIBLE DEPARTMENT	CURRENT STATUS
P19	explore alternatives that maximize usage of school buildings for education and recreation purposes before deciding to construct new buildings	School Department/Capital Improvement Committee	
P20	continue the work of the Public Safety Complex Committee to determine the future space needs of the police, fire and EMS services; incorporate their final recommendations into the Towns Capital Improvement program via the Capital Improvement Committee procedures	Public Safety Complex Committee	Police Station completed. Study of potential Fire Station sites completed 2008.
P21	explore reuse opportunities of the old Town Hall offices on the first and second floor upon completion of the Town Hall offices move to the refurbished Center School building	Town Hall Renovation Committee	Used for storage & office space.
P22	incorporate the needs of the Municipal Garage into capital programming for both short term (5 years) and long term (20 years) needs	Capital Planning/Highway	ongoing, where funds available
P23	work with Massport and the City of Worcester to implement the land use and noise mitigation plan and implementation program of the Part 150 Airport Noise Study.	Board of Selectmen	on hold
P24	monitor and participate in the analysis and the public review process for the Greater Worcester Access Improvement Projects	Board of Selectmen	Town Administrator & Town Planner attend Airport planning Meetings
<b>Natural, Cultural and Historic Resources</b>			
N1	incorporate standards for cluster style development to minimize the disruption of natural resources and maximize opportunities for open space preservation	Planning Board	No action taken
N2	develop standards and criteria for wetland and river buffer intrusion based on the intensity and type of development and goals and policies of the master plan	Conservation Commission	No action taken
N3	promote programs in cooperation with the Audubon Society, Greater Worcester Land Trust, the Massachusetts Department of Fish and Wildlife, Leicester Conservation Commission and others to increase awareness of existing protected areas and their availability for passive recreation	Conservation Commission	No action taken
N4	develop a protective overlay zone for areas containing endangered habitats and vernal pools	Conservation Commission	Not completed
N5	continue to support and actively implement the Water Resources Protection Overlay District in conjunction with private utility districts and private companies	Planning Board	ongoing
N6	work with the Federal Emergency Management Agency (FEMA) to update local Flood Plain maps	Planning Board	No Town action, but notified by FEMA early 2009 that Leicester's maps will be updated in 2009
N7	continue to work with the Blackstone Valley National Heritage Corridor Commission to increase awareness of the richness of the Blackstone Valley and the role Leicester played in the Industrial revolution	Historical Commission	ongoing
N8	continue to provide municipal support to Town groups and organizations needing meeting rooms or locations for their activities	Board of Selectmen/Town Hall Building Committee	ongoing
N9	explore opportunities via zoning by-law adoption to assist in historic preservation efforts including development of a demolition by-law	Planning Board	Demolition Delay Bylaw adopted 5/05.

## 2000 Master Plan Action Items

Goal #	GOAL	RESPONSIBLE DEPARTMENT	CURRENT STATUS
N10	create a zoning exemption to allow the established flow of historic designated villages to be maintained and to be continued	Planning Board	done in NB district only
N11	develop a "top ten" list of threatened historic resources in Town and search for adoptive individuals, organizations and companies to assist in their preservation	Historical Commission	Not completed
N12	publish a booklet, in cooperation with the Historic Commission, to assist property owners on alterations and construction additions to identified historic structures	Historical Commission	Not completed
N13	continue to support and provide recognition for Becker College's contribution towards historic preservation	Historical Commission	ongoing
N14	request Becker appoint a historic resources liaison to work with the Town to improve communication and identify ways to further protect historic resources	Historical Commission	No official liaison, but there is regular communication between Becker officials & Town Officials.
N15	actively seek historic district designation for areas described in the Master Plan 2000-2020 with clusters of significant well preserved buildings and landscapes, as recommended by the Historic Commission	Historical Commission	National Historic Register Designation in Center approved 2/2006. No action on local districts.
N16	prioritize Town Common/Leicester Center and surrounding areas as first historic district to seek district designation	Historical Commission	National Historic Register Designation approved 2/2006
N17	develop strong and active communication between the Historic Commission, the Planning Board, the Zoning Board of Appeals, the Conservation Commission and the Blackstone River Valley Corridor Commission to promote support, understanding and opportunity within the historic district designated areas	Planning Board/Board of Selectmen	Limited action taken
N18	Update and computerize the list of historic resources; achieve consensus in the community as to the properties listed; distribute the list to all interested parties and to property owners	Historical Commission	Not completed
N19	Once the historic resource list is complete, prepare an outline per federal and state guidelines for a National Register program and prepare nominations	Historical Commission	Leicester Center National District approved 2/2006
N20	establish protection guidelines for historic sites, buildings and possible archeological sites in conjunction with the Worcester Regional Airport Commission, the Worcester Water Department and private property owners for resources located on their lands in Leicester	Historical Commission	Not completed
N21	integrate historic sites with recreational and open space areas whenever possible	Historical Commission	
N22	investigate Town acquisition of American Revolutionary period Southgate Cemetery on Rawson Street, close to the Spencer line	Historical Commission	
N23	create a historic district subcommittee as required by Massachusetts General Law	Historical Commission	Not Completed.

# APPENDIX F:

## RESOURCES

# RESOURCES:

## **General**

The Planning Board Office has numerous studies and reports related to land use and planning available for review (See Bibliography for partial listing). Other general resources for more information related to planning are the following:

Central Massachusetts Regional Planning Commission (CMRPC) Washington Square, Union Station -2nd Floor, Worcester, MA 01604-4016 508-756-7717 www.cmrpc.org	Massachusetts Chapter of the American Planning Association:  MassAPA/Chris Skelly PO Box 912 Greenfield, MA 01302 413 www.massapa.org
American Planning Association 122 S. Michigan Ave., Suite 1600 Chicago, IL 60603 Phone: 312-431-9100 Fax: 312-431-9985 www.planning.org	Department of Housing and Community Development 100 Cambridge Street Suite 300 Boston, MA 02114 617-573-1100 TTY 617-573-1140

## **Economic Development Resources (Chapter 4)**

1. *The Massachusetts Economic Development Incentive Program (EDIP)*: Created by the Legislature in 1993, the EDIP is designed to stimulate job creation in distressed areas, attract new businesses, encourage existing businesses to expand and increase overall economic readiness among Massachusetts towns and cities. The Massachusetts Office of Business Development (MOBD) administers the EDIP. The Economic Assistance Coordinating Council (EACC) oversees the EDIP and is charged with three responsibilities:

- Designating Economic Target Areas (ETAs)
- Designating Economic Opportunity Areas (EOAs) within an ETA
- Designating Certified Projects within an EOA

There are two benefits that the State confers on Certified Projects within designated EOAs: a 5% State Investment Tax Credit for qualifying tangible, depreciable investments and a 10% Abandoned Building Tax Deduction for costs associated with renovating an abandoned building. The Town of Leicester is not currently part of an ETA, but could join one of the adjacent ETAs (Worcester, Spencer, Charlton, or Oxford). It is possible for only one of the census tracts in town to be designated as an ETA. An EOA could be designated within an ETA as a project is

identified. For more information on this program, contact the MOBD Worcester Regional Director, Claire O'Neill at 508.792.7506.

2. *MassDevelopment*: MassDevelopment acts as the State's industrial financing authority. It works primarily with industries and non-profit organizations; however, it does offer several programs that provide technical assistance to municipalities. MassDevelopment administers the Predevelopment Assistance Program that can help municipalities fund projects that will result in economic benefits to the community and the region. MassDevelopment can help with site-specific projects and can assist with appraisals, financing, site planning and architectural services. Under its Economic Development Lending program, MassDevelopment can also assist with the planning and financing of industrial parks. MassDevelopment offers interest-free financing up to \$100,000 for Brownfields environmental site assessments and low interest two-year loans up to \$500,000 for Brownfields remediations that are part of a redevelopment effort. MassDevelopment has a regional office in Worcester.

3. *EPA Brownfields Grants*: Includes grants for assessments and clean-up of brownfield properties. Redeveloping brownfields uses existing infrastructure, helps to preserve town centers/mill neighborhoods, increases property values, and ultimately increases local tax revenues. The town of Leicester can apply for an EPA assessment grant on behalf of a property owner, but must own the property when applying for a clean-up grant. Assessment funding may also be available through CMRPC if the agency is awarded the assessment grants applied for in October 2007. The award will be announced in Spring 2008.

4. *Massachusetts Office of Business Development (MOBD)*: This agency is under the Executive Office of Housing and Economic Development and it coordinates the Business Resource Team (BRT). The BRT is a one-stop shop which aggregates government and other economic development programs and services, making them easier to access and providing a higher level of service to businesses. Claire O'Neill, the Worcester Regional Director, can be reached at 508.792.7506.

5. *Massachusetts Alliance for Economic Development (MAED)*: This is a non-partisan, professionally staffed organization that serves as the Commonwealth's central source of available property information for expanding and relocating companies. Its overriding objective is to encourage the expansion and retention of business within the State. It provides a Site Finder Service, along with a Research and Information Service, and an Ambassadors program, which includes a network of executives throughout Massachusetts who serve as peer contacts for companies evaluating Massachusetts as an expansion location. This Alliance also includes firms that specialize in law, architecture, construction, and finance.

6. *The Service Corps of Retired Executives (SCORE)*: SCORE is a division of the Small Business Administration and they maintain an office with the Greater Worcester Area Chamber of Commerce. Consisting of retired business executives that volunteer their time, SCORE councilors are available for free consultations directly to businesses.

7. *Department of Housing and Community Development's (DHCD) Massachusetts Downtown Initiative*. This program offers technical assistance to communities to develop a strategy for successful town center revitalization. The assistance can be provided through desktop assistance,

site visits, website information, and education and training. To access this technical assistance, contact DHCD's Division of Community Services at 617-573-1400.

8. *National Trust for Historic Preservation's National Main Street Center*, which offers technical assistance to member communities for the preparation of comprehensive town center revitalization plans. The Center offers assistance such as: Town center market analysis, publicity and promotion, targeted business development strategies, design standards for new development, parking and traffic management assistance, and site plan review assistance. The Center operates a regional office in Boston (617-523-0885).

## **Facilities and Services Resources (Chapter 6)**

### **Green Communities Act**

**(Section 105 of chapter 169 of Acts of 2008/(MGL. Chapter 25A, Section 11F1/2)**

The Green Communities Act, enacted on July 2, 2008 creates three new divisions within Department of Energy Resources (DOER): Division of Energy Efficiency, Division of Renewable and Alternative Energy Development and the Division of Green Communities. The Green Communities Division will, among other things, disperse grants and loans and provide technical assistance to municipalities.

(Source: [www.mass.gov](http://www.mass.gov))

### **Massachusetts Department of Environmental Protection Grants & Financial Assistance for Watersheds & Water Quality**

- Section 319 Nonpoint Source Competitive Grants
- Program Section 604b Grant Program Water Quality Management Planning
- Water Conservation Grant Program

**For more information:** [www.mass.gov/dep](http://www.mass.gov/dep)

## **Natural & Historical Resources (Chapter 7)**

### **Massachusetts Historical Commission**

#### **Survey and Planning Grants**

Survey and Planning Grants provide 50% matching federal funds for the preparation of community surveys, preservation plans, preparation of historic district studies and legislation, archaeological surveys, nominations to the National Register, and educational preservation programs. Eligible applicants are local historical commissions, Certified Local Governments, local and state agencies, educational institutions, and private organizations.

#### **Massachusetts Preservation Projects Fund**

In years when the Commonwealth authorizes funds, monies are available for the restoration, rehabilitation, stabilization, and documentation of historic and archaeological properties owned by municipalities or nonprofit organizations. Through the Massachusetts Preservation Projects Fund (MPPF)\*, 50% matching grants are available to qualifying properties listed on the State Register to ensure their physical preservation.

A highlight of this unique program, the first of its kind in the nation, is the option applicants have to apply for up to 75% of the total project cost if they are willing to commit an additional 25% toward an endowment fund for long-range preservation and maintenance of the property.

Scopes of work for projects range from the acquisition of an endangered property, to the restoration of an historic building, to research projects such as historic structures reports, archaeological data recovery projects, or study of innovative preservation techniques.

For more information contact the Massachusetts Historical Commission:

Secretary of the Commonwealth  
Massachusetts Historical Commission  
220 Morrissey Boulevard  
Boston, MA 02125-3314  
mhc@sec.state.ma.us  
617-727-8470-phone  
617-727-5128-fax  
<http://www.sec.state.ma.us/mhc>

**Blackstone River Valley National Heritage Corridor Commission**

One Depot Square,  
Woonsocket, Rhode Island 02895  
401-762-0250  
<http://www.nps.gov/blac/>

**Land Use (Chapter 8)**

**Zoning Reform**

As of June 2009 two separate efforts were underway to reform Massachusetts zoning and planning law:

- 1) The Patrick Administration has commissioned a Zoning Reform Task Force to examine the current zoning and planning system. This commission has prepared draft legislation called the Land Use Partnership Act (LUPA).
- 2) The Zoning Reform Working Group, an advisory group to the legislature, has been working on zoning issues for several years and has prepared legislation called the Community Planning Act 2(CPA2).

Both were filed with the legislature in January 2009 (The Community Planning Act (S.783) and the Land Use Partnership Act (S.765/H.3572).

For further information, go to [www.massapa.org](http://www.massapa.org) (website of the Massachusetts Chapter of the American Planning Association, or [www.mass.gov](http://www.mass.gov) (official state website).

### **Agricultural Preservation Restrictions (APR)**

Managed by the Department of Agricultural Resources, the APR program offers to pay farmers the difference between the “fair market value” and the “agricultural value” of farmland located on prime agricultural soils, in exchange for a permanent deed restriction which precludes any use of the property that will have a negative impact on its agricultural viability. This program is different from the Chapter 61 program, which provides tax incentives for short term restrictions on actively farmed, harvested or forested lands. (Source: Terra Firma: Putting Historic Landscape Preservation on Solid Ground, Massachusetts Department of Conservation and Recreation, Executive Office of Energy and Environmental Affairs, 2008)

### **Right to Farm Bylaw**

A Right-to-Farm bylaw is a tool that can bolster a community’s efforts to protect the viability of farming. The intent of such a General Bylaw is to reiterate the importance of-- and support for-- farming within the town. There is a notification provision that works to ensure that people moving into the community are aware that agriculture, and the associated sights, sounds, and smells, is an accepted and central economic and cultural activity. This type of bylaw seeks to prevent conflicts between farm operations and neighbors. There is a dispute resolution process for communities that have adopted an Agricultural Commission. It is generally recommended that Agricultural Commissions are adopted even before enacting a Right-to-Farm bylaw, as such a commission can help tailor the bylaw and educate the public about the need for such a provision. A model bylaw is available in the Massachusetts Smart Growth/Smart Energy Toolkit. (Source: mass.gov – Smart Growth/Smart Energy Toolkit - [http://www.mass.gov/envir/smart\\_growth\\_toolkit/bylaws/Right-to-Farm-Bylaw.pdf](http://www.mass.gov/envir/smart_growth_toolkit/bylaws/Right-to-Farm-Bylaw.pdf))