

# Master Plan Recommendations

updated 2/2015

Ch. #	Category	#	Recommendation	Responsible Lead Entity	Priority	Status
3	Housing	H01	Develop an Open Space Residential Design Bylaw (“Cluster” Bylaw”) to encourage the preservation of open space. Consider including incentives such as a requirement for “green” building in exchange for smaller lot sizes.	Planning Board	2. Medium	Adopted at 5/4/09 Town meeting (Article 29 - vote was on continued TM date of 6/16/2009)
3	Housing	H02	Consider a more proactive Town 40B policy, whereby the Town would plan for and solicit development proposals to meet the 10% requirement, rather than having to react to privately-proposed projects. Give priority to development of affordable senior housing units, particularly housing with services for elderly residents, (assisted living, nursing care, etc.) and housing for the disabled (including disabled veterans).	Board of Selectmen	1. High	
3	Housing	H03	Consider a more proactive Town 40B policy, whereby the Town would plan for and solicit development proposals to meet the 10% requirement, rather than having to react to privately-proposed projects. Give priority to development of affordable senior housing units, particularly housing with services for elderly residents, (assisted living, nursing care, etc.) and housing for the disabled (including disabled veterans).	Board of Selectmen	1. High	2010 CDBG Application approved. Award also funds Accessibility Study and improvements to Leicester Housing Authority property. Not eligible for 2012 because funds not completely spent from previous round. Submitted 2013 application (also includes funding request for elevator design and Housing Authority improvements)
3	Housing	H04	Work cooperatively with Becker College to ensure that expansion of student housing for Becker College Students is consistent with the Town’s historic preservation goals	Historical Commission	1. High	Ongoing.
3	Housing	H05	Monitor the housing market and consider more aggressive action to use performance guarantees to complete roadway construction in partially-completed subdivisions (instead of granting extensions), to protect residents living in these projects.	Planning Board	1. High	Ongoing.
3	Housing	H06	Consider changes to Zoning Bylaws to expand housing choices and affordability (such as Inclusionary Zoning). One option is to allow two-family “by-right” rather than by special permit in the Residential A (RA) district if the additional units meet Chapter 40B affordability requirements.	Planning Board	3. Low	

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3	Housing	H07	Evaluate and consider changes to multi-family zoning requirements in light of expansion of land zoned for multi-family housing, particularly the Business (B) district in the Cherry Valley area.	Planning Board	2. Medium	
3	Housing	H08	Amend zoning district requirements as necessary to allow rental housing on upper floors of commercial buildings in Business (B) and Central Business (CB) districts.	Planning Board	2. Medium	Adopted May 2012 (articles 32 & 33)
3	Housing	H09	Consider further amendments to the Senior Village Development bylaw and/or regulatory or policy changes to allow for successful completion of approved projects and to encourage a wider range of types of senior housing (e.g. assisted living).	Planning Board	2. Medium	
3	Housing	H10	Undertake a more comprehensive housing affordability needs analysis when the housing market has stabilized and more current income data is available based on the 2010 US Census.	Planning Board	2. Medium	
4	Economic Development	E01	Review town policies and regulations and develop an economic development strategy for Leicester.	Economic Development Committee	1. High	
4	Economic Development	E02	Incorporate appropriate changes to site plan design standards and zoning bylaws to maintain the pedestrian-friendliness of the Business District and Central Business District.	Planning Board	2. Medium	
4	Economic Development	E03	Pursue technical services of the Department of Housing and Community Development's (DHCD) Massachusetts Downtown Initiative National Trust for Historic Preservation's National Main Street Center to help maintain and improve Leicester Center (See Appendix - Resources)	Planning Board	2. Medium	
4	Economic Development	E04	Apply for 43D/Expedited Permitting for larger commercial/industrial sites	Board of Selectmen	3. Low	
4	Economic Development	E05	Work to Provide Adequate Fire Suppression Capacity in the Route 9 West Area (HB-1)	Board of Selectmen	2. Medium	
4	Economic Development	E06	Work in partnership with owners of industrially-zoned land to encourage development	Economic Development Committee	1. High	
4	Economic Development	E07	Develop a Computerized Database of Available Commercial Properties	Economic Development Committee	1. High	
4	Economic Development	E08	Pursue grant funding and technical assistance to redevelop underused or abandoned properties (Brownfields)	Economic Development Committee	1. High	

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4	Economic Development	E09	Promote preservation of historic buildings and tourism-related economic development in coordination with the John H. Chaffee Blackstone Valley National Heritage Corridor Commission	Economic Development Committee	2. Medium	
4	Economic Development	E10	Hire a consultant to conduct a study of constraints to development (wetlands, topography, infrastructure, etc.) and market analysis for the Route 9 West Corridor (HB-1 Zoning District).	Economic Development Committee	2. Medium	
4	Economic Development	E11	Re-evaluate Industrial Zoning in Rochdale to allow development consistent with the surrounding neighborhood, such as adding buffer requirements and other site development standards consistent with other commercial districts in Leicester.	Planning Board	2. Medium	
5	Transportation	T01	Prohibit left turns onto Warren Avenue from Route 9 eastbound during the morning peak period (6-9AM). This measure is aimed at discouraging the use of Warren Avenue, a local street, as a route to avoid the Route 9/Route 56 signal in order to gain access to Route 56 northbound.	Highway Department	3. Low	
5	Transportation	T02	Work to upgrade the temporary one lane bridge on Rawson Street	Highway Department	2. Medium	Funding awarded August 2012
5	Transportation	T03	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)	Highway Department	3. Low	
5	Transportation	T04	Amend the Subdivision Regulations to specifically require bus stop areas and shelters in subdivisions over ten lots.	Planning Board	2. Medium	Amendments to Subdivision Regulations underway, but on hold pending completion Open Space Plan
5	Transportation	T05	Prioritize and Implement the Recommendations of the Route 9 Corridor Study	Highway Department	2. Medium	
5	Transportation	T06	Pursue development of an access management plan for major roadways, and/or develop zoning bylaws or other methods such as reciprocal easement driveway arrangements for curb cut limitations along arterials for all land uses	Planning Board	2. Medium	
5	Transportation	T07	Undertake a comprehensive study of the impacts of a potential Turnpike exit connecting to Route 56 (i.e., impact on traffic patterns, residential & commercial growth projections, etc.)	Board of Selectmen	3. Low	Worcester Regional Mobility Study completed May 2011; does not include full analysis of impacts in Leicester.
5	Transportation	T08	Amend the Subdivision Regulations to strengthen requirements for developer upgrades to existing public ways where necessary to provide adequate access to proposed subdivisions.	Planning Board	1. High	Amendments to Subdivision Regulations underway, but on hold pending completion Open Space Plan

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5	Transportation	T09	Work with and closely monitor the City of Worcester, Massport and the Massachusetts Highway Department if, through the regional transportation planning process, an access road is proposed to maximize time travel efficiencies to and from the Worcester Regional Airport and I-290, I-90 and I-395.	Board of Selectmen	1. High	Ongoing. Town Administrator & members of Board of Selectmen were actively involved in Worcester Regional Mobility Study completed May 2011.
5	Transportation	T10	Develop a scenic roads bylaw that incorporates the preservation of existing stone walls and trees in roadway rights-of-way	Planning Board	3. Low	
5	Transportation	T11	Actively follow Transportation Improvement Program (TIP) process and request inclusion of Leicester transportation projects on the annual TIP listing	Town Administrator	2. Medium	Town Administrator working to get Winslow Ave project on TIP
5	Transportation	T12	Continue participation in the Worcester Mobility Study and consider implementation of recommendations when available	Town Administrator	2. Medium	Ongoing. Town Administrator & members of Board of Selectmen were actively involved in Worcester Regional Mobility Study completed May 2011.
5	Transportation	T13	Implement several policies for proposed subdivision roadways to ensure improved development (see Chapter 5, Transportation for more detail)	Planning Board	1. High	Amendments to Subdivision Regulations underway, but on hold pending completion Open Space Plan
6	Facilities & Services	F01	Re-activate long-range planning committee for Hillcrest Country Club and plan for best long-term use of this facility	Board of Selectmen	1. High	
6	Facilities & Services	F03	Seek funding, including grants and loans, to fund Town energy efficiency improvements (See Appendix – Resources)	Board of Selectmen	1. High	
6	Facilities & Services	F04	Hire a consultant to evaluate organization and staffing of Town Departments to plan for best meeting public needs with limited funding constraints	Board of Selectmen	1. High	
6	Facilities & Services	F05	Plan for and support the future Moose Hill Reservoir proposed by the Moose Hill Water Commission Plan 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	1. High	
6	Facilities & Services	F06	Plan for eventual consolidation of existing water and sewer districts	Board of Selectmen	1. High	
6	Facilities & Services	F07	Amend Subdivision Rules & Regulations to address streetlight requirements	Planning Board	2. Medium	

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6	Facilities & Services	F08	Implement the recommendations contained in the NPDES Phase II Annual Report for Leicester, including seeking funding through grants and Town Meeting. (See Appendix -Resources)	Highway Department	2. Medium	Stormwater Committee working on this.
6	Facilities & Services	F09	Adopt Stormwater Regulations to Implement the Stormwater Bylaw adopted in May, 2008.	Planning Board	2. Medium	Stormwater Regulations adopted 9/2011.
6	Facilities & Services	F10	Implement the recommendations of the WPI Energy Study	Board of Selectmen	2. Medium	
6	Facilities & Services	F11	Seek a suitable productive use for the Copeland Library	Historical Commission	3. Low	
6	Facilities & Services	F12	Seek funding for land purchase, design, and construction for a new Fire Station	Board of Selectmen	1. High	
6	Facilities & Services	F2	Prepare a comprehensive Energy Action Plan for the Town which includes evaluation of energy use and costs for all Town facilities and services, as well as review of Town maintenance, construction and renovation policies and regulations.	Board of Selectmen	1. High	Energy Audit underway 2/2015
7	Natural & Historic Resources	N01	Re-activate the Open Space & Recreation Committee or establish another mechanism to implement the goals and objectives of the 2007 Open Space & Recreation Plan	Planning Board	2. Medium	2007 Plan extended from 11/2012 to 11/2014 by updating Action Plan. New Open Space Plan completed and approved by EOEEA 2/2015.
7	Natural & Historic Resources	N02	Prioritize the tasks identified Five-Year Action Plan contained in the 2007 Open Space & Recreation Plan	Open Space & Recreation Committee or Master Plan Implementation Committee	2. Medium	
7	Natural & Historic Resources	N03	Create a “top ten” list of threatened open space or conservation parcels that the Town should work to protect	Conservation Commission	1. High	
7	Natural & Historic Resources	N04	Adopt Stormwater Regulations and related amendments to the Zoning Bylaw to administer the Stormwater Bylaw adopted at the 2008 Annual Town Meeting	Planning Board	2. Medium	Stormwater Regulations adopted 9/2011.
7	Natural & Historic Resources	N05	Identify priority scenic roads and develop a Scenic Roads zoning bylaw that incorporates the preservation of existing stone walls and trees in the public right-of-way.	Historical Commission	3. Low	

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7	Natural & Historic Resources	N06	Develop a “top ten” list of threatened historic resources in Town and search for adoptive individuals, organizations and companies to assist in their preservation. Consider seeking the assistance of a college intern to assist with this effort.	Historical Commission	2. Medium	
7	Natural & Historic Resources	N07	Publish a booklet, in cooperation with the Historic Commission, to assist property owners on alterations and construction additions to identified historic structures. Grant funding may be available for this type of project (See Appendix - Resources)	Historical Commission	2. Medium	
7	Natural & Historic Resources	N08	Continue to support and provide recognition for Becker College’s contribution towards historic preservation through efforts such as assistance with grant applications, public recognition of historically-appropriate new construction, etc.	Historical Commission	2. Medium	
7	Natural & Historic Resources	N09	Actively seek National Register District, Local Historic District or Architectural Conservation District designation as appropriate for areas with clusters of significant well preserved buildings and landscapes, as recommended by the Historical Commission.	Historical Commission	2. Medium	ACD Bylaw prepared for Leicester Center. Disapproved at Town Meeting (10/27/2009, Article 4). Planning Board decided not to pursue re-write after public hearing January 2010.
7	Natural & Historic Resources	N10	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. Consider having this done as an Eagle Scout Project.	Historical Commission	2. Medium	
7	Natural & Historic Resources	N11	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 land in Leicester	Historical Commission	2. Medium	
7	Natural & Historic Resources	N12	Integrate historic sites with recreational and open space areas whenever possible	Historical Commission	2. Medium	
7	Natural & Historic Resources	N13	Prioritize and implement the recommendations contained in the Leicester Reconnaissance Report (Heritage Landscapes Inventory)	Historical Commission	2. Medium	
7	Natural & Historic Resources	N14	Institute an annual Leicester Preservation Award program and/or other methods to recognize local property owners that have made significant preservation efforts through press releases and other methods	Historical Commission	2. Medium	



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7	Natural & Historic Resources	N15	Seek matching funds and pursue grant funding for historic preservation projects in Leicester (See Appendix -Resources)	Historical Commission	2. Medium	
8	Land Use	L01	Re-evaluate the Recreation Development District to determine if it is appropriate for properties other than the Hillcrest Country Club site. Amend or delete this section of the bylaw as appropriate.	Planning Board	3. Low	
8	Land Use	L02	Revise Parking and Loading Requirements. Set minimum number of off-street parking spaces required for new industrial uses, commercial uses and apartment or condominium uses, including off-street spaces for visitors. Require loading spaces for commercial and industrial areas with adequate ingress and egress. Also, add standards for parking lot construction and paving, allowing for "green" paving techniques where practical	Planning Board	2. Medium	Parking Regulations adopted by Planning Board 7/9/2013
8	Land Use	L03	Update the Sign Bylaw to increase the clarity and usefulness of the bylaw. Consider establishment of an amortization period for old non-conforming signs to be removed.	Planning Board	2. Medium	Two previous attempts failed. 11/12/03 (Article19) passed over. 5/3/2004 (Article 31) disapproved.
8	Land Use	L04	Discourage apartment or condominium uses unless public water and sewer are available.	Planning Board	2. Medium	
8	Land Use	L05	Add a Historic District Overlay Zone or Architectural Conservation District for historic districts identified in the Master Plan. Sample standards could include smaller lots, smaller building setbacks and narrower frontage requirements in accordance with the historic building/neighborhood pattern than currently exists. (See Natural Resources Chapter for closely related recommendation and more detailed information.)	Planning Board	2. Medium	Architectural Conservation District Bylaw prepared. Disapproved at Town Meeting 10/27/2009 (Article 4). Planning Board decided not to pursue re-write after public hearing January 2010.
8	Land Use	L06	Add an Airport Noise Compatibility Overlay for all lands within the mapped 55 Ldn noise contour as put forth in the Part 150 Airport Noise/Land Use Compatibility Study and shown on the 2000 Master Plan Future Land Use recommendations map (Map 8-3). The purpose of the overlay is to encourage low intensity, noise compatible new uses in the overlay area (such as amusement uses, restaurants, etc.) and to require noise insulation in structures built in the zone.	Planning Board	3. Low	

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8	Land Use	L07	Develop an Open Space Residential Design Bylaw (“Cluster” Bylaw”) to encourage the preservation of open space and reduce Town infrastructure maintenance costs Consider including incentives such as a requirement for “green” building in exchange for smaller lot sizes. (Note: this recommendation is also included in the Housing Chapter. See Housing Chapter for more detailed information.)	Planning Board	2. Medium	Adopted at Town Meeting 5/4/09 (Article 29).
8	Land Use	L08	Undertake a comprehensive review and revision of the definitions and allowed uses in the Zoning Bylaw	Planning Board	2. Medium	
8	Land Use	L09	Develop consolidated site development standards for all commercial districts (i.e. require the same site development standards as HB-1 in BR-1 and BI-A) and/or rezone BR-1 and BI-A areas to HB-1 or HB-2 (to reduce complexity of bylaw)	Planning Board	2. Medium	
8	Land Use	L10	Change the name the Residential A (RA) and Residential B (RB) Districts to Residential 1 (R1) and Residential 2 (R2) to avoid the common misperception that the “B” in Residential B represents the word “Business”	Planning Board	1. High	Adopted at 5/4/09 Town meeting (Article 31 - vote was on continued TM date of 6/16/2009). Related corrective vote for map approved 5/4/2010, Article 37.
8	Land Use	L11	Evaluate and consider changes to multi-family zoning requirements in light of expansion of land zoned for multi-family housing, particularly the Business (B) district in the Cherry Valley area. (Note: this recommendation is also included in the Housing Chapter.)	Planning Board	2. Medium	
8	Land Use	L12	Revise the current requirements and restrictions on the parking of commercial vehicles to allow more flexibility (particularly in commercial zoning districts) while providing adequate protection for residential neighborhoods	Planning Board	2. Medium	Adopted at 5/4/09 Town meeting (Article 30 - vote was on continued TM date of 6/16/2009)
8	Land Use	L13	Revise the current Driveway Bylaw to ensure driveways provide safe access to structures. Consider removing from Zoning Bylaw and adopting separate Driveway Regulations.	Planning Board	2. Medium	
8	Land Use	L14	Require building footprint area and driveway location drawings on definitive plans.	Planning Board	1. High	
8	Land Use	L15	Require subdivisions with ANR Lots in the vicinity owned by the same applicant to provide an overall plan to the Board	Planning Board	2. Medium	
8	Land Use	L16	Reduce pavement width and sidewalk requirements to reduce impervious surface and reduce Town maintenance costs	Planning Board	1. High	



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8	Land Use	L17	Undertake a comprehensive review of subdivision construction standards to ensure they are consistent with modern construction methods; prepare amendments as necessary.	Planning Board	2. Medium	Amendments to Subdivision Regulations underway, but on hold pending completion Open Space Plan
8	Land Use	L18	Modify Subdivision Regulations as necessary to ensure consistency with the Stormwater Bylaw adopted May, 2008 and Massachusetts Stormwater Regulations	Planning Board	2. Medium	
8	Land Use	L19	Amend the Subdivision Regulations to require installation of cable and/or fiber optics or conduit(s) for future installation at the time of subdivision construction.	Planning Board	2. Medium	
8	Land Use	L20	Amend the Subdivision Regulations to require improvements to roadways providing access to new proposed roads.	Planning Board	2. Medium	
8	Land Use	L21	Amend the General Bylaw to address outdoor storage of construction materials, trash, and inoperable vehicles.	Planning Board	1. High	
8	Land Use	L22	Actively work to adopt the Community Preservation Act to have a dedicated funding source for historic preservation, open space protection, and affordable housing. (Note: see related information in the Natural & Historic Resources Chapter)	Planning Board	2. Medium	
8	Land Use	L23	Require an annual Phased Growth Bylaw compliance report to be issued by the Code Enforcement Officer	Code Enforcement Officer	3. Low	
8	Land Use	L24	Monitor state-level planning legislation (Land Use Partnership Act and Community Planning Act)	Planning Board	2. Medium	Ongoing
8	Land Use	L25	Adopt Town procedures and policies to fully evaluate tax title properties, including referral to Town Departments and Boards for comment, prior to sale of such properties.	Town Administrator	2. Medium	
8	Land Use	L26	Consider regulatory or policy changes to encourage and protect agricultural lands (e.g. adopt a "Right-to-Farm" bylaw, establish a local Agricultural Commission, encourage participation in the Agricultural Preservation Restriction Program, etc.) See Appendix – Resources for further information	Planning Board	3. Low	Right to Farm Bylaw adopted 5/4/2010, Article 30
8	Land Use	L27	Place high priority on planning for viable long term use of Burncoat Park and Hillcrest Country Club. Seek funding for consultant assistance to fully evaluate costs and impacts of alternatives considered at these sites	Board of Selectmen	1. High	

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\* Many of the Economic Development recommendations prepared by CMRPC include more lengthy descriptions and information that was left out of this table. Please refer to the Economic Development Chapter for more details.