

**MILLBURY MASTER PLAN:
PHASE I- VISION AND GOALS**
Streaming into the Future Together



Prepared for:
The Town of Millbury

Prepared by:
Community Circle with Martha Lyon Landscape Architecture, LLC

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MASTER PLAN: VISION AND GOALS
Millbury, MA
Streaming into the Future Together

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ACKNOWLEDGEMENTS

Thanks to the Steering Committee and to the members of the public that participated in providing input to help develop the vision and goals presented in this document.

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And... thank you to those residents, young and old, and business owners who participated in the visioning and goal setting process by giving us their input.

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EXECUTIVE SUMMARY

Purpose

The purpose of this first phase of the master planning process was to identify shared values regarding the future development of Millbury. These were used to develop a vision and set of goals upon which to build an action plan with strategies to achieve these. The Master Plan will help guide future decision-making.

A Master Plan looks at:

- Developing a shared vision
- What to preserve?
- What to change?
- Concerns?
- Improvements?
- New and/or updated tools needed?

Process

Residents were invited to a town-wide public forum to discuss their concerns and desires regarding the future of Millbury. A visioning session was also held with senior citizens and with a group of high school students. An on-line survey was distributed to Millbury's business owners. Additionally, an on-line site was set up to collect comments. Input from these sources, in addition to that of the Steering Committee was used to create the vision and goals presented here.



Public forum March 15, 2016

Developing a Shared Vision for Millbury's Future

Crafting a vision statement is a way of understanding and describing the desired future as envisioned by a group of people. The input of those who participated in this visioning workshop will be combined with the input of residents gathered in other venues to craft a vision statement and goals for the future of Millbury. The other venues include a visioning session held with a group of senior residents of Millbury, a survey of the business community and visioning exercises conducted with students from Millbury's high school. The input of the Steering Committee was also incorporated.

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Community Conversation: What were the key themes?

- A desire to preserve the **small town feeling** while **revitalizing the downtown**. There was some nostalgia expressed regarding the fact that the downtown used to be more vibrant and included a diner that was affordable and acted as a gathering place.
- An interest in **improving transportation and circulation** by improving roads, constructing a sidewalk system and completing the bike path.
- A **recognition that a wider range of housing types would support people through various stages of their life cycle**, including seniors to age in place and young families to have more options. Multi-family housing was especially desired in the downtown.
- An **appreciation for Millbury's natural features** and a desire to preserve and increase access to them.
- An **appreciation of Millbury's historic structures** and a desire to preserve and protect these.
- A **concern regarding providing services, programs, and opportunities for the increasing senior population**, especially with regard to affordable and appropriately located and sized housing. An equal **concern regarding caring for the town's younger residents**, especially with regard to having adequate school buildings and opportunities for recreation. A **concern for those with disabilities** was also expressed.
- A **desire for beautification and maintenance of public and private properties**, especially in the downtown, but also throughout the town.



Visioning with seniors, February 18, 2016

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Elements of the Vision for Millbury's Future

A vision describes the kind of community participants imagine as a best possible outcome of their collective actions. A vision is a broad-brush image of what a community values and sees as the future. A vision statement should inspire and challenge a community's citizenry and leadership to reach toward common aspirations and communicate to newcomers and outsiders the direction in which the community intends to move.

"Focused intent and a unified populace would make it great." – resident at public forum

A vision affirms a community's commitment to a set of values to be used as a lens through which to view information and make future decisions. Having a vision helps to frame subsequent discussions regarding how to achieve a desired future and helps to keep these discussions focused.

"Get the schools to an acceptable condition. Clean up the roads and sidewalks and make the center of town sellable to in-coming businesses and their prospective patrons and customers." – resident at public forum

The following represents a compilation of ideas suggested by community members who participated in the planning process. The ideas included here are topics that gained relative consensus or were consistent with other thoughts expressed by participants.

ELEMENTS OF A VISION FOR MILLBURY'S FUTURE

- Appropriate services and programs for a growing senior population
- A wide range of housing options
- A vibrant town center
- Improved transportation, including biking and walking
- An increased tax base and job opportunities
- Protected and maintained natural resources
- Protected and preserved historic buildings
- New development in keeping with Millbury's character
- More entertainment and recreational opportunities for the town's youth
- Well maintained properties
- Small town feeling

"Just went to the Elm Draught House last night- one example of how preserving and maintaining Millbury's history and character adds to its vitality!"

—resident's comment from on-line community conversation regarding master plan vision and goals

"Millbury has parks available that can be a great selling point if they are brought back to the condition they should be." – resident at public forum

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A VISION FOR MILLBURY'S FUTURE

IMAGINE...Millbury's **town center** transformed into a beautiful and bustling downtown filled with restaurants, shops and a family diner. Capitalizing on its compact layout, the center has a cohesive sense of place, a park for gathering, sidewalks and adequate parking. An improved downtown where residents to go run errands, meet each other and participate in town and business organized events such as block parties, Concerts on the Common and others.

IMAGINE... a Millbury that is not only easy to get to due to its excellent highway access, but is also **easy and safe to get around** because the **road network is improved** and a **sidewalk system is constructed** and the **bike path is completed** so that walking and biking are safe alternative modes of transportation as well as enjoyed for recreation. This will provide opportunities to improve the wellness and fitness of Millbury residents.

IMAGINE... A Millbury with an **increased tax base** and **more job opportunities** as a result of retaining existing businesses and attracting new ones by providing incentives for them to come to Millbury's downtown and/or to an industrial and/or office park.

IMAGINE... a Millbury that **supports residents of all ages** and **throughout the life cycle**. A Millbury that recognizes the special needs of its **younger residents** and is concerned about providing services, programs, and opportunities for the increasing **senior citizens**.

IMAGINE... a Millbury that provides a **wide range of housing types** to accommodate people at different stages in the lifecycle as well as with a wide range of income levels. **Multi-family housing** in the downtown and elsewhere provide options for young couples and elderly wanting to age in place by downsizing.

IMAGINE... a Millbury with its **beautiful parks, lakes and ponds, farms and other open spaces and natural features** protected and maintained for residents to enjoy either while passing by or actively because the town's natural resources are made accessible to its residents and visitor's alike.

IMAGINE... a Millbury that **protects and preserves** its **historic buildings** thus protecting the town's character and promoting an understanding of its unique history. Also, **new development is in keeping with Millbury's character**.

IMAGINE... a Millbury where both **public and private properties are well maintained**, where **landlords are held accountable** for the upkeep of their property and the **town's facilities are upgraded**. Increased tree planting and other landscaping help beautify the downtown and other areas.

IMAGINE... a Millbury where **residents delight in all these improvements** while continuing to enjoy the small town feeling they so appreciate. The improved downtown, increased access to recreation and natural resources will provide even **greater opportunities to experience the close-knit community** that is Millbury.

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GOALS

The order in which the goals are presented here do not in any way imply ranking or priority.

Revitalize the [Downtown](#) so that it has a cohesive sense of place, is vibrant and provides residents with places to go and spaces to gather.

Improve [transportation](#) so that it is safe and easy for residents of all ages to get around town.

Support residents of all ages by meeting the needs specific to various demographics including Millbury's [senior citizens](#) and [youth](#).

Provide a range of [housing](#) options to accommodate people at different stages in the lifecycle and with a range of levels of income.

Promote [economic development](#) in order to increase the tax base and provide additional job opportunities.

Protect and maintain the town's [natural resources](#) including its parks, lakes, ponds, canal, farms, and other open spaces.

Preserve Millbury's [historic character](#).

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INTRODUCTION

Process

The visioning process was comprised of a number of forums, one town-wide and three focused on specific stakeholders, namely the town's senior citizens, business community and youth. There was also an on-line social media platform made available. Input was gathered and a vision and set of goals were developed based on participants' desires and concerns. The discussion during this phase of the process is focused on **"What do we want?"** At later phases, an assessment of existing conditions is conducted answering the questions *"What do we have?"* and *"What is most important."* Finally this last stage of the process, the development of an Implementation Plan responds to the question: *"How do we get there?"*

THE MASTER PLAN PROCESS

- What do we have?
- **What do we want?**
- What is most important?
- How do we get there?

This vision and set of related goals will form the foundation for developing an action plan in subsequent stages of the planning process.

Forums

The following public forums were held for the purpose of visioning the future of Millbury:

- Mini-visioning session with seniors (Luncheon, Senior Center), February 18, 2016 -
- Town-wide Public Forum, March 15, 2016
- Survey of the Business Community
- Youth Forum, April 29, 2016 (52 students from High School Honors Classes)
- **On-line** at: <https://mysidewalk.com/organizations/291515/millbury-ma>

Goals of public process

Involving the public in creating a vision and goals to guide future decisions is critical to the process. It is important for the Plan to reflect taxpayer's concerns and desires. It is also important in order to garner support for the Plan's implementation. The following is a list of goals for the public process:

- Identify critical issues
- Define shared goals
- Establish priorities for the future
- Build support for Plan
- Provide opportunities for participation including not requiring meeting attendance



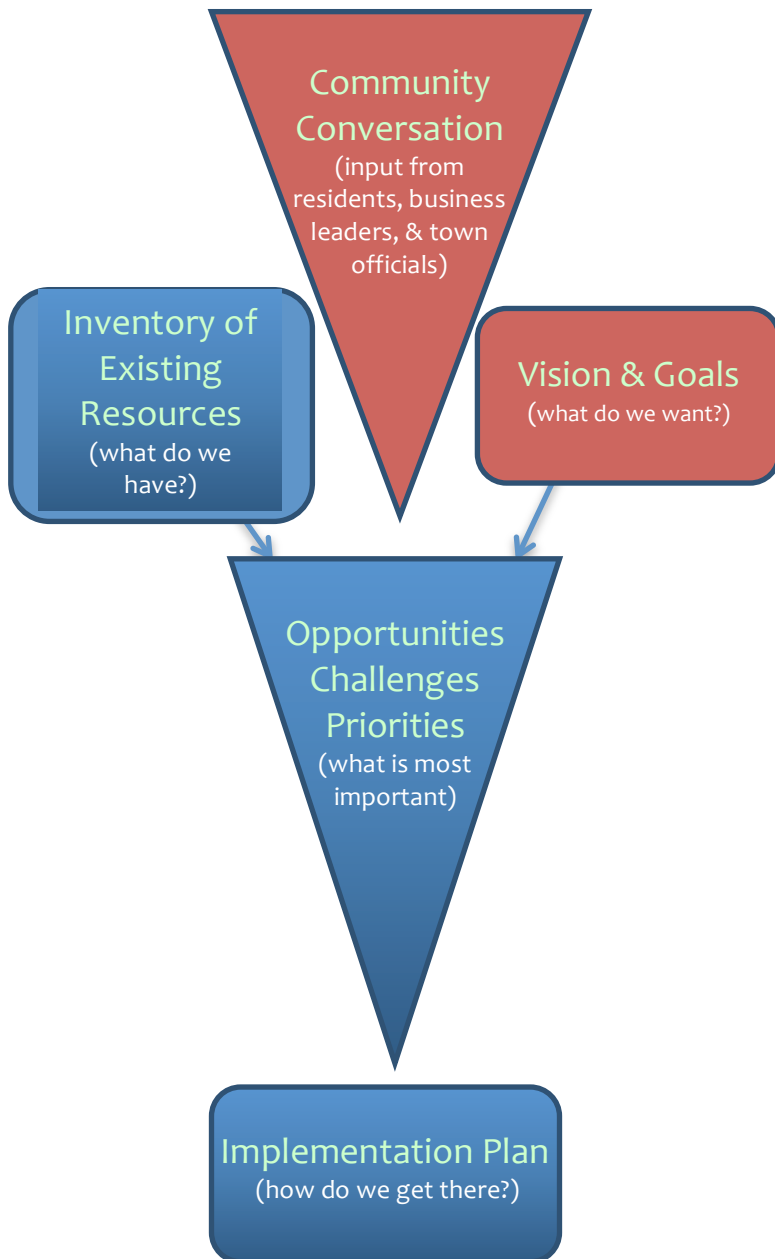
Public forum, March 15, 2016

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THE MASTER PLANNING PROCESS



Public forum, March 15, 2016

As mentioned above, the master planning process is comprised of a number of phases. Phase I is shaded in red in the diagram to the left, that is, holding a community conversation to develop a Vision and set of related goals describing what the community “wants.” In subsequent phases, the planning process will focus on what the community “has,” and will develop a plan comprised of action steps, key responsible parties, possible partners, needed policy changes, and potential funding for implementation.

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ABOUT MILLBURY

Previous Planning Efforts

The Town of Millbury completed its previous master plan in 1999. Actions that were completed that were based on the master plan include¹:

- Adopted modifications to Zoning Bylaws and Subdivision Rules and Regulations
- Adopted Chapter 43D and designated 2 areas as Priority Development Sites in cooperation with the Town of Sutton.
- Modifications to Zoning Map (expanded extent of Route 146 Overlay, rezoned portions of Route 146 to Industrial 2 and Business 2 District, expanded Business I District to include Canal Street, rezoned Providence Street to Industrial I District, expanded Aquifer Protection Overlay District)
- 2015 Development Guidebook
- 2011 Energy Baseline & Energy Reduction Plan- Achieved Green Community Status in 2011
- 2008 Open Space & Recreation Plan (currently being updated)
- 2007 Millbury Reconnaissance Report (on municipal website)
- 2006 Housing Plan
- 2002 The Millbury/Sutton Industrial Park Site Development Feasibility Study
- 2000 Millbury Center – Comprehensive Village Plan and Action Program
- 1999 Retail Market Analysis for the Town of Millbury, MA

Key recommendations of previous Master Plan (1999)

- Protect and enhance open space and natural resources
- Preserve character of villages
- Increase population around Millbury Center
- Promote commercial development in appropriate locations
- Expand and improve some services, infrastructure and community facilities

Goals (from 1999 Master Plan)

Preserve rural character
Preserve and strengthen existing village character
Improve roadways, access and transportation
Broaden the tax base
Improve, maintain, enhance the water and sewage infrastructure
Protect historically significant areas and sites
Preserve and protect and expand open space
Enhance, improve and maintain recreational facilities
Promote the compatibility of land uses

From previous Master Plan (1999)

“Millbury is a desirable place to live. An historic mill town and rural community, its past is still quite evident in its buildings, villages, and open spaces. The town consists of a largely middle-income population that continues to attract primarily middle-income residents. A stable community, Millbury is a place where a substantial number of home owners have lived for a long time. According to interviews with a cross section of residents, most people like their town and want to manage growth in order to preserve its small town character and rural landscapes.

¹ Based on email communication with Laurie Connors, former Millbury Town Planner

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Millbury Yesterday

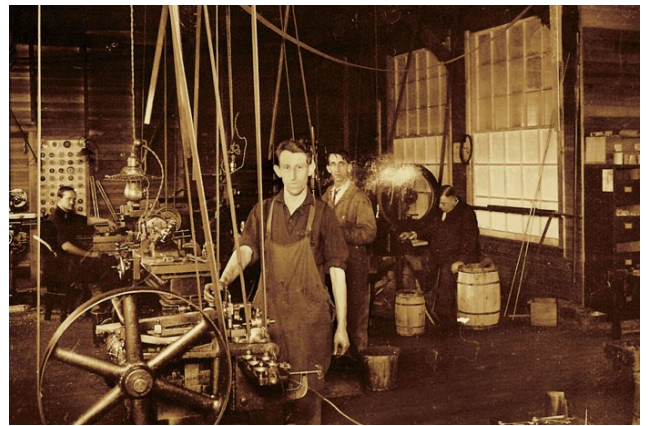
Millbury's location at the northern end of the Blackstone River, combined with the area's abundance of waterways, has attracted humans for centuries. Native peoples, members of the Nipmuc tribe, frequented the area before the 1600s, fishing in the brooks and ponds, hunting in the uplands, and drawing stone from quarries. The first Europeans came in circa 1720, settling in what would become West Millbury (part of the Town of Sutton at the time). By the 1740s, enough of the population was residing in the northern part of Sutton to warrant the forming of a separate "Second Parish," and in 1813 this parish incorporated as the Town of Millbury.

Aptly named, Millbury became a significant industrial center with water-powered mills opening as early as the mid 1700s. In 1777, Alijah Burbank established a paper mill on Singletary Brook, and the site became a principal supplier of paper for use by the region's printers during the Revolutionary War. The Asa and Andrus Waters Armory, also established in the 1770s, first produced guns for the war effort, and continued to operate until 1845, branching into manufacturing of hoes, scythes, axes, and mill irons. Other mills situated along the several brooks and ponds produced gunpowder and linseed oil, tanned leather, and manufactured shoes. The development of these mills near the confluence of Singletary Brook and the Blackstone River fostered a population center at "Armory Village." This geographic center of the town is known as Millbury Center today, and the Asa Waters house, located at the heart of Millbury Center has been restored as a community gathering space.

Textile production began in 1822 on Singletary Brook and along the Blackstone, and operations expanded to include manufacture of both woolen and cotton. With the completion of the Blackstone Canal in 1829, manufacturers could more efficiently ship goods from Millbury to markets in Worcester, fostering growth in mill activity. The opening of the Providence and Worcester Railroad service in Millbury (1847) advanced the shipping capacity. Workers from Ireland and Canada (French) migrated to the area to take advantage of work



The Asa Waters Federal style mansion, built in 1826-1829, was home to one of Millbury's prominent industrialists. It remains a town treasure.



Millbury's many manufacturing operations provided a strong economic base in the 18th, 19th and early 20th centuries, producing iron-made equipment and machinery, woolen and cotton textiles, linseed oil, leather goods and gunpowder.

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opportunities in the manufacturing operations, and in by the mid-1800s, over 30% of the town's population was foreign-born. Throughout the 18th and 19th centuries, Millbury also supported significant farming operations in upland areas away from the waterways, including raising of sheep, cows, agricultural crops, and apples.

Manufacturing in Millbury continued into the early 20th century, with textiles as the main product, but after the onset of the Depression, output waned. World War II reignited the textile and metals industries, but demand for the goods diminished significantly post-War. Beginning in the 1950s, the north part of Millbury, and in particular the town's farmed areas, evolved into suburbs for neighboring Worcester. The completion of the Worcester-Providence Turnpike (Route 146) in the 1940s allowed for commuters to live in Millbury, but travel easily by car to Worcester (to the north) and Providence (to the south). The construction of the Blackstone Outlet Center along Route 146 in the north part of town made Millbury a shopping destination. And while many of the town's historic buildings have been demolished, several historic mill buildings remain and have been repurposed, including the Cordis Mills, now a luxury apartment complex, and the Felters Mill, site of several retail businesses and offices.



A map of Millbury in 1870 shows settlement around the many waterways. Mill operations stood throughout the town, concentrated along the Blackstone River and



Millbury Center, ca. 1900. With the establishment of mill operations in the location as early as the 1770s, the area became and remains the town center.

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Millbury Today



Asa Waters Mansion

Millbury is a community of approximately 13,500 people located in Central Massachusetts, southeast of and abutting the City of Worcester. It is the northernmost town in the Blackstone River Valley. It is located at the intersection of Route 146 and I-90 (the Mass Pike) on the south edge of Worcester and is in Worcester County, Massachusetts, U.S.. The town is part of the Blackstone River Valley National Heritage Corridor. The town has historically been a working-class, mill community.

Millbury is characterized by beautiful historic buildings and varied natural features. The Blackstone River meanders through the town's center (also referred to as Armory Village). The numerous mill buildings along the river's banks are a reminder of the town's past. Millbury is included in the Blackstone Valley National Heritage Corridor, a park that celebrates the "Birthplace of the American Industrial Revolution."

An iconic historic building, owned by the town, is the Asa Waters Mansion with its grand architecture and beautiful front lawn. It has been very well maintained and is used for a wide range of events including weddings, business meetings, concerts and wine tastings.

Millbury experienced a residential and commercial building boom during the late 1990's until the recession of 2008 brought construction activity to a halt. Residential construction picked up again during 2014 and 2015 and there are currently five residential developments of varying sizes under construction.

There is a significant amount of open space in Millbury (more than half of the land area), and residential development represents almost a quarter of land uses. These percentages may have changed slightly over the last decade, but because the recession slowed development, it is most likely the values have remained more or less the same. (See Appendix E).



Millbury Town Hall

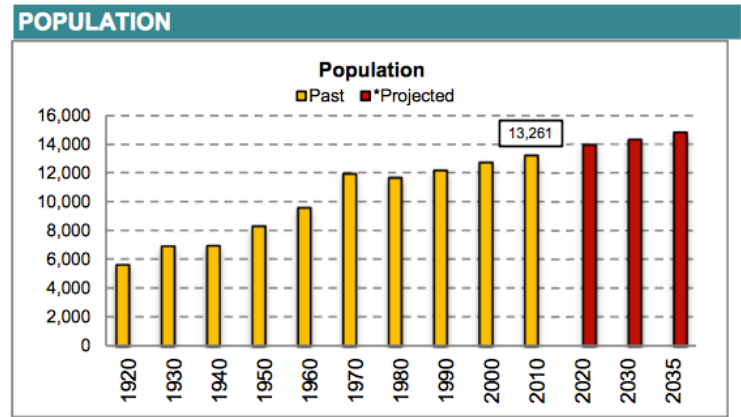
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Key Opportunities and Challenges:² Population

The town's demographics have undergone some changes since the last master plan was completed. First of all the total number of residents has been slightly increasing and this trend is expected to continue. Recently an influx of more affluent residents from other towns in the region is beginning to change the socio-economic characteristics of the population. Simultaneously the percent of families living below the poverty level increased from 2.6% in 1990 to 4.1% in 2000³. The population is predominantly White (97%) and only 3% are foreign born.

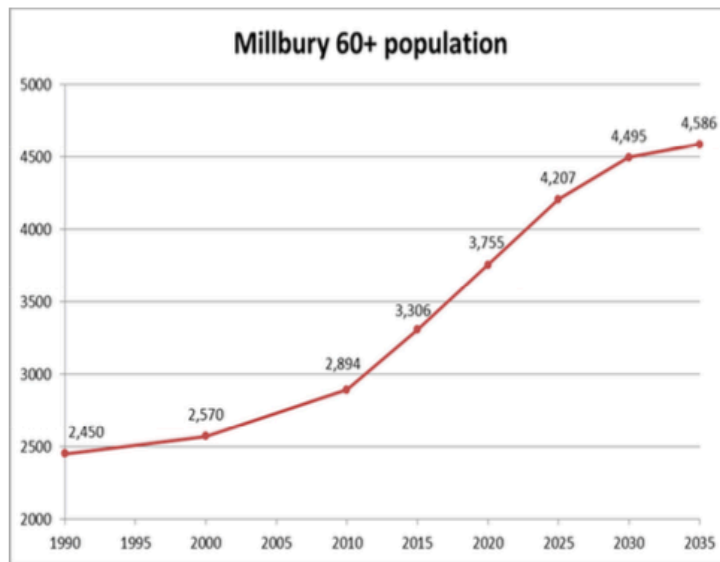


Source: US Census

*CMRPC Projections approved March 2011

Millbury Population Years 1920 – 2035

Perhaps the most striking change has been with regard to a significant increase in the senior population. This trend is expected to continue (see Millbury 60+ Table below). Seniors age 60 and older, as a percentage of the total population of Millbury, will increase from 21.8% (in 2010) to 33.6% in 2035. When the category of “older adults” (those in the pre-retirement age group of 50-59) is added to the 60+ age group, the total group will account for nearly half (47%) of the total population in 2035⁴. This will increase the need for programming and services oriented to a wide range of senior needs, including housing, transportation, social and health and wellness.



See Appendix F for more information regarding Millbury's senior population.

Source: Millbury's COA

² Discussion of Key opportunities and challenges is largely based on Community Snapshot developed by CMRPC and email and conversation with Laurie Connors, former Millbury Town Planner

³ Source: Massbenchmarks.org (from CMRPC Community Snapshot)

⁴ Millbury Council on Aging

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Key Opportunities and Challenges: **Economic Development**

Downtown

Millbury's Town Center, while it has much potential, is in need of revitalization. It is comprised of some historic buildings with potential for adaptive re-use and civic uses such as the Town Hall, Post Office, and the Senior Center, all within walking distance of the center. Marred by vacant storefronts, poorly maintained building facades, an inadequate sidewalk system and lacking a cohesive sense of place, the center has much potential, but needs attention from both the public and private sectors. A good example of how the center could re-invent itself is the Felters Mill. It was once a producer of pressed wool, abandoned for twenty years, and is now an active mixed use complex with a wide range of uses including a medical clinic, fitness center, professional offices and small retailers including coffee shop, ice cream shop and other shops.

- Millbury Center continues to be plagued by vacancies along Main Street and Elm Street. Banks have been tearing down historic buildings and leaving voids in key locations. DPW is no longer removing weeds from sidewalks and Lower Common area is in poor condition and the overall impression is one of a lack of investment in downtown. Facades and signage of some buildings lack character and/or are not aesthetically pleasing. Portions of the Town Center have been rezoned to Business I District in an attempt to encourage infill development. The town is in the process of adopting design standards as part of Site Plan Review.



Felters Mill

- In Spring 2015 the then Town Planner launched the Millbury Center Beautification Initiative with the idea of implementing cheap, easy to implement projects to make the Town Center more attractive and show that the town cares about its center. The proceeds from these campaigns are being invested back into the Town Center through landscaping improvements
- A grant was obtained from the MA Downtown Initiative to fund business workshop and assessment of 8 downtown businesses by a retail expert. Assessments were completed in Summer 2015.
- The Millbury Improvement Initiative formed as a result of the 1999 Master Planning process. They obtained CDBG funds to finance the Comprehensive Village Plan and Retail Market Analysis. With the exception of some zoning changes, the recommendations of the downtown

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plan were not implemented.

Key Opportunities & Challenges: **Commercial/Industrial Development**

- In addition to the downtown, Millbury offers shopping opportunities at the Shoppes at Blackstone Valley, the largest (750,000 square foot) lifestyle (open-air) regional shopping mall in Central Massachusetts. The Mall has more than 45 shops, 12 dining establishments, and a 14-screen cinema. Completed in 2005, the Shoppes have reportedly put Millbury “on the map in a way that it never was before.”



The Shoppes at Blackstone Valley

- Large employers include FIBA Technologies Inc., Barday Composite Solutions, Wheelabrator Millbury, Inc., IBA, Inc. and Discover Marble and Granite.
- The Industrial park on Latti Farm Road is full and new retail has been developed on Route 146.
- Wide World of Indoor Sports, a 77,000 square foot indoor sports facility has recently been permitted; it will be built on Route 146. The sports facility will be bringing water/sewer services from Rhodes Street to Route 146, which will make development of Route 146 south of Sycamore Street more feasible.
- Most of Millbury’s residents are in professional and sales jobs, while fewer are employed in the service, manufacturing and construction industries (See Appendix E). Unemployment in Millbury has traced that of the State rate. The creation of jobs continues to be a goal for the town.
- In 2014, the town designated two areas as Priority Development Sites. One is approximately 80 acres on Providence Street on the Sutton/Millbury town Line. The second area is west side of Route 146, south of Sycamore Street. This was rezoned to Industrial 2 District at the May 2016 Town Meeting with the hope of converting it into an Industrial Park.
- The Bramanville Village Mixed Use District was created in 2009 along with associated design standards for new construction (Site Plan Review) in an effort to spur redevelopment of this mill village. Only one property has been redeveloped under this new zoning scheme to date. Perhaps the bylaw needs to be tweaked.

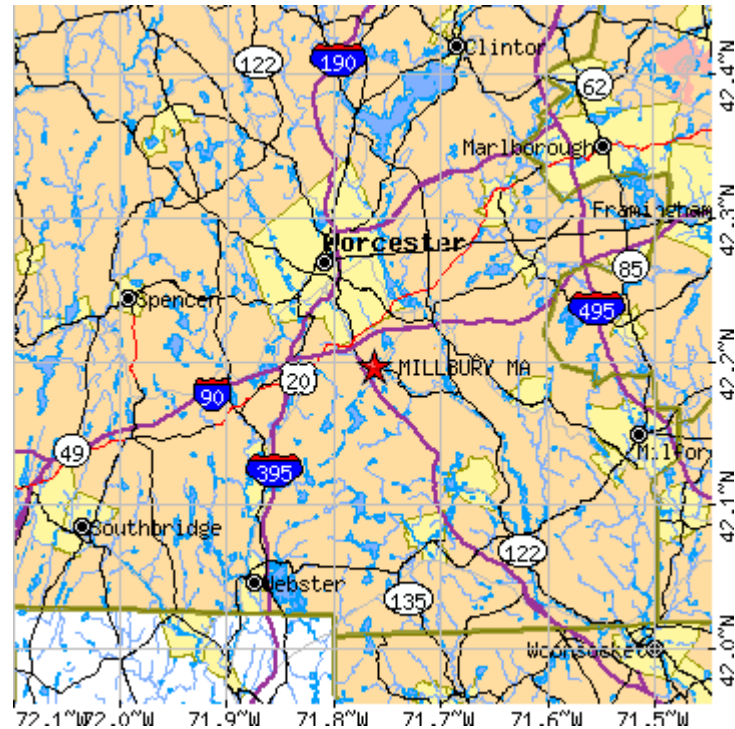
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Key Opportunities and Challenges: **Transportation**

- The majority of residents own 2 cars and the most frequent commute time is between 20-29 minutes (see Appendix E).
- Shoppes of Blackstone Valley was completed in 2005. Since that time, Millbury has become a regional destination. This has led to a significant increase in traffic along McCracken Road and Greenwood Street, which are used as major cut-throughs from Route 20 to the Shoppes. The town is working to get funding to increase the capacity of these roads, this in turn is expected to help to reach the economic development potential of these streets.



Millbury has very good highway access.

- Route 146 Interchange at West Main Street is in the early stages of being reconfigured and the bridge, replaced. This construction project was begun during the fall of 2015. The intersections will be reconfigured to create 2 traffic circles on either side of the bridge and the bridge will be widened to create acceleration/deceleration lanes.
- Millbury's roads are in very poor condition. The Roadway Advisory Committee estimates that it will take \$6-\$8 million to bring the roads up to par. In recent years, the town has supplemented Chapter 90 Funds with \$100,000 of local funds, but this is insufficient to address the degree of repairs needed.



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Key Opportunities and Challenges: **Open Space & Recreation**

- Recreational facilities need to be updated and maintained. Woolie World Playground was renovated and made ADA-compliant in 2013. The playing fields at the Washington Street Park have been upgraded, but many of the others need work. Windle Field, which is managed by the School Department, is reportedly in poor condition.
- Millbury's conservation lands need to be managed, trails constructed, marked and mapped, and signage installed. In 2015, the Conservation Commission held an Earth Day Cleanup focused on the Brierly Pond Conservation Area.
- The town purchased the 50 acre Butler Farm in 2000. This is the site of office space, a community garden, trails and picnic areas.
- In 2015, construction was completed of a 1.5-acre dog park on the upper meadow of Butler Farm
- The Conservation Commission has acquired some additional land through donations and purchases.
- The Ramshorn Pond Dam will be replaced within the next year. The Brierly Pond Dam also needs to be replaced but determining ownership has apparently been an issue. Brierly Pond was historically the location of the town beach; the dam is an impediment to construction of the beach.
- An opportunity for obtaining additional funding for open space preservation and improvements to recreation is to explore passing the Community Preservation Act to provide a source of funding to match grants.



Lake Singletary

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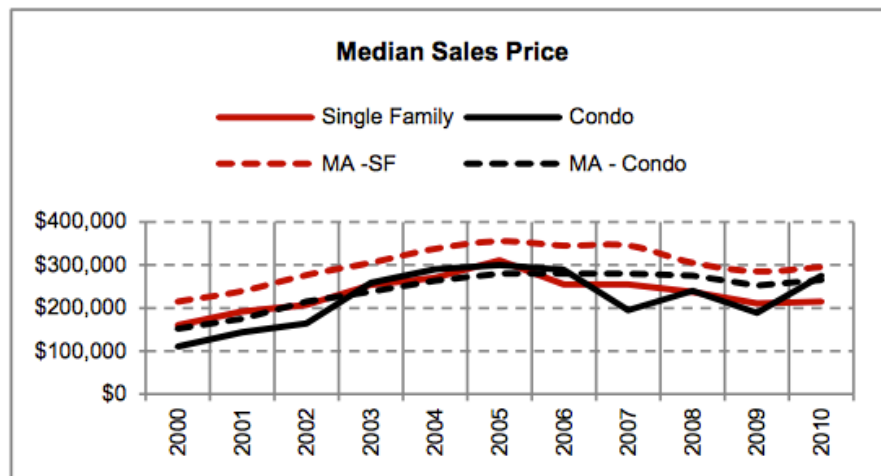
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Key Opportunities and Challenges: **Housing**

- Most housing is owner-occupied (3,931 units), while a smaller number is renter occupied (1,363 units). In 2010 there were 333 vacant units and 221 Chapter 40B housing units. (See Appendix E).
- The town is below the 10% affordability requirement under Chapter 40B but because housing is relatively affordable, there hasn't been a 40B development since the 1990's.
- New housing development currently under construction includes a range of housing types from single family to multi-family, townhouses and luxury apartments. One-hundred and ninety-nine (199) units of 55 and over townhouse developments were constructed between 2002 and 2014.
- While the number of building permits decreased dramatically in 2006 and then again in 2008, they have begun to rise (See Appendix E).
- There are many mills with the potential for redevelopment. In 2005, the Cordis Mills was converted to luxury apartments. The town has an Adaptive Reuse Bylaw to encourage such conversions.
- The dramatic expected increase in the senior population will increase the need for different types of housing and living arrangements for elder residents, including smaller units near walkable

as a

and



Source: The Warren Group/Mass. Assoc. of Realtors

Millbury Median Housing Prices as compared to Massachusetts

centers as well
variety of
assisted group
arrangements
housing with
medical support.

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Millbury Tomorrow

Millbury is a community “poised for growth.” Features that contribute to this potential include:

- Millbury’s location, easy highway access (including a second exit on the Mass Pike) provides direct connections to Worcester, Providence and Boston.
- An active freight rail line
- Developable commercial and industrial land
- Available capacity in the town’s sewer and water systems
- Low, single tax rate
- Inclusion in the Blackstone Valley Economic Target Area (ETA) which offers a range of State incentives to benefit businesses
- Relatively low rental rates
- Part of a regional (with the town of Sutton) Priority Development Site (563 acres that can accommodate industrial, commercial and high density residential development)
- Large expanses of undeveloped land
- Numerous historic mill buildings with the potential for adaptive reuse

The following vision and related goals are intended to help guide this growth in desirable ways and in locations that the community deems appropriate, while keeping in mind the overall vision the community would like to achieve.



Gazebo, Historical Society

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VISION, GOALS AND OBJECTIVES
and Ideas for Strategies

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A VISION FOR MILLBURY'S FUTURE

IMAGINE...Millbury's **town center** transformed into a beautiful and bustling downtown filled with restaurants, shops and a family diner. Capitalizing on its compact layout, the center has a cohesive sense of place, a park for gathering, sidewalks and adequate parking. An improved downtown where residents to go run errands, meet each other and participate in Town and business organized events such as block parties, Concerts on the Common and others.

IMAGINE... a Millbury that is not only easy to get to due to its excellent highway access, but is also **easy and safe to get around** because the **road network is improved** and a **sidewalk system is constructed** and the **bike path is completed** so that walking and biking are safe alternative modes of transportation as well as enjoyed for recreation. This will provide opportunities to improve the wellness and fitness of Millbury residents.

IMAGINE... A Millbury with an **increased tax base** and **more job opportunities** as a result of retaining existing businesses and attracting new ones by providing incentives for them to come to Millbury's downtown and/or to an industrial and/or office park.

IMAGINE... a Millbury that **supports residents of all ages** and **throughout the life cycle**. A Millbury that recognizes the special needs of its **younger residents** and is concerned about providing services, programs, and opportunities for the increasing **senior citizens**.

IMAGINE... a Millbury that provides a **wide range of housing types** to accommodate people at different stages in the lifecycle as well as with a wide range of income levels. **Multi-family housing** in the downtown and elsewhere provide options for young couples and elderly wanting to age in place by downsizing.

IMAGINE... a Millbury with its **beautiful parks, lakes and ponds, farms and other open spaces and natural features** **protected and maintained** for residents to enjoy either while passing by or actively because the Town's natural resources are made accessible to its residents and visitor's alike.

IMAGINE... a Millbury that **protects and preserves** its **historic buildings** thus protecting the Town's character and promoting an understanding of its unique history. Also, **new development is in keeping with Millbury's character**.

IMAGINE... a Millbury where both **public and private properties are well maintained**, where **landlords are held accountable** for the upkeep of their property and the **Town's facilities are upgraded**. Increased tree planting and other landscaping helps beautify the downtown and other areas.

IMAGINE... a Millbury where **residents delight in all these improvements** while continuing to enjoy the small town feeling they so appreciate. The improved downtown, increased access to recreation and natural resources will provide even **greater opportunities to experience the close-knit community** that is Millbury.

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GUIDING PRINCIPLE

The main underlying theme of the community conversation is the desire to preserve the small town feeling and the character of the town that is comprised of its natural and historic features.

GOALS AND OBJECTIVES

The following goals and objectives have been developed based on the input gathered at the various public forums organized for the purpose of developing a vision and goals for the master plan. Participants sometimes offered specific suggestions regarding the ways to accomplish the goals and objectives. These are labeled “Ideas for Strategies” and should be revisited in Phase II of the planning process.

The order in which the goals are presented and are numbered do not in any way imply ranking or priority.

GOAL 1.0 DOWNTOWN

Revitalize the downtown so that it has a cohesive sense of place,

Objective 1.1. Attract and retain businesses to create a vibrant center that provides residents with places to go and spaces to gather.

Ideas for Strategies

- *Develop a Downtown Revitalization Plan that focuses on:*
 - *Urban design improvements*
 - *Parking*
 - *Sidewalks*
 - *A centrally located park*
- *Clean and maintain common areas including roads, sidewalks, lawn areas*
- *Encourage businesses to organize more events downtown and have more town organized events*
 - *review permitting procedures and regulations and make improvements to help streamline the process*
 - *review zoning regulations with a view to clarity, ease of use, and as to whether or not they support downtown revitalization goals*

Objective 1.2. Make private property owners accountable for the maintenance of their property.

Ideas for Strategies

- *Publically acknowledge and reward those landlords that maintain and beautify their properties.*

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GOAL 2.0: TRANSPORTATION AND CIRCULATION

Improve transportation so that it is safe and easy for residents of all ages to get around town.

Objective 2.1 Improve transportation by car by improving the condition of the roads.

Ideas for Strategies

- *repair roads where necessary*
- *implement traffic calming where appropriate*
- *address traffic congestion if possible*

Objective 2.2 Increase walkability, especially in some areas in town, including the downtown.

Ideas for Strategies

- *Develop a Sidewalk Plan and construct sidewalks in priority areas such as in the downtown, around schools and town-owned facilities; make improvements that connect places; include a plan to connect existing sidewalks*
- *Ensure ADA accessibility*

Objective 2.3 Make bicycling a viable transportation alternative

Ideas for Strategies

- *complete the bike path*
- *place bike racks near public facilities (including schools, town hall, etc.)*
- *encourage business owners to install bike racks, especially in the downtown*

Objective 2.4 Activate train usage

Ideas for Strategies

- *create a stop at the Senior Center (could be used by all to go to Providence)*

Objective 2.5 Secure funding to provide more transportation services to the increasing senior population

Ideas for Strategies

- *sustain and grow the transportation available through the Senior Center for individuals aged 60+ and the disabled.*

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GOAL 3.0 SUPPORT RESIDENTS OF ALL AGES

Meet the needs specific to various demographics including Millbury's senior citizens and youth.

Objective 3.1 Provide programs and services' to meet the functional, social support, and health-related needs of Millbury's increasing number of senior citizens⁵

Ideas for Strategies

- Explore the feasibility of multiple types of senior housing: independent living, assisted living, additional skilled nursing; specialized care (e.g., dementia); congregate housing; supportive housing; continuing care retirement communities. and housing for various income levels.
- Support the creation of affordable housing appropriately located and sized for elder residents (consider re-using the vacant former nursing home, among other properties, for this purpose)
- Support expanded programming for seniors and include more evening activities (need night van drivers)
- Increase opportunities for recreation
 - Consider sharing the athletic fields with the schools
 - Construct a swimming pool
 - Organize canoe trips on Blackstone River to Rhode Island
 - Sponsor ADA-compliant walking/bus tours of the town
- Consider expanding existing real estate tax abatement program for senior citizens
- Revitalize downtown and attract affordable diner or coffee shop that seniors would like to patronize

Objective 3.2 Meet the needs of Millbury's youth⁶

Ideas for Strategies

- Improve the school system
 - Renovate buildings
 - Construct a new, more modern, state-of-the-art high school (incorporating latest technology)
 - Support safety and health and wellness of students (e.g. have more police officers on duty, address bullying, address substance abuse, provide seat belts on school buses, provide better school lunches)
- Improve transportation so that youth can get around safely and independently as developmentally appropriate
 - Construct sidewalks where they are missing and repair those in need
 - Consider increasing public transportation options/providing a town shuttle

⁵ Incorporates input from a visioning session conducted with seniors at a luncheon at the Senior Center conducted for this purpose.

⁶ Incorporates input from a visioning session with Millbury school children conducted for this purpose.

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- *Repair the roads to ensure travel safety*
- *Increase opportunities for recreation*
 - *hiking*
 - *Friday field trips*
 - *bike and boat rentals*
 - *cleaned and maintained parks*
 - *improve existing athletic fields and add more sports options*
 - *provide new choices (e.g. swimming pool, ice skating, bowling)*
 - *construct a skate park in the center of town*
 - *add a new football field*
- *Make Millbury more environmentally-friendly and sustainable in the future*
 - *Use renewable energy sources (e.g. windmills, solar panels)*
 - *Stop polluting the Blackstone River and clean it*
 - *Clean the lakes and ponds*
 - *Stop cutting down trees and plant more on main roads*
 - *Preserve the woods and forests*
- *Provide more choices for entertainment*
 - *Improve the downtown*
 - *Encourage more shops and restaurants*
 - *Make more aesthetically pleasing and increase sense of place*
 - *Clean up*
 - *Encourage local businesses to improve their appearance and modernize*
 - *Improve the town common, make it a place where people want to spend time*
 - *Add arcades*
- *Consider constructing a Community Center (consider re-using the vacant former nursing home for this purpose); explore including a swimming pool*



Youth Visioning Session, April 29, 2016

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GOAL 4.0 HOUSING

Provide a range of housing options to accommodate people at different stages in the lifecycle and with a range of levels of income.

Objective 4.1 Provide multi-family housing for young people, for seniors wanting to downsize and for others who may not desire or be able to afford a single family home.

Ideas for Strategies

- *Provide incentives to developers to provide multi-family housing downtown*
- *Provide incentives for the provision of affordable housing (e.g. density bonus)*
- *Establish an exploratory committee to consider multiple types of senior housing options and ways to encourage the development of such*

GOAL 5.0 ECONOMIC DEVELOPMENT

Promote economic development in order to increase the tax base and provide additional job opportunities⁷.

Objective 5.1 Develop and implement an Economic Development Plan

Ideas for Strategies

- *the plan should consider:*
 - *ways of retaining existing businesses*
 - *increase communication*
 - *consider supporting business cooperation (similar to a Business Improvement District (BID))*
 - *show appreciation for businesses especially when they contribute to the community*
 - *support a “buy local” campaign (involve the existing Small Business Saturday Task Force)*
 - *promote local businesses in a monthly communication (e.g. newsletter, website, email, etc.)*

⁷ Incorporates input from the business community’s comments via the on-line survey conducted for this purpose.

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- ways of attracting new businesses to the downtown, including providing incentives
 - review permitting procedures and regulations and make improvements to help streamline the process
 - review zoning regulations with a view to clarity, ease of use, and as to whether or not they support the master plan goals, especially as concerns economic development overall and the downtown revitalization, more specifically
- how to further develop the Latti Farm Industrial Park
- whether it is desirable to develop an office park

Objective 5.2 Better connect workforce to job opportunities

Ideas for Strategies

- connect businesses to schools
 - Coop students at Blackstone Valley Tech
 - Millbury High School students (free internships)
- Town's new Human Resources Director could be charged with making connections between local employees and employers
- Negotiate with new businesses for local hiring quotas ("good faith effort")

Objective 5.3 Improve relationship between town and business community

Ideas for Strategies

- Reward businesses for beautification
Promote and publicize their contributions to the community
- Hold quarterly government/business meetings
- Town Manager should have monthly newsletter to communicate to residents and businesses

GOAL 6.0 NATURAL RESOURCES

Protect and maintain the town's natural resources including its parks, lakes, ponds, canal, farms and other open spaces.

Objective 6.1 Increase access to the town's natural features

Ideas for Strategies

- Create a walking/bike path along the Canal
- Preserve view corridors of the Blackstone River
- Increase awareness of the Dog Park

Objective 6.2 Maintain parks and other outdoor recreational facilities

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Ideas for Strategies

- *Develop a maintenance plan for the town's parks*
- *Maintain athletic fields*
- *Protect farmland*
- *Restore Windle Field*
- *Expand community gardens to other areas*
- *Develop a plan for Butler Farm*
- *Increase awareness regarding DCR Deering Estate Sanctuary (100 acres of open space with trails)*
- *Start a land trust*
- *Hold an annual community clean up day in the spring (possible earth day event)*

GOAL 7.0 HISTORIC RESOURCES

Preserve Millbury's historic character.

Objective 7.1 Protect and preserve Millbury's historic buildings.

Ideas for Strategies

- *Reuse old mill buildings in innovative and creative ways*
- *Create an inventory of historic structures*
- *Consider creating a local historic district(s)*

Objective 7.2 Ensure that new development is in keeping with the town's historic character

Ideas for Strategies

- *identify the architectural features that contribute to this and including them in clear and easy to use design guidelines*

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GOAL 8.0: TOWN FACILITIES AND SERVICES

Ensure that town facilities and services remain relevant and adequate to the needs of residents.

Objective 8.1 Upgrade the town's facilities

Ideas for Strategies

- *Specifically:*
 - *School buildings*
 - *Town Hall*
 - *Fire Station*
 - *Parks including Windle Field*
- *Hire a grant writer to help obtain grant funding*

Objective 8.2 Improve Communication with residents and businesses

Ideas for Strategies

- *Update informational materials (both on-line and hard copy)*
- *Make clear the resources and services that the town provides*
- *Review regulations for clarity, ease of use and appropriateness regarding support of master plan goals*

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NEXT STEPS

Articulating a vision and set of related goals is the first step in the master planning process. In order for this to have any meaning, the plan needs to include an inventory and assessment of existing conditions and an implementation plan that outlines action steps necessary to achieve the vision and goals.

The **inventory of existing conditions** consists of an assessment of the town's resources:

- Population and Housing
- Economic Development
- Historic and Cultural Resources
- Natural Resources, Open Spaces and Recreation
- Transportation and Circulation
- Public Facilities and Services
- Land Use and Zoning

Why Master Plan?

- Define a vision for the future
- Take stock
- Update
- Respond to demographic & other changes
- Be proactive, coordinate Town actions
- Anticipate future challenges
- Ensure Millbury's desirable features are preserved
- Define direction and steps to take towards a desired future
- Create a tool to aid in decision-making

Identifying **key opportunities and challenges** as well as **priorities** is a critical part of the process.

The **implementation plan** will include strategies and action steps to achieve the vision and goals as well as the parties responsible for implementing these, potential partners, phasing/timing, priorities, existing resources, and potential funding sources.



The public should be involved throughout the planning process, with opportunities to provide input and to be kept up to date with progress.

The next step in Millbury's master planning process is to allocate funding for the subsequent phase of the process. Once funding is secured, a Consultant should be hired to help the Committee with the process. Most towns do not undertake to complete a plan on their own.

For more information see the Master Plan page on the town's website: http://www.millbury-ma.org/Public_Documents/MillburyMA_BComm/Master

Public Forum, March 15, 2016

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APPENDICES

A: Summary of Public Input: Town-wide Forum

B: Summary of Public Input: Visioning with Millbury Seniors

C: Summary of Survey of Millbury Business Community

D: Summary of Youth Voice

E: CMRPC Millbury Community Snapshot

F: Letter from Council on Aging Board Director

APPENDIX A: Summary of Public Input

Town-wide PUBLIC FORUM



Meeting Purpose and Process

A town-wide public forum was held on Tuesday, March 15, 2016 at the Millbury Senior Center. The purpose of the meeting was to invite Millbury residents to come together to identify shared values regarding the future development of Millbury; these will be used to develop a vision and set of goals. The Master Plan that will guide future decision-making will be based on these.

Approximately 40 residents, including Steering Committee members, attended the public workshop. The Consultant Team presented a PowerPoint slide show summarizing the planning process and providing a brief overview of the visioning process.

Participants were divided into four smaller groups where discussions were facilitated. Conversation was spirited and participants were engaged in the process. Afterwards each group presented a brief summary of their group's discussion; there was a significant degree of consensus regarding resident desires as well as their concerns.

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During the small group discussions, participants were asked the following questions:

1. What are your favorite things about Millbury (that you want to ensure be preserved in the future)?

2. What are your least favorite things about Millbury (that you feel are important to change in the future)?

3. What are your thoughts regarding additional development in Millbury?

What kind of development (housing, commercial, industrial) would you consider to be desirable? Where should it occur? Any specific desires or concerns?

4. If you could do one thing to improve Millbury, what would it be?

5. Lastly, participants were asked to respond to the following question in writing: *What makes Millbury unique?*

DEVELOPING A SHARED VISION OF MILLBURY'S FUTURE

Crafting a vision statement is a way of understanding and describing the desired future as envisioned by a group of people. The input of those who participated in this visioning workshop will be combined with the input of residents gathered in other venues to craft a vision statement and goals for the future of Millbury. The other venues include a visioning session held with a group of senior residents of Millbury, a survey of the business community and visioning exercises conducted with students from Millbury's high school. The input of the Steering Committee will also be incorporated.

The following represent the key elements to include in the vision statement as identified by the participants of the workshop. An action plan will be developed at a later phase in the process; it will be based on this vision. The plan will outline steps necessary to reach the future desired state that is based on the community's common values as much as is possible.



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HIGHLIGHTS OF WORKSHOP DISCUSSION

Key Themes and Elements for a Vision and Goals for Millbury's Future

- Participants seemed to very much appreciate the sense of community and close knit small town feeling that they experience and expressed a desire for more opportunity to enjoy this in
 - an improved downtown
 - increased access to open space and recreation
 - improved conditions for walking and biking.
- Participants expressed a strong desire to protect and enhance the Millbury's character which they felt was defined primarily by
 - historic buildings (including mill buildings, specific historic structures such as the Asa Waters mansion and the Library) and
 - natural features (including farms, lakes, and ponds and the Blackstone Canal).
- A strong desire for an improved downtown more businesses, a cohesive sense of place, adequate parking, reuse of historic buildings, sidewalks, a central park and more community events.
- A strong interest in improving ways of getting around town, whether it be :
 - by car (improved roadways)
 - by foot (by constructing/improving sidewalks)
 - by bicycle (completing the bike path).
- An interest in strengthening the tax base and creating jobs by:
 - Developing an economic development plan
 - Providing incentives to businesses to come to the downtown, an office park and/or industrial park
- An interest in improving the aesthetics and maintenance of both public and private property in Town
 - Hold landlords accountable
 - Upgrade Town facilities (schools, fire station, parks, Town Hall)
 - Ensure that new development is in keeping with the Town's character
- Support all ages, specifically:
 - Seniors with affordable senior housing (to downsize and age in place)
 - Youth by improving the schools and increasing recreational opportunities

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SUMMARY OF PARTICIPANT TOP RESPONSES TO QUESTIONS

FAVORITE Things

- Small town feeling
- Historic buildings
- Natural resources

Also:

- Central location
- Blackstone canal
- Small local businesses

LEAST FAVORITE Things

- No cohesive downtown
- Road condition and traffic
- Town government

Also:

- Lack of economic development plan
- Condition of natural resources
- Senior housing

Thoughts regarding ADDITIONAL DEVELOPMENT

- Attract more business downtown
- Attract more income generating development (including more industry, reuse mill buildings, attract medical facilities, office park)
- More affordable housing for the elderly

If you could do ONE THING to improve Millbury, what would it be...

- Improve the downtown
- Improve roads and sidewalks
- Improve schools

Also:

- Increase access to natural resources
- Attract more businesses (downtown, industrial park, office park)
- More landscaping/maintenance

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What Makes Millbury Unique?

Participants identified a wide range of features that make Millbury unique (see page 9 for a complete list). These fell into the following categories:

Physical Setting

- Historical features
- Access (highways)
- Canal
- Ponds
- Hiking trails
- Beautiful old houses
- Blackstone River
- Farms and open space
- Country setting
- Close to everything
- 3 working farms
- 3 nice bodies of water

Town Character

- The people
- Sense of community
- Small town feeling
- Villages
- Quiet drive down back road

Town and other Facilities

- Good schools
- Parks
- Fire Department
- Great barbershop
- Golf course

Lifestyle

- Good for young families
- Strong church families
- Great shopping
- Affordable housing

Potential

- Rail possibilities
- Future bike path
- Mills available to repurpose
- Downtown that could better express the community

"It's a small town with access to big city attractions...from having all of the qualities of a great shopping to enjoying a quiet drive down a back road all in one town. From having the feel of a small city at the Shoppes at Blackstone Valley, then travelling 10 minutes in the other direction and basically in a "country" setting... Millbury is a highly accessible, centrally located town. Its housing market is still economically feasible and yet is 45 minutes from Boston and 30 minutes from Providence." – compiled from several responses



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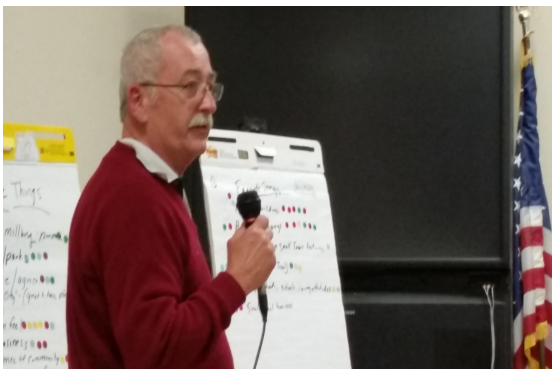
Detailed Documentation of Small Group Discussion

1. “What are your FAVORITE things about Millbury (that you would want to ensure be preserved in the future)”?

<i>Response</i>	<i>Comments</i>	<i># of groups</i>	<i># of dots¹</i>
Small town feel	Strong sense of community, the people Neighborhoods, caring attitudes People get involved	4	37
History, historic buildings	Preservation of historical structures Old “charm,” bricks, Asa Waters Mansion, Taft House & Library	4	26
Natural resources/Open space	Parks, agriculture, Ararat, Caves Butler Farm	3	16
Centrally located	Access to major highways like Mass Pike, Route 146, and Route 290	3	9
Blackstone canal remnants	Old rail bed that ends at Canal St.	1	8
Small businesses	Local businesses	2	7
Sitting areas		1	3
Library	There is an opportunity for expansion	2	2
Good schools		2	6
The Elm theater		1	2
The mills	Renovated Felters Mill	2	3
Sign in the center		1	1
Compact downtown	Close access to many buildings like the Town Hall and the Post Office	1	-
Bike path*		2	-
Fireworks*		1	-
Dog park*		1	-
Concerts on the Common	Like Peanut Butter and Jam	1	-

NOTES:

- Only three of the four groups prioritized their responses (using the dots)
- * Added after prioritization of features



¹ All participants were asked to respond to this question. Once all group members had contributed their ideas, each participant was given 5 dots and asked to get up from their seats and “vote” on which they felt was most important by placing the dots next to the words on the large pads. Each participant was requested to use all of their dots, but instructed not to place any more than 3 dots on any one item.

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2. “What are your LEAST favorite things about Millbury (that you feel are important to change in the future)?”

Response	Comments	# of groups	# of dots²
No cohesive downtown	Needs a plan Lack of businesses downtown No standard for center of town aesthetics Downtown is not a center, no park, no central common place Center looks a bit “run down” Clock in the center Sidewalks need updating Parking and directional signage to parking Used to have block parties and other activities	3	36
Road condition and traffic	No plan on spending to upgrade roadways 146 business corridor slows down traffic shape of the roads	4	23
Town government	Complacent employees Politics No information for adults to get involved	2	11
Lack of economic development plan	No incentives for businesses Losing downtown business Not business friendly	3	9
Condition of natural resources	Parks need improvement Condition of Windle Field and other town parks	3	7
Senior housing	Not up to standards	1	6
Abandoned properties	Older buildings not being taken care of Lack of maintenance	3	5
The mall has only one access		1	-
No sidewalks in town	Lack of sidewalks on major streets	2	2
Building code	More stringent for residential use	1	3
No vision		1	1
Bikepath	Finish the bike path and connect Condition of bike path	2	1
School sports buildings and fields	“antiquated”	2	5
State projects	Take too long to complete	1	2
Quality of drinking water		1	-
Architecture of new development	95 Elm Street doesn’t fit downtown look	2	4
Lack of maintenance of public spaces		1	-
Losing historical buildings	No mechanism to preserve what we have	1	-
Not ADA accessible		1	-

NOTE: Only three of the four groups prioritized their responses (using the dots)

² All participants were asked to respond to this question. Once all group members had contributed their ideas, each participant was given 5 dots and asked to get up from their seats and “vote” on which they felt was most important by placing the dots next to the words on the large pads. Each participant was requested to use all of their dots, but instructed not to place any more than 3 dots on any one item.

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- 3. What are your thoughts regarding additional development in Millbury?**
What kind of development (housing, commercial, industrial) would you consider to be desirable? Where should it occur? Any specific desires or concerns?

Response	Comments	# of groups
<i>Downtown</i>	<i>Commercial property is underutilized (in the center of town) More small business (no chain stores) No parking in the downtown area Bring in more business downtown, 146, River-West Create more parking</i>	4
<i>Need more income generating development</i>	<i>Industry where zoned Create additional industrial parks on outskirts of Town to promote more jobs Develop Canal St. property near Howe Ave. Convert old mill buildings for more full use Attract medical facilities Provide TIFs</i>	2
<i>More housing for the elderly</i>	<i>50+ affordable</i>	2
<i>Want a policy in place that would enable the town to have stricter bylaws on residential properties as far as aesthetics are concerned.</i>	<i>There was a minority opinion that "everyone should be able to do and build whatever they want."</i>	1
<i>There should be more restrictions</i>	<i>especially in the downtown area</i>	1
<i>More multi-family housing</i>	<i>In downtown On outskirts of town</i>	1
<i>Protect Open spaces (ponds, recreation)</i>		1
<i>Improve public facilities</i>	<i>Replace Shaw School Replace Fire Headquarters</i>	

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4. “If you could do one thing to IMPROVE Millbury, what would it be?”

Response	Comments	# of groups	# of dots³
Improve the Downtown	Including providing parking Create a nice park downtown More business downtown Downtown roads & sidewalks	4	32
Improve roads /sidewalks		3	23
Improve Schools	School buildings “Not up to date” No textbooks at Elmwood St. School Replace Shaw School	2	17
Increase access to natural resources	Ponds and lakes Usable Windle Field	1	14
Attract more businesses	Industrial park, office park, downtown	2	11
More landscaping /maintenance	More trees	1	9
Senior housing		1	7
Improve maintenance of public spaces		1	7
Activities/areas for kids	Summer Recreation program for youth Area for kids to go	2	6
Stronger leadership		1	3
Cultural diversity		1	2
More art and culture		1	4
Underground wiring		1	4
Improve maintenance of private properties		1	4
Improve Town Hall	Relocate Town Hall	2	3

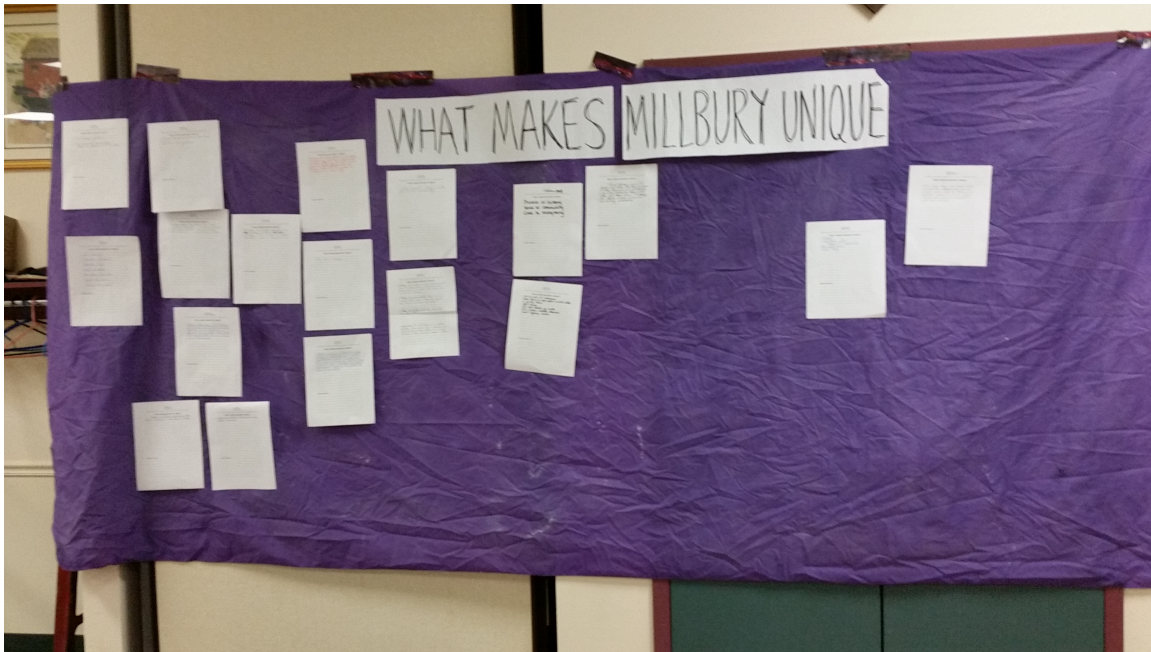


³ All participants were asked to respond to this question. Once all group members had contributed their ideas, each participant was given 5 dots and asked to get up from their seats and “vote” on which they felt was most important by placing the dots next to the words on the large pads. Each participant was requested to use all of their dots, but instructed not to place any more than 3 dots on any one item.

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What Makes Millbury Unique?

Participants were asked to write down on the back of their agendas their response to the question: *“What makes Millbury Unique?”* They were also given the opportunity to write down any “additional comments.” These are recorded on the following pages. The following is what they wrote.



“The people and the history of how we have progressed and where we want the town to progress to.”

“Moving to Millbury and after a short time feeling I have grown up here.”

“Small town, everything close by such as major highways and businesses.”

“Blackstone Valley history with a still remaining part of the Canal, 3 ponds, lots of public hiking trails. There is access to major highways and opportunities for young families to have a healthy life with good education. Strong church families as well as community pride.”

“location and historical features (Asa Waters Mansion, library); villages; good number of open space/parks.”

“Millbury people, the way the town comes together. The acres of roads, the water ways, the Fire Department, the schools, community services.”

“Its history! Its Location! The inhabitants and how they react and interact with each other”

MASTER PLAN
Millbury, Massachusetts

"Its location.

Beautiful old houses

Blackstone River

Rail possibilities

It future bike path

Small town flavor

Farms and open spaces"

"Millbury is unique because of its many historic buildings. It is also a small community with a small town feel."

"From having all of the qualities of a great shopping to enjoying a quiet drive down a back road all in one town. From having the feel of a small city at the Shoppes at Blackstone Valley, then travelling 10 minutes in the other direction and basically in a "country" setting."

"its rich history."

"Millbury is unique as a result of its storied history. Its architecture used to reflect this historical richness. The people and their sense of community drive this town and it would be nice if the downtown design and redevelopment supported and fostered this sense of community."

"The small town, united feel of the community."

"Millbury is a highly accessible, centrally located town. Its housing market is still economically feasible and yet is 45 minutes from Boston and 30 minutes from Providence."

"Millbury has parks available that can be a great selling point if they are brought back to the condition they should be."

"Millbury has a great barbershop across from the Post Office."

"Presence of history"

"Sense of community"

"Close to everything"

"Lots of mills to repurpose"

"Large tracts of open space in West Millbury"

"3 working farms"

"golf course"

MASTER PLAN
Millbury, Massachusetts

"3 nice bodies of water"

"Rich history – Waters Mansion"

"Great highway access"

"After thinking it over, I really don't think Millbury is unique. I have done quite a bit of traveling in my former occupation through urban cities and small towns. I really it has modest uniqueness, but nothing outstanding."

"It's a small town with access to big city attractions. Highway access and good schools make it good for families. An extensive history adds to its appeal. Focused intent and a unified populace, would make it great!"

"History"

"Small town-vibe; sense of community"

"Asa Waters Mansion"

"Historic Library"

OTHER COMMENTS

"Get the schools to an acceptable condition. Clean up the roads and sidewalks and make the center of town sellable to in coming businesses and their prospective patrons and customers."

Perks of Participation

Participants were automatically eligible for a free raffle. Several participants won a range of prizes.



MILLBURY MASTER PLAN 2016

APPENDIX B: Summary of Visioning Session with Senior Citizens of Millbury

A visioning session was conducted with seniors at the luncheon at the Senior Center on February 18, 2016 from 12:00 PM – 1:00 PM. There were thirty-five (35) participants. The following is a summary of their responses to the questions asked.



HIGHLIGHTS OF DISCUSSION

Millbury seniors enjoy... Seniors were in general very pleased with living in Millbury and especially with the Senior Center and senior services overall. They also enjoy the Library, churches, and some, perhaps more active, also seemed to enjoy some of the historic and natural features of the Town.

Seniors seemed **most concerned** about the following:

- The lack of affordable, appropriately sized and located housing for seniors.
 - Would like the apartments to have 2 or more bedrooms
 - Be located in the center of town and be accessible
 - Some thought the former nursing home should be converted to senior housing

What many Millbury seniors **would like to see in the future:**

- More and better housing for seniors
- A low cost diner, bakery or coffee shop in the center of Town
- More activities for seniors
 - More night time activities (including a night time van driver)
 - More seniors at the center
 - Senior dating service
 - Share athletic fields with schools
 - Walking/bus tours of Town
- Tax abatement for senior citizens
- Improved road conditions

MILLBURY MASTER PLAN 2016

A more detailed documentation of the responses of participants follows. After all responses were written on a large pad, they were read out loud and participants were asked which of the responses were on their list of TOP 3. Shading indicates these priorities (based on a show of hands).

MORE DETAILED DOCUMENTATION OF PARTICIPANTS' RESPONSES

1. What are your FAVORITE things about Millbury (and would like to make sure are preserved in the future)?

- Nothing
- Senior Center
- Library
- Churches
- Blackstone canal (should be redeveloped)
- Educational system
- Courteous people (since 1912)
- Elm Theater

2. What are your LEAST FAVORITE things about Millbury (that you would like to see changed)?

- Road conditions (including manhole covers, the Rotary on Rt. 146, traffic and signals on Main Street))
- There is no pool for swimming in Town
- Style and location of the 20th Century 4-sided clock (would prefer that it be located at CVS)
- Not enough appropriately sized (2 bedrooms plus needed) senior housing
- No where for kids to hang out; need a Community Center
- Vacant former nursing home (would make a good Community Center)
- Eyesore buildings such as Fire Station and vacant buildings
- The fact that the athletic facilities at the schools are not shared with adults

MILLBURY MASTER PLAN 2016

3. As a member of Millbury's senior community,
a. What is GOOD about growing older in Millbury

- Senior Center/lunch at Senior Center
- Good water
- Very active senior center and community in general
- Concerts

b. What do you consider to be your most important CONCERNS regarding aging?

- Taxes are too high for seniors on a fixed income
- The door at the Post Office is too heavy



MILLBURY MASTER PLAN 2016

4. Do you feel that Millbury adequately meets the needs of its senior residents and what could the Town do better?

NEEDS	ADEQUATELY MET	COULD BE BETTER	COMMENTS
<i>health care</i>	Most felt yes		
<i>fitness/wellness programs</i>	Most felt yes		<i>"I would very much like a pool for swimming"</i>
<i>Socializing</i>	Strong YES		<i>"Need a dating service for seniors"</i>
<i>transportation</i>	Strong YES		<i>"Senior van is great"</i>
<i>housing (affordable, appropriate size/location/amenities)</i>		Yes, need more	<i>"locate in the center of town"</i>
<i>home delivered meals</i>	Yes		
<i>emergency care</i>	yes		
<i>Information and referrals regarding available services</i>	Yes, "Senior Center provides very good services"		<i>"Just ask Judy" (Director of Senior Center)</i>

MILLBURY MASTER PLAN 2016

5. If you could do one thing to make Millbury a better place to live, what would that be?

- Love one another
- Senior Center – more activities, have more people come to the center (“people shouldn’t be alone”), more activities at night
- Pay raise for fire fighters
- “Millbury is perfect!!”
- Relocate clock to CVS site
- Create a Community Center with a pool
- Carwash
- Larger apartments for seniors (should be located in center of town, have more than 2 bedrooms, and be accessible)
- Stop demolition of old buildings
- New fire station
- Improve football field
- More parking needed in the Town center
- Move Town Hall functions into the former nursing home and then use the Town Hall for the Police Department to expand
- Discounted senior tax rate (abatement for seniors, “don't force people out of their homes”)
- Canoe trips to Rhode Island on Blackstone, also create bike/walking trail along the canal
- Buy property around the mill
- Bring the Diner (that was in the center of town) back

6. What has been lost from Millbury (things that were here in the past that you wish could return)?

- Railroad Station – create a stop at the Senior Center so seniors (and others) can go to Providence
- Bring the Diner (that was in the center of town) back (or put it at the High School as a Concession stand)
- Bakery or coffee shop (need to have a low cost option)
- Historical bus/walking tours (just as conducted for the Bicentennial)
- Walking trails (ADA compliant) in different parts of town
- Night event van drivers
- Senior housing garages

MASTER PLAN: Millbury, MA

Streaming into the Future Together

APPENDIX C:

Summary of Milton Business Survey

Over 40 business owners and managers were invited to participate in an on-line survey that was administered to business owners and managers with businesses located in Millbury, MA. The response rate was very high (almost 50%) with twenty business owners responding. A couple of members of the Master Plan Steering Committee personally went door to door to all the local businesses, package stores and banks around the center on both sides of the street, down as far as Gorette's and C.V.S., on to Felter's Mill. Also Ray's Tru Value on Howe Ave and some further down on Millbury Ave. Business owners were offered a hard copy as well as the opportunity to take the survey on-line. No one took a hard copy, they all responded electronically.

The majority of businesses responding to the survey are involved in the professional services, personal services, health services and manufacturing sectors. Also some are involved in transportation, retail, wholesale and construction.

There were no respondents involved in automotive, restaurant, entertainment, lodging, education or communication sectors. One was involved in Fitness.

In general respondents seem relatively satisfied with their current location and their current parking situation. They report being less satisfied with their ability to find the right employees and a significant percentage was not satisfied with the current mix of businesses in Town. Most businesses reported not having plans to expand in the next few years.

Key Themes

The following are key themes, issues brought up by a majority of respondents.

- The Town should take better care of the roads, sidewalks and public areas in the downtown
 - “there should not be brush growing so far out in the street that people swerve to get around.”
 - “clean up streets, gutters, sidewalks. Pick up trash even if it is on the edge of private property. Mow common areas more often..”
- Town services regarding public safety and traffic control were satisfactory
- The downtown needs beautification, roadway improvements and parking
- Business owners/managers most appreciate Millbury for its small town feel and convenient location (highway access).
- The top three challenges respondents identified for Millbury are:
 - Staying affordable
 - Taking care of its senior citizens (especially with regard to affordable housing appropriate for seniors)
 - Road improvements, traffic, and parking
- What makes Millbury unique according to the respondents are primarily the small town feel and the people of Millbury, as well as the highway access.
- Some respondents felt they would like more support from Millbury residents and generally, more appreciation and recognition.

MASTER PLAN: Millbury, MA

Streaming into the Future Together

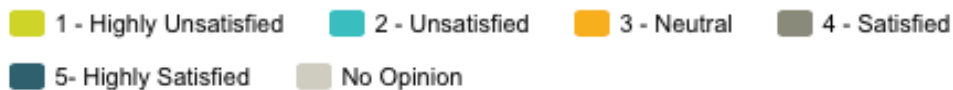
There was quite mixed response to the idea of increasing connection and cooperation amongst existing businesses, with an equal amount responding yes they are interested in exploring this and no they are not.

Summary of Survey Responses

The following is a summary of the survey responses. Please see Appendix A for a detailed documentation of the survey responses.

1. How satisfied are you with your dealings with the Town and with the services of the Town?

Levels of Satisfaction were defined as ranging from 1 (Highly Unsatisfied) to 5 (Highly Satisfied).



Business Owners were asked how satisfied they were with the Town with regard to the following;

Permitting

The majority of respondents (40%) reported feeling Neutral about the permitting process, followed by No Opinion (33%). 20% reported that they were either Very Satisfied or Satisfied, and only 6.7% reported being Unsatisfied.

Sign permits

The majority of respondents (40%) reported feeling Neutral about the sign permitting process, followed by 33% who reported No Opinion. 20% were Satisfied and 6.7% were Unsatisfied.

Provide information you need

The majority of respondents (43.75%) reported that they were either Satisfied or Highly Satisfied regarding having access to the information they need from the Town. This was followed by 37.5% reporting that they feel Neutral regarding this issue. Finally, 12.5% reported that they were Unsatisfied and 6.25% reported having No Opinion on the topic.

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Public Safety services

Over half and the majority of respondents (53.3%) were either Satisfied or Highly Satisfied with the public safety services they receive from the Town. Almost a third (26.6%) were Neutral, while 13.34% reported being either Unsatisfied or Highly Unsatisfied. A few (6.6%) reported not having an opinion.

Traffic control

Over half and a clear majority (56.3%) were either Satisfied or Highly Satisfied with the traffic control in Town. This was followed by a quarter (25%) who were Neutral and almost a fifth (18.75%) who reported being either Unsatisfied or Highly Unsatisfied.

Town bylaws (zoning, health)

Over one third (35.3%) of respondents report being Neutral on the issue of the Town's bylaws, while almost an equal amount (about a fifth) report being Unsatisfied (23.5%) as report being Satisfied (17.6%); those reporting they are Unsatisfied are slightly more than those who are Satisfied. More than a fifth (23.5%) report having No Opinion.

Value received for your tax dollars

The majority of respondents reported feeling Neutral about this issue, while a similar amount (over a fifth) report being Unsatisfied (29.4%) as report being Satisfied (23.5%); those reporting they are Unsatisfied are slightly more than those who are Satisfied. A small percentage (5.9%) report having No Opinion.

2. What can the Town do to improve business conditions?

Respondents' suggestions included the following:

Improve roadways

Provide more parking downtown

Clean up streets, sidewalks, pick up trash, mow common areas more often

Promote local businesses in monthly newsletter

Get young people involved

Enforce regulations; do not pass regulations that provide disincentives to businesses

MASTER PLAN: Millbury, MA

Streaming into the Future Together

3. What would you say are the qualities of Millbury that you appreciate?

Respondents' responses included the following:

Small town feel
Convenient location
Locally-owned businesses
Safety
Public services
Inexpensive rent
Historical character
Access to shopping, etc.
Bike path

4. What would you say are the challenges that Millbury faces now or will face in the future?

Respondents' responses included the following:

Staying affordable
Taking care of senior needs (affordable housing, senior center)
Road improvements and traffic/parking
Staying small
Beautification of center will be needed
Keeping up with changes
Board of Selectmen
Lack of specific services (e.g. Federal Express drop off location)

5. What makes Millbury unique?

Respondents' responses included the following:

Small town feel
The people
Highway access
Historical resources
Felters Mill
Walkability
Electricity hub

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Streaming into the Future Together

6. What type of business do you operate in Millbury?

The majority of respondents were owners or managers of professional services, personal services, health services or manufacturing. Additionally, there were respondents involved in transportation, retail, wholesale, and construction. There were no respondents from the sectors involved in restaurants, automotive, entertainment, lodging, education or communication.

Type of Business	Percent of Respondents
Professional Service	13.3%
Personal Service	13.3%
Health Service	13.3%
Manufacturing	13.3%
Transportation	6.6%
Retail	6.6%
Wholesale	6.6%
Construction	6.6%
Automotive	0
Restaurant	0
Entertainment	0
Lodging	0
Education	0
Communications	0
OTHER: (e.g. Fitness)	20%

7. Are you generally satisfied with...?

Respondents were asked to select from the following responses:

- Yes
- Somewhat
- No
- No Opinion

In general respondents seem relatively satisfied with their current location and their parking situation. They report being less satisfied with their ability to find the type of employees they need and while 40% report being satisfied with the current mix of businesses, 26.7% are only somewhat satisfied with this mix and one-fifth (20%) are not satisfied.

Your Current Location

Yes	Somewhat	No	No Opinion
73.3%	13.33%	6.67%	0%

MASTER PLAN: Millbury, MA

Streaming into the Future Together

Your current parking and access conditions

Yes	Somewhat	No	No Opinion
66.67%	13.33%	6.67%	6.67%

Ability to find type of employees needed

Yes	Somewhat	No	No Opinion
26.67%	53.33%	6.67%	6.67%

Current mix of businesses in Millbury

Yes	Somewhat	No	No Opinion
40.0%	26.67%	20.0%	6.67%

8. Do you have plans for expansion in Millbury in the next few years?

Over half and the majority of those responding to the survey (53.33%), reported that they are not planning to expand in Millbury during the next few years. About one-third (33.3%) reported not having an opinion, while 6.67% said yes, they were planning on expanding and one person said “maybe.”

9. Would you be interested in increasing connection and cooperation between existing businesses (For example, contributing to a joint fund for aesthetic improvements and/or increased services in commercial areas)?

The majority of the survey respondents (46.7%) had No Opinion regarding this issue, while an equal amount (26.7% for each) responded Yes and No. The comments included:

- “Why would I want to help my competition?”
- “Perhaps, not sure at this time”
- “We already do more than our share”
- “Not with the present BOS”

10. What would help to make your business feel more a part of Millbury?

Respondents’ responses included the following:

More resident support and appreciation

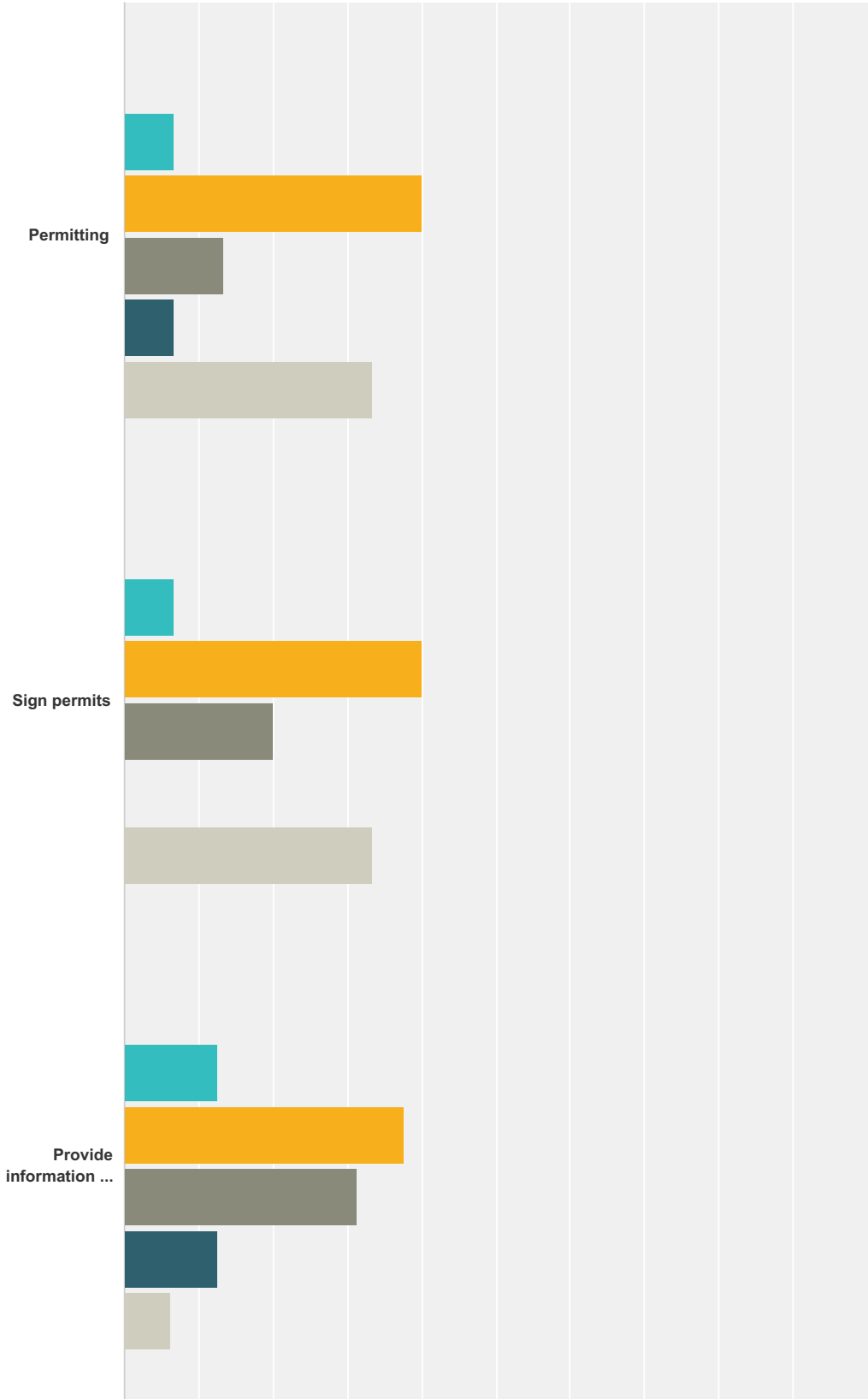
Better communication

Group for wholesale businesses

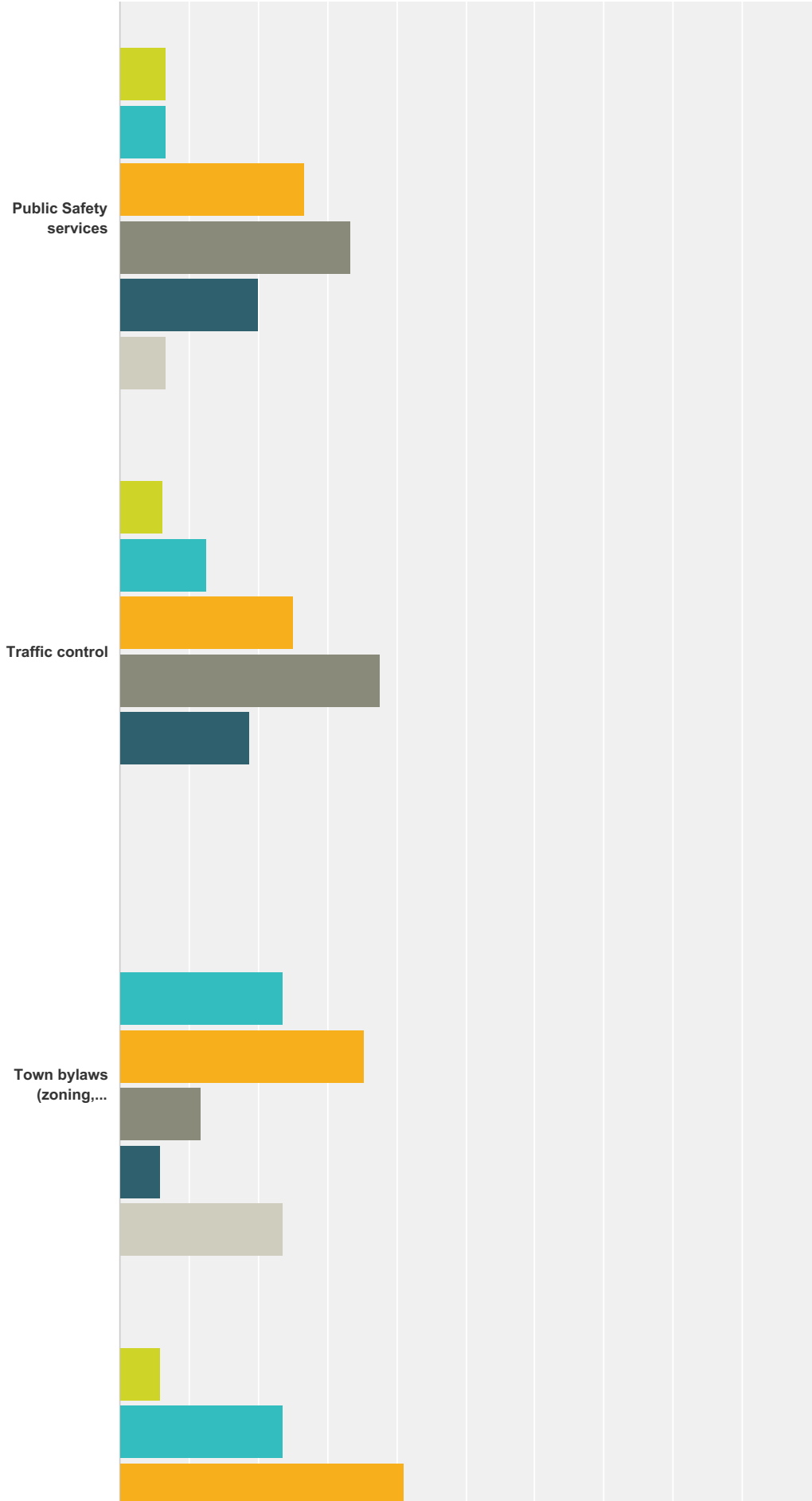
I feel a part of Millbury

Q1 How satisfied are you with your dealings with the Town and with the services of the Town?

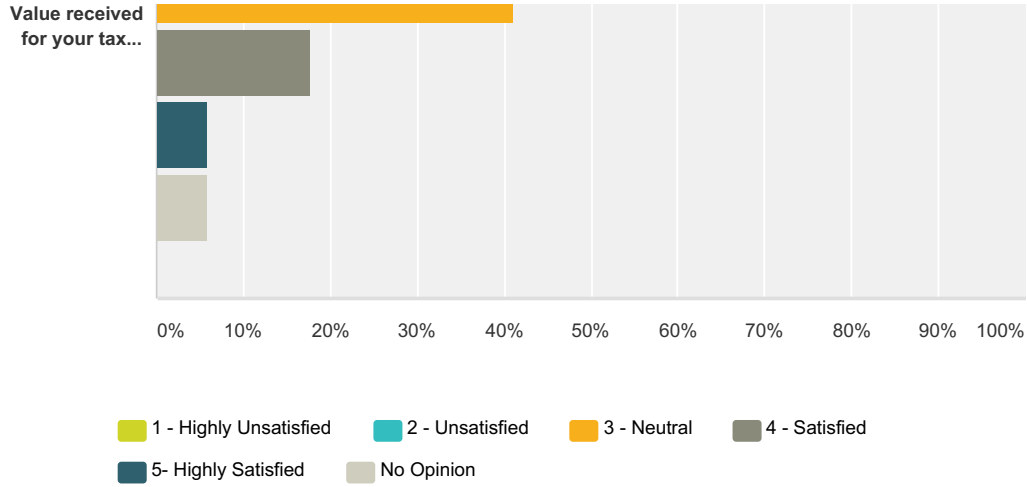
Answered: 20 Skipped: 0



Millbury Business Community



Millbury Business Community



	1 - Highly Unsatisfied	2 - Unsatisfied	3 - Neutral	4 - Satisfied	5 - Highly Satisfied	No Opinion	Total
Permitting	0.00% 0	6.67% 1	40.00% 6	13.33% 2	6.67% 1	33.33% 5	15
Sign permits	0.00% 0	6.67% 1	40.00% 6	20.00% 3	0.00% 0	33.33% 5	15
Provide information you need	0.00% 0	12.50% 2	37.50% 6	31.25% 5	12.50% 2	6.25% 1	16
Public Safety services	6.67% 1	6.67% 1	26.67% 4	33.33% 5	20.00% 3	6.67% 1	15
Traffic control	6.25% 1	12.50% 2	25.00% 4	37.50% 6	18.75% 3	0.00% 0	16
Town bylaws (zoning, health)	0.00% 0	23.53% 4	35.29% 6	11.76% 2	5.88% 1	23.53% 4	17
Value received for your tax dollars	5.88% 1	23.53% 4	41.18% 7	17.65% 3	5.88% 1	5.88% 1	17

#	Other (please specify)	Date
1	downtown improvement road improvement It would be nice to see our road taken care of like the down town area. there should not be brush growing so far out in the street that people swerve to get around	3/25/2016 10:48 PM
2	taxes too high Property taxes are too high	3/25/2016 11:45 AM
3	BOS Board of selectmen are non commital	3/22/2016 9:25 PM
4	satisfied with all all the above i am satisfied	3/21/2016 12:55 PM

Q2 What can the Town do to improve business conditions?

Answered: 10 Skipped: 10

#	Responses	Date
1	improve roadways invest in renovation improve roadways and continue to invest in building renovation and redevelopment.	3/28/2016 8:42 AM
2	unknown	3/25/2016 4:45 PM
3	enforcement Find the businesses that just open up without going thru the Town for proper licensing.	3/25/2016 11:45 AM
4	enforcement Same rules for all	3/25/2016 9:09 AM
5	parking Downtown parking.	3/24/2016 3:59 PM
6	maintenance/appearance Clean up streets, gutters sidewalks. Pick up trash even if it is on the edge of private property. Mow common areas more often. Improve appearance	3/24/2016 10:50 AM
7	parking Parking	3/22/2016 9:25 PM
8	regulations Dump most planning regulations. Stop trying to pass rules that would keep business low.	3/22/2016 9:03 PM
9	promote Promote local businesses in monthly news letters	3/21/2016 12:55 PM
10	get young people involved parking do NOT PUT EVERYTHING IN THE CENTER TOO CROWDED ,NO PARKING.think outside the box solicit stores and businesses be assertive.get younger people involed in the process of change.	3/19/2016 1:20 PM

Q3 What would you say are qualities of Millbury that you appreciate?

Answered: 13 Skipped: 7

#	Responses	Date
1	safety Safety and low crime	3/28/2016 8:42 AM
2	small town quiet small town.	3/25/2016 10:48 PM
3	bike path convenient location convenient to the masspike. nice bike path.	3/25/2016 4:45 PM
4	small town It has maintained a small town atmosphere.	3/25/2016 2:52 PM
5	public services I appreciate the MPD, MFD, Ambulance Service, Transfer Station and DPW	3/25/2016 11:45 AM
6	inexpensive rent Inexpensive Rent	3/25/2016 10:58 AM
7	small town small town feel	3/25/2016 9:09 AM
8	locally owned businesses small town small town charm with access to a lot of goods and services that are local owned businesses.	3/24/2016 3:59 PM
9	small town small town feel	3/24/2016 10:50 AM
10	Not much anymore	3/22/2016 9:25 PM
11	historical character small town Small town feel with big town amenities, historical charscer.	3/22/2016 9:03 PM
12	small town small town feel.	3/21/2016 12:55 PM
13	access to shopping, etc. convenient location size,acess to shopping, banking,location to major highways.	3/19/2016 1:20 PM

Q4 What would you say are challenges that Millbury faces now or will face in the future?

Answered: 13 Skipped: 7

#	Responses	Date
1	balance of uses balance of commercial, light industrial along with residential	3/28/2016 8:42 AM
2	staying affordable staying small staying small and not let people spend at a rate faster than i can afford. that's why we live here.	3/25/2016 10:48 PM
3	impact public fac/service it is in an ideal commuter location and has a lot of business development so I would think the road infrastructure and schools are now and will have budget issues	3/25/2016 4:45 PM
4	BOS BOS Knowledge	3/25/2016 11:45 AM
5	lack of specific service There is no fedex or ups drop off location nearby. We have to drive to Worcester and it's a pain.	3/25/2016 10:58 AM
6	BOS town politicians have their own personal agendas which are not always what is best for the people or businesses of the town	3/25/2016 9:09 AM
7	road traffic/parking Road traffic and parking as businesses and population expands	3/24/2016 3:59 PM
8	beautification road improvements road traffic/parking Infrastructure improvement streets, roads sidewalks. Need to make center more attractive to business and citizens/customers	3/24/2016 10:50 AM
9	affordable senior housing staying affordable Affordable housing for seniors. Need small one floor single family homes.	3/23/2016 12:14 PM
10	comparison w/area towns Catching up on the rest of the area towns	3/22/2016 9:25 PM
11	road improvements road traffic/parking staying affordable High taxes, roads, envy of other towns who build schools and complexes they don't need.	3/22/2016 9:03 PM
12	keeping up with changes keeping up with changes the town will have to do to keep it thriving	3/21/2016 12:55 PM
13	BOS senior needs staying affordable keeping taxes in check and still provide services.look at all dept to think of consolodating or being PT, with the computer is there a need for as many staff. are the supervisors working supervisors? The senior center is really not up to its potential for the needs of todays seniors,change in leadership might be a good thing in many areas.	3/19/2016 1:20 PM

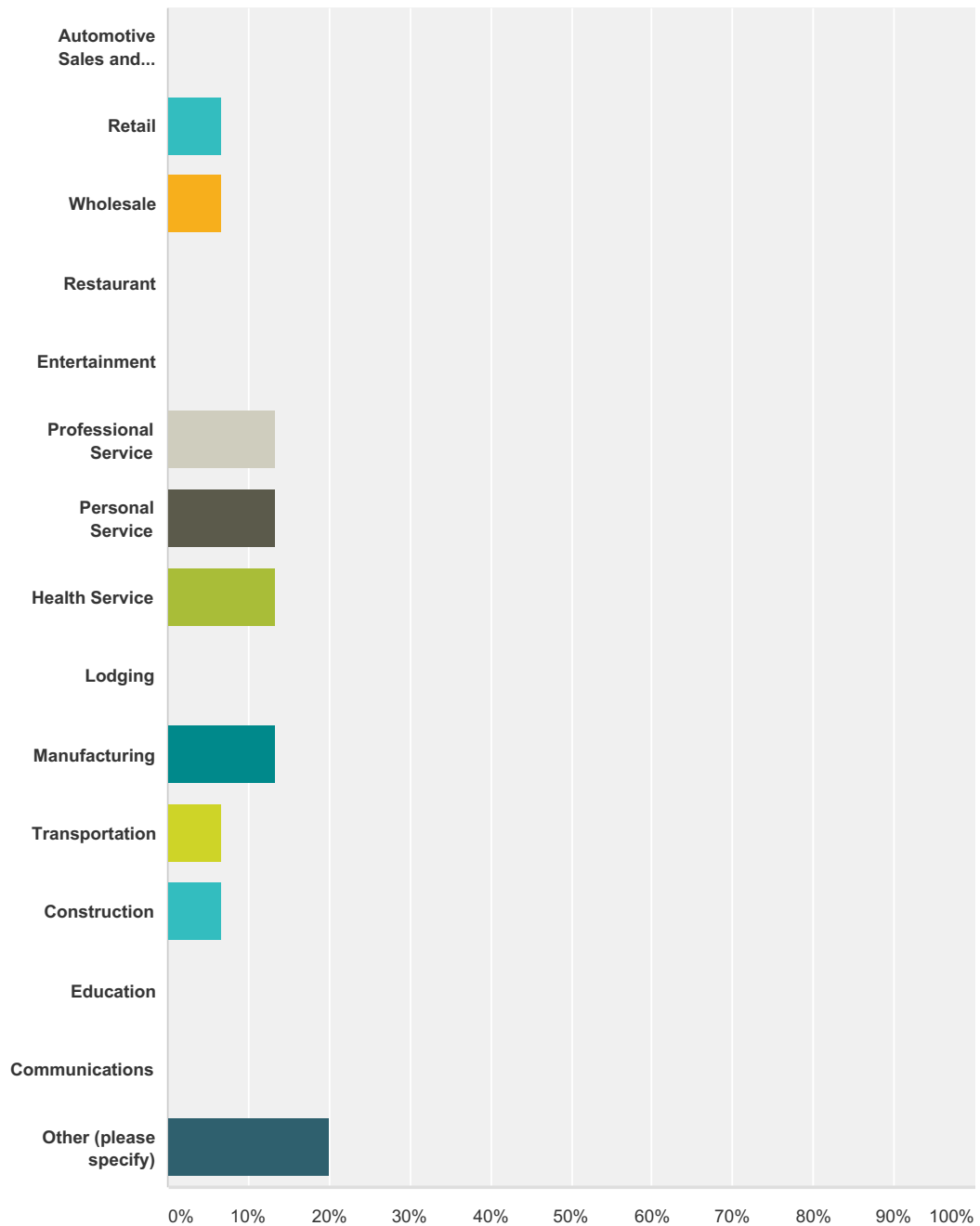
Q5 What makes Millbury unique?

Answered: 9 Skipped: 11

#	Responses	Date
1	electricity hub highway access ease of access using pike. electricity hub.	3/25/2016 4:45 PM
2	the people The caring residents	3/25/2016 11:45 AM
3	Felters Mill We love the Felters Mill! Unique work environment and beautiful space.	3/25/2016 10:58 AM
4	walkability it is walkable	3/25/2016 9:09 AM
5	small town feel Small town feeling. But, that is going away with new round-about and malls.	3/23/2016 12:14 PM
6	historical resources Living in the past	3/22/2016 9:25 PM
7	historical resources shoppes The shoppes, historical places.	3/22/2016 9:03 PM
8	the people people are very supportive of one another	3/21/2016 12:55 PM
9	highway access small town feel location, still meets the needs of people who want a country setting but with some up to date amenities.	3/19/2016 1:20 PM

Q6 What type of business do you operate in Millbury?

Answered: 15 Skipped: 5



Answer Choices	Responses
Automotive Sales and Services	0.00% 0
Retail	6.67% 1
Wholesale	6.67% 1
Restaurant	0.00% 0

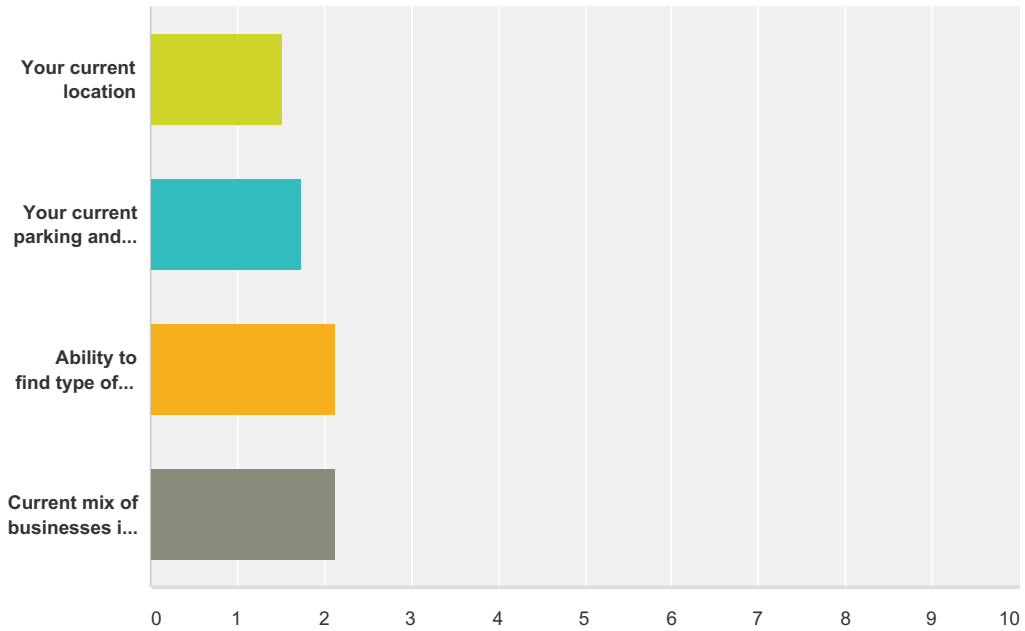
Millbury Business Community

Entertainment	0.00%	0
Professional Service	13.33%	2
Personal Service	13.33%	2
Health Service	13.33%	2
Lodging	0.00%	0
Manufacturing	13.33%	2
Transportation	6.67%	1
Construction	6.67%	1
Education	0.00%	0
Communications	0.00%	0
Other (please specify)	20.00%	3
Total		15

#	Other (please specify)	Date
1	none.	3/25/2016 4:45 PM
2	Fitness	3/24/2016 3:59 PM
3	n/a	3/22/2016 9:03 PM

Q7 Are you generally satisfied with:

Answered: 15 Skipped: 5

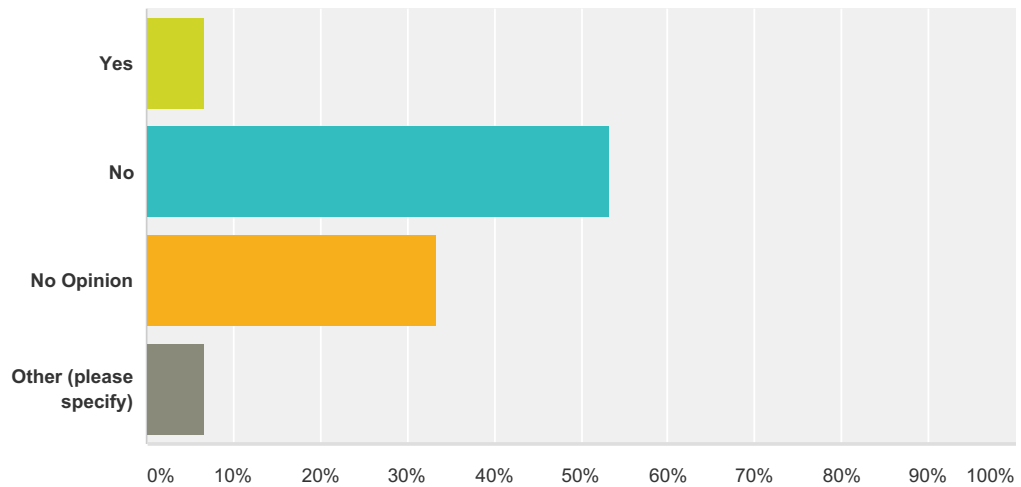


	Yes	Somewhat	No	No Opinion	(no label)	Total	Weighted Average
Your current location	73.33% 11	13.33% 2	6.67% 1	0.00% 0	6.67% 1	15	1.53
Your current parking and access conditions	66.67% 10	13.33% 2	6.67% 1	6.67% 1	6.67% 1	15	1.73
Ability to find type of employees needed	26.67% 4	53.33% 8	6.67% 1	6.67% 1	6.67% 1	15	2.13
Current mix of businesses in Millbury	40.00% 6	26.67% 4	20.00% 3	6.67% 1	6.67% 1	15	2.13

#	Other (please specify)	Date
1	lack of resident support Millbury Residents do NOT support Millbury Small Business	3/25/2016 11:45 AM

Q8 Do you have plans for expansion in Millbury in the next few years?

Answered: 15 Skipped: 5

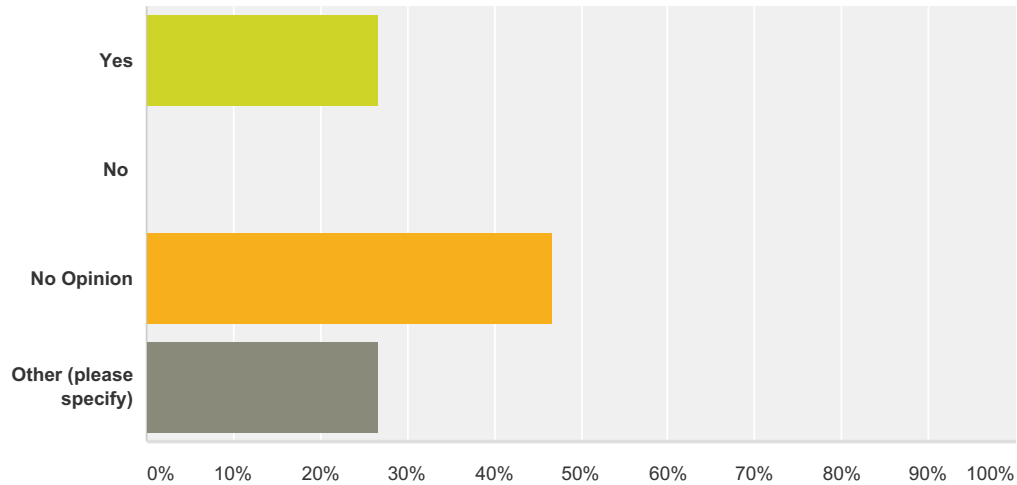


Answer Choices	Responses
Yes	6.67% 1
No	53.33% 8
No Opinion	33.33% 5
Other (please specify)	6.67% 1
Total	15

#	Other (please specify)	Date
1	maybe	3/24/2016 10:50 AM

Q9 Would you be interested in increased connection and cooperation between existing businesses (For example, contributing to a joint fund for aesthetic improvements and/or increased services in commercial areas)?

Answered: 15 Skipped: 5



Answer Choices	Responses
Yes	26.67% 4
No	0.00% 0
No Opinion	46.67% 7
Other (please specify)	26.67% 4
Total	15

#	Other (please specify)	Date
1	Why would I want to help my competition?	3/25/2016 11:45 AM
2	Perhaps. Not sure at this time	3/24/2016 3:59 PM
3	We already do more than our share. School functions, Little League, Youth Soccer, Millbury Beautification, Scholarship Fund, Scouts, Church Funds, ETC	3/24/2016 10:50 AM
4	Not with presentBos	3/22/2016 9:25 PM

Q10 What would help to make your business feel more a part of Millbury?

Answered: 9 Skipped: 11

#	Responses	Date
1	If this survey was for businesses only you should have said that you didn't care what the people who pay taxes think	3/25/2016 10:48 PM
2	n/a	3/25/2016 4:45 PM
3	more resident support If more Millbury residents were my patrons.	3/25/2016 11:45 AM
4	group for wholesale A group for wholesale type businesses. Networking groups are mainly for direct to consumer. It would be nice to meet other people who are involved wholesale operations.	3/25/2016 10:58 AM
5	better communication better communication and inclusion	3/25/2016 9:09 AM
6	appreciation Appreciation for being here.	3/24/2016 10:50 AM
7	support Support	3/22/2016 9:25 PM
8	n/a	3/22/2016 9:03 PM
9	I feel a part of Millbury	3/21/2016 12:55 PM

APPENDIX D: SUMMARY OF YOUTH VOICE:

Comments of Millbury High Schools Students...

The following are the comments of students of various ages that participated in a visioning forum. The number of stars (*) following each comment represents the number of students that gave the same response or agreed with it. The students were asked to think about how Millbury could be better in the future. Their top responses had to do with the following features of the Town:

Improve the downtown

More modern, more shops, more businesses and restaurants
A more friendly common where people will want to spend time
Fancier bars, night clubs
Alter brick buildings in the center to look like they used to before burning, make them look prettier than they do now
Clean up, needles, trash, the town is dirty
Improve local businesses, fix them up

Improve transportation

Repairing roads, Fix infrastructure
Providing sidewalks, sidewalks to the mall
Safer sidewalks
Fix/pave the roads, fill the potholes, dangerous for buses to drive on
More buses crossing the whole town

Increase opportunities for recreation and preserve/clean the natural features

Bike rental
Boat rental
Update the parks
Clean the parks
Better equipment
Hiking trails
Better athletic fields, basketball courts, clean up
More sports options (e.g. football, basketball, hockey rink)

Swimming pool
Ice skating, bowling
Make a skate park in the center of town
New football field
Arcades

More environmentally-friendly

Stop cutting down trees
More trees along main roads
Make Millbury more environmentally friendly (e.g windmills, solar panels)
Clean Blackstone River
Stop polluting the River
Clean lakes and ponds
Keep the woods and forests

Improve the school system

A new high school, more updated, make it better for future children (Ipads, etc.)
Hire new high school staff, replace bad teachers
Better school lunches
More officers in the schools on duty 24/7
Stop the bullying
Seatbelts on school buses
Fix the drug problem

Affordability

Reduced price of oil/gas bill or electric /heat bill
Affordable housing
Free school parking spots
Lower taxes

Comments of Millbury High Schools Students

The following are the students' answer to the question:

“What changes/additions could the town of Millbury make within 10 years of your High School Graduation that would make you return to be a permanent resident?”

there's not much to do here...if there were more places/things to do here...*****

my family here is the only thing that would keep me here...**

more free activities, like bike rental, boat rental, a public park, public transportation...**

they could reduce the price of the oil/gas bill or electric/heat bill...

make the town look more modern, more shops, more businesses and restaurants...*****

make better school lunches...***

lower the rent for a house of 5-7 or more members, make houses affordable...**

have more Officers in the Schools on duty 24/7...

ACTUALLY stop the bullying and fighting, less violence...***

make the roads/sidewalks more safe to be on, need sidewalks too...*****

not paying for school parking spots...

fix/pave the roads, fill the potholes, dangerous for buses to drive on...*****

kids need to be safe on buses...need seatbelts...***

lower taxes...**

stop cutting down trees keep the trees...**

stronger school system...*****

if my house was re-built (it was were the Veteran's Memorial Park is now)...

we should make the wall of the mall more attractive...

better houses for new people that want to thrive in a new economy and live here with happiness...****

updated parks, clean the parks, better equipment, hiking trails...*****

Comments of Millbury High Schools Students

*

better athletic fields, basketball courts, clean up...*****

a more friendly common, where people will want to spend time...*****

a new High School, more updated, make it better for their future children, ipads...*****

hire a new High School staff, replace the bad teachers...

more Athletic (sport) choices/options...*****

infrastructure needs to be fixed ten-fold...***

make Millbury more environmentally friendly-windmills/solar panels...*

swimming pool area...***

fancier bars, night clubs (high society)

dance ranch/city vibes...**

sidewalks up to the mall...*****

another entry to the mall...

alter brick buildings in center to look like they used to before burning down, make them look prettier than the brick boxes that they are, bulidings are ugly...*****

too many random memorials, stop building monuments, they are a waste of money.....***

no traffic light at Howe Ave. intersection...

more trees along main roads...***

no electronic signs...

fun areas for teenagers/children to go besides mall, such as ice skating/bowling...*****

football, basketball, hockey rink...*****

clean Blackstone River, stop polluting the River...***

clean town, needles, trash pick-up, town is dirty...*****

clean lakes/ponds...***

start saving money so we can use it to fix this town...

Comments of Millbury High Schools Students

make a new VFW...

keep woods, forests... **

more buses, crossing the whole town...

fix the DRUG problem... *****

make a skate park in the center on town... **

new football field...

arcades...

improve local businesses, fix them up... ***

increase the population...

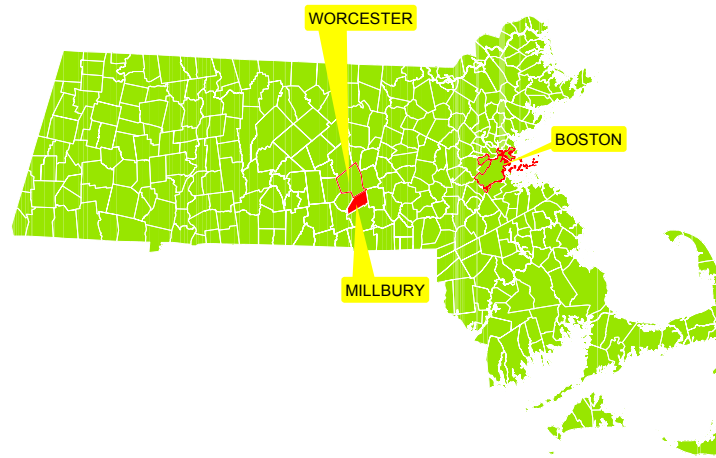
*

Denotes how many students commented on the same subject.

APPENDIX E:



TOWN OF MILLBURY, MASSACHUSETTS



Location:

It is in Central Massachusetts, bordered by Worcester on the north, Grafton on the east, Sutton on the south, and Oxford and Auburn on the west. Millbury is 43 miles west of Boston.

- Total Area: 16.25 sq. miles
- Land Area: 15.73 sq. miles
- Population: 13,261
- Density: 816 per sq. mile

This snapshot contains details about the following items:

- Population
- Economy
- Land use
- Housing
- Public Safety
- Education
- Transportation
- Traffic Safety

Data Sources:

The Massachusetts Department of Transportation / Geographic Information Systems / Education / State Police / Division of Unemployment Assistance / Housing and Community Development, The US Census Bureau, Massachusetts Association of Realtors, Massachusetts Institute for Social and Economic Research (MISER), The Warren Group and massbenchmarks.org.

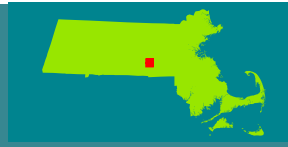
Community Snapshot

Millbury

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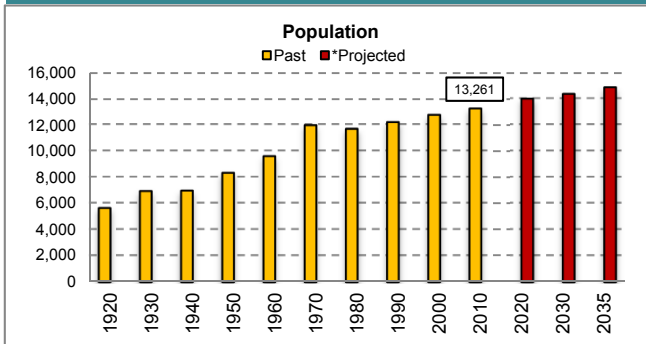
Population-Economy-Housing-Education-Transportation-Public Safety

Central Massachusetts Regional Planning Commission



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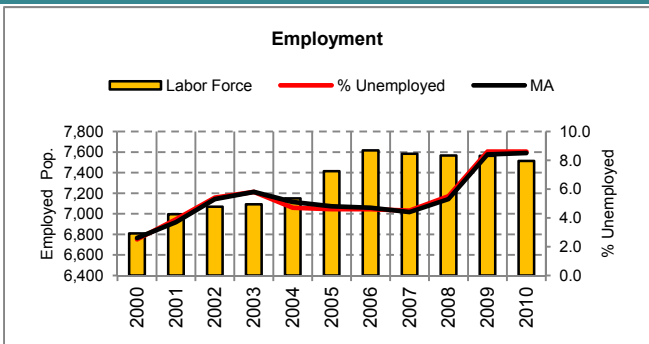
POPULATION



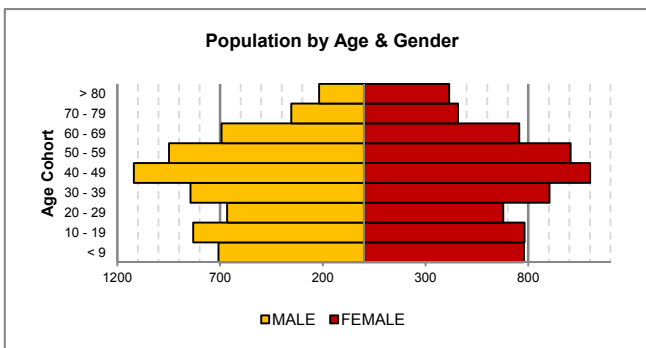
Source: US Census

*CMRPC Projections approved March 2011

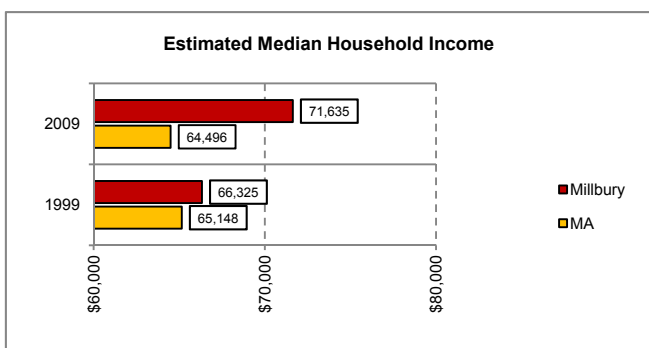
ECONOMY



Source: MA Division of Unemp. Assist.

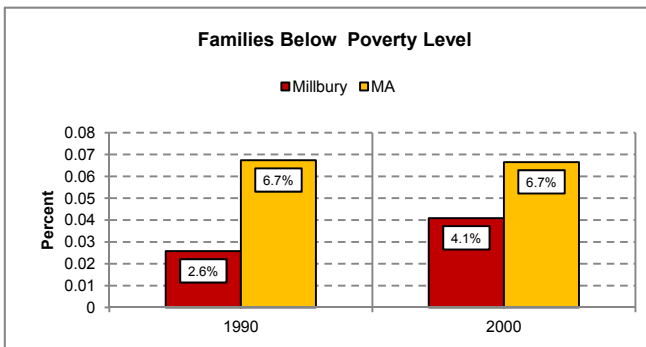


Source: US Census 2010

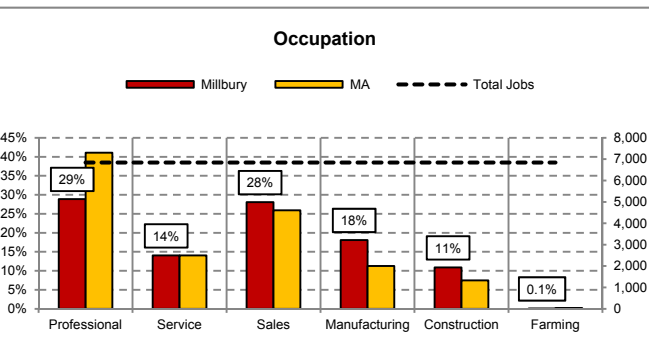


Source: American Community Survey

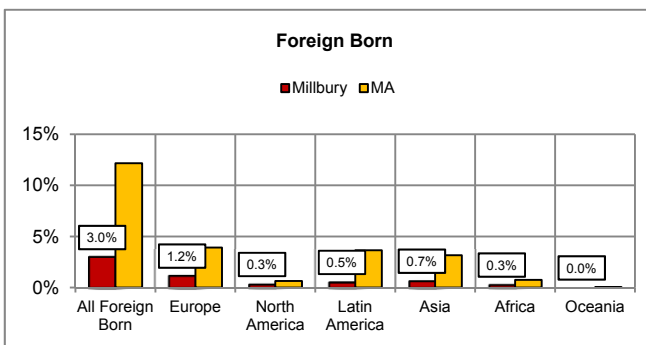
2009 inflation-adjusted dollars



Source: massbenchmarks.org

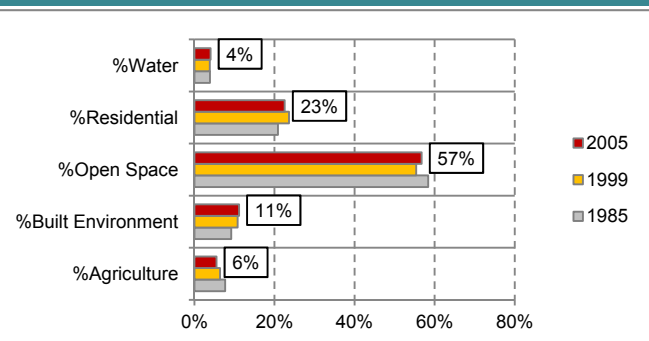


Source: US Census



Source: US Census

LANDUSE



Source: MassGIS

Find Excel version of these tables at: <http://www.cmrpc.org/Stats-Demographics>

Community Snapshot

Millbury

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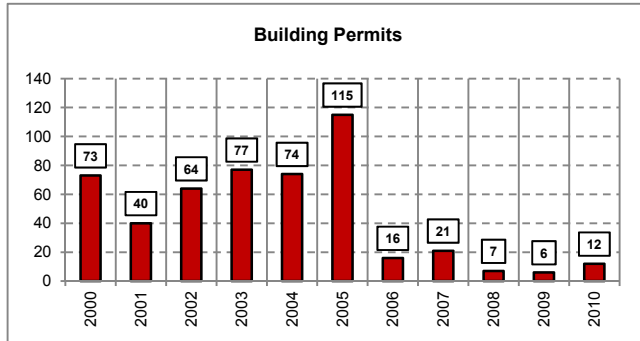
Population-Economy-Housing-Education-Transportation-Public Safety

Central Massachusetts Regional Planning Commission



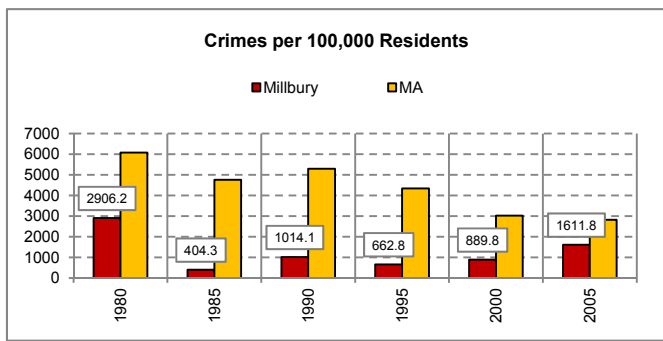
www.cmrpc.org

HOUSING

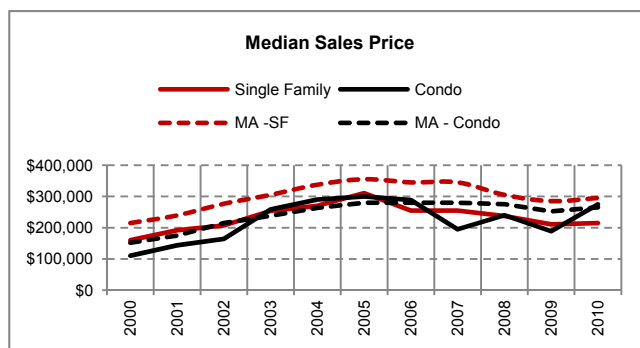


Source: CMRPC / MISER / US Census

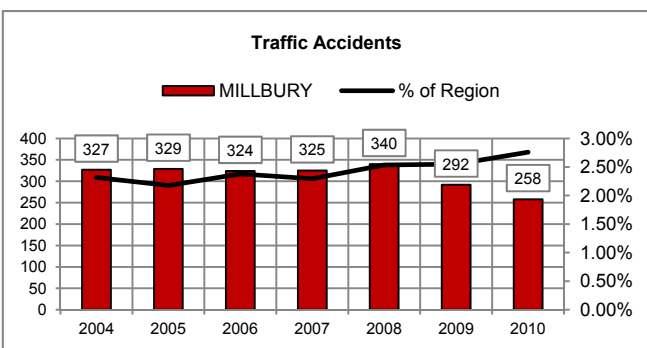
PUBLIC SAFETY



Source: MA State Police



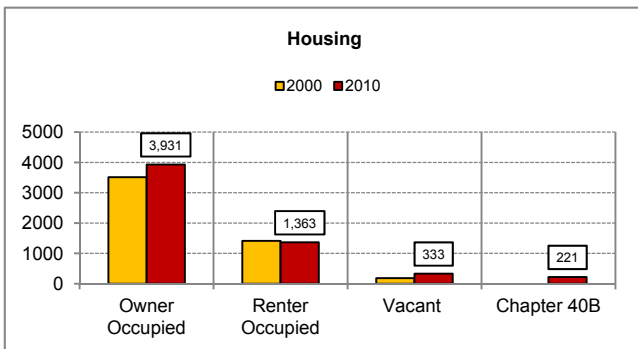
Source: The Warren Group/Mass. Assoc. of Realtors



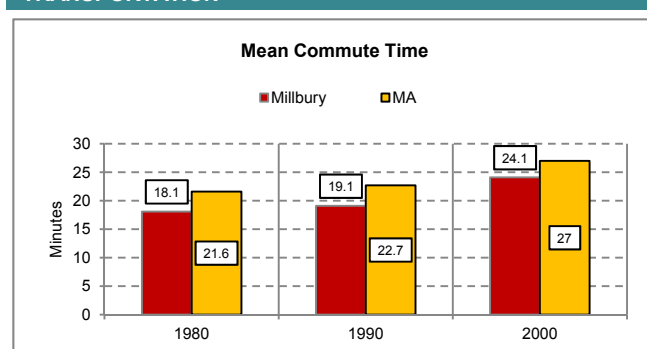
Source: Mass DOT Highway

State & Local Police Jurisdiction

TRANSPORTATION

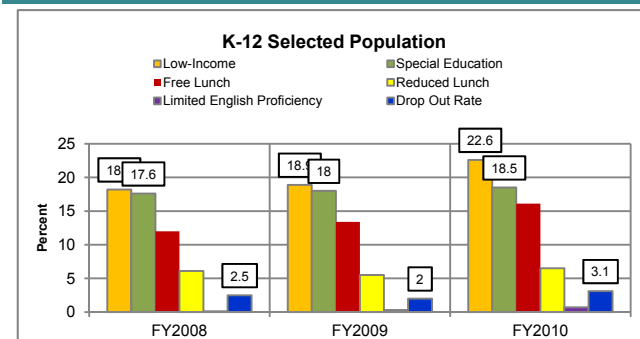


Source: US Census

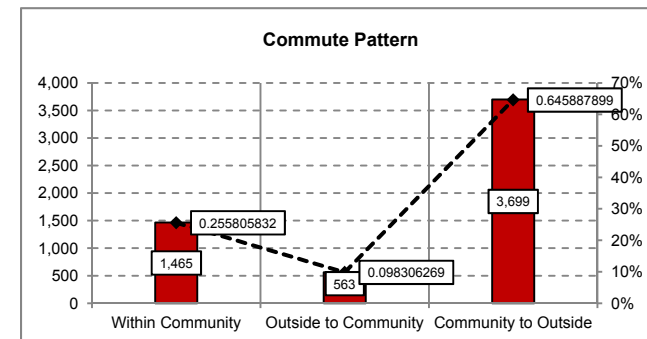


Source: US Census

PUBLIC SCHOOLS



Source: MA Dept of Education



Source: US Census 2000

Find Excel version of these tables at: <http://www.cmrpc.org/Stats-Demographics>

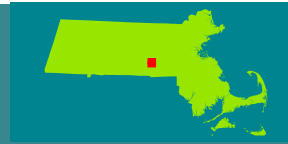
Community Snapshot

Millbury

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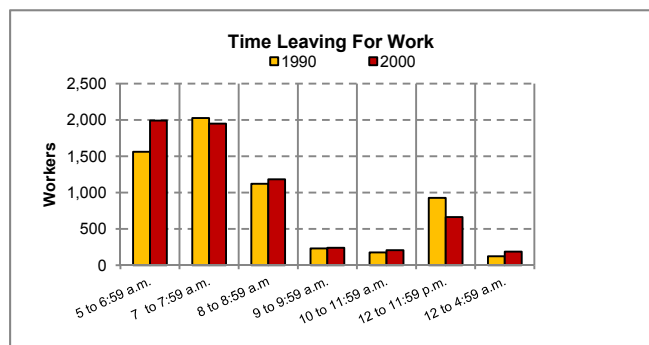
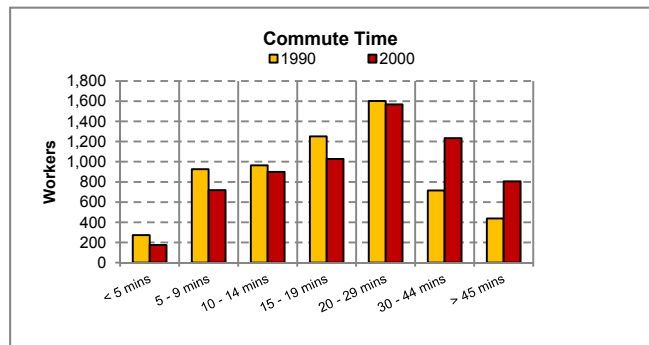
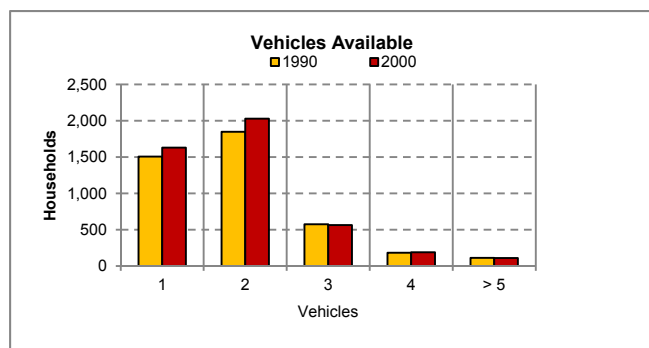
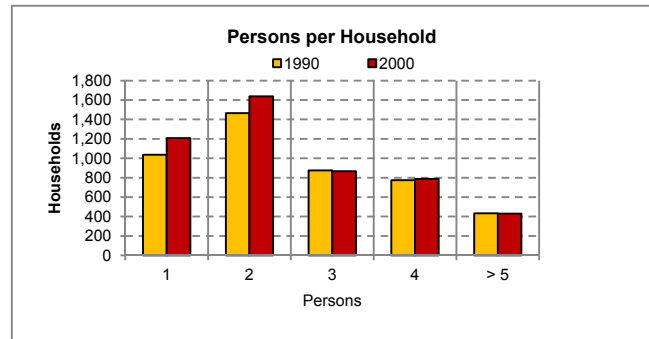
Population-Economy-Housing-Education-Transportation-Public Safety

Central Massachusetts Regional Planning Commission



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POPULATION	1990	2000	% Change
Total Population	12,228	12,784	4.5%
In households	12,025	12,444	3.5%
In group quarters	203	340	67.5%
PERSONS PER HOUSEHOLD			
Total Households	4,584	4,930	7.5%
1	1,036	1,208	16.6%
2	1,464	1,637	11.8%
3	875	867	-0.9%
4	775	788	1.7%
> 5	434	430	-0.9%
Mean persons / household	3	3	-3.8%
VEHICLES AVAILABLE			
Total Households	4,584	4,930	7.5%
0	359	408	13.6%
1	1,506	1,631	8.3%
2	1,849	2,028	9.7%
3	574	563	-1.9%
4	183	190	3.8%
> 5	113	110	-2.7%
Mean vehicles / household	2	2	-1.7%
WORKERS BY GENDER			
Workers 16 years and over	6,277	6,695	6.7%
Male	3,270	3,460	5.8%
Female	3,007	3,235	7.6%
COMMUTE MODE			
Workers 16 years and over	6,277	6,696	6.7%
Drive Alone	5,198	5,677	9.2%
Carpool	775	545	-29.7%
Transit / Taxi	33	87	163.6%
Bike / Ped	152	93	-38.8%
Motorbike	11	23	109.1%
Work at home	108	271	150.9%
COMMUTE TIME			
Workers not working at home	6,169	6,425	4.1%
< 5 mins	273	174	-36.3%
5 - 9 mins	926	718	-22.5%
10 - 14 mins	964	899	-6.7%
15 - 19 mins	1,252	1,027	-18.0%
20 - 29 mins	1,602	1,568	-2.1%
30 - 44 mins	715	1,234	72.6%
> 45 mins	437	805	84.2%
Mean travel time to work (mins)	19	24	26.2%
TIME LEAVING FOR WORK			
Workers not working at home	6,169	6,425	4.1%
5 to 6:59 a.m.	1,561	1,992	27.6%
7 to 7:59 a.m.	2,026	1,949	-3.8%
8 to 8:59 a.m.	1,122	1,184	5.5%
9 to 9:59 a.m.	232	241	3.9%
10 to 11:59 a.m.	176	207	17.6%
12 to 11:59 p.m.	928	664	-28.4%
12 to 4:59 a.m.	124	188	51.6%



Source: Census Transportation Planning Package (CTPP 2000)

Find Excel version of these tables at: <http://www.cmrpc.org/Stats-Demographics>

www.cmrpc.org

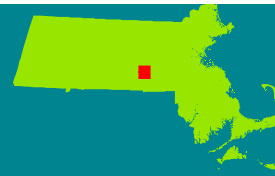
Source : Mass DOT Highway

Community Snapshot

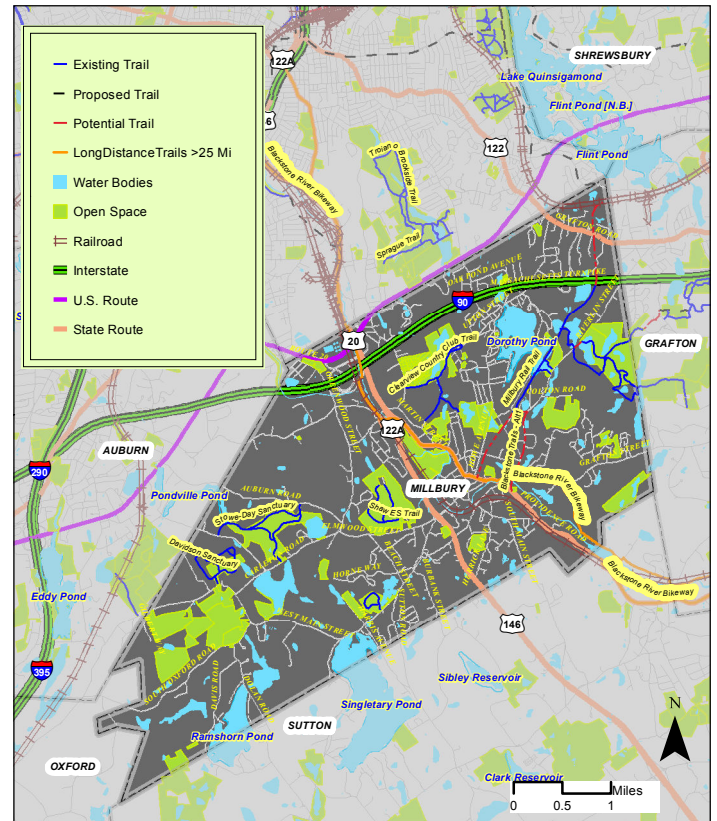
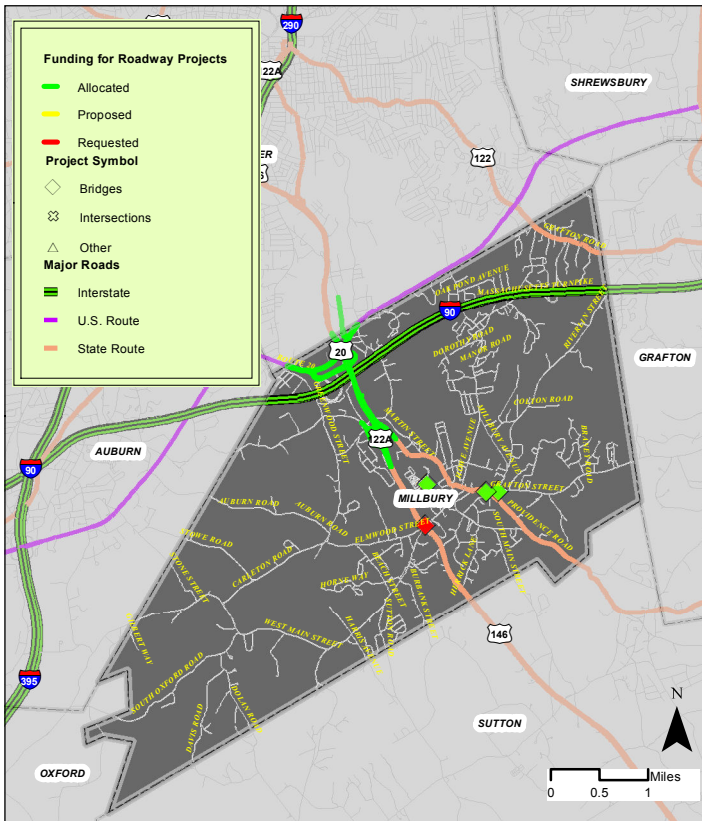
Information depicted on these maps is for planning purposes.
Data obtained from MassDOT, MassGIS, CMRPC
Produced by the GIS Center :
Central Massachusetts Regional Planning Commission,
2 Washington Sq, Union Station, 2nd Floor, Worcester,
MA 01604-4016

This snapshot contains data on:
Population-Economy-Housing-Education-Public Safety -Transportation
Central Massachusetts Regional Planning Commission

MILLBURY



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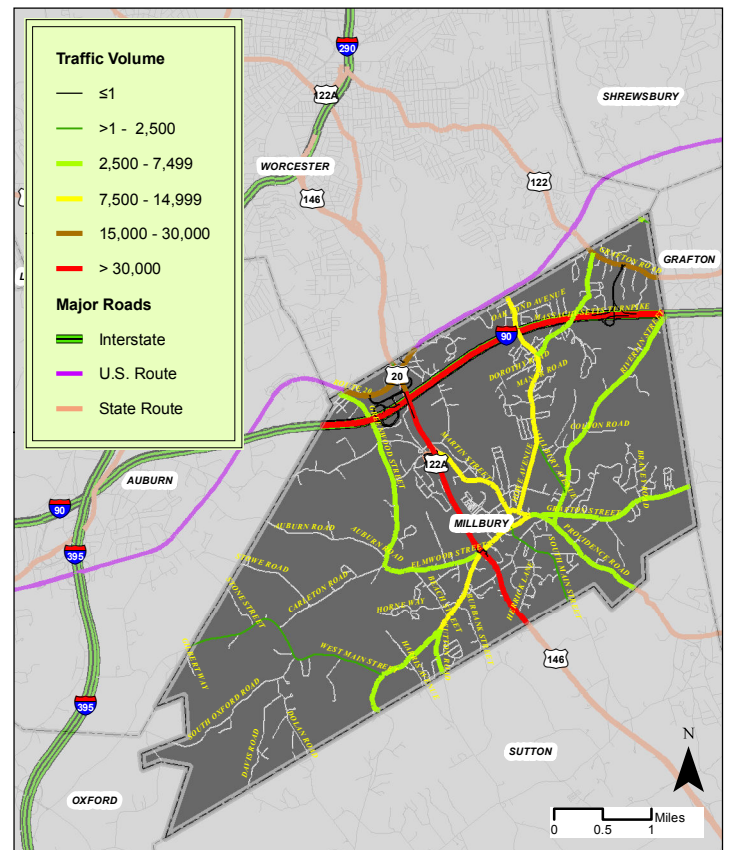
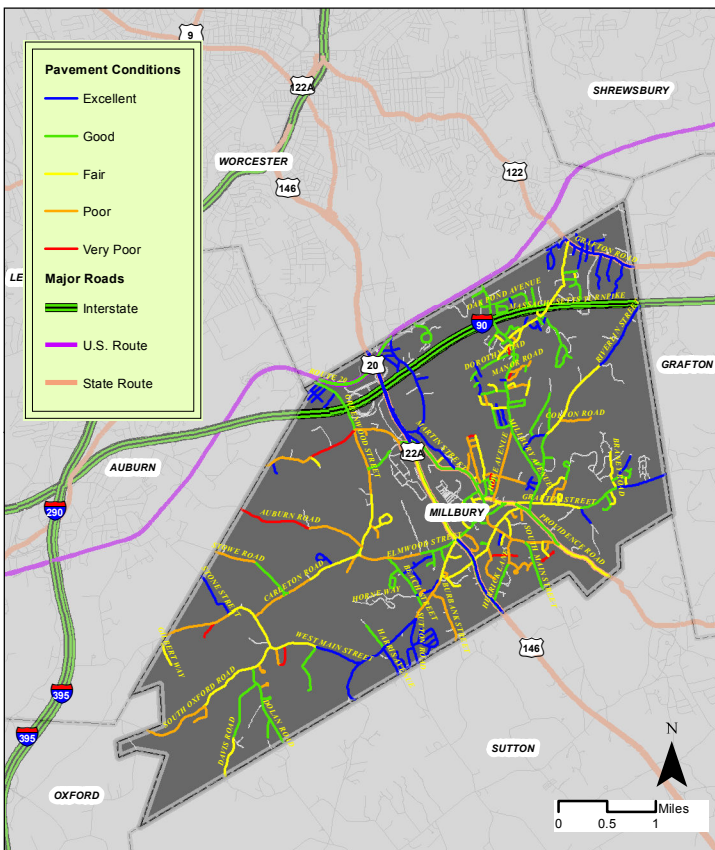


Roadway Improvement Projects -TIP*

Source: CMRPC

Trails

Source: CMRPC





APPENDIX F: Council on Aging

Millbury Senior Center
One River Street
Millbury, Massachusetts 01527
508-865-9154

TO: Daphne Politis, AICP – Community Circle
Martha Lyon, ASLA

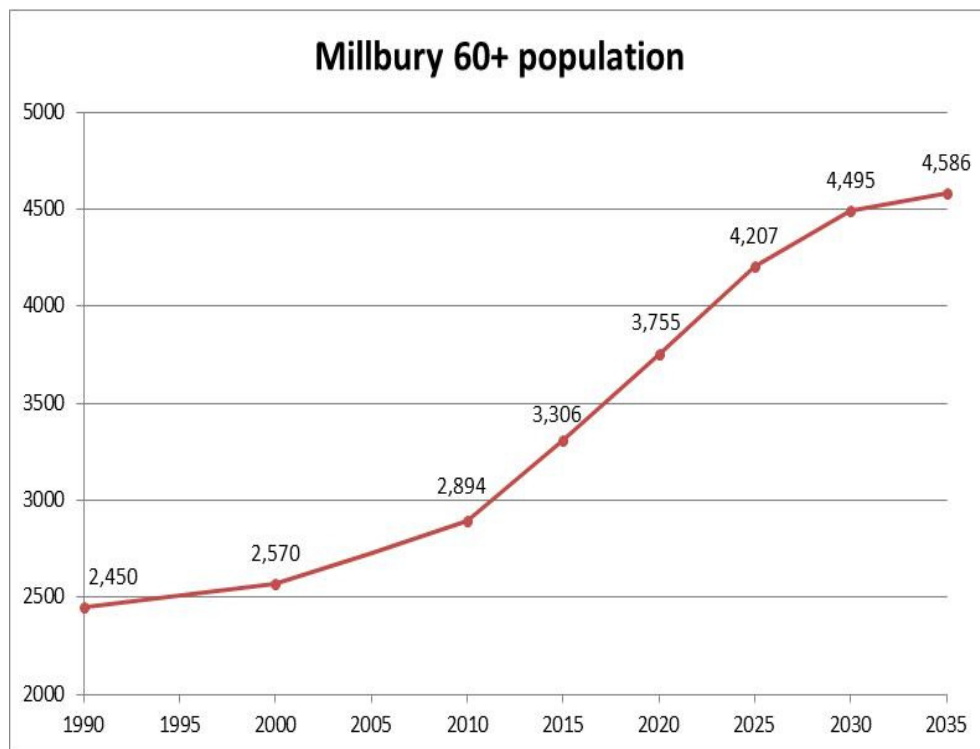
FROM: Members of the Millbury Council on Aging Board of Directors

DATE: April 28, 2016

RE: Millbury Master Plan

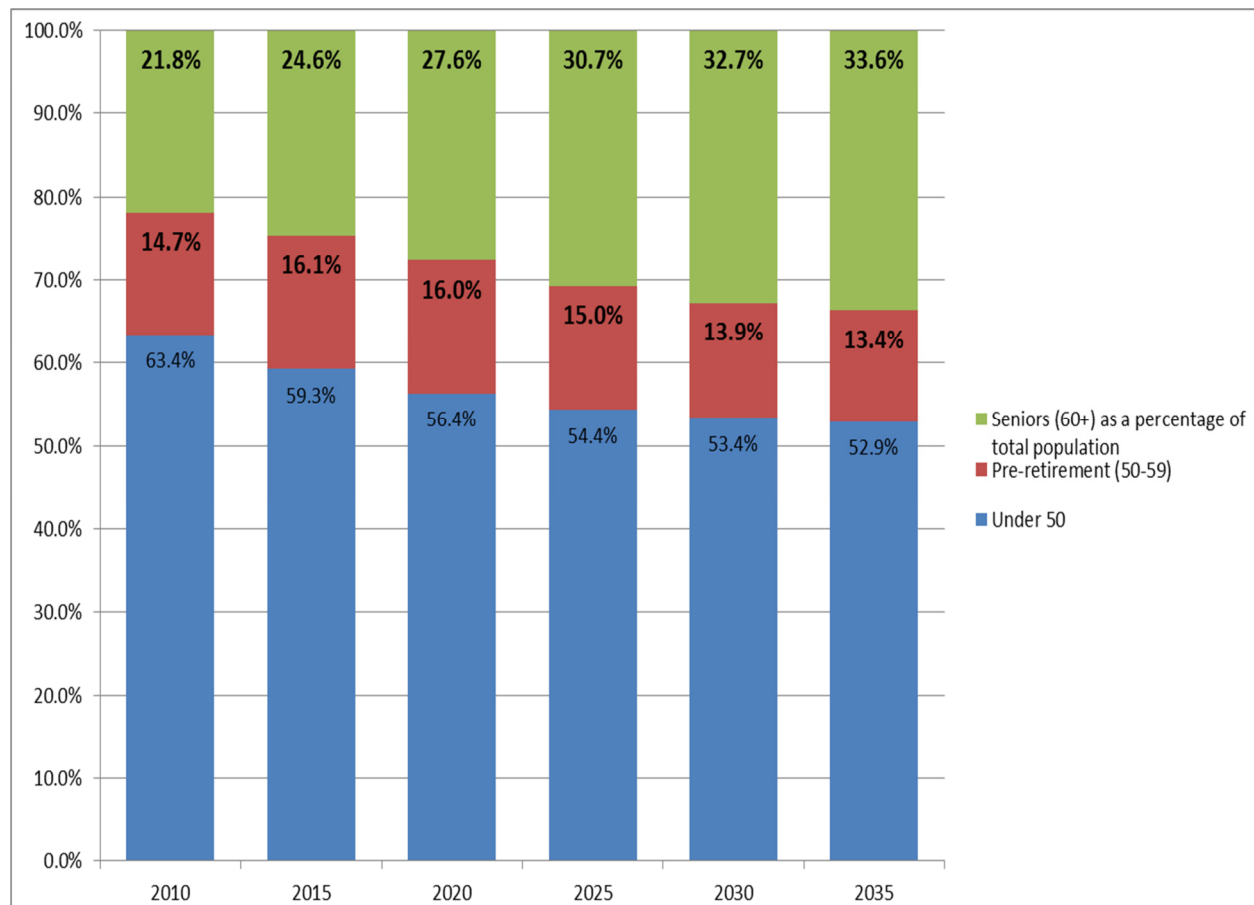
Thank you for your information gathering in Phase I of the Master Plan development process. Judy O'Connor, Executive Director of the Council on Aging (COA) and member of the Master Plan Committee, has kept the COA Board of Directors updated on developments related to Phase I. We are interested in the work that is being done and how it will impact our constituents, Millbury residents age 60 and older. Our mission is "to be the voice of senior citizens by identifying their needs and creating programs designed to meet those needs."

As noted on the Town's Master Plan webpage, one of the anticipated outcomes will be the ability to utilize the Master Plan's priorities when writing grant proposals. Funding for Councils on Aging is a complicated affair with federal, state, and local financing sources that inevitably require fundraising, personal donations, and grant solicitations to close budget gaps. Mrs. O'Connor submits several grant proposals every year to cover services such as transportation and wellness programs, and identifying seniors as a top priority in the new Master Plan will help us to continue to provide and expand services and programs as we witness explosive growth in this population over the next 15-20 years:



- The senior population has grown 35% in the past 25 years, and is projected to grow another 39% in the next 20 years (a total increase of 87% from 1990 to 2035).
- Seniors age 60 and older, as a percentage of the total population of Millbury, will increase from 21.8% (in 2010) to 33.6% in 2035. When the category of “older adults” (those in the pre-retirement age group of 50-59) is added to the 60+ age group, the group will account for nearly half (47%) of the total population in 2035.

	Numbers of seniors in Millbury					
	2010	2015	2020	2025	2030	2035
Pre-retirement (50-59)	1,955	2,164	2,182	2,052	1,908	1,829
Seniors (60+)	2,894	3,306	3,755	4,207	4,495	4,586
Total Millbury population	13,261	13,429	13,603	13,714	13,734	13,634



Source: UMass Donahue Institute Population Projections for Massachusetts Municipalities

- *Why do we need to increase the priority level of senior concerns in Millbury?*

Despite representing a quarter of the population of Millbury in 2015, the Town's expenditure for COA General Expenses was \$26,733, or .08% of the Town's General Fund. To be clear, that's .08%, not 8% (.0008 = eight ten-thousandths), of the General Fund. We utilized only \$8.00 in town funds per senior to keep the Senior Center running for the entire Fiscal Year 2015 (exclusive of salaries). We rely *heavily* on other financing sources to provide services and programs, including sources that require the development

and submission of grant applications/proposals. Representation and prioritization of issues important to seniors in the Master Plan will assist us in securing grant money.

The Millbury COA is committed to developing strategies to support the Executive Office of Elder Affairs State Plan on Aging and its goals to promote aging well and maintaining the best quality of life possible. We support community-based long-term support services such as transportation and home-delivered meals that help seniors and the disabled to remain in the community rather than an institutional setting. The need for these services is increasing: the Senior Center provided more than 16,000 rides in 2015, up 7% from 2014, and we delivered more than 15,000 meals through Meals on Wheels in 2015 – an increase of nearly 2,000 meals. The Senior Center also provides services to all Millbury residents, regardless of age: access to the food pantry, processing of fuel assistance applications, and intergenerational programs.

- *What issues have been identified as important to Millbury's seniors?*
 - Developing affordable/accessible housing options to keep Millbury seniors in town
 - Sustaining and growing transportation services (for medical appointments, daily needs such as shopping and other errands, rides to work, and social activities like trips to the Senior Center)
 - Increasing programs and services available through the Senior Center
- *Why is addressing housing such a high priority for seniors in Millbury?*

Consider this true example:

Imagine you and your spouse are in your late 60s, have resided in your home in Millbury for all or nearly all of your adult life, and have adult children and grandchildren who live in town. Your life has long focused on the Town of Millbury. Imagine also that for a variety of reasons (age, health, energy, or simply wanting to free up time to enjoy your retirement), it seems like the right time to downsize your home.

Wanting to remain in Millbury and needing to find an affordable option, your choices for housing through the Millbury Housing Authority (MHA) are apartments on Pearl Street, Elm Street, and Colonial Drive. The one-bedroom apartments seem too small for a couple and better suited to individuals who live alone. Not finding a feasible option, you leave Millbury and move to a nearby town.

Shortly after leaving Millbury, your husband passes. Wanting only to move back to your town, to be near your family and back in your comfort zone, you go back to consider the smaller MHA apartments – only to be told that you will be placed at the bottom of the waiting list because *you are no longer a resident of Millbury*.

We can and we need to present better options to lifelong and long-term Millbury residents. We encourage the exploration/feasibility study of multiple types of senior housing: independent living, assisted living, additional skilled nursing; specialized care (e.g., for individuals with dementia); congregate housing; supportive housing; continuing care retirement communities. Housing for various socioeconomic statuses MUST be considered.

If we can provide additional information related to the senior population or services provided by the Senior Center, please do not hesitate to contact us through Mrs. O'Connor at the Senior Center (508-865-9154).