

IMPLEMENTATION MATRIX

LAND USE

ID	Objective / Strategy	Supporting Parties	Timeframe
GOAL: To retain the Town's character while accommodating future growth.			
LU-1	<p><i>Capitalize on vacant, undeveloped land adjacent to Routes 20, 122A and 146, particularly to enhance its commercial and industrial development base.</i></p> <p>A. Millbury-Sutton Industrial Park – Route 122A Priority Development Area</p> <ol style="list-style-type: none"> Vacant land available for the development of light industrial, manufacturing, and commercial use. Utilities will have to be installed. Work with property owners and the Town of Sutton on a development strategy and set of incentives for development. <p>B. Land Owned by Utilities/Railroads</p> <ol style="list-style-type: none"> Evaluate and inventory land presently under the jurisdiction of utilities or railroads. Work with utilities/railroads to identify surplus land that could be sold for development. Implement land use controls to guide said development. <p>C. State Owned Rights of Way along Transportation Corridors</p> <ol style="list-style-type: none"> Coordinate with the State to identify surplus land for development. Work with the State on a strategy for surplus land disposition for development of said parcels. <p>D. Zoning for Business</p> <ol style="list-style-type: none"> Re-zone key commercial corridors for Business where residential uses are either in an industrial district or directly adjacent to an industrial zone. <p>E. Southwest Cutoff/Rt. 20</p> <ol style="list-style-type: none"> Promote heavy industrial/manufacturing development at available land near Wheelabrator. <p>F. Route 146</p> <ol style="list-style-type: none"> Identify areas where infrastructure is lacking capacity or does not exist, particularly sewer. Complete a cost analysis and create an implementation plan. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Planning Department - DPW Department - Planning Board - Aquarion Water Co. - Town of Sutton - MassDOT/DCAMM - G&W (P&W) Railroad - National Grid - Property Owners - Developers - Real Estate Brokers - Business Owners - Residents - Interns 	<p>LU-1(A): Ongoing</p> <p>LU-1(B): Years 8-10</p> <p>LU-1(C): Years 8-10</p> <p>LU-1(D): Years 1-4</p> <p>LU-1(E): Ongoing</p>

LU-2	<p><i>Evaluate zoning bylaws and adopt provisions to fully achieve the goals and vision of this master plan.</i></p> <p>A. Update Regulatory Framework</p> <ol style="list-style-type: none"> 1. Recodification of Zoning Bylaws <ol style="list-style-type: none"> a) Update zoning districts to clarify/streamline land use and permitting process. b) Use business zone as a buffer between commercial/industrial and residential uses. c) Make dimensional changes; incorporate dimensional and use tables into bylaws for better clarity and less confusion. d) Upon zoning re-write, evaluate whether overlay districts are needed. Make necessary changes/revisions/deletions. e) Update zoning district and overlay maps. f) Evaluate the Zoning Map to determine where rezoning of districts makes sense to eliminate split-zoned parcels. g) Eliminate minimum lot area requirements dependent on the provision of public water and/or sewer. <p>B. Adopt a Land Use Strategy for Future Growth</p> <ol style="list-style-type: none"> 1. Adopt the Community Preservation Act. <ol style="list-style-type: none"> a) Appoint a Community Preservation Advisory Committee to study the CPA, create bylaws, draft a ballot question at a regularly scheduled election, and devise and conduct a public education and promotion campaign. 2. Update the Open Space and Recreation Plan. <ol style="list-style-type: none"> a) Provide for additional protections to preserve open space/natural resources before they are lost to development. 3. Focus commercial/industrial development in key transportation and business corridors only. 4. Identify targeted areas for new residential development, particularly to meet the needs of the town's changing population – type, age, affordability, location, etc. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Planning Department - Planning Board - Zoning Board of Appeals - Conservation Commission - Residents 	<p>LU-2(A): Years 1-4</p> <p>LU-2(B): Years 1-4</p>
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HOUSING

ID	Objective / Strategy	Supporting Parties	Timeframe
GOAL: To provide a range of housing options to accommodate people at different stages in the lifecycle and with a range of incomes.			
H-1	<p><i>Encourage accessory dwelling units as an opportunity to create affordably priced housing in established neighborhoods.</i></p> <p>A. Regulatory Changes</p> <ol style="list-style-type: none"> 1. Consider allowing interior accessory dwellings as of right in all Residential and Suburban Districts, subject to conformance with basic conditions such as those listed under Sec. 46.2. 2. Increase the maximum floor area for an accessory dwelling. 3. Regulate exterior accessory dwellings, i.e., in detached accessory buildings, by special permit. 	<ul style="list-style-type: none"> - Town Manager - Planning Department - Board of Selectmen - Residents 	H-1(A): Years 1-4
H-2	<p><i>Ensure that Millbury remains affordable to many types of households as it grows and attracts higher-income families who find the town a desirable place to live.</i></p> <p>A. Encourage Creation of Affordable Housing</p> <ol style="list-style-type: none"> 1. Adopt the Community Preservation Act (CPA) to provide dedicated revenue for subsidized affordable housing. 2. Create a Housing Production Plan. 3. Adopt an effective inclusionary zoning bylaw that provides built-in “bonus unit” incentives for affordability. 4. Require projects over a certain size to provide affordable units on site in the proposed development while allowing small projects the option to pay a fee in lieu to the Millbury Affordable Housing Trust Fund. (See H-4 below.) 5. Use Trust Fund and other resources to acquire land for small-scale affordable housing and existing buildings that can be redeveloped for mixed-income housing. 6. Use the Request for Proposals (RFP) process under Chapter 30B to find competent developers to create affordable housing with municipally owned property. 7. Work with developers of assisted living residences to create some affordable units even if the units cannot qualify for the Chapter 40B Subsidized Housing Inventory. 	<ul style="list-style-type: none"> - Town Manager - Planning Department - Planning Board - Board of Selectmen - Residential Developers - Residents 	H-2(A): Ongoing

	8. Work with developers of commercial property to create mixed-use developments that include both market-rate and affordable units.		
H-3	<p><i>Increase local capacity to create and preserve affordable housing so that people who work in Millbury can choose to live in Millbury as well.</i></p> <p>A. Millbury Affordable Housing Trust</p> <ol style="list-style-type: none"> 1. Recruit qualified, interested residents to serve on the Millbury Affordable Housing Trust (MAHT). 2. Provide CPA funds or other resources to the MAHT to obtain training and technical assistance and to develop a housing trust strategic plan. 3. Work with surrounding towns to create and fund a regional housing coordinator comparable to the Regional Housing Services Office (RHSO) serving Acton, Concord, Sudbury, and neighboring communities. This will require an inter-local agreement with participating towns. 4. Seek training resources for the Planning Board, Board of Selectmen, ZBA, and others to negotiate with developers to create affordable units in new developments even without an inclusionary zoning bylaw. 5. Conduct an affordable housing needs assessment through a partnership of the MAHT and Council on Aging. 6. Consider allowing nonresidents to serve on the MAHT in order to recruit people with specialized knowledge or breadth of experience with affordable housing development. 	<ul style="list-style-type: none"> - Town Manager - Planning Department - Board of Selectmen - Planning Board - Zoning Board of Appeals - Neighboring Towns - Residential Developers - Residents 	H-3(A): Ongoing

ECONOMIC DEVELOPMENT

ID	Objective / Strategy	Supporting Parties	Timeframe
GOAL: Promote economic development to increase the tax base and provide additional job opportunities.			
ED-1	<p><i>Foster small business development in the center of Town.</i></p> <p>A. Promote Small Businesses</p> <ol style="list-style-type: none"> 1. Actively support a “Buy Local” campaign. <ol style="list-style-type: none"> a) Create a series of downtown events to generate foot traffic in the area. 2. Promote and publicize the contributions local businesses make to the community. 3. Work to create relationships with property owners. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Planning Department - Business Community - Business Owners - Property Owners - Real Estate Professionals 	ED-1(A): Years 1-7

	<p>a) Inventory available downtown ground floor space and identify preferred uses for these spaces to help market them.</p> <p>4. Create a small business financial assistance program to fund façade loans, equipment loans, assist with start-up costs, etc.</p> <p>5. Create a downtown merchants' association in the short-term to advance efforts in the creation of a Business Improvement District (BID) for Downtown Millbury over the long-term.</p>	<ul style="list-style-type: none"> - Residents - Blackstone Valley Chamber of Commerce - Interns 	
ED-2	<p><i>Focus on large-scale development along main transportation corridors.</i></p> <p>A. Attract New Business</p> <p>1. Inventory larger parcels of land available for development. Keep inventory updated.</p> <p>2. Create an infrastructure plan to upgrade infrastructure system and support future development in these corridors, i.e. Route 146 sewer installation.</p> <p>B. Support Business Growth and Development</p> <p>1. Create financial incentive programs to attract commercial and industrial development. Examples include funding for environmental site assessments/cleanup, equipment loans, tax increment financing packages, and EDIP incentives.</p> <p>2. Take steps to “streamline” and simplify the development review and permitting process for nonresidential development.</p> <p>3. Survey existing property owners and business owners in commercial/industrial zones to determine what needs are not being met.</p> <p>4. Review land use policies and regulations to reduce or prevent conflicts between business development and residential neighborhoods.</p>	<ul style="list-style-type: none"> - Planning Department - DPW Department - Town Manager - Board of Selectmen - Property Owners - Developers - Business Owners - Residents - Interns 	<p>ED-2(A): Years 1-4</p> <p>ED-2(B): Ongoing</p>
ED-3	<p><i>Increase staffing capacity to focus on economic development growth.</i></p> <p>A. Economic Development</p> <p>1. Add an Economic Development Coordinator position to the Planning Department.</p> <p>a) Focus on downtown development, small business marketing and support, grant writing, incentive programs, inventories, etc.</p> <p>B. Grant Writing/Marketing</p> <p>1. Add a Marketing/Grant Writer to assist town in efforts to market the Town and pursue funding opportunities for priority initiatives.</p>	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Residents 	<p>ED-3(A): Years 1-4</p> <p>ED-3(B): Years 1-4</p>

HISTORIC AND CULTURAL RESOURCES

ID	Objective / Strategy	Supporting Parties	Timeframe
GOAL: To preserve, protect, and reutilize the many cultural and historic resources and village centers, and to ensure that new development is consistent with the town's historic character.			
HR-1	<p><i>Integrate the preservation of Millbury's historic character into economic development, housing, and open space policy/regulatory framework.</i></p> <p>A. Local Historical Commission</p> <ol style="list-style-type: none"> 1. Re-activate Local Historical Commission <ol style="list-style-type: none"> a) Educate the public about the importance of preserving historical and cultural resources. b) Adopt a Demolition Delay Bylaw. c) Implement Local Historic District process/designation. d) Seek grant sources for the preservation of local historical and cultural resources; including passage of the Community Preservation Act. 2. Recommend and implement various regulatory/policy changes. <ol style="list-style-type: none"> a) Demolition delay bylaw to provide time for the town to react before significant resources are destroyed. b) Local historic district designation regulations to preserve historic landscapes. c) Expansion of the existing Adaptive Reuse Overlay District to additional areas in town, as appropriate. d) Design guidelines, particularly within historic areas, to ensure that new development is consistent with the Town's character. e) Local tax credit program for rehabilitation of historic properties. 3. Update and computerize the 1989 comprehensive inventory of architectural and archaeological resources in Millbury to establish preservation priorities and identify potential future uses. <ol style="list-style-type: none"> a) Use the inventory to identify cultural resources which may be at risk due of damage or destruction due to increased duration or severity of storms associated with climate change, e.g., resources within the 100-year flood zone or agricultural areas prone to erosion. b) Apply for preservation grants/awards. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Planning Department - Planning Board - Historical Commission - Massachusetts Historical Commission - Interns 	HR-1(A): Years 1-7

HR-2	<p><i>Work with community groups to educate the public as to the importance of the Town's existing historic and cultural resources.</i></p> <p>A. Compile Information and Improve Outreach & Education Efforts</p> <ol style="list-style-type: none"> 1. Establish protocols to actively share information about the importance of protecting cultural resources and heritage landscapes with the public. 2. Incorporate the use of social media, pop-up events, and school outreach. 3. Take steps to make resources pertaining to architectural preservation available to homeowners. This may include adding to the Town's website, distributing lists to local realtors, and general community outreach. 4. Foster a sense of stewardship and recognition for historic resources and landscapes among residents and businesses through development of a Historic Market Program. 5. Install additional interpretive signs that increase awareness of the people, events and sites that shaped Millbury's historic development, particularly its role in the American Industrial Revolution. 6. Map and publicize the location of key historic sites, including interpretive signage. 	<ul style="list-style-type: none"> - Town Manager - Historical Commission - Millbury Historical Society - Massachusetts Historical Commission - Asa Waters Mansion - Blackstone Corridor, Inc. - Blackstone Chamber of Commerce - Residents - Interns 	HR-2(A): Ongoing
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NATURAL RESOURCES AND OPEN SPACE & RECREATION

ID	Objective / Strategy	Supporting Parties	Timeframe
GOAL: To preserve, maintain and enhance the town's natural resources, including its parks, conservation areas, waterways, wetlands, and other open spaces.			
NR-1	<p><i>Maintain and protect the town's natural resources through improved regulatory controls and infrastructure upgrades.</i></p> <p>A. Enhanced Regulatory Controls</p> <ol style="list-style-type: none"> 1. Evaluate, amend, and enforce Zoning Bylaws relative to environmental regulatory controls. <ol style="list-style-type: none"> a) Wetlands Bylaw b) Low-Impact Development c) Energy/Sustainable Development <p>B. Infrastructure Upgrades</p> <ol style="list-style-type: none"> 1. Create an implementation plan for catch basin and other stormwater upgrades. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Planning Department - DPW Department - Planning Board - Conservation Commission - Residents 	<p>NR-1(A): Ongoing</p> <p>NR-1(B): Years 1-4</p>

	<ol style="list-style-type: none"> Expand efforts to incorporate low impact development principles and green infrastructure into the town's capital infrastructure plan. Continue to implement Millbury's Energy Reduction Plan and encourage the placement of alternative energy facilities within town. 		
NR-2	<p><i>Protect the integrity of the Town's ecosystem and natural landscapes as development continues in Millbury.</i></p> <p>A. Identify, Inventory, and Update</p> <ol style="list-style-type: none"> Update the comprehensive baseline inventory of all existing natural resources. Identify lands critical to ecological function. Identify stream/habitat continuity upgrades. Identify the most important contributing parcels and make them preservation priorities. Identify possible locations for a town beach. <p>B. Pursue Funding Opportunities</p> <ol style="list-style-type: none"> Complete outreach and education to pursue adoption of Community Preservation Act. Apply for additional MVP/resiliency funding. Apply for additional Green Communities funding. Partner with watershed associations and other environmental groups to seek grants for resource protection. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Planning Department - Planning Board - Conservation Commission - Blackstone Corridor Inc. - Blackstone Chamber of Commerce - Other Conservation Groups - Local Land Trust - Residents - Youth Groups - MA EEA/DCR - Interns 	<p>NR-2(A): Years 5-7</p> <p>NR-2(B): Ongoing</p>
NR-3 OS-1	<p><i>Improve access to and increase awareness of the town's natural resources, open spaces and recreation opportunities.</i></p> <p>A. Education and Outreach</p> <ol style="list-style-type: none"> Strengthen existing partnerships with conservation organizations/groups to conduct environmental education programming to inform residents, businesses and visitors about Millbury's natural resources. Engage watershed groups and volunteers to continue and expand community clean ups, resource inventories, vernal pool certifications. Create informational flyers about the town's natural resources for public distribution, post to the town's website, use social media to promote. <p>B. Increase Staffing Capacity</p> <ol style="list-style-type: none"> Create a Conservation Planner/Agent position in the Planning Department. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Planning Department - Planning Board - Conservation Commission - Blackstone Corridor Inc. - Blackstone Chamber of Commerce - Other Conservation Groups - Local Land Trust - Residents 	<p>NR-3/OS-1(A): Years 8-10</p> <p>NR-3/OS-1(B): Years 8-10</p>

	<ul style="list-style-type: none"> a) Staff the Conservation Commission and enforce the Wetlands Protection Act and Orders of Condition. b) Oversee and manage town-owned conservation land, conservation restrictions, easements and open space set asides deeded to the commission c) Act as a liaison between town and the public, State agencies, conservation groups, land trusts and related entities. d) Update and maintain inventories of natural resources, including the Open Space and Recreation Plan. e) Implement vulnerability planning and sustainability efforts. f) Update GIS maps and other resources. g) Pursue grant opportunities, and implement other strategic initiatives. 	<ul style="list-style-type: none"> - Youth Groups - MA EEA/DCR - Interns 	
OS-2	<p><i>Focus on the preservation of agricultural landscapes.</i></p> <p>A. Agricultural Preservation Restriction (APR) Program</p> <ul style="list-style-type: none"> 1. Promote protection of additional agricultural land within town prior to threat of development. 2. Exercise town's right of first refusal when farmland is released from the Chapter 61 program. 3. Provide outreach to the non-APR farms about the APR program. 4. Establish partnerships with regional land trusts to secure conservation restrictions to protect farmlands from future development. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Planning Department - Conservation Commission - Agricultural Property Owners - Other Conservation Groups - Local Land Trust - MA EEA/DCR 	OS-2(A): Years 5-7
OS-3	<p><i>Improve physical access to the town's natural resources.</i></p> <p>A. Increase Visibility/Accessibility</p> <ul style="list-style-type: none"> 1. Install wayfinding signs at entryways and within open space resources. 2. Install informational kiosks/bulletin display boards to provide an opportunity to share information with the public about upcoming activities, open space rules and regulations, and opportunities to volunteer. 3. GPS the local trail system and create maps to publish on the town website. <p>B. Identify and Pursue Funding Opportunities</p>	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Planning Department - Planning Board - Conservation Commission - Blackstone Corridor Inc. - Other Conservation Groups - Local Land Trust - Residents 	<p>OS-3(A): Years 1-4</p> <p>OS-3(B): Ongoing</p>

	<ol style="list-style-type: none"> 1. Adopt the Community Preservation Act to assist with preservation of open space. Use CPA funds for acquisition, creation, and preservation of open space, including capital expenditures. 2. Seek recreational trail funding for trail improvements. 3. Consider corporate partnerships/advertising at athletic fields and playgrounds for monetary assistance. 	<ul style="list-style-type: none"> - Youth Groups - MA EEA/DCR - Interns 	
OS-4	<p><i>Maintain and protect the town's open space and recreation facilities through improved regulatory controls and infrastructure upgrades.</i></p> <p>A. Improve Regulatory Controls</p> <ol style="list-style-type: none"> 1. Adopt additional considerations relative to the Open Space Community Bylaw. <ol style="list-style-type: none"> a) Implement in-lieu fee program rather than an open space set aside to allow developers to set aside funds earmarked for specific open space improvement and maintenance. b) Allow common driveways as a means of protecting open space and preserving the town's character. c) Require all new subdivision set asides to be managed by a homeowners' association, unless specifically requested otherwise by the town. <p>B. Upgraded Infrastructure and Amenities</p> <ol style="list-style-type: none"> 1. Complete a capital plan for existing parks and recreational facilities. <ol style="list-style-type: none"> a) Make maintenance and diversification of open space resources a priority. b) Proactively manage forests owned by the Conservation Commission for both timber and invasive species. c) Maintain and replace amenities such as benches, playground and recreational equipment, concessions, bathrooms, etc. at recreational facilities. d) Install amenities such as shade shelters and potable water features, including ADA accessible features. e) Complete stormwater and accessibility improvements in parking lots. f) Maintain trails and upgrade water crossing features (if any). g) Maintain and enhance multi-purpose/multi-use fields. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Planning Department - Planning Board - Conservation Commission - DPW Department - Residents 	<p>OS-4(A): Years 1-4</p> <p>OS-4(B): Ongoing</p>

	<ul style="list-style-type: none"> h) Add walking paths around larger recreational facilities. i) Redesign open spaces to include multi-use/multi-generational recreational facilities (for eg. playground, field, court or walking path/fitness clustered in one facility). j) Allow common driveways and/or retreat lots. 		
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COMMUNITY FACILITIES AND SERVICES

ID	Objective / Strategy	Supporting Parties	Timeframe
GOAL: To preserve, maintain and/or enhance municipal facilities and services so that they meet the needs of all residents.			
CF-1	<p><i>Prepare for an increase in the town's population aged 65+ and the services that will be expected.</i></p> <p>A. Anticipate Needs of Aging Population</p> <ol style="list-style-type: none"> Expand transportation services for seniors in town. Identify housing needs and options for seniors, including town-owned and developed senior housing and assisted living facilities. Use the Senior Center as a tool for data gathering. <ol style="list-style-type: none"> Continue to survey users of the Senior Center to gather input on programming and services. Solicit ideas for new programming or services in the future. Foster strong intergenerational awareness and relationships. <ol style="list-style-type: none"> Form a committee with a purpose to create opportunities for residents to participate in intergenerational events/activities. Work with recreation groups to create an intergenerational recreation opportunity for all residents to enjoy (e.g. Coes Park in Worcester). 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Council on Aging - Senior Center - Millbury Public Library - Millbury Public Schools - Residents - Interns 	CF-1(A): Ongoing
CF-2	<p><i>Focus on the evolving role of the Public Library to actively encourage its use by patrons of all ages.</i></p> <p>A. Increase Facility Usage</p> <ol style="list-style-type: none"> Offer educational workshops, trainings, and opportunities for life-long learning to attract new users. Actively market the services the Library provides. Solicit input from users and residents to create new programming and offer additional technology/books/media. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Millbury Public Library - Millbury Public Schools - Residents - Interns 	CF-2(A): Ongoing

	<ol style="list-style-type: none"> 4. Coordinate with the School Department to schedule events at the Library when demand cannot support the use of a school's library or cafeteria. 5. Work with community groups to foster awareness of all the services the Library offers. 		
CF-3	<p><i>Support the School Department's efforts to provide high quality educational spaces and active learning opportunities.</i></p> <p>A. School Facility Conditions and Space Needs</p> <ol style="list-style-type: none"> 1. Work with MSBA to expedite the process to construct a significant renovation or new facility to replace the existing Raymond E. Shaw Elementary School. 2. Implement a plan to manage increasing demands on existing space at the schools. Demands include new programming (STEAM etc.) and smaller class sizes. 3. Restructure grade configurations throughout the district. <p>B. Prioritize Actions to Increase Funding</p> <ol style="list-style-type: none"> 1. Add capacity to the tuition-based Preschool (Pre-K) program as the demand exceeds the capacity presently available. 2. Offer School Choice at the high school level. 3. Promote and enhance the fee-based before and after-school care programs to increase usage. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Millbury Public Schools - School Committee - Superintendent's Office - Residents 	<p>CF-3(A): Years 1-4</p> <p>CF-3(B): Years 1-4; Ongoing</p>
CF-4	<p><i>Increase town staffing, funding, and collaboration/shared resources to achieve the goals of this master plan.</i></p> <p>A. Staffing/Funding/Shared Resources</p> <ol style="list-style-type: none"> 1. Add positions to increase staff capacity and expertise in order to achieve the goals and priorities identified in this master plan. 2. Pursue alternative sources of funding to support the hiring of this additional staff. 3. Work with surrounding towns to evaluate opportunities to share staff and services. 4. Continue to lobby and work with the Commonwealth on cost-sharing arrangements leading to infrastructure investment, e.g. MSBA for schools, MassDOT for roads, and Green Communities and public safety funding. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - State Agencies - Neighboring Towns - CMRPC - Residents - Interns 	<p>CF-4(A): Years 1-4; Ongoing</p>

	<ol style="list-style-type: none"> 5. Inventory and evaluate town-owned surplus land to create a disposition strategy. Selling these parcels will generate additional taxes that can be allocated for town use. 6. Pursue geospatial software that can be shared across departments, expand electronic capability, make data analysis easier, automate tasks, create efficiencies, and be shared with the general public. 		
CF-5	<p><i>Invest in new public safety facilities and take advantage of additional municipal space resulting from Police/Fire Department relocations.</i></p> <p>A. Public Safety Needs</p> <ol style="list-style-type: none"> 1. Determine the best site for a new Fire Department Headquarters and begin lobbying for additional funding to construct a new station. <ol style="list-style-type: none"> a) Evaluate if the town can utilize the existing headquarters upon relocation by the Fire Department and identify a disposition strategy, as needed. 2. Determine the best site for a new Police Department and begin lobbying for additional funding to construct a new facility. <ol style="list-style-type: none"> a) Evaluate best re-use of the town municipal space from the vacated Police Department. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Police Department - Fire Department - Public Safety Committee - Residents 	CF-5(A): Years 5-7
CF-6	<p><i>Create a realistic action plan for infrastructure improvements and reduction of costs for municipal services.</i></p> <p>A. Public Works</p> <ol style="list-style-type: none"> 1. Inventory conditions of roadways, sidewalks, bridges, drainage, sewer system and equipment. 2. Implement a five- to ten-year capital plan. Evaluate annually and adjust as required. 3. Study the future needs of the cemetery, transfer station and recycling center and work to make services more efficient. Consider possibility of regional collaboration. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Public Works Department - Public Works Committee - Residents 	CF-6(A): Years 1-4; Ongoing
CF-7	<p><i>Maximize the use and revenue generation of the Asa Waters Mansion as a cultural and historic resource of the town.</i></p> <p>A. Make Strategic Facility Improvements</p> <ol style="list-style-type: none"> 1. Implement facility improvements to create a higher rate of return on investment. (Proposed improvements could include commercial kitchen, carriage house, children's garden, etc.) 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Asa Waters Mansion - Millbury Historical Society - Residents 	CF-7(A): Ongoing CF-7(B): Ongoing

	<ol style="list-style-type: none"> 2. Pursue grant opportunities/collaborations with partners to implement facility improvements that are needed but do not generate a high return on investment. Such improvements include ADA, HVAC, lighting, minor repairs, etc. <p>B. Maximize Revenue Generation</p> <ol style="list-style-type: none"> 1. Work with regional agencies to promote the facility as a cultural, historic and entertainment facility. 2. Conduct outreach to businesses in the region about holding workshops and special events at the facility. 3. Increase visibility on social media relative to what the facility can offer. 	- Interns	
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TRANSPORTATION

ID	Objective / Strategy	Supporting Parties	Timeframe
GOAL: To improve all modes of transportation so that it is safe and easy for residents of all ages to get around.			
TR-1	<p><i>Make improving/maintaining roadways, increasing pedestrian and bicycle safety, and providing alternative modes of transportation a priority.</i></p> <p>A. Infrastructure Improvements</p> <ol style="list-style-type: none"> 1. See CF-6 recommendations/strategies relative to inventory and capital plan. Implement. 2. Prioritize and Implement a Complete Streets Policy. <ol style="list-style-type: none"> a) Implement Complete Streets Prioritization Plan. b) Apply Complete Streets approach for all future public works projects. c) Pursue additional funding opportunities. 3. Update the 2006 Town of Millbury Accessibility Plan and make needed improvements. <ol style="list-style-type: none"> a) Commit to a phased plan to address inadequacies. <p>B. Pedestrian/Bicycle Safety</p> <ol style="list-style-type: none"> 1. Improve sidewalks, ramps and crosswalks to be ADA compliant. <ol style="list-style-type: none"> a) Extend and repair sidewalks in key locations. b) Work with CMRPC to maintain inventory and condition of sidewalks in town. 2. Create a more aesthetically pleasing public realm. 	<ul style="list-style-type: none"> - Town Manager - Board of Selectmen - Planning Department - DPW Department - Public Works Committee - Planning Department - MassDOT - Businesses - Property Owners - Residents - Interns 	<p>TR-1(A): Years 1-4; Ongoing</p> <p>TR-1(B): Ongoing</p>

	<ul style="list-style-type: none"> a) Implement traffic calming measures (e.g. bump outs, flashing crosswalk signage) to enhance pedestrian safety and accessibility. b) Use green infrastructure to enhance the pedestrian environment. Pursue the vision set forth in the 2016 Downtown Revitalization Low-Impact Development Initiative. Make the Four Corners intersection a priority. c) Continue Adopt-a-Pot and Adopt-a-Banner programs, among other beautification efforts. <p>3. Upgrade bicycle infrastructure and network throughout town.</p> <ul style="list-style-type: none"> a) Advocate for the completion of the Blackstone River Bikeway through Millbury and the surrounding towns. b) Pursue opportunities for increased access to rail trails and bike lanes throughout town. 		
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