



Town of Northborough

2020 Master Plan

Final

June 2020

Prepared by: 
In association with: 

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Town of Northborough, MA

Master Plan

FINAL
June 2020

Presented to: Town of Northborough Planning Department
Town of Northborough Planning Board

Presented by:



101 Walnut Street
Watertown, MA 02472-4026
www.vhb.com

Northborough's Vision for the Future

Northborough, a New England town incorporated in 1766, envisions a future where residents and visitors of all ages and backgrounds are drawn to a thriving town that provides walkability and connectivity between open spaces, gathering places, commercial activity, and neighborhoods; where Northborough's natural and cultural spaces, recreational amenities, and historic sites are preserved and integrated into the community to welcome, educate, and inspire; where a well-balanced housing stock supports long standing residents and new arrivals alike; where education is valued and fostered; where economic activity is given an appropriate place to grow and support our community and residents; and where future environmental and fiscal changes are given consideration in planning for a more sustainable and resilient community.

Table of Contents

Vision Statement	i
Table of Contents	ii
List of Tables	iv
List of Figures	iv
List of Appendices	vi
Acknowledgements	vii
Introduction	1-1
Master Plan Process	1-2
Contents of this Master Plan	1-3
Stakeholder and Public Engagement	1-4
Planning Framework	1-6
Land Use	2-1
Key Findings.....	2-2
Baseline Conditions Analysis	2-3
Land Use Goals.....	2-13
Land Use Recommendations	2-13
Natural, Cultural, & Historic Resources	3-1
Key Findings.....	3-2
Baseline Conditions Analysis	3-3
Natural, Cultural, & Historic Resources Goals.....	3-15
Natural, Cultural, & Historic Resources Recommendations	3-15
Housing.....	4-1
Key Findings.....	4-2
Baseline Conditions Analysis	4-3

Housing Goals.....	4-11
Housing Recommendations	4-11
Economic Development.....	5-1
Key Findings.....	5-2
Baseline Conditions Analysis	5-3
Economic Development Goals	5-9
Economic Development Recommendations.....	5-9
Open Space & Recreation	6-1
Key Findings.....	6-2
Baseline Conditions Analysis	6-3
Open Space & Recreation Goals	6-6
Open Space & Recreation Recommendations.....	6-6
Public Facilities & Services.....	7-1
Key Findings.....	7-2
Baseline Conditions Analysis	7-3
Public Facilities & Services Goals	7-12
Public Facilities & Services Recommendations.....	7-12
Transportation.....	8-1
Key Findings.....	8-2
Baseline Conditions Analysis	8-3
Transportation Goals.....	8-7
Transportation Recommendations	8-8
Implementation Plan	9-1

List of Tables

Table 2-1 Land Cover Changes in Northborough: 1985-1999, 1999-2005, and 1985-2005....	2-4
Table 2-2 Land Use in Northborough, 2017	2-5
Table 2-3 Vacant Lands in Northborough, 2017	2-7
Table 4-1 Households by Type, 2000 and 2010	4-4
Table 4-2 Housing Units	4-5
Table 4-3 Housing Cost Burden by Tenure, 2016.....	4-9
Table 5-1 Percent Family Households, 2017.....	5-3
Table 5-2 Percent of Labor Force by Occupation, 2017.....	5-5
Table 5-3 Northborough Employment by Sectors, 2016 compared to 2011	5-7
Table 7-1 Northborough’s Public Services	7-3
Table 8-1 Census Journey-to-Work Data for Northborough Residents and Employees	8-4

List of Figures

Figure 1-1 Presentation Boards Illustrating Northborough’s Baseline Assessment.....	1-2
Figure 1-2 Community Members Participating at the Second Public Meeting	1-4
Figure 1-3 Community Members Participating at the Final Public Meeting.....	1-5
Figure 1-4 Community Members Participating in Applefest	1-6
Figure 2-1 Land Cover in the Town of Northborough: 1985, 1999, and 2005.....	2-4
Figure 2-2 Land Cover, 1985	2-15
Figure 2-3 Land Cover, 1999	2-16
Figure 2-4 Land Cover, 2005	2-17
Figure 2-5 Land Use, 2017	2-18
Figure 2-6 Zoning Districts.....	2-19
Figure 3-1 Soil Types	3-17

Figure 3-2 Water Resources.....	3-18
Figure 3-3 NHESP Rare and Endangered Species	3-19
Figure 3-4 Agricultural Resources.....	3-20
Figure 3-5 Location of Dams by Hazard Code	3-21
Figure 3-6 Historic Resources	3-22
Figure 4-1 Total and Projected Population and Households, 1980 - 2030	4-3
Figure 4-2 Population Change by Age Group, 2000 - 2016.....	4-4
Figure 4-4 Age of Housing Stock, 2016.....	4-6
Figure 4-6 Housing Occupancy and Tenure, 2016	4-7
Figure 4-7 Housing Tenure by Age of Householder, 2016.....	4-7
Figure 4-8 Household Income, 2000 and 2016.....	4-8
Figure 4-9 Percent of Households that are Cost Burdened by Age of Householder, 2016 ..	4-9
Figure 4-3 Location and Type of Housing.....	4-13
Figure 4-5 Age of Housing Stock.....	4-14
Figure 5-1 Home Values Comparison, 2017.....	5-4
Figure 5-2 Household Income Distribution Comparison, 2016	5-4
Figure 5-3 Business Locations by Employment Size and NAICS Code, 2015.....	5-6
Figure 6-1 Open Space and Recreation Resources	6-8
Figure 8-2 Means of Transportation	8-4
Figure 8-1 Roadway Functional Classification.....	8-9
Figure 8-3 Roadways and Sidewalks.....	8-10
Figure 8-4 High Crash Locations	8-11

List of Appendices

Appendix A: Glossary of Terms.....	A-1
Appendix B: Online Community Surveys.....	B-1

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The following remaining members of the Master Plan Steering Committee were responsible for conceiving, administering, and monitoring, as well as participating in the public review process and evaluation of consultant work.

- Jonathan Cogswell - Resident
- Norm Corbin - Historic District Commission
- Ashley Davies - Open Space Committee
- Mark Donahue - Resident
- Justin Dufresne - Conservation Commission
- Michelle Gillespie - Planning Board
- Susan Marie Lawrence - School Committee
- Alexandra Molnar - Historic District Commission
- Diana Nicklaus - Resident
- George Pember - Planning Board
- Jason Perreault - Board of Selectmen
- Amy Poretsky - Planning Board
- David Putnam - Parks & Recreation Commission
- Tom Reardon - Design Review Committee

The Town and Master Plan Steering Committee would like to thank the Northborough community members and participants that contributed towards the development of the Master Plan.

Cover Photo Credits (from left to right): Mia McDonald, Norm Corbin, Andre Tougas



Introduction

Northborough is a suburban community located in central Massachusetts, less than 15 road miles to the east of the City of Worcester in eastern Worcester County. The Town is bordered by Berlin to the north, Westborough to the south, Marlborough to the east along the I-495 MetroWest corridor, Southborough to the southeast, and Boylston and Shrewsbury to the west. It has a population of approximately 15,000 spread across 18.5 square miles (sq. mi.) of land (USCB, 2010) for a population density of roughly 810 persons per sq. mi. or 1.3 persons per acre.

In 2017, the Town of Northborough, acting through its Planning Board, launched an approximately year-long process to prepare a Town-wide master plan with extensive community participation. The Town had not undertaken such an extensive planning process since its last Master Plan in 1997. This Master Plan Update, with a horizon of 10 to 15 years, refreshes and provides a basis for decision-making concerning land use planning and redevelopment, budget preparation and capital improvement planning for public facilities and services, and economic development for Northborough's future.

The planning process for this Master Plan Update was designed and executed with the following objectives:

- Proceed with a maximum amount of community involvement and public participation;
- Be consistent with the goals, vision, and aspirations of the community;
- Recognize the unique history, attributes and needs of Northborough;
- Build on existing plans, studies, and reports; and
- Coordinate with the Commonwealth of Massachusetts and other regional plans.

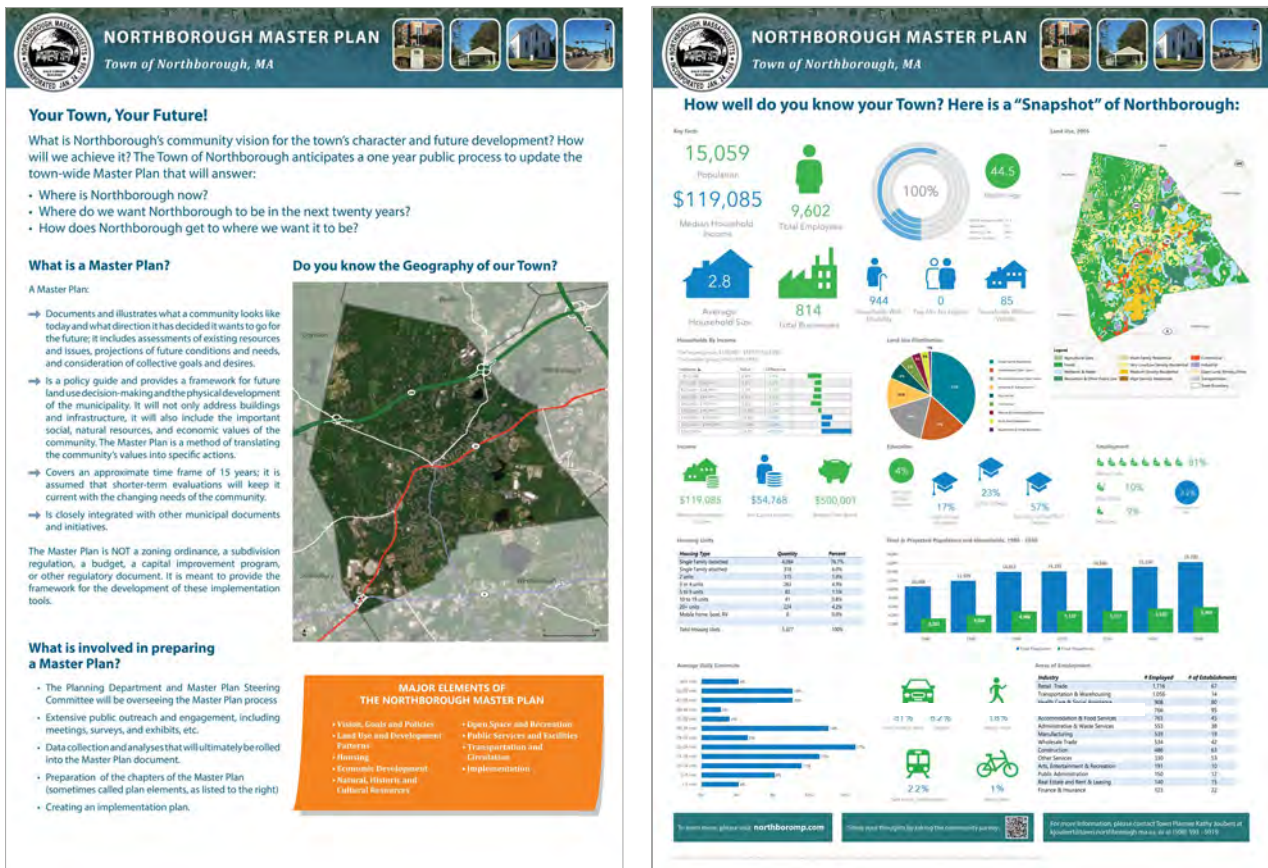
Master Plan Process

What is a Master Plan?

A community-wide master plan is a living, dynamic document meant to document and illustrate where a community is currently and where it wants to be in the future. A master plan typically covers a timeframe between 10 to 15 years.

This Master Plan includes a comprehensive baseline assessment describing the Town of Northborough’s existing resources and issues, projects future conditions and needs, and considers collective goals and desires. It serves as a policy guide, as well as provides a framework for land use decision-making with respect to balancing the community’s development and preservation. It is worth noting that a master plan is not a zoning ordinance, a subdivision regulation, a budget plan, a capital improvement program, or other regulatory document; rather, it is meant to provide the framework for the development of these implementation tools.

Figure 1-1 Presentation Boards Illustrating Northborough’s Baseline Assessment



According to Chapter 41 Section 81D of the General Laws of Massachusetts, a master plan is defined as a comprehensive town-wide plan that addresses the following elements: Statement of Goals and Policies; Land Use; Housing; Economic Development; Natural and Cultural Resources; Open Space and Recreation; Services and Facilities; and Circulation.

Implementation is another key element that details how a community will accomplish specific actions; for example, when should actions get carried out, who should carry them out or play a supporting role, and what financial and/or technical resources are available. The Northborough Master Plan includes all these elements.

Contents of this Master Plan

This Master Plan is comprised of nine chapters. These chapters, including a general description of their content, are provided below. In addition to what is described, Chapters 2 through 8 offer topic-specific goals along with accompanying recommendations.

- Chapter 1, *Introduction*: This chapter provides an overview of the master planning process and framework.
- Chapter 2, *Land Use*: This chapter reviews recent past and existing land use conditions. It includes a summary of the Town's zoning, as well as provides a summary of potential build-out conditions.
- Chapter 3, *Natural, Cultural, and Historic Resources*: This chapter offers a summary of the Town's natural, cultural, and historic resources, including the entities and mechanisms that support their preservation and protection.
- Chapter 4, *Housing*: This chapter presents recent past, existing, and trending population and housing data. A focus of this chapter is on housing affordability.
- Chapter 5, *Economic Development*: This chapter looks at economic data within a local and regional context. It identifies specific and prominent opportunities for development, as well as the internal and external programs that support economic development in the Town more broadly.
- Chapter 6, *Open Space and Recreation*: This chapter summarizes the Town's open space and recreation assets and efforts.
- Chapter 7, *Public Facilities and Services*: This chapter provides an overview of the Town's facilities and services. Departmental needs (e.g., capital and staff time) are identified, where applicable. Sustainability and resiliency concerns are also discussed.
- Chapter 8, *Transportation*: This chapter summarizes and assesses the existing transportation system (e.g., roadways, bicycle, and pedestrian accommodations, etc.) in Northborough.
- Chapter 9, *Implementation*: This chapter lays out a framework for accomplishing the recommendations that support achieving this Master Plan's overall vision and supporting goals.

Stakeholder and Public Engagement

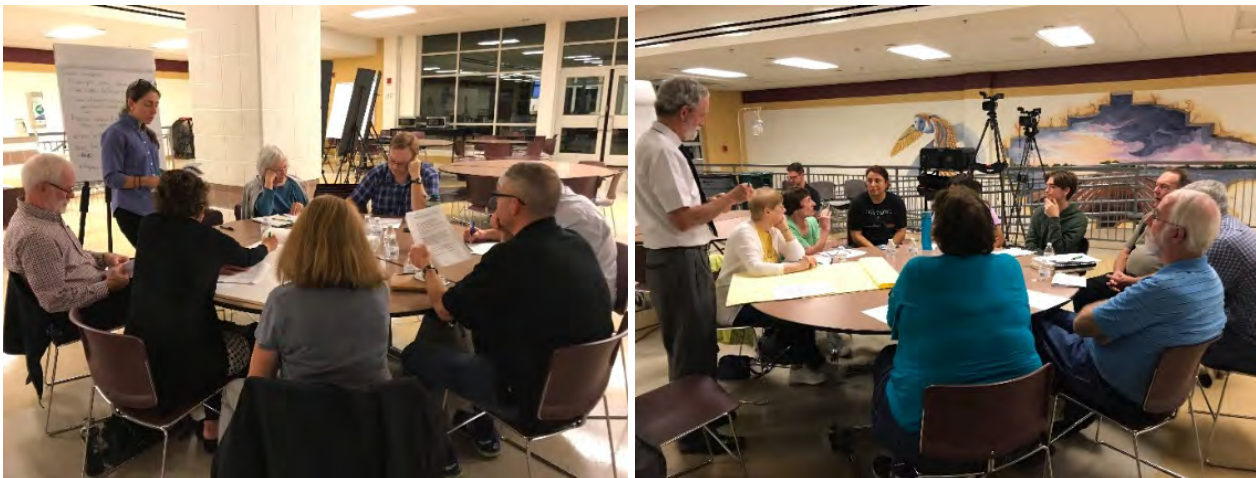
The Northborough Master Plan embraced an extensive and inclusive stakeholder and public engagement process. To facilitate its development, the Town established a Master Plan Steering Committee (MPSC) and retained professional planning services from VHB with support from Landwise. The MPSC, led by a chair and co-chair, was comprised of fifteen members representing residents and various Town boards and commissions. The MPSC had the following representation:

- Board of Selectmen
- Planning Board
- Zoning Board of Appeals
- Historic District Commission
- Open Space Committee
- Conservation Commission
- School Committee
- Parks & Recreation Commission
- Design Review Committee

Throughout the planning process, the MPSC worked closely with the Town Planner and consultants to guide and advise on the development of the Master Plan. The MPSC met on an approximately bi-monthly schedule, with all meetings open to the public.

Wide ranging efforts were made to inform and obtain input from the general public. Three public meetings were organized during different phases of the Master Plan process. The first public meeting was held on June 12, 2018 at the Robert E. Melican Middle School (145 Lincoln Street). It involved a Post-it Note exercise that solicited input on the community's assets and issues, as well as vision for the future; a formal presentation on the baseline assessment, which included an audience polling exercise; and break-out group discussions focusing on visioning and goal setting. A total of 82 participants attended this meeting.

Figure 1-2 Community Members Participating at the Second Public Meeting



The second public meeting was held on October 4, 2018 at the Algonquin Regional High School (79 Bartlett Street). It offered the public an opportunity to review and discuss a draft vision statement along with draft goals informed by the findings of the baseline assessment and input received from the MPSC and the community at-large. Thirty-five participants joined this meeting.

The final public meeting was held on February 13, 2019 at the Zeh School (33 Howard Street) and presented revised draft goals and preliminary recommendations. This meeting's 23 participants were asked to engage in conversations with MPSC members and the consultants through an open house format. A dot-voting exercise allowed participants to identify their priority recommendations for implementation.

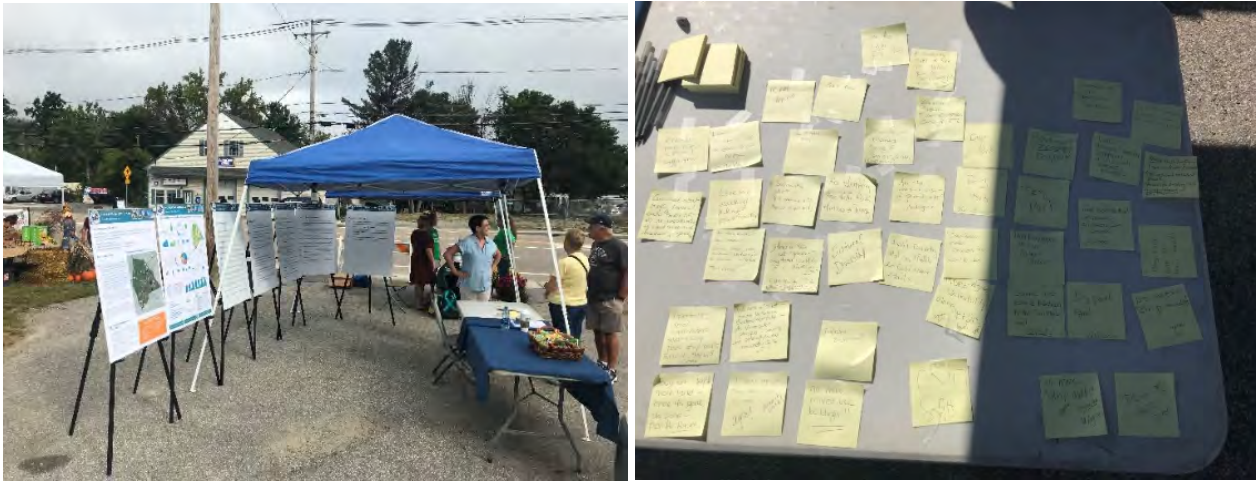
Figure 1-3 Community Members Participating at the Final Public Meeting



In addition to the three public meetings, the Town administered three community-wide surveys; all surveys were primarily conducted online, with print copies made available as requested (see Appendix B). The first survey, with a total of 559 responses, asked questions pertinent to the major issues and opportunities facing the Town. The second survey, with a total of 215 responses, asked the community to provide feedback on a draft vision statement and goals. The third survey, with a total of 378 responses, presented revised draft goals and afforded the public an opportunity to review, react, and prioritize draft recommendations.

The Town made efforts to reach out to the public in creative ways, including having a presence at Applefest, an important annual community-gathering event celebrating the Town's agricultural heritage. At this event, MPSC members and the consultants engaged in discussions with community members, who provided their thoughts and ideas on Post-It Notes. MPSC members also performed outreach at social events put on by the Community Affairs Committee (e.g., concerts and movie nights). Lastly, poster boards graphically conveying the purpose of the Master Plan along with key community profile facts and figures were placed in prominent locations (e.g., Town Hall).

Figure 1-4 Community Members Participating in Applefest



All stakeholder and public input collected throughout the Master Plan process was evaluated and integrated into the development of the Master Plan.

Planning Framework

In synergy with the above mentioned stakeholder and public engagement process, the Master Plan took a four-step process that started with a comprehensive review of the existing baseline conditions of the community, then moved on to the establishment of collective vision and goals for the Town's future, and proceeded toward identifying more focused recommendations. The final step was to develop an implementation plan to support the Town in accomplishing the recommendations designed to achieve the vision and goals.

Upon formal completion of this Master Plan, the Northborough Master Plan Steering Committee will submit the document to the Northborough Planning Board for its review and acceptance. The next step will be for the Board of Selectmen to establish a Master Plan Implementation Committee. The committee will be responsible for assisting the Town in implementing recommendations in the Plan and reporting on the progress of Plan implementation.

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Land Use



Northborough Center from Trinity Church

Photo Credit Francis Doyle

Land Use

2

Land use refers to how land is used and organized within a community, including the arrangement of residential, commercial, industrial, agricultural, and other human activities. Land use patterns are the results of centuries of human interactions with the natural setting of a community. Examining land uses will help inform a fundamental understanding of a community's history and determine its needs to provide public facilities and infrastructure, transportation network, mix of housing available to residents, and to protect its environmental and cultural resources. The Land Use Element of the Master Plan functions as an overarching component that encompasses all other elements to some degree as it provides guidance on how land resources should be strategically used to address issues identified and facilitate decision-making during implementation of the Plan.

Key Findings

- The community would like to preserve and enhance Northborough's small town feel and community character.
- Northborough's overall land use pattern is primarily defined by its residential uses, particularly its single-family residential properties, as well as its abundance of open space and recreation areas.
- Northborough has seen large decreases in its undeveloped lands since 1985, particularly with respect to cropland, pasture, and nursery land uses. Protect the Town's open space and agricultural uses from further reduction.
- Areas of industrial land uses have been trending upwards, while commercial land uses have declined between 1985 and 2005; however, the assessors' data shows an increase in commercial land use since 2005.
- The Downtown area has continued to suffer with respect to its ability to attract businesses, residents, and visitors since the Town's last Master Plan. This area demonstrates an inconsistent urban design and is perceived as automobile-centric with limited walkability and connectivity.
- Redevelopment opportunities exist for vacant sites such as the Westborough State Hospital within Northborough.

- The Major Commercial Development Overlay District, developed to accommodate the Northborough Crossing Development, could be updated and expanded to provide additional economic development opportunities in the area around the Southwest Cutoff and Route 9.

Baseline Conditions Analysis

Historical Land Use

A suburb of approximately 18.5 sq. mi. (11,840 acres), the Town of Northborough sits less than 15 road miles to the east of the City of Worcester in eastern Worcester County. It is surrounded by the Towns of Berlin to the north, Westborough to the south, Southborough and Marlborough to the east, and Boylston and Shrewsbury to the west. Up until the mid-twentieth century, Northborough was largely undeveloped and had a predominantly rural character. Since that time, evolving economic conditions along with the development of Interstates 90, 495, and 290, U.S. Route 20, and State Route 9 have transformed the Town's character to that of a bedroom community with relatively dense residential development in and around the Downtown area and suburban-style residential development distributed amongst the Town's remaining developable lands. Despite this transformation, Northborough has largely managed to retain the "feel" of a small town.

In the years 1985, 1999, and 2005, the Massachusetts Office of Geographic Information Systems (MassGIS) compiled statewide land cover data developed from digital orthoimagery (i.e., geometrically corrected aerial photographs).¹ These datasets allow for a comparison of land cover² over time, which provides the basis for an assessment of impact of human-induced activities on community character and ecological resources.

In 1985, 70.2 percent of Northborough consisted of undeveloped land that was primarily comprised of forested lands, non-forested wetlands, croplands, open lands, and pastures. By 2005, this value declined to 65.7 percent, which represents the conversion of over 500 acres of land to developed uses. Agriculture, which has historically served as a pillar of the Town's economy and its cultural identity, notably declined from 7.0 percent of total area in 1985 to 5.7 percent in 1999 and 4.7 percent in 2005, a total loss of nearly 300 acres of cropland, pasture, and nursery land uses. Orchards, a staple of the community's identity as exemplified by the annual Northborough Applefest, evaded this trend and increased its total productive area by approximately 23 acres between 1985 and 2005.

Multi-family residential increased from 14.6 acres in 1985 to 179.8 acres in 2005, an increase of 1,133.5 percent. Meanwhile, low density residential grew by 31.8 percent, and medium density residential and high density residential declined by 25.3 percent and 0.5 percent, respectively. Industrial lands increased by 63.3 percent during this period, while commercial land uses declined by 14.6 percent. **Table 2-1, Figure 2-1,** and

¹ At the time of this writing, land cover data more recent than 2005 were not available from the Massachusetts Bureau of Geographic Information (MassGIS).

² Land cover differs from land use in that it refers to the surface cover on the ground (e.g., vegetation, urban infrastructure, water, etc.), whereas land use refers to the function of the land (e.g., recreation, wildlife habitat or agriculture). The two terms, though related, are not interchangeable and thus should not be directly compared.

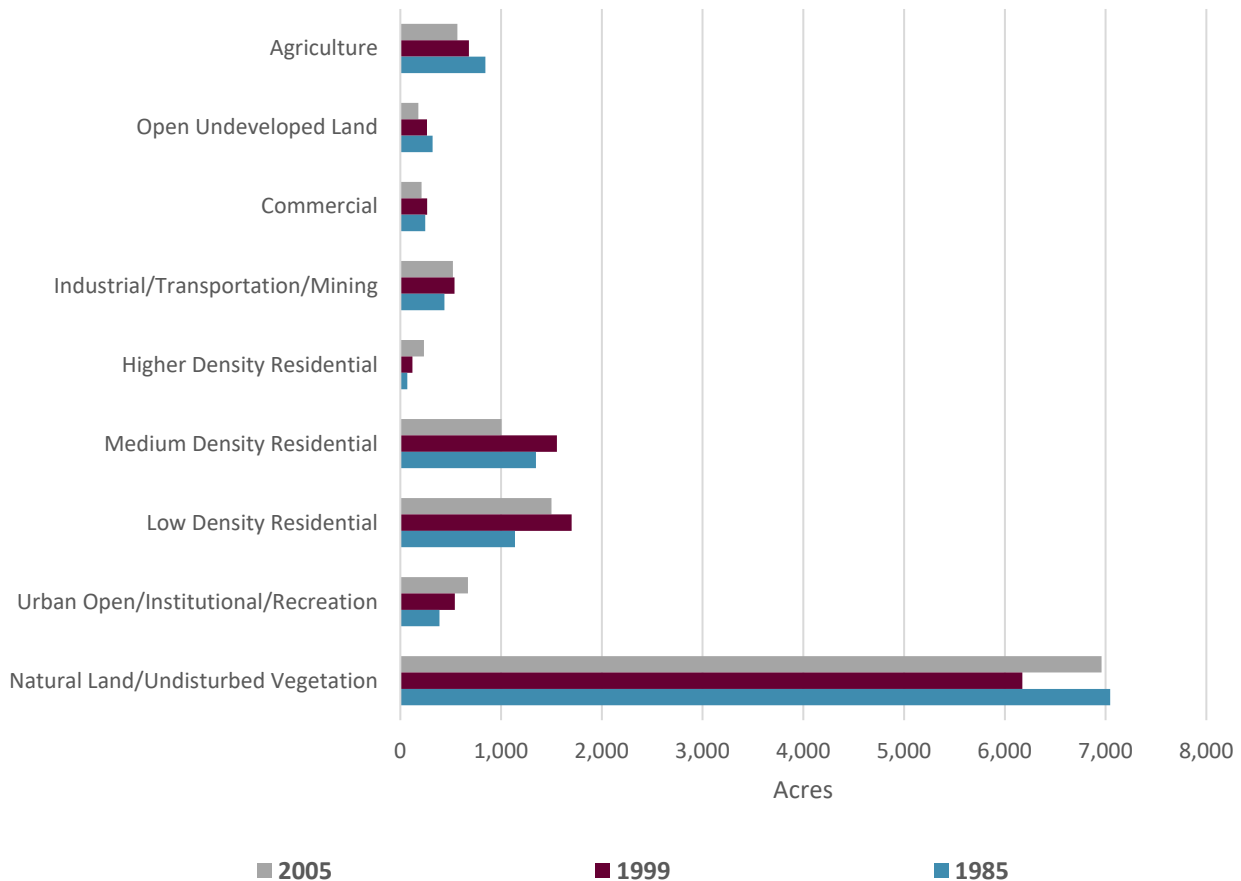
Figures 2-2 through 2-4 (located at the end of this chapter) present and illustrate land cover in the Town of Northborough in 1985, 1999, and 2005.

Table 2-1 Land Cover Changes in Northborough: 1985-1999, 1999-2005, and 1985-2005

	1985-1999 Change	1999-2005 Change	1985-2005 Change
Agriculture	-19.4%	-16.8%	-32.9%
Open Undeveloped Land	-17.6%	-32.4%	-44.3%
Commercial	8.1%	-20.9%	-14.6%
Industrial/Transportation/Mining/Waste Disposal	22.9%	-3.0%	19.2%
Multi-family residential	76.9%	597.1%	1,133.5%
High Density Residential (Housing on <1/4 acre lots)	70.8%	-41.8%	-0.5%
Medium Density Residential (Housing on 1/4 – 1/2 acre lots)	15.4%	-35.3%	-25.3%
Low Density Residential (Housing on >1/2 acre lots)	49.3%	-11.7%	31.8%
Urban Open/Institutional/Recreation	39.2%	24.0%	72.5%
Natural Land/Undisturbed Vegetation	-12.4%	12.7%	-1.2%

Source – MassGIS

Figure 2-1 Land Cover in the Town of Northborough: 1985, 1999, and 2005



Source: MassGIS

Existing Land Use

Using Property Type Classification Codes³ embedded within the Town's Property Assessment Data from 2017, current land uses and related patterns were documented and evaluated. The distribution of these land uses is presented in **Table 2-2** and **Figure 2-5** (located at the end of this chapter). Residential development is the primary land use, comprising 43.1 percent of the Town's total area. Single family residential is the dominant residential development type. The average size of a single-family residential lot is 1.1 acres. Residential land use per capita is 0.35 acres.

Other than its residential land uses, Northborough is defined by its robust inventory of recreational properties, which encompass over 2,200 acres. These lands include Town-owned parks and fields (e.g., Assabet Park, Ellsworth McAfee Park, Howard Street Park), the Juniper Hills and Indian Meadows golf courses, natural lands such as Chapter 61 lands⁴ and properties held by the Department of Fish and Game (i.e., Mt. Pisgah Wildlife Management Area [WMA] and Wayne F. MacCallum WMA), and open undeveloped lands (e.g., the former Westborough State Hospital).

Commercial land uses are largely focused along the Route 20 corridor. An exception to this trend is retail developments at the southwest corner of the Town that include Northborough Crossing, which is home to several medical offices and "big box" stores such as Kohl's, BJ's Wholesale Club, and Dick's Sporting Goods, as well as Wegmans Food Markets. This area is also home to the New England Baseball Complex, a well-known facility that primarily hosts youth baseball tournaments and clinics.

Industrial land uses are predominantly concentrated in the eastern part of Town. These include warehousing and trucking operations south of Route 20 (e.g., FedEx freight and A. Duie Pyle along Bartlett Street and FedEx SmartPost off Beeman Road). They also include the I-290 Industrial Park that can be accessed from Whitney Street, which is home to operations such as Trelleborg Sealing Solutions and Aspen Aerogels, as well as a records storage facility operated by Iron Mountain along Bearfoot Road.

Agricultural uses comprise only 3.6 percent of the Town's total area; however, this land use has been and continues to be a significant contributor to the Town's cultural identity. Agricultural uses are primarily concentrated to the west, north of I-290 and are exemplified by the Tougas Family Farm and Davidian Brothers Farm.

Table 2-2 Land Use in Northborough, 2017

Land Use	Total Acreage	Percent of Total
Agricultural	434.6	3.6
Residential	5,168.2	43.1
<i>Single Family Residential</i>	<i>4,408.7</i>	<i>36.8</i>

³ Property Type Classification Code, shown as "LUCODE" in assessors' records, is a three-digit code used by the Board of Assessors in determining the proper classification of properties according to their uses. Since the consolidated assessors' data layer is parcel based, this approach is only appropriate in understanding the land use patterns of a community, rather than interpreting the actual land use or land cover units that can vary within individual parcels or across multiple parcels.

⁴ Chapter 61 for forestlands is a Massachusetts tax program that gives preferential tax treatment to landowners who maintain their property as open space for timber production.

Table 2-2 Land Use in Northborough, 2017 (Continued)

Land Use	Total Acreage	Percent of Total
Commercial	572.8	4.8
Industrial	480.3	4.0
Recreational/Institutional/Urban Open	2,216.7	18.5
Natural/Undisturbed Vegetation	381.0	3.2
Open Undeveloped	1,889.0	15.7
Transportation	853.0	7.1

Source – Town of Northborough Assessors, 2017

Downtown

Northborough’s Downtown area, herein defined as the Town’s Downtown Business (DB) district and adjacent areas (see **Figure 2-6** at the end of this chapter), is bisected by Route 20 (or Main Street). This area has a mix of establishments centered in Town that support commercial activity and community gathering and is defined by commercial structures of generally one to two stories. These structures predominantly house dining establishments, retail services (e.g., convenience stores and hair salons), banks, professional offices (e.g., medical offices), and motor vehicle services (e.g., gas stations and repair shops). The Northborough Free Library and Trinity Church of Northborough currently serve as the area’s primary community gathering spaces. The Town Common, which includes the Civil War Memorial and a newly installed Gulf War/Global War on Terrorism Memorial along with community green space, is near completion Fall of 2019.

A mix of housing including multi-family and single family is integrated amongst the above-mentioned uses, though such developments primarily surround Downtown instead of existing within it. The residential uses that surround Downtown are primarily older neighborhoods that are denser than the newer subdivisions with large lots that have developed in the rest of Town since the late-20th century. Pedestrian access to Downtown from the surrounding neighborhoods is impeded by an inconsistent and fragmented sidewalk network (e.g., along Hudson, Church, and South Streets) and lack of safety accommodations for pedestrians and bicyclists.

The Downtown has experienced an economic decline over the past several decades, with many businesses succumbing to closure and their storefronts to vacancy. This includes long-term establishments such as Shattuck Pharmacy, which called Downtown its home for nearly 120 years. The existing make-up of commercial, cultural, institutional, and entertainment uses in the Downtown lacks a combination of everyday destinations and the drawing power to attract residents and visitors and keep them lingering for prolonged periods of time. As a result, there has been a long-standing sentiment among residents that Downtown needs a resurgence. This is exemplified by the previous Master Plan (1997), which over two decades ago noted that one of the Town’s weak competitive points include the Downtown’s appearance.

Many buildings in the Downtown have large and varying front and side setbacks, creating a disjointed and ill-defined street and building alignment. Further, parking lots are often found along the front and sides of buildings without compensating the pedestrian

experience (e.g., landscaping with height, street furniture, planters, art installations, etc.). Such setbacks and parking layouts, along with a fragmented sidewalk network along Main Street and West Main Street, inhibit walkability and connectivity and contribute to the perception that Downtown is automobile-centric. This is worsened by the highly trafficked Route 20, which is a state-owned highway maintained by the Massachusetts Department of Transportation (MassDOT).

To address some of these concerns, as well as to generally strengthen the character of Downtown, Northborough’s Zoning Bylaw includes provisions for a design review process that is administered by the Design Review Committee. In business districts such as the DB district, the Design Guidelines (2012) apply to new construction and exterior alterations and expansions of commercial, municipal, institutional, and multi-family structures, and cover aspects such as building placement and orientation, setbacks, open space, pedestrian accommodations, and parking among other design concerns. The Design Guidelines, for example, recommend minimum and maximum front setbacks and side setbacks, require sidewalks where none currently exist, and promote a strong street edge by encouraging parking to be placed to the rear or side of a building. The Design Review Committee reviews proposed projects as part of the site plan approval process and provides its recommendations; however, such recommendations are not enforceable.

Vacant Lands and Build-Out Analysis

Based on property classification codes found within the Town Assessor’s data, 17.3 percent (2,079.6 acres) of the Town’s total area is classified as some form of vacant. This includes 325.4 acres of potentially developable⁵ residential land (181.4 acres are undevelopable for a variety of reasons including topographic limitations); 67.1 acres of commercial land (8.3 acres are undevelopable); and 305.3 acres of industrial land (14.0 acres are undevelopable) (see **Table 2-3**). The remaining 1,178.1 acres are government-owned or otherwise conserved lands.

Table 2-3 Vacant Lands in Northborough, 2017

Vacancy Status	Total Acreage	Percent of Total
Potentially Developable Residential Land	325.4	2.7%
Undevelopable Residential Land	181.4	1.5%
Total Residential	506.9	4.2%
Potentially Developable Commercial Land	67.1	0.6%
Undevelopable Commercial Land	8.3	0.1%
Total Commercial	75.3	0.6%
Potentially Developable Industrial Land	305.3	2.5%
Undevelopable Industrial Land	14.0	0.1%
Total Industrial	319.3	2.7%
Total	901.5	7.5%

Source – Town of Northborough Assessors, 2017

⁵ Potentially developable parcels include vacant properties that are currently in a residential zone, accessory to commercial or industrial properties, or not specifically included in another property type classification code other than commercial.

Given existing zoning districts and their associated regulations – assuming no special permits issued, the potential maximum build-out of the abovementioned potentially developable vacant lands (all privately-owned) is estimated to result in approximately 150 new residential units, along with approximately 416,000 sq. ft. of new commercial uses and 3,560,000 sq. ft. of new industrial uses.⁶

The Town identified several non-vacant parcels to supplement the above analysis. These included the Juniper Hill and Indian Meadows Golf Courses, four parcels near the Southwest Cutoff under Chapter 61 (Forestry),⁷ and the parcels that comprise the Kimball Sand Site. Development or redevelopment of these parcels under the restrictions of their existing base zoning districts would increase the number of new residential units identified above to approximately 530 (an addition of 380 units) and the area of new industrial uses to 4,260,000 sq. ft. (an addition of 700,000 sq. ft.); the estimate for new commercial areas would remain unchanged. Altogether, assuming an average household size of 2.48, which is that of the state as a whole based on the *2013-2017 American Community Survey 5-Year Estimates*, this build-out scenario could increase the Town's population by 1,314 persons.

Not included in the above analysis are properties owned by the Town of Northborough or other government entities for which there is build-out potential dependent on unknown factors (e.g., type of development, estimated rate of preservation, etc.). For example, the former Westborough State Hospital, which straddles the border between Northborough and Westborough, contains nearly 300 acres that lie within the Town's municipal boundaries. The Town of Westborough purchased the portion of this property within its boundary in 2014, and after studying redevelopment opportunities, construction is now underway for a multi-use development anchored by a 55-plus residential community.

Long-term Development Patterns

Zoning

Long-term development patterns within the Town of Northborough are guided by its Zoning Bylaw, subdivision regulations, and other local development policies such as the above-mentioned Design Guidelines. The Town's Zoning Bylaw, published in accordance with the provisions of M.G.L. c. 40A, has undergone numerous amendments since it was first adopted in 1955; a substantial re-write was performed 2009. The Zoning Bylaw defines the following base and overlay zoning districts.

Residential

Northborough has six different residential zones that comprise 79.9 percent of the Town. These zones are discussed below.

Single-Family Residential: Northborough has three residential zoning districts dedicated to encouraging the preservation and development of single-family housing. These include

⁶ Exclusions incorporated into the build-out analysis include wetlands with a 100 ft. buffer, areas with a 1 percent annual chance of flooding, and protected open space (any level of protection). For the purposes of this analysis, lands with slopes 15 percent or greater were also excluded; however, development yield on these lands may be greater based on more detailed site assessments.

⁷ Note that all four parcels near the Southwest Cutoff included in the build-out analysis are within the Residential-Open Space Planning Overlay District. For the purposes of the build-out analysis, the density and dimensional regulations of the base district (RB) were referenced, as such regulations in the overlay district are subject to Planning Board review and town meeting approval.

Residential A (RA), Residential B (RB), and Residential C (RC). Combined, these districts encompass most of residential zoning districts and the total area of the Town. Among these districts, RC is the largest by percent of total acreage (34.9 percent), followed by RB (21.8 percent) and RA (20.2 percent). Among residential uses, these districts allow only single-family (detached) dwelling units by right, though two-family dwelling units are allowed by special permit in RC. The Zoning Bylaw was recently approved to be amended at Town Meeting (April 23, 2018) to require design review of two-family dwelling units in accordance with related design guidelines to be adopted by the Design Review Committee; this amendment also applies to such developments in GR, MSR, and DN described below. Institutional uses, business uses, and mixed uses are not allowed without a special permit from the Zoning Board of Appeals (ZBA), though certain extensive uses including agricultural activities on less than 5 acres of land; nonexempt farm stands; forestry; and passive recreation, open space or conservation are allowed.

Minimum lot areas vary between the single-family residential districts. RA has the greatest minimum lot area at 80,000 sq. feet (ft.), while minimum lot areas for RB and RC are 40,000 sq. ft. and 20,000 sq. ft., respectively. Residential density decreases the further you get from the Downtown area. Accordingly, RC is the closest to Downtown, followed to the north and west by RB, and then RA at the northwest corner of the Town. The RA, RB, and RC residential districts all have minimum yard setbacks of 30 ft. (front), 15 ft. (side), and 25 ft. (rear).

General Residential (GR): The GR zoning district encompasses 2.5 percent of the Town's total area and is generally located south and north of the Downtown area and Route 20. Single-family detached dwelling units are the only residential use allowed by right in this district; two-family dwelling units are allowed by special permit from the Planning Board. Institutional, business, and mixed uses are not allowed without a special permit from the ZBA. Agricultural activities on less than 5 acres of land; nonexempt farm stands; and passive recreation, open space or conservation are allowed. The minimum lot area allowed in GR is 15,000 sq. ft., while maximum lot coverage is 30 percent. This district has minimum yard setbacks of 30 ft. (front), 15 ft. (side), and 25 ft. (rear).

Main Street Residential (MSR): The MSR district is contained within 20.3 acres to the east of the DB district (see description below) along Main Street. Like GR, single-family detached dwelling units are the only residential use allowed by right in this district; two-family dwelling units are allowed by special permit from the Planning Board. Institutional, business, and mixed uses are not allowed without a special permit from the ZBA. Agricultural activities on less than 5 acres of land; nonexempt farm stands; and passive recreation, open space or conservation are allowed. The minimum lot area in MSR is 15,000 sq. ft., while maximum lot coverage is set at 30 percent. This district has minimum yard setbacks of 30 ft. (front), 15 ft. (side), and 25 ft. (rear).

The main differences between MSR and GR are that assisted living residences, nursing homes, and continuing care retirement communities are not allowed in MSR, even by special permit. In fact, such uses are not allowed by right in any residential district.

Downtown Neighborhood (DN): The DN zoning district encompasses 36.1 acres to the northeast of Downtown. Unlike the other residential districts, this district allows for single family attached and multi-family dwelling units in addition to single family detached dwelling units; two-family dwelling units are allowed by special permit from the Planning

Board. Further, cultural uses, various mixed uses except for farm businesses and continuing care retirement communities, and business uses including art galleries and professional or business offices are allowed. Like MSR and GR, allowed extensive uses in DN include agricultural activities on less than 5 acres of land; nonexempt farm stands; and passive recreation, open space, or conservation. The DN district is the highest density residential zoning district; its minimum lot area is 10,000 sq. ft. The maximum lot coverage in the DN district is 30 percent and the minimum open space required is 20 percent. This district has minimum yard setbacks of 15 ft. (front), 20 ft. (side), and 20 ft. (rear).

Commercial

Northborough has five different commercial zones that collectively comprise just 4.8 percent of the Town. These zones are discussed below.

Downtown Business (DB): The DB zoning district encompasses 70.3 acres. Residential uses are not allowed without a special permit from the Zoning Board of Appeals. Allowed institutional uses include cultural uses and non-profit club or membership organizations. Allowed mixed uses include limited mixed-use buildings, artist live/work units, custom workshops, and vertical mixed-use developments. Business uses are allowed with a few exceptions (e.g., drive-through retail⁸ and vehicle sales and service shops). Industrial uses are not allowed.

The minimum allowable lot area in the DB zoning district is 4,000 sq. ft.; the minimum open space requirement is 15 percent. This district does not have side or rear setbacks, but does have a minimum front setback of 6 ft. The maximum height level for buildings in this district is 45 ft. with no restrictions on the number of stories.

Business West (BW): The BW zoning district is the largest commercial district, comprising 141.4 acres and 1.2 percent of the Town's total area. This district is located to the west of the DB district traversing West Main Street from approximately Crestwood Drive to Crawford Street. Residential uses are not allowed without a special permit from the Zoning Board of Appeals. Like the DB and BE districts, allowed institutional uses include cultural uses and non-profit club or membership organizations. Allowed mixed uses mimic those of the BE district except that horizontal mixed-use developments and continuing care retirement communities are allowed with special permit from the Zoning Board of Appeals; artist live/work units are allowed by special permit in both districts. Business uses are allowed by right or with special permit from the Zoning Board of Appeals with a few exceptions (e.g., vehicle sales and service shops and adult uses). Industrial uses are not allowed.

Business East (BE): The BE zoning district encompasses 106.4 acres and is located to the east of the MSR district traversing Main Street up until approximately Hemlock Drive. Residential uses are not allowed with exception to congregate residences and assisted living facilities, which require a special permit from the Zoning Board of Appeals. Like DB, allowed institutional uses include cultural uses and non-profit club or membership organizations. Allowed mixed uses are restricted to limited mixed-use buildings, custom workshops, vertical mixed-use developments, and farm businesses. Business uses are

⁸ Drive-through retail: A retail store in which merchandise may be purchased at a drive-up service window.

allowed with a few exceptions (e.g., hotel, motel or conference centers and vehicle sales and service shops). Industrial uses are not allowed.

The minimum allowable lot area in the BE zoning district is 20,000 sq. ft.; the minimum open space requirement is 20 percent. This district has minimum yard setbacks of 15 ft. (front), 20 ft. (side), and 25 ft. (rear). The maximum height level for buildings in this district is 45 ft. distributed among no more than three stories.

The minimum allowable lot area in the BW zoning district is 20,000 sq. ft.; the minimum open space requirement is 20 percent. This district has minimum yard setbacks of 15 ft. (front), 20 ft. (side), and 25 ft. (rear). Like the BE district, the maximum height level for buildings in the BW district is 45 ft. distributed among no more than three stories.

Business South (BS): The BS zoning district comprises 122.4 acres at the Town's southwestern corner. Residential uses are not allowed. Non-profit club or membership organizations is the only allowed institutional use, while no mixed uses are allowed without special permit from the Zoning Board of Appeals. Business uses are limited in comparison with the other commercial zoning districts; only retail stores, sandwich and pizza shops, catering services, professional or business offices, and medical or dental offices are allowed by right. Industrial uses are not allowed without special permit from the Zoning Board of Appeals.

The minimum allowable lot area in the BS zoning district is 40,000 sq. ft.; the minimum open space requirement is 25 percent. This district has minimum yard setbacks of 40 ft. (front), 25 ft. (side), and 25 ft. (rear). Like the BE and BW districts, the maximum height level for buildings in the BS district is 45 ft. distributed among no more than three stories.

Highway Business (HB): The HB zoning district comprises 131.3 acres at the Town's southwestern corner and is bisected by Route 9. Residential uses are not allowed. Medical clinic or ambulatory surgery centers is the only allowed institutional use. Mixed uses are not allowed, though custom workshops are allowed with a special permit from the Zoning Board of Appeals. The HB district is the most inclusive of business uses compared to the other commercial zoning districts; only postal service, nonexempt educational uses, kennels, funeral homes, and commercial storage facilities are not allowed by right or with a special permit. Industrial uses are not allowed.

The minimum allowable lot area in the HB zoning district is 40,000 sq. ft.; the minimum open space requirement is 25 percent. This district has minimum yard setbacks of 50 ft. (front), 25 ft. (side), and 25 ft. (rear).

Industrial

Northborough has only one industrial zoning district, which is distributed amongst four areas that encompass over 1,800 acres and comprise 15.4 percent of the Town's total area. The four industrial areas are located at the Town's southwest and southeast corners, as well as on either side of I-290 near the Marlborough border. In these areas, residential uses are not allowed. Medical clinic or ambulatory surgery centers are allowed, but other institutional uses are either not allowed or require a special permit. Like HB, mixed uses in the I district are not allowed by-right, though custom workshops require a special permit from the Planning Board. Business uses are excluded with exception to wholesale trade;

grain lumber, construction or garden supply sales; professional or business offices; and medical or dental offices. All industrial uses, including transportation and distribution uses are allowed in the I district; however, natural resource extraction, fuel storage, and heliports require a special permit from the Planning Board.

The minimum allowable lot area in the I zoning district is 60,000 sq. ft. The maximum lot coverage is 50 percent, while the minimum open space requirement is 25 percent. This district has minimum yard setbacks of 40 ft. (front), 20 ft. (side), and 25 ft. (rear). The maximum height level for buildings in this district is 60 ft. with no restrictions on the number of stories.

Overlay Districts

In addition to the base districts above, the Town of Northborough has four overlay districts. These include the Groundwater Overlay Protection District (GPOD), Floodplain Overlay District (FOD), Major Commercial Development Overlay District (MCDOD), and Residential-Open Space Planning Overlay District (ROPOD). The GPOD was designed to protect and preserve water supply resources in the Town, along with associated natural resources, and is in the vicinity of specified aquifer protection areas. The intent of the FOD, which is an overlay district to all other districts, is multi-pronged:

1. preserve and maintain the groundwater table;
2. protect human health and safety from floodwater hazards;
3. protect and preserve wildlife habitat; and
4. protect against unsustainable development in consideration of the costs associated with areas subject to floods.

The MCDOD was largely designed to accommodate large commercial developments in areas suitable for such development but zoned primarily for industrial uses. This MCDOD is an overlay district to land within the I district near the Southwest Connector, an area containing the Northborough Crossing development. The ROPOD, located in the RB district near the Southwest Connector, intends to balance open space and residential development by providing for a range of residential uses in exchange for land protections. Developments within this district are proposed as Planned Residential Development Districts (PRDDs), which require a concept plan for Planning Board review prior to a public hearing and vote at Town Meeting. The concept plan must include an analysis of environmental impacts of development within the PRDD, including impacts on wetlands, surface water and groundwater resources, wildlife habitat, air quality, and scenic views, as well as the minimum amount of open space to be conveyed for permanent protection.

Land Use Goals

G1

Prioritize the preservation of valuable natural resources and open spaces, while still accommodating the social and economic needs of the community.

G2

Enhance Downtown by promoting a pleasing and welcoming appearance – one that promotes a sense of place - enabling it to become the community’s proud central gathering area for residents and visitors alike.

G3

Ensure Northborough’s future land uses support its Vision and established community character.

G4

Continue to support and manage commercial development outside of the Downtown, particularly along Route 20 (Southwest Cutoff) and Route 9, considering adjacent land use compatibility and the Town’s preservation priorities.

Land Use Recommendations

Goal 1: Prioritize the preservation of valuable natural resources and open spaces, while still accommodating the social and economic needs of the community.

LU1-1

Conduct a Cost of Community Services Study to prove the economic value of open space and natural lands.

LU1-2

Build off the 495/MetroWest Development Compact Plan to inventory local priority development areas (PDAs) and priority preservation areas (PPAs) to guide future development activities in Town, as necessary.

LU1-3

Review the existing Zoning Bylaw and conservation commission regulations for needed revisions to strengthen the protection of natural resources.

LU1-4

Identify flood hazards (e.g., stormwater inundation, riverine flooding) and develop updates to land use planning tools such as zoning and subdivision regulations to better define objectives in these areas. Conserve, through purchase or restriction, properties that would expand and improve flood control/hazard mitigation.

LU1-5

Where feasible, seek actions that contribute to the quality and diversity of wildlife habitat, such as preventing habitat fragmentation and preserving wildlife corridors when large tracts of land are developed, as well as the protection of water quality.

LU1-6

Develop a stormwater management bylaw to require stormwater management and erosion control permitting.

LU1-7

Monitor stormwater maintenance plans created for the operations and maintenance phase of real estate developments.

Goal 2: Enhance Downtown by promoting a pleasing and welcoming appearance – one that promotes a sense of place - enabling it to become the community’s proud central gathering area for residents and visitors alike.

- LU2-1** Conduct a design study of the Downtown to help focus ideas and develop a clear vision for the area.
- LU2-2** Conduct a visual preference survey with the community to determine what kinds of developments it prefers in Downtown and review the Town’s Zoning Bylaw for opportunities to accommodate these preferred development types.
- LU2-3** Review the Town’s Zoning Bylaw for opportunities to consider mixed-uses in Downtown that can promote and support walkability.
- LU2-4** Investigate the merits of density bonuses and/or density transfer credits that could promote reasonably higher densities in the Downtown in exchange for public benefits.
- LU2-5** Develop a program to promote the planting and sustained growth of street trees, landscaping, and other green infrastructure in Downtown in concert with the development and fostering of partnerships, including with the Northborough Garden Club. As part of the program, undertake a tree inventory along the major corridors in Town.
- LU2-6** Explore opportunities to create walking paths/routes along brooks/river and connecting historic properties to enhance the beauty of historic Downtown.
- LU2-7** Take advantage of the Department of Housing and Community Development’s Massachusetts Downtown Initiative that provides services and technical assistance to communities on revitalizing their downtowns.
- LU2-8** Evaluate how Community Preservation Act funding and other funding sources can be used to support Downtown enhancement.

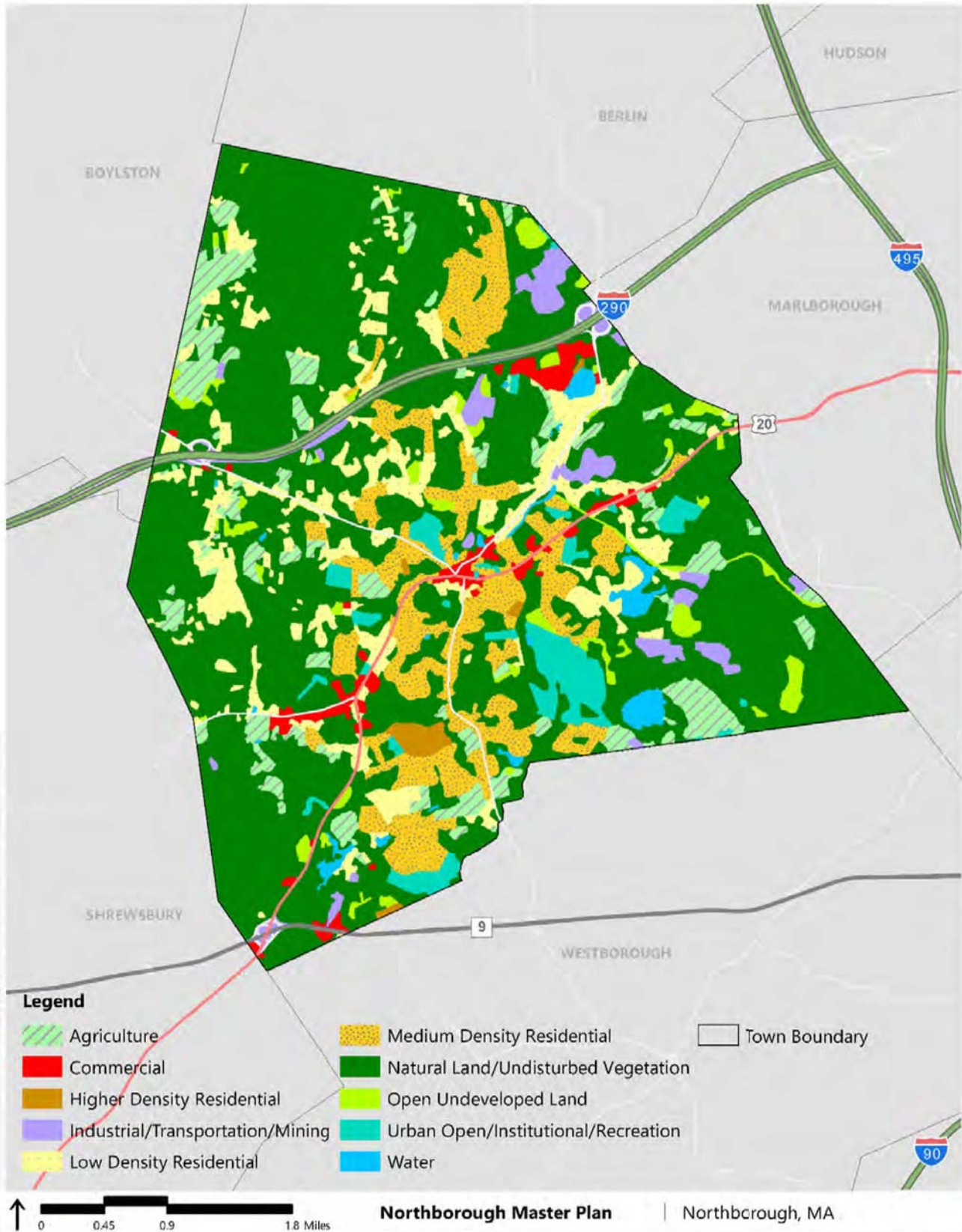
Goal 3: Ensure Northborough’s future land uses support its Vision and established community character.

- LU3-1** Perform periodic review of existing design guidelines to ensure a balance between the existing community character with new development and redevelopment, as well as consistency with the findings of the visual preference survey.
- LU3-2** Build greater awareness of Chapter 61 programs that provide tax breaks to owners of forest, agricultural, and recreational land, and grow local participation in the program.
- LU3-3** Perform periodic review of the Town-wide guidelines for commercial and industrial development.
- LU3-4** Consider developing regulations for hazardous waste facilities to protect the Town.

Goal 4: Continue to support and manage commercial development outside of the Downtown, particularly along Route 20 (Southwest Cutoff) and Route 9, considering adjacent land use compatibility and the Town’s preservation priorities.

- LU4-1** Coordinate land use planning with regional transportation investments.
- LU4-2** Consider updating and expanding the existing Major Commercial Overlay District for Route 20 (Southwest Cutoff) and Route 9.
- LU4-3** Consider increasing water/sewer capacity, particularly along Route 20 (Southwest Cutoff) and Route 9, to enhance development potential.

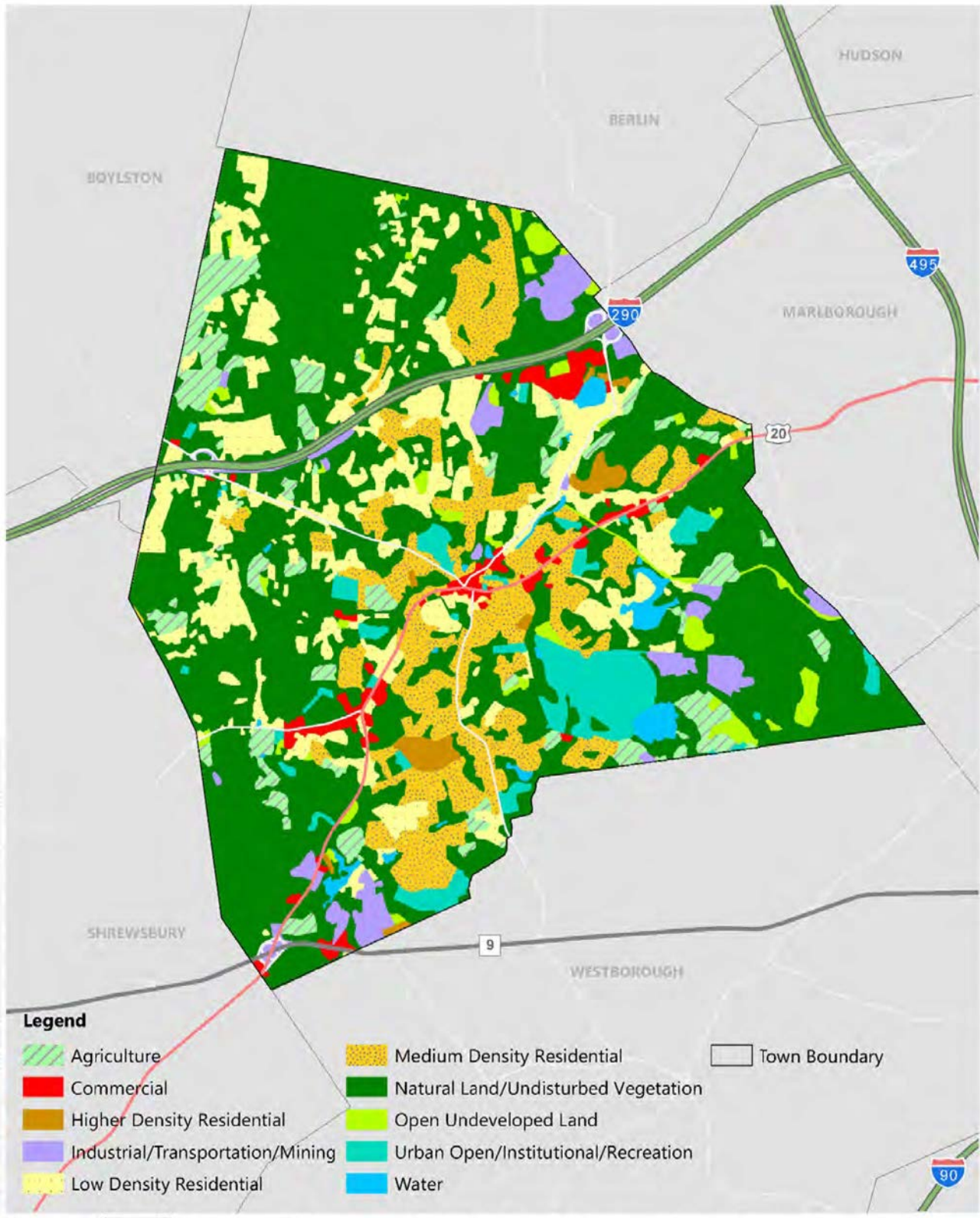
Figure 2-2 Land Cover, 1985



Source: MassGIS, VHB

Land Use 1985

Figure 2-3 Land Cover, 1999



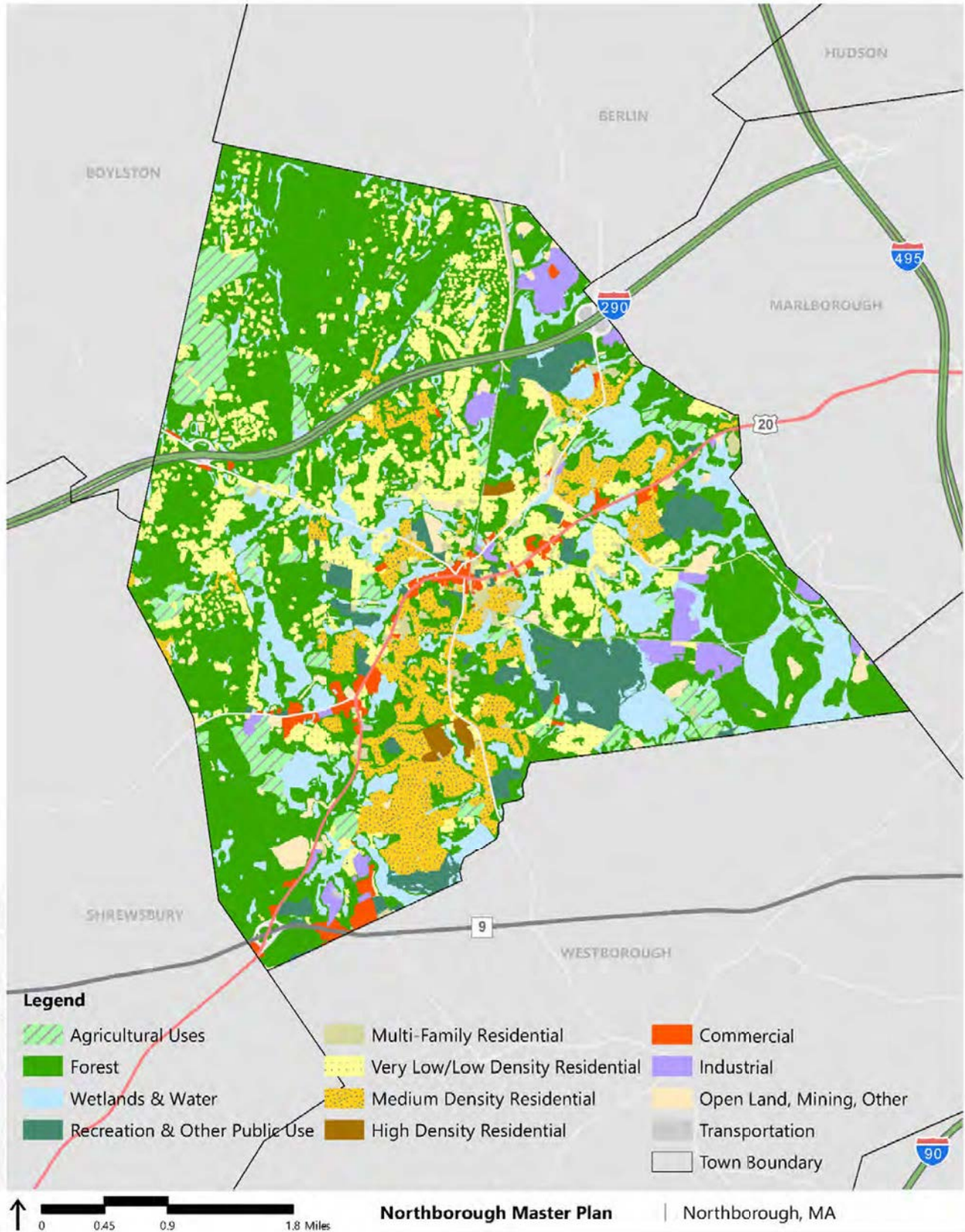
0 0.45 0.9 1.8 Miles

Northborough Master Plan | Northborough, MA

Source: MassGIS, VHB

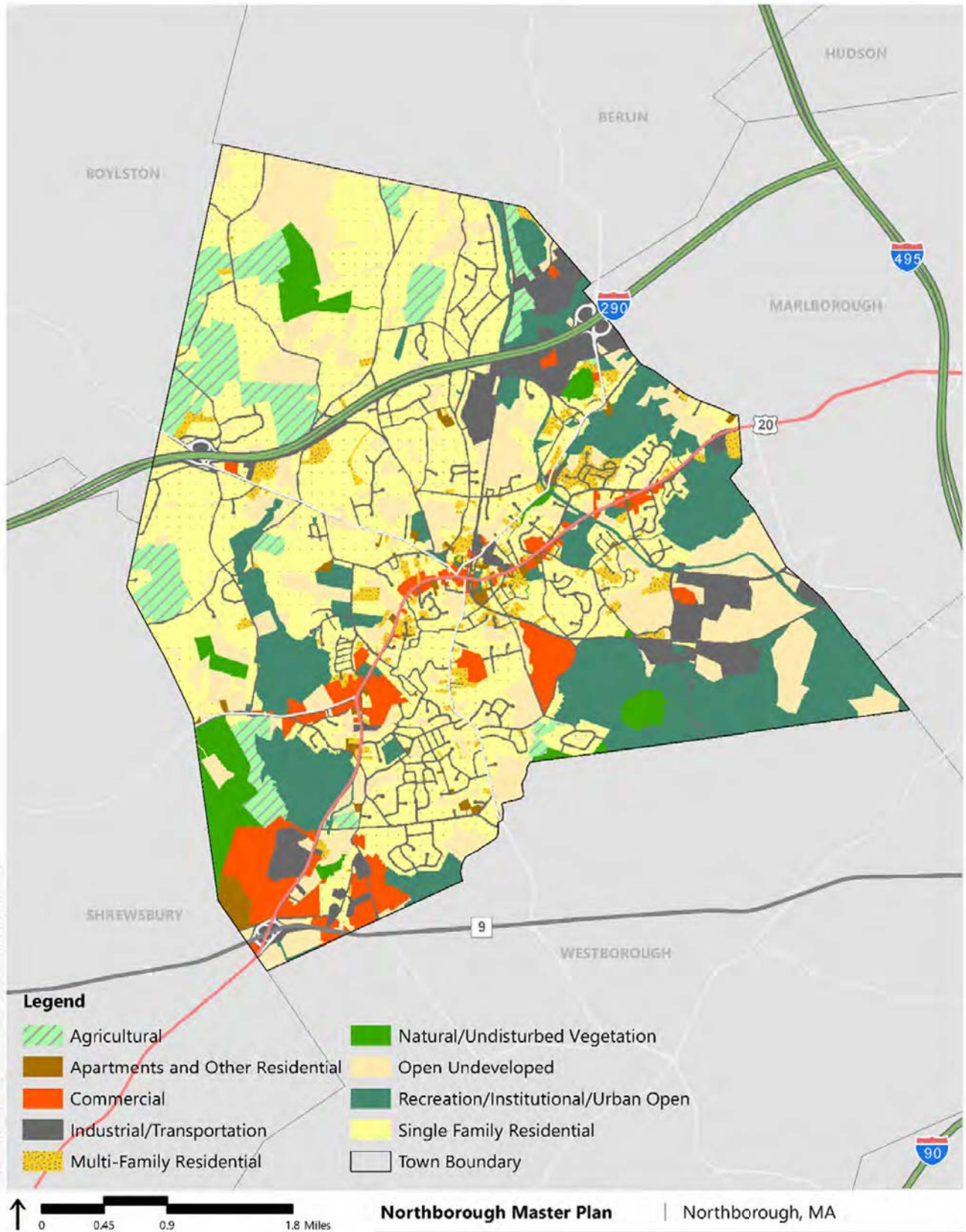
Land Use 1999

Figure 2-4 Land Cover, 2005



Source: MassGIS, VHB

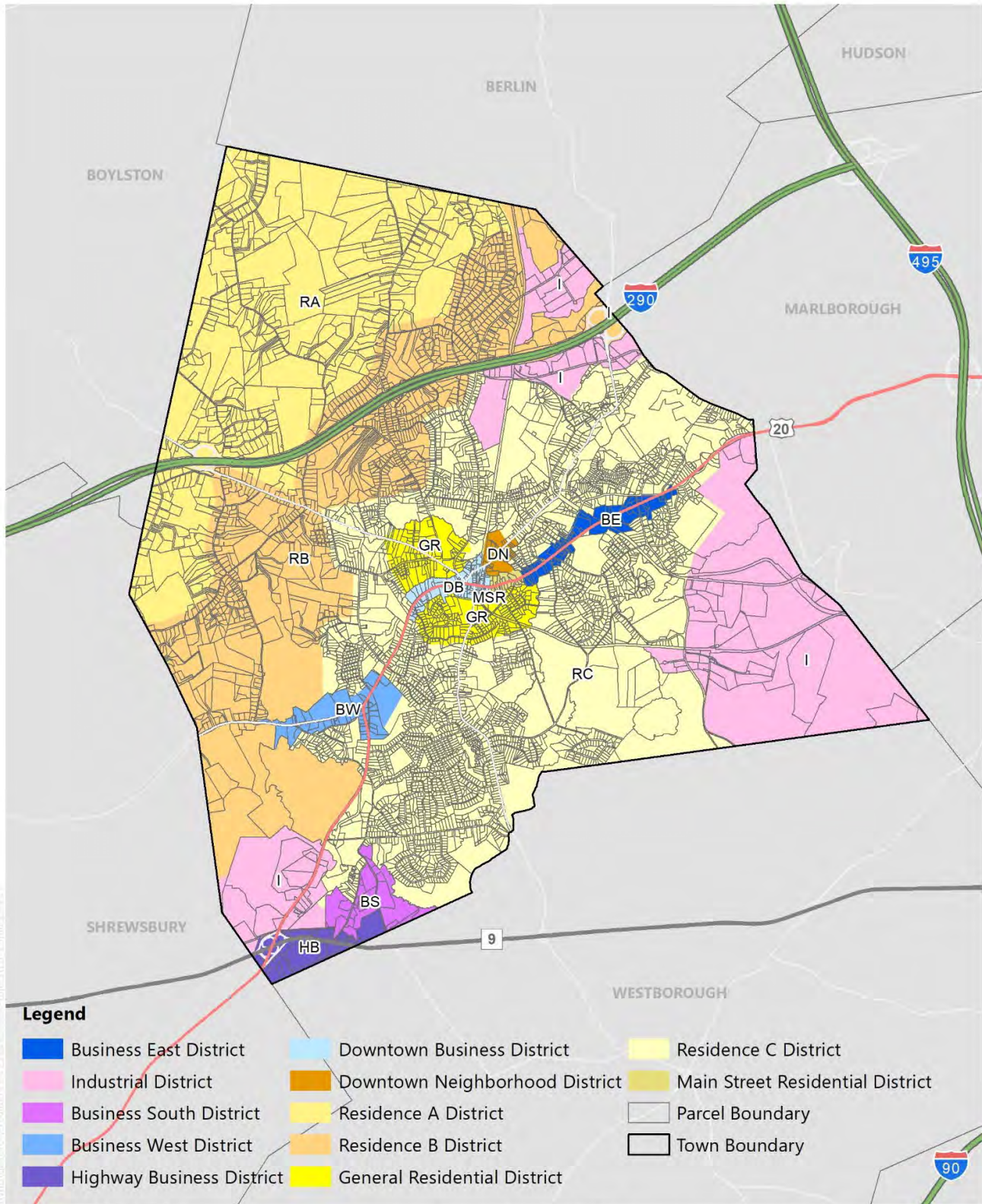
Figure 2-5 Land Use, 2017



Source: MassGIS, VHB

Land Use 2017

Figure 2-6 Zoning Districts



0 0.45 0.9 1.8 Miles

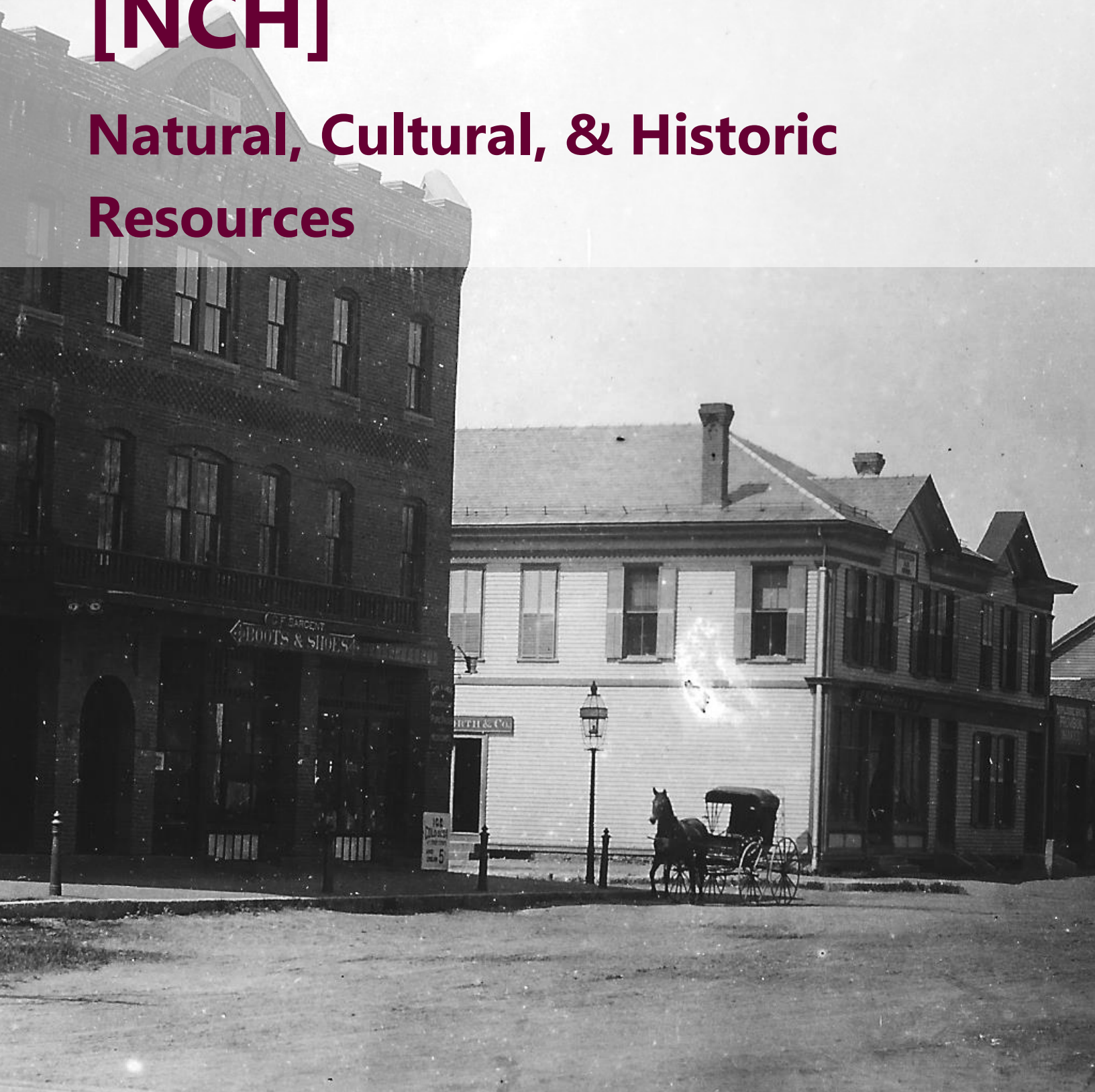
Northborough Master Plan | Northborough, MA

Source: MassGIS, VHB

Zoning Districts

[NCH]

Natural, Cultural, & Historic Resources



Church Street, Old Fire Station

Photo Credit Northborough Historic District and Historical Commission

Natural, Cultural, & Historic Resources

3

The most valuable characteristics of a community, to a large extent, are defined by its unique natural environment along with the cultural and historic heritage accumulated through generations of human interaction with this environment. As development pressures continue to increase, the preservation and promotion of the Town's critical natural resources and cultural/historic assets are critical to the identity and sense of place the community values. This Element of the Master Plan inventories the Town's primary natural, cultural, and historic resources and identify strategies and priorities for the protection and enhancement of these resources.

Key Findings

- The Town has a rich agricultural past that is evident in its scenic landscapes and is celebrated through large community events including Applefest.
- Numerous dams without historical significance, including some with high or significant hazards, could be removed to enhance water-based recreational opportunities within Town such as kayaking along the Assabet River.
- Northborough is very community-spirited; local organizations support charitable causes, major cultural events such as Applefest and the Annual Harvest Craft Fair, and other community programming.
- Northborough is active in its own preservation and residents are engaged in its history, as exemplified by the Town's Demolition Delay Bylaw and the numerous organizations dedicated to conserving and communicating the Town's history.
- The Town has a robust inventory of historic resources that document Northborough's extensive heritage. A number of these resources, including the White Cliffs property, have uncertain futures.

Baseline Conditions Analysis

Natural Resources

The Town of Northborough has a wealth of natural resources that support the vitality of the environment and the quality of life at both the local and regional levels. Bodies of water, wetlands, and forests with extensive trail systems and conservation land offer critical habitat to wildlife and enable important ecological functions. Heritage landscapes⁹ and farmland provide scenic attractions and contribute to the Town's economic vibrancy. The Town and its residents reside in a mosaic of landscapes and rich bio-diversities formed by these valuable natural elements. This section of the Master Plan is developed upon the latest Open Space and Recreation Plan undertaken by the Central Massachusetts Regional Planning Commission in 2010. It intends to offer a high-level overview of the Town's natural resources as detailed in the Open Space and Recreation Plan.

Geology, Soils, and Topography

Northborough contains six of the general soil types defined by the U.S. Department of Agriculture, Soil Conservation Service. The most prevalent soil type are well-drained soils on slopes of less than 15 percent. The Soil Conservation Service has mapped three dominant soil types in Northborough (see **Figure 3-1** at the end of this chapter). These are the Hinckley-Merrimac-Windsor soils, the Paxton-Woodbridge-Canton soils, and the Chatfield-Hollis soils. Mount Pisgah is notably composed of bedrock with a layer of glacial till. Near the top of the mountain, the soils are shallow and much closer to bedrock. The mountain is a heterogeneous mixture of different rock types, the most prevalent of which is mafic gneiss.

Topography has been one of the defining features of development patterns in Northborough. Most of the Town's land area, over 80 percent, has a slope of less than 15 percent, which is suitable for development. Soils capable of supporting residential, commercial, or industrial land uses make up about 40 percent of the Town. Additionally, approximately 75 percent of the Town's soils can support agriculture and 100 percent of the soils are beneficial for recreational and woodland uses.

Landscape

Northborough is characterized by a series of rolling hills with higher elevations in the Town's western half and gently sloping terrain in its eastern half. The local hills include Ball Hill, Boston Hill, Chestnut Hill, Edmund Hill, Fay Hill, Ghost Hill, Mount Pisgah, Rock Hill, Cedar Hill, Sulphur Hill, Tomblin Hill, Bartlett Hill, and Mount Assabet. The lowest elevation in Town is 250 ft. above sea level and the highest point is Mount Pisgah, with an elevation of 715 ft.

Water Resources

The most prominent water resource in Northborough is the Assabet River, which travels through the southeastern section of the Town. The river enters the Town at its border with

⁹ Heritage landscapes are landscapes that embody connections between natural landscapes and human history. They are often cited as special places that define the character of communities.

Westborough on Davis Street and exits near the intersection of Boundary Street and Hudson Street in the Tyler Site conservation land parcel. The river winds through the Juniper Hill Golf Course and eventually passes underneath Route 20 before flowing into Marlborough. The Organization for the Assabet River (OAR) has tested the health of the Assabet River and determined that the stream health and stream flow is of fair quality and the water quality is good. It is nutrient saturated, with high concentrations of phosphorous and nitrogen compounds, resulting in the overgrowth of aquatic plants and algae.

Additional open water bodies, not including the Assabet River and its tributaries, account for 162 acres, or 1.3 percent of the Town's total area. The largest bodies of water in the Town are the two great ponds¹⁰, Little Chauncey Pond and Solomon Pond, and the two man-made, fresh-water ponds, Bartlett Pond, and Smith Pond. **Figure 3-2** (located at the end of this chapter) depicts the Town's water resources.

Northborough is entirely in the Sudbury Assabet Concord (SuAsCo) Watershed. The four tributary watersheds of SuAsCo are the Howard/Cold Harbor Brook Tributary Watershed in the west and north, the Assabet Headwaters Tributary Watershed in the southwest and center, the North Brook Tributary Watershed in the north, and the Sudbury Reservoir Tributary Watershed in the southeastern corner of the Town.

The wetlands in Town serve as recharge areas, provide wildlife habitats, and act as natural flood retention areas. The principal wetland areas are associated with the SuAsCo flood control project, along Hop Brook, Cold Harbor Brook, Howard Brook, the Assabet River, Stirrup Brook and Barefoot Brook. The southeastern portion of the Cold Harbor Brook Flood Control Site includes a large deep marsh just north of West Main Street. Other deep marshes exist on the east and west sides of Smith Pond, on the north and south of Bartlett Pond, and on the north side of the South Street Park near the Westborough town line. In addition, Crane Swamp drains into the open-channel Wachusett Aqueduct, which discharges into the Sudbury Reservoir in Southborough.

The Northborough Wetlands Protection Bylaw and Regulations provide more stringent requirements than the State regulations to further protect wetland resources. The Wetland Regulations were put into effect in 1993 and amended in 2000. The Wetlands Bylaw grants authority to the Northborough Conservation Commission to establish wetlands-related definitions and create uniform procedures and standards to protect wetlands, as well as related water resources and nearby land areas. According to the Applicability Section 6-04-020 of the Town of Northborough Municipal Code, any type of wetland is not to be removed, filled, dredged, built upon, or altered unless permitted by the Conservation Commission. The Bylaw also restricts activity close to the wetland resource areas by requiring a 15-foot buffer of no disturbance and a 30-foot buffer prohibiting any type of structure.

Vegetation

The forests in Northborough are mostly comprised of white pine and hemlock trees. In the northwest and southwest sections of the Town, which are the only remaining large

¹⁰ A great pond is defined in Massachusetts statutes as a pond or lake that is in its natural state at least 10 acres (40,000 m²) in size. This includes ponds that met the criterion at one time but are now smaller. Massachusetts General Law states that all great ponds must be open for fishing and boating, including providing reasonable access to the pond, except for reservoirs.

unfragmented forested areas in the Town, there are also mixed hardwoods present. While some of the forested sections are owned and protected by the Town, other forests are privately owned and potentially vulnerable to development. The northwest area of Town also supports commercial agriculture and several orchards. The forests and farmlands provide scenic, recreational and conservation value. There are many small wooded areas scattered throughout Northborough that provide visual screens and add to the rural character of the Town. The Department of Public Works cares for the public shade trees, which are in public rights-of-way, Town-owned parks, and cemeteries.

The Massachusetts Natural Heritage and Endangered Species Program (NHESP) maintains a list of all Massachusetts Endangered Species Act (MESA)-listed species observed and documented in each town. The State-listed rare and endangered plants found in Northborough are the Lyre-Leaved Rock-Cress, which is endangered and last observed in 1951, and the Pale Green Orchis, which is threatened and last observed in 1946.¹¹

Fisheries and Wildlife

The Town-owned conservation land in Northborough is primarily forested. Most privately-owned lands are small farms, woodlots, or residential areas. Additionally, the Massachusetts Division of Fisheries and Wildlife is responsible for a 107-acre wildlife management area adjacent to Mt. Pisgah. The varied habitats in Northborough provide wildlife diversity and may contribute to a greater diversity of species. Birds include herons, swans, hawks, backyard songbirds and numerous waterfowl and turkeys. The mammals are squirrels, rabbits, raccoons, skunks, woodchucks, deer, foxes, coyotes, beavers, mink, muskrats, porcupines, weasels, fishers, otters, and black bear. Several large tracts of early successional habitat exist in Northborough. The expansive, grassy areas provide critical habitat for a variety of species dependent on open lands such as insects, eastern meadowlarks, bobolinks, and sparrows.

Open water resources provide for excellent fishing. Streams are regularly stocked with trout and several ponds are used for ice fishing. The 11 certified vernal pools in Town provide habitats for animals such as salamanders, wood frogs, and fairy shrimps.

The Massachusetts Natural Heritage and Endangered Species Program (NHESP) maintains a list of all Massachusetts Endangered Species Act (MESA)-listed species observed and documented in each town. The rare species present in Northborough are the Blue-Spotted Salamander, the Twelve-Spotted Tiger Beetle, the Purple Tiger Beetle, the American Bittern, the Golden-winged Warbler, and the Wood Turtle. There are also several NHESP Priority Habitats of Rare and Endangered Species (see **Figure 3-3** at the end of this chapter).

Agriculture

Northborough once had an economy centered on farming. By 1885, the Town was located at the end of the Agricultural Branch Railroad and contained 132 farms. Presently, there are four active farms that provide fruits, vegetables, and plants for the immediate and surrounding community. The larger farms, including Tougas Family Farm, Berberian Farm, and Davidian Brothers Farm all grow various fruits and vegetables. Another small family-

¹¹ Because they are rare, many MESA-listed species are difficult to detect even when they are present. The fact that the 'Most Recent Observation' recorded for a species may be several years old should not be interpreted as meaning that the species no longer occurs in a town. However, Natural Heritage regards records older than twenty-five years historic.

operated farm on Hudson Street, Yellick's Farm, offers produce and cut flowers. There are also several tree farms in Northborough, including the Bigelow Nurseries, and three small Christmas Tree farms, namely the Ellsworth Christmas Tree Farm, Conifer Falls Farm, and Holloway Tree Farm. The Tougas, Berberian, and Davidian farms total 270 acres and were all cited by the Open Space Committee as picturesque landscapes with viewsheds that need to be preserved and protected. The Tougas and Davidian farms are enrolled in the Agricultural Preservation Restriction program. **Figure 3-4** (located at the end of this chapter) illustrates the agricultural resources in Northborough.

Northborough has an exceedingly popular community garden program with 30 plots on Valentine Road. The program is managed by the Town's Recreation Department. The adjacent community of Berlin, Massachusetts partners with Northborough to have their unclaimed community garden plots used by Northborough residents.

Threats to Natural Resources

Typical of other communities within the region, Northborough is faced with environmental challenges associated with land use changes and development trends that need to be addressed to achieve sustainability with respect to the Town's natural resources.

Hazardous Materials and Waste Sites

Northborough has a number of contaminated sites resulting from former industrial uses. As of June 2018, the Massachusetts Department of Environmental Protection has 119 Waste Sites/Reportable Releases listed for the Town; the earliest reported release was on January 15, 1987. These sites/releases extend across 94 locations associated with Exxon, Texaco, Raytheon, New England Telephone, Toys R Us, Sweetlife Foods, and the Westboro State Hospital, among others.

Development Impact

The historically forested, agricultural, and open land areas in Northborough have been encroached upon over time by residential and commercial/industrial development. Through development regulations, permitting practices, and resource conservation and acquisition, the Board of Selectmen, Town Planner, the Planning Board, the Conservation Commission, and area residents work together to minimize negative development impacts and to promote positive smart growth principles in proposed development projects.

As a result of the increased development, higher rates of erosion have occurred at some roads in the Town, especially near densely populated areas, due to reduced filtration of surface water runoff from expansive asphalt-paved and other impermeable surfaces.

Environmental Equity/Access

Access to recreation and open space areas in Northborough is generally very good. Areas for passive recreation are present in all parts of the Town, from Mt. Pisgah and Edmund Hill Woods in the north, to Westborough Wildlife Management Area/Crane Swamp, with limited public accessibility, in the southeast, to the New England Forestry Foundation conservation area in the west. The active recreation areas are largely part of school grounds or on major arteries that are publicly accessible.

Dams

According to the most recent mapping data, there are 16 dams in Northborough. Of this number, three are labeled as a high or significant hazard. The two high hazard dams are Hop Brook Dam, just west of Route 20 over Hop Brook, and Cold Harbor Brook Dam, north of West Main Street over Cold Harbor Brook. The one dam labeled a significant hazard is the Assabet River Dam, located near Allen Street over the Assabet River (see **Figure 3-5** at the end of this chapter). Some of the dams in Northborough are located on private property. According to the Conservation Commission, the dams in the Town are potentially restrictive to increasing recreational pursuits on the Assabet River. Due to dam locations, there are few places on the Assabet River that provide the opportunity for extended and uninterrupted kayak or canoe trips. Additionally, dams can negatively impact the water quality and wildlife habits, and their removal can be a positive for habitat restoration. However, it should also be recognized that many of the dams are historic and affiliated with the old manufacturing industries in Northborough. Some of the dams still carry out significant flood control functions and should be restored or repaired, such as the Cold Harbor Dam at Hudson Street that holds back a scenic pond called Wallace Pond.

Invasive Species

Invasive species are non-native species that have spread into native systems. Invasive species cause economic or environmental harm by developing self-sustaining populations and becoming dominant and/or disruptive to native systems. These plants can outcompete and choke garden plants, bushes, and even trees.

Throughout the forested upland, wetlands, and grassed yards of Northborough, Oriental bittersweet and Japanese knotweed are a common and unwanted sight. The Massachusetts Invasive Plants Advisory Group maintains a current list of invasive species threatening these areas on their website and it is updated regularly. The group urges residents to look for tree of heaven, autumn olive, Asian honeysuckle plants and a weed known as mile-a-minute vine. The Northborough Conservation Commission manages aquatic nuisance vegetation in Bartlett Pond. Watermilfoil, fanwort, and water chestnut are often introduced when boats and equipment are not cleaned properly before entering the waterway.

Although never spotted in Northborough, residents are urged to watch for indicators of the Asian Longhorned beetle, which are a threat to hardwood trees. The U.S. Department of Agriculture (USDA) is working on the control of a recent outbreak in nearby towns, and citizen observers play a key role in controlling the spread of this devastating pest. Other pests on the USDA's list of invasives currently in Massachusetts include the emerald ash borer beetle and the European gypsy moth. Residents are strongly encouraged to utilize information available online and at Town Hall to help manage and reduce the spread of invasive species.

Cultural Resources

Northborough's cultural assets help establish its character and sense of place. Consisting of active entities, Town-wide events, and an ever-changing roster of programming centered around the arts and the social culture of the community, these assets help link residents to one another, their heritage, and the Town that they all share. In turn, these

shared assets create the unique environment and experiences that distinguish Northborough and the expression of its evolving heritage.

For the most part, the entities and events through which Northborough's culture is shared extend into the Town's historical, religious, and community heritage as well. Far from being exclusive to the category of "cultural assets," they act as engagement points across a wide variety of community and neighborhood interests. Some of the major cultural assets in Northborough center around its cultural organizations and popular community events. Related assets are identified and discussed below.

Cultural Organizations

Northborough Cultural Council (NCC)

The NCC was established to promote the arts and help develop cultural programs throughout the community by funding community-oriented arts, music, humanities, and science projects in Northborough. As the local council representative of the Massachusetts Cultural Council, the NCC has administered and distributed grant funding for a variety of projects, including concerts, literature programs, a historic trolley tour, an air-powered rocket workshop, and cultural programming at schools. Programs include collaborations with the Northborough Free Library and the Northborough Historical Society, and efforts to engage a diverse audience include working with the Northborough Moms and the Northborough Senior Center.

A recent shift in focus at the Massachusetts Cultural Council has provided more tools and latitude at the local level to serve as a convener, enabling community programming as well as distributing funding for projects.

Northborough Art Guild

This non-profit organization hosts demonstrations, workshops, and artist talks on a variety of subjects, including oil paintings, mosaics, mixed-media, and critiques, as well as serving as an important networking tools for local artists. The Art Guild's flagship event is an annual Art Show, displaying original works by members and non-members at the Northborough Historical Society.

Community Affairs Committee

The Community Affairs Committee is nine-member town committee that is responsible for the promotion of Northborough's community life through publicity and events. Programming arranged by the committee includes an annual Summer Concert Series, an annual holiday Tree Lighting ceremony, and an annual Town Cleanup.

Major Community Events

Northborough Applefest

Spearheaded by the Applefest Committee, this annual festival boasts attendees from throughout the region, attracted by a series of family-oriented events that extends over several days. Anchored by the Applefest parade and fireworks, this festival is truly community-oriented, with events sponsored by local partners such as the Junior Women's

Club, the Friends of the Library, the Historical Society, the American Legion, the Boy Scouts of America, the Fire Department, and the Rotary Club. A 5K Road Race brings a recreational component, and the Taste of Northborough features local businesses. An accompanying Farmer's Market features a number of local providers, including the Tougas Family Farm, Davidian Brothers Farm, and Berberian's Farm. Applefest celebrates Northborough's agricultural heritage, specifically its orchards past and present, which are products of the Town's proximity to the Assabet River and its many hillsides.

Annual Harvest Craft Fair

This annual event is the major fundraiser for the Northborough Junior Women's Club, an organization committed to enhancing the quality of life in Town through volunteering for several events, as well as local and regional organizations. As their main fundraising event, this juried craft fair is operated entirely by volunteers, who also arrange an accompanying raffle and café.

Through their fundraising efforts, the organization has supported the purchase of a "Jaws of Life" for the fire department as well as enabling the coordination for several community projects throughout the year: a "letters to Santa" mailbox at the post office, working with students to create Valentine's Day cards for veterans, collecting books for students through the "City that Reads" program, and organizing an annual Women in STEM conference for girls in Grades 5 through 8. Their "Pinwheels for Prevention" project, held during National Child Abuse Prevention Month, raises awareness for the cause through a visibility campaign at Town Hall.

Additional Programming

Northborough's institutions serve as vital cultural hubs for the community, both as physical gathering places and hosts for a variety of programs. In addition, these institutions also serve as stewards for some of the Town's most iconic buildings, both historic and soon-to-be-historic that feature the works of artists and craftsmen. The Northborough Free Library, Trinity Church, and First Parish-Unitarian Universalist are a few of the entities who sponsor concerts, open-mic events, support groups, community enrichment programs, dinners, film screenings, author's talks, exhibits, and skills workshops on a regular basis for Northborough's residents.

Northborough's houses of worship take an especially active role in the community. Outreach activities include financial and emotional support, spiritual growth, meals, communal activities, and job search assistance. Several of these institutions have formed the Northborough Interfaith Clergy Association to coordinate and share resources across congregations, which also includes Congregation B'nai Shalom in Westborough and the Church of Latter-Day Saints in Marlborough.

Historic Resources

Historic resources serve many roles, including creating a tangible link to a Town's heritage and providing the distinctive characteristics that define Northborough's neighborhoods. They inspire pride, provide solid building stock, and serve as a catalyst for economic development. They link the built environment to the natural environment and tell the story

of Northborough's communities. Striking a balance between the preservation of these resources, while allowing for the growth and evolution of the community in a way that respects the Town's historic character, will continue to be one of the biggest and potentially rewarding challenges facing Northborough.

While the term "historic resources" conjures images of buildings of a certain age, the term refers to a broad spectrum of resources that help illustrate Northborough's history. Important viewsheds, archaeological sites, historically agricultural land, infrastructure such as the Wachusett Aqueduct, community gathering places such as parks and churches, and memorials and monuments all contribute to the historic environment. The size, scale, and massing of houses, often influenced by the time period of their construction, help define different residential neighborhoods and contribute to their livability.

Northborough has hundreds of archaeological and architectural historic resources that have been documented by a variety of different entities, with the combined Northborough Historic District and Historical Commission serving as the primary driver of major survey efforts. The Massachusetts Historical Commission (MHC) serves as the central repository for these files, which can be found in a searchable public database called MACRIS (Massachusetts Cultural Resource Information System). **Figure 3-6** (located at the end of this chapter) depicts the types and distribution of the Town's historic resources as recorded in MACRIS.

Above-Ground Resources

This large category of historic resources includes buildings, structures, objects, sites, and landscapes that are physical reminders of Northborough's extensive heritage. These resources can be documented on an individual basis, such as a building or a farm, or grouped into districts that collectively tell a broader cultural story. Some resources have been listed in the National Register of Historic Places (NRHP), which is the national list of significant places that are especially worthy of preservation, while others have received similar recognition at the state and/or local level. As of May 2018, the MACRIS database identified more than 350 recorded individual historic resources and districts/areas in Northborough.

Local Historic Districts

- Meeting House Common Historic District
- Peter Whitney Parsonage (Single Building Historic District)

National Register

- Wachusett Aqueduct Linear District (much of the aqueduct is a recreational trail)
- Westborough State Hospital (lies in both Northborough and Westborough)
- First Baptist Church of Northborough (home of the Northborough Historical Society)
- Milestone 1767

Preservation Restriction

Preservation restrictions actively protect historic properties by restricting demolition or alteration of historically significant features. The restriction is filed at the Registry of Deeds and may run for a specified number of years or in perpetuity.

- First Church of Northborough – Unitarian Church/First Parish-Unitarian Universalist Church (40 Church Street)
- Northborough World War I Memorial (40 Church Street)
- Earl P. Taylor Memorial (40 Church Street)
- George L. Chesbro House (103 Bartlett Street)

Inventoried resources (documented but no designation as of yet)

Inventoried properties are documented in MACRIS with information regarding history, architecture, and importance to local development, but have not received an official local, state, or national designation. These resources, both individually and grouped into “inventoried areas,” are spread throughout the Town and form an important historical reference containing information about the everyday lives of Northborough residents (see **Figure 3-6** at the end of this chapter). There are 191 individually inventoried resources outside of inventoried areas and 12 inventoried areas in Northborough.

Among the inventoried resources, the Cliffs/Wesson Estate (now called the White Cliffs property) is listed in the Town’s Open Space and Recreation Plan as a historic asset. In an effort to prevent a developer from tearing down the building, the Town purchased this property at 167 Main Street in September 2017 using Community Preservation funds. This measure was approved at Town Meeting in 2016.

Archaeological Resources

Northborough is home to more than two dozen previously recorded archaeological sites, and likely dozens more that remain to be discovered. The resources that made this area a desirable Colonial and Industrial Era settlement benefitted the Native American populations as well, and Northborough boasts both pre- and post-contact archaeological sites. Although the locations and content of archaeological sites is generally considered confidential for protection purposes, Northborough is home to the well-known Mastodon Site, which has been the subject of amateur and professional analysis for over a century. Discovered in 1884 on William Maynard’s land near the Town’s boundary with Shrewsbury, the site contained teeth, bone and tusk fragments, and perhaps most intriguingly, a human skull. Despite the distribution of these sites throughout the Town, there are large areas that have not been subject to archaeological survey.

Historic Resources Entities, Stakeholders, and Bylaws

A number of entities in Northborough take an active part in the promotion and protection of historic resources. Northborough has bylaws that directly promote and preserve historic resources, as well as bylaws concerning the appointed commission(s) designed to help execute preservation of the built environment of the Town as it evolves over time.

Northborough Historic District Commission, Chapter 1-60 and 12-12

At Town Meeting, in 2015 the Northborough Historical Commission and the NHDC, which shared the same membership, officially merged into a single entity known by the latter. Responsibilities of the merged Commission include the exterior design review of improvements to properties with the local historic districts; recommending the certification of places of interest as historical landmarks to the Town Meeting for the purpose of protecting and preserving such places; acquiring in the name of the Town by gift, purchase, grant, bequest, devise, lease or otherwise, the fee or lesser interest in real or personal property of significant historical value and may manage the same. The Commission is also responsible for compiling and maintaining an inventory of the Town's historic assets; initiating and encouraging activities to educate and broaden the community awareness of Northborough's historical heritage; working with individuals and public and private groups to promote historic preservation; encouraging and supporting local historic districts; providing preservation information and guidance; maintaining a close working relationship with the Northborough Historical Society; and soliciting preservation funding from local, state, and private agencies.

Community Preservation Committee, Chapter 1-12

The Northborough Community Preservation Committee (CPC) administers the Town's CPA program, and includes at least one member of the NHDC along with representatives from other Town entities including the Conservation Commission, Planning Board, and Park and Recreation Commission. Responsibilities of the CPC include studying and making recommendations regarding the acquisition, creation, preservation, and support of open space, historic resources, recreational land, and affordable housing.

CPA funding is of vital importance to historic preservation in Northborough and has provided approximately \$3.5 million to such efforts. Projects made feasible through CPA funding include physical restoration projects at important Town buildings, historic cemetery delineations, preservation of Town records, historic resources surveys, and acquisition of threatened historic properties (see "Recent Initiatives" below for more information).

Northborough Historical Society

Founded in 1906, the objectives of this organization include:

- Collect and preserve the local and general history of Northborough and the genealogy of Northborough families;
- Ensure the continuous protection of collections; and
- Ensure the accessibility and effective use of collections for cultural and educational purposes.

The Northborough Historical Society and its collections are housed in the National Register-listed former Baptist Church, and its museum is open seasonally and by appointment. As an entirely volunteer operation, the Historical Society maintains an impressive programming calendar, marked by monthly events and speakers that typically draw 50 to 75 attendees. The cataloguing and development of finding aids (i.e., outlines

that support the organization of historical records to facilitate research) for the collections is an ongoing process; a recent finding aid for the Proctor Button and Comb Manufacturing Collection was developed through a grant funded by Mass Humanities.

Northborough Free Library – Local History Room

The Northborough Free Library is another important repository of reference materials related to Northborough’s history. Annual town reports, assessors’ lists, street listings, local histories, bibliographies of prominent family members, as well as the history of the library itself are housed in the Local History Room and are accessible by appointment. As a service to library patrons, the library also maintains a subscription to the popular genealogy website Ancestry.com, which is accessible within the library.

Demolition Review Bylaw, Chapter 2-36

Northborough has a demolition delay bylaw, overseen by the NHDC. Properties at least 100 years old are subject to demolition delay review, and a delay may be administered to properties that are:

- Researched and found by the NHDC to be historically significant, or architecturally significant; or
- Listed on the National Register, included in MACRIS, or listed in a local historic district.

Properties determined to be historically significant may be subject to a demolition delay of up to 180 days. When the 180-day delay is implemented, the Commission will work with the owner and/or developer to identify alternatives to demolition.

Scenic Roads Bylaw, 2-52

This bylaw protects the rural and historic character by establishing a local review procedure for the alteration of stone walls and the cutting and/or removal of trees within public rights-of-way on designated roads. Proposed work will be considered in regard to preservation of historic and natural resources and values, scenic and aesthetic characteristics, public safety, and mitigation. Northborough has the following designated scenic roads:

- Ball Street
- MacAlister Road
- Brewer Street
- Mentzer Avenue
- Brigham Street
- Monroe Street
- Cherry Street
- Newton Street
- Church Street
- Pleasant Street
- Crawford Street
- Reservoir Street
- Davis Street
- Rice Avenue
- Fisher Street
- School Street
- Gale Street
- Summer Street
- Green Street
- Washburn Street
- Howard Street
- West Street

- Hudson Street
- Whitney Street
- Lancaster Drive
- Winter Street
- Maynard Street

Recent Initiatives

As stakeholders in protecting Northborough's heritage, Town entities have celebrated a number of recent major accomplishments. Many of these have been supported through the CPA program, and require the cooperation of several entities and organizations.

- The completion of a historic resources survey of properties over 100 years old, which identified more than 23 individual properties and eight potential historic districts for listing in the National Register.
- The delineation of the Brigham Street Cemetery and survey utilizing ground penetrating radar to locate buried features.
- The restoration of Colonial Era grave markers in the Howard Street Burial Ground, including restoring and resetting headstones and footstones.
- The purchase of the threatened White Cliffs property.
- The preservation of Town records from 1766 to the present.
- Two restoration projects at the Northborough Free Library.
- Americans with Disabilities Act (ADA) improvements to the Northborough Historical Society building (the former First Baptist Church).
- Two restoration projects and the creation of a Capital Improvement Plan for the current Town Hall at 63 Main Street.
- The development of guidelines and application forms for design review within the local historic districts.
- Two restoration projects at the First Parish-Unitarian Universalist Church.
- The installation of 15 historic markers throughout the Town.
- A collaboration between the NHDC and the Department of Public Works on the Church Street Bridge replacement.
- The celebration of Northborough's 250th anniversary in 2016.

Natural, Cultural, & Historic Resources Goals

G1

Preserve and enhance the natural landscapes of the community, including farmlands.

G2

Maintain and expand the protection of Northborough’s historic resources including: buildings, structures, landscapes, and documents.

G3

Repurpose surplus Town-owned buildings and facilities for community needs.

G4

Coordinate efforts among cultural, historical, and environmental organizations.

Natural, Cultural, & Historic Resources Recommendations

Goal 1: Preserve and enhance the natural landscapes of the community, including farmlands.

NCH1-1 Continue to explore adding permanent protections to all Town-owned open spaces.

NCH1-2 Continue supporting existing local farmlands and promote Conservation Restrictions and Agricultural Preservation Restrictions as a means to protect the Town’s agricultural resources.

NCH1-3 Evaluate the removal of obsolete dams in order to facilitate habitat restoration and waterfront access.

NCH1-4 Improve accessibility to information regarding resource protection efforts, successes, and community benefits.

NCH1-5 Evaluate the potential to increase protection of local floodplains, wetlands, and water resources in order to preserve natural resources and provide hazard mitigation.

Goal 2: Maintain and expand the protection of Northborough’s historic resources including: buildings, structures, landscapes, and documents.

NCH2-1 Prepare a Historic Preservation Plan for the Town of Northborough.

NCH2-2 Continue to promote an awareness of Northborough’s history by publishing and facilitating the publication of articles in local community papers and social media, installing history related signage, and collaborating with other town organizations and agencies.

NCH2-3 Promote the protection of antique properties, which include buildings, structures, documents, artifacts, landscapes, and agricultural lands.

NCH2-4 Expand the Historic Assets Inventory to include additional resource types, time periods, and geographical locations. Utilize the expanded inventory to identify additional assets for protection.

NCH2-5 Explore ways to incentivize restoration, rehabilitation, and beautification efforts for historic properties throughout Town.

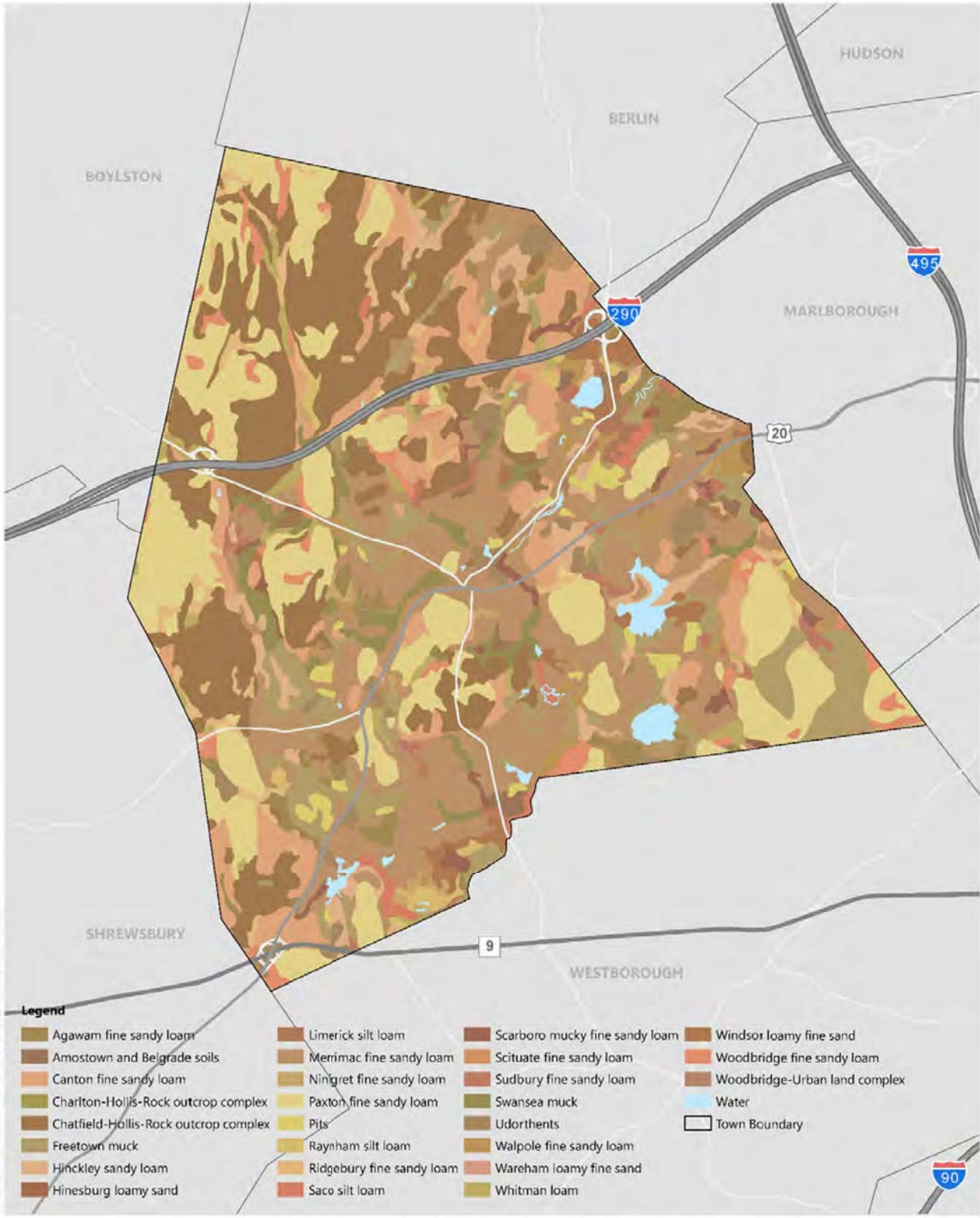
Goal 3: Repurpose surplus Town-owned buildings and facilities for community needs.

- NCH3-1** Identify short- and long-term planning goals for properties such as White Cliffs, Westborough State Hospital, 13 Church Street, Boundary Street, and 4 West Main Street (the Old Town Hall site).
- NCH3-2** Where appropriate, utilize surplus municipally-owned properties as community spaces while reuse studies are in progress.
- NCH3-3** Identify and support reuse efforts for Town-owned historic properties, prioritizing future use by the Town, community groups, and cultural organizations.

Goal 4: Coordinate efforts among cultural, historical, and environmental organizations.

- NCH4-1** Continue cooperating with local organizations and committees for the education and preservation of our historical heritage. These groups include: the Northborough Historical Society, Northborough Free Library, Northborough Trails Committee, Northborough Open Space Committee, Housing Partnership Committee, as well as schools, religious organizations, and local businesses.
- NCH4-2** Evaluate the potential of becoming a Certified Local Government, which will allow Northborough to participate directly in the review and approval of National Register nominations, as well as provide additional access to preservation funding and technical services, improve coordination with the planning and building departments regarding notifications of potential antique demolitions, and prompt investigation of zoning changes to promote antique property restorations.
- NCH4-3** Work with the Downtown planning/revitalization committee to avoid and mitigate potentially adverse impacts on historic homes along Main Street and neighboring streets.
- NCH4-4** Investigate opportunities to hire interns who have an interest in natural, historic, and cultural resources to support our local preservation projects, which will include seeking possible funding sources.

Figure 3-1 Soil Types



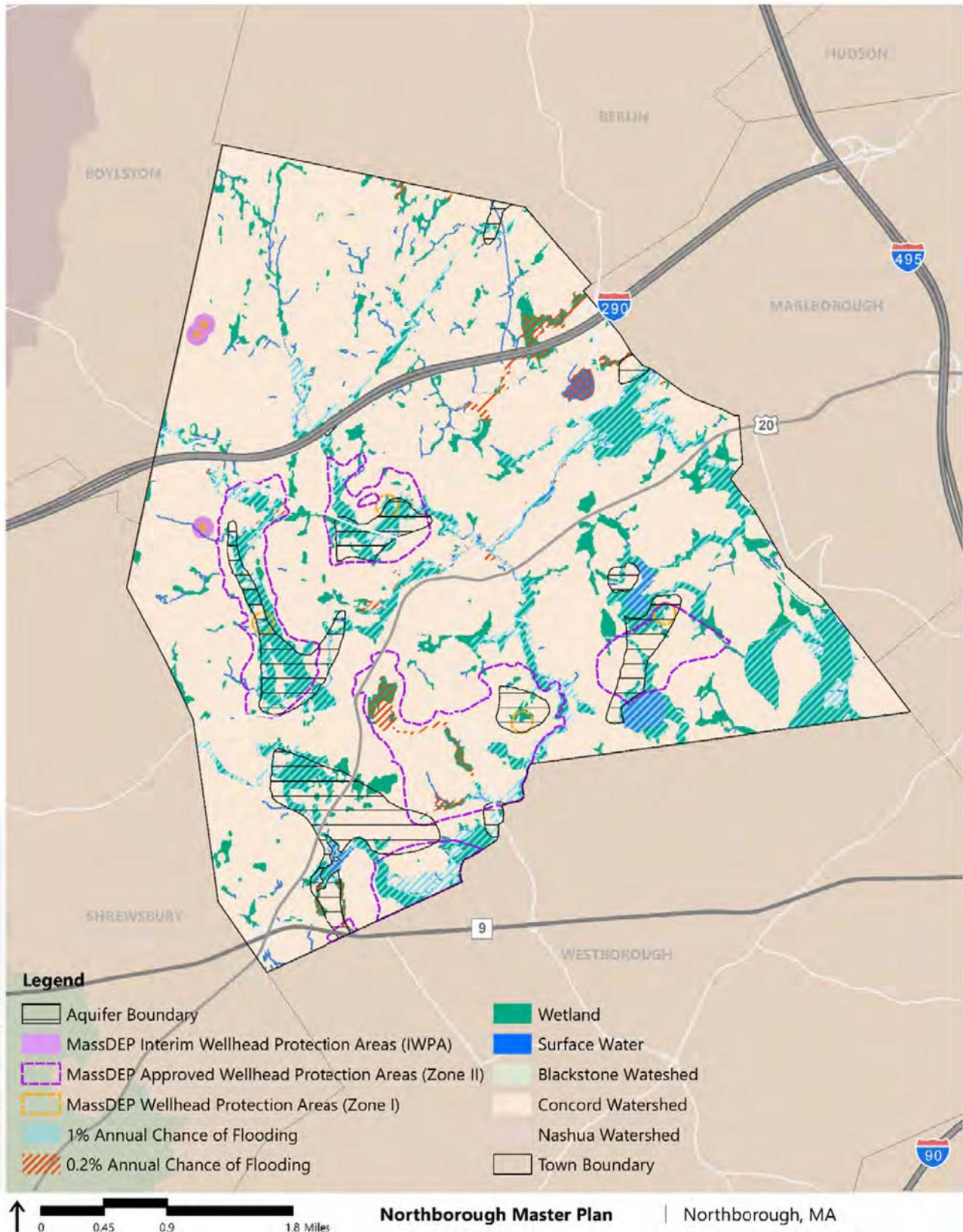
Northborough Master Plan

Northborough, MA

Source: Town of Northborough, MassGIS, VHB

Soils Types

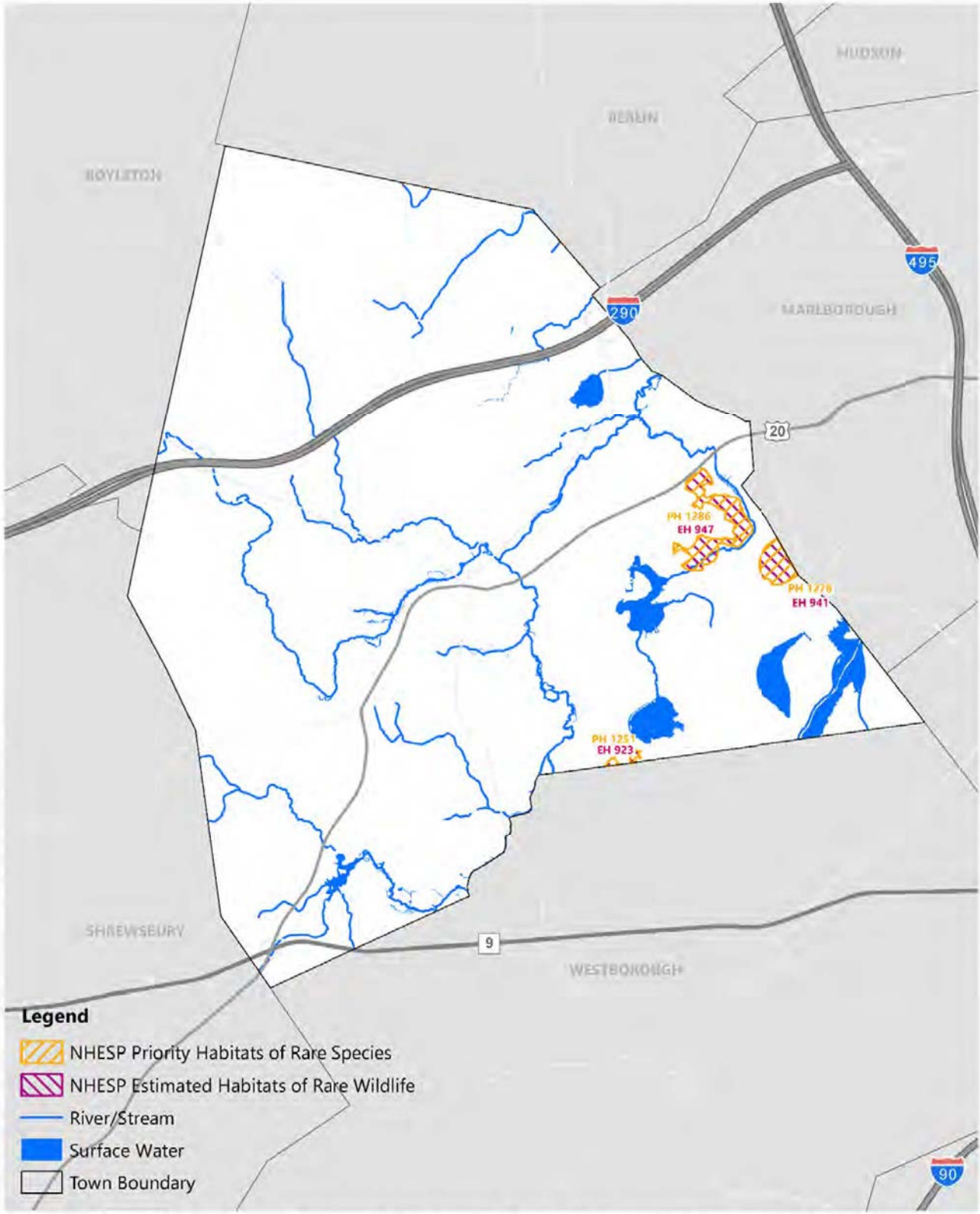
Figure 3-2 Water Resources



Source: Town of Northborough, MassGIS, VHB

Water Resources

Figure 3-3 NHESP Rare and Endangered Species



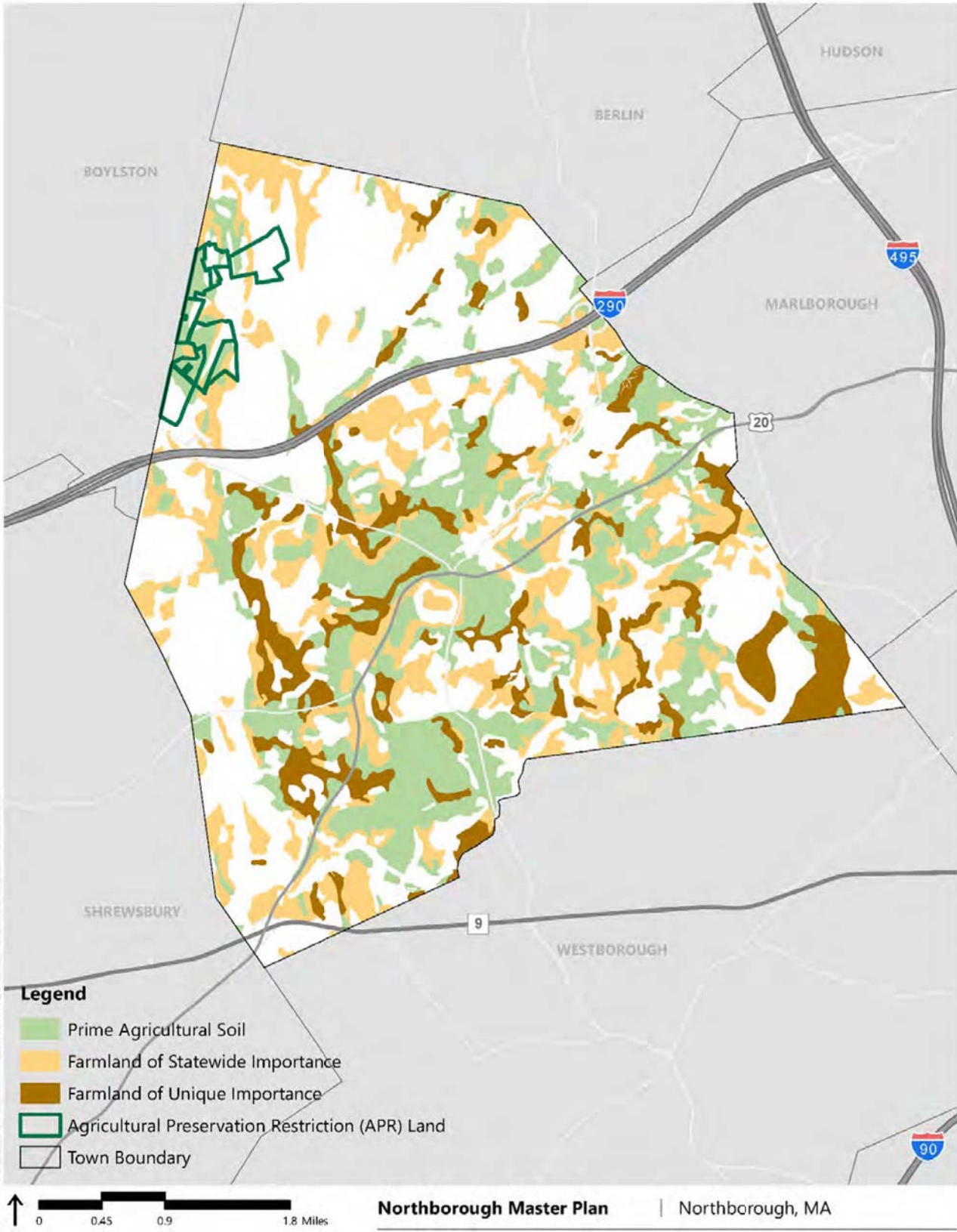
0 0.45 0.9 1.8 Miles

Northborough Master Plan | Northborough, MA

Source: Town of Northborough, MassGIS, VHB

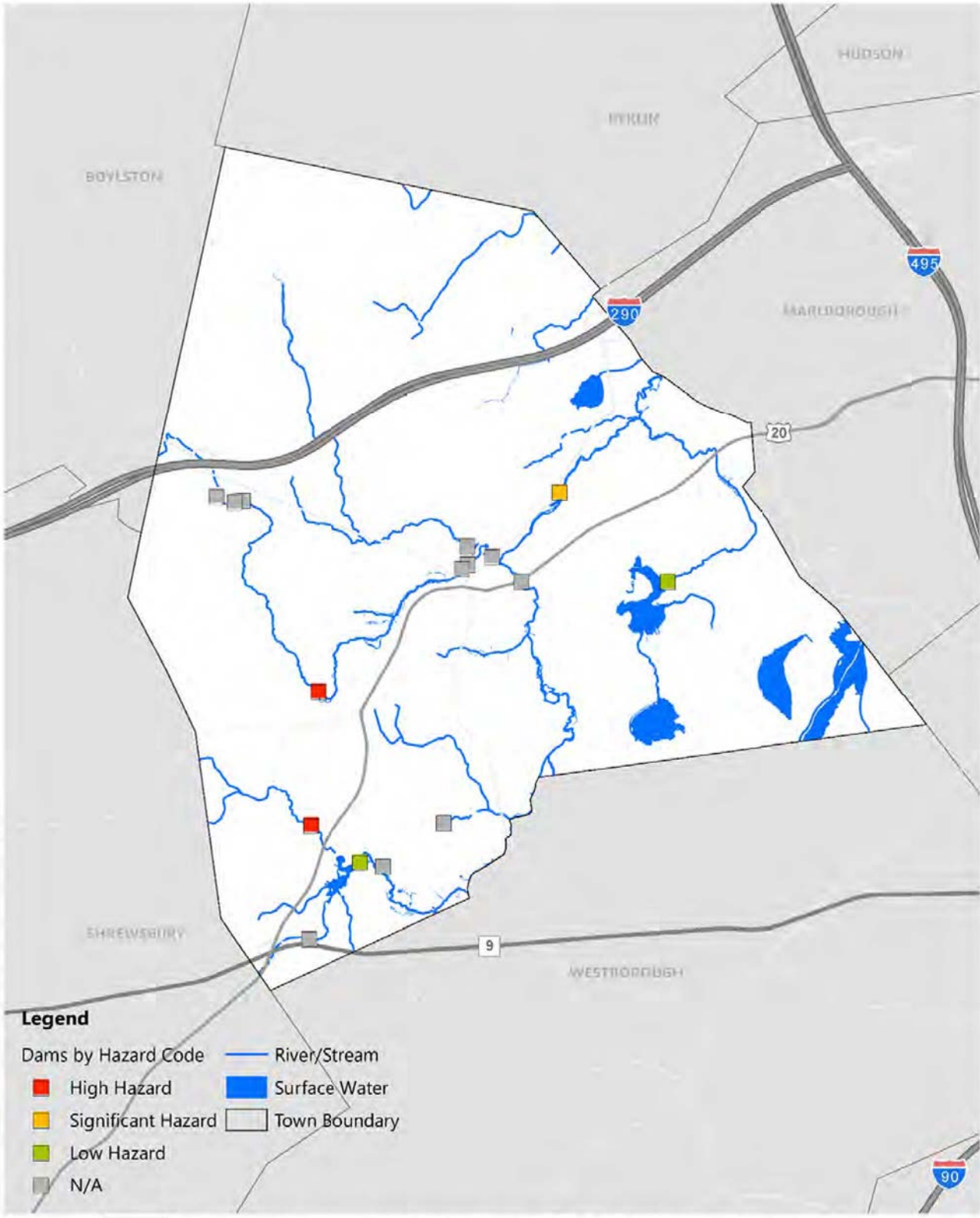
NHESP Rare and Endangered Species

Figure 3-4 Agricultural Resources



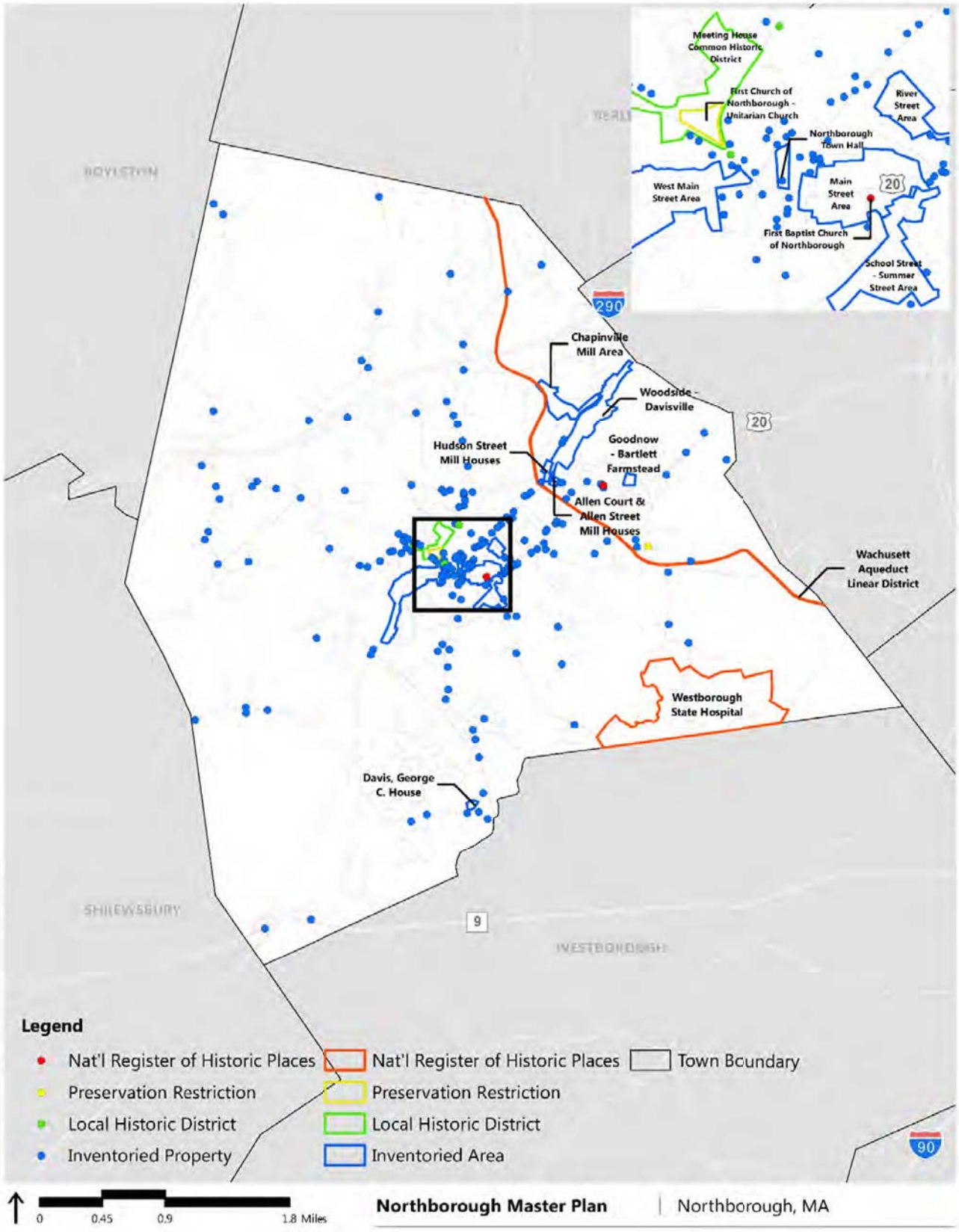
Source: Town of Northborough, MassGIS, VHB

Figure 3-5 Location of Dams by Hazard Code



Source: Town of Northborough, MassGIS, VHB

Figure 3-6 Historic Resources



Source: MassGIS, VHB

[H] Housing



Representative Housing Types in Northborough

Photo Credit: VHB, Kathryn Joubert

Housing

4

For many Massachusetts communities, housing has become a major issue since the mid-1990's when housing demand and high prices started being driven up by low mortgage rates and low availability. The housing crisis over the past decade resulted in further challenges to maintaining home values and homeownership across the nation, particularly in suburban areas. As residential uses are the most prevalent land use type in Northborough, it is important to examine the conditions of the Town's housing stock along with its cost and availability, and identify and bridge the gaps between housing demand and supply in order to ensure all residents – current or future – will have access to various housing options that are suitable and affordable through the different stages of their lives. The Housing Element will focus on the overall conditions of the housing stock, the changing demographics and their housing needs, and housing affordability.

Key Findings

- Total population and households have both increased steadily and modestly since 1980 and are projected to trend with similar increases in the coming years.
- Northborough has seen a shift in age characteristics, particularly with an increase in residents 55 years and older. Aging in place, as well as supporting younger residents, are considered community priorities.
- Single family homes are the dominant housing type in Northborough, though the type with the most growth since 2000 was apartment development. This trend is not expected to continue.
- Similar to surrounding towns, monthly housing costs are outpacing growth in household incomes. Resultantly, housing affordability and reducing the associated cost burden are community-held concerns.
- The Northborough Housing Authority (NHA) and Northborough Affordable Housing Corporation (NAHC) are the two driving forces in affordable housing development in the Town.

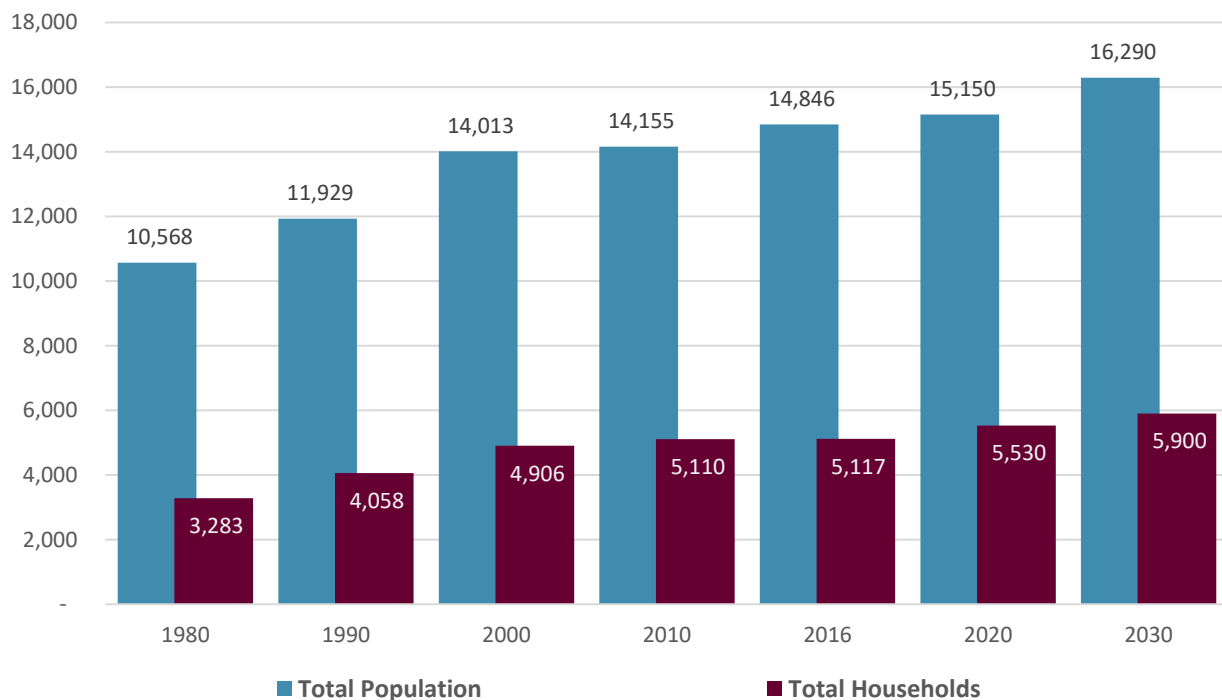
- According to the Massachusetts Department of Housing and Community Development’s (DHCD’s) Subsidized Housing Inventory (SHI), Northborough is above the State’s goal of 10 percent affordability.

Baseline Conditions Analysis

Northborough’s Residents and Households

According to the 2016 American Community Survey 5-year estimates, there are a total of 5,117 households and 14,846 residents in the Town of Northborough (see **Figure 4-1**). Both the number of households and residents have increased since 1980, with modest population growth of approximately six percent since 2000. Population and households are expected to continue to rise, with a projected population and number of households in 2030 of 16,290 and 5,900, respectively. Northborough is located within the Central Massachusetts Regional Planning District, served by the Central Massachusetts Regional Planning Commission (CMRPC). In its 2012 Regional Transportation Plan, the CMRPC classified Northborough as a “high growth community” that was expected to grow at a more rapid rate than other towns in the region.

Figure 4-1 Total and Projected Population and Households, 1980 - 2030



Source: U.S. Census Bureau, American Community Survey 2012-2016, CMRPC Projections

Northborough is primarily a community of families, with family households composing approximately 76 percent of total households in 2010, down from almost 79 percent in 2000; family households with children under 18 dropped by nearly five percent during this period (see **Table 4-1**). The number of non-family and one-person households increased.

Elderly households with persons 65 years and over living alone composed almost eight percent of the population in 2010, up from approximately 6 percent in 2000. The Town’s average household size dropped from 2.83 in 2000 to 2.73 in 2010.

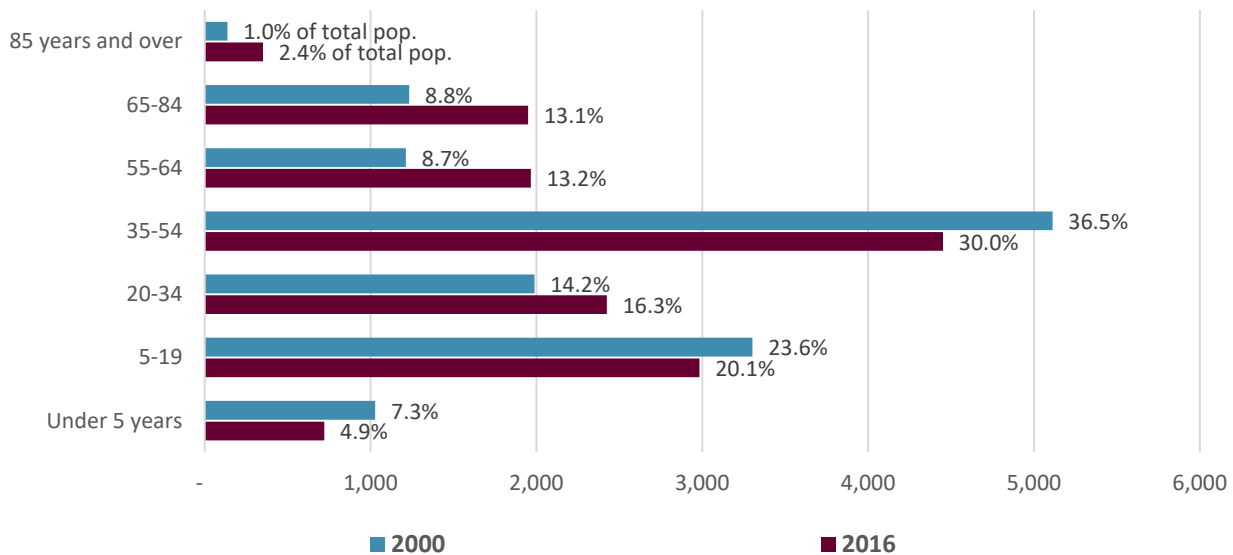
Table 4-1 Households by Type, 2000 and 2010

Type	2000		2010	
	Number	Percent	Number	Percent
Total households	4,906	100	5,110	100
Family households	3,866	78.8	3,892	76.2
With own children under 18 years	2,130	43.4	1,973	38.6
Married Couples	3,378	68.9	3,333	65.2
With own children under 18 years	1,846	37.6	1,684	33
Nonfamily households	1,040	21.2	1,218	23.8
Householder living alone	841	17.1	983	19.2
Householder living alone 65 years and over	304	6.2	410	7.9
Average household size	2.83	(X)	2.73	(X)
Average family size	3.22	(X)	3.17	(X)

Source: U.S. Census Bureau, 2000 and 2010

Along with the steady increase in population, Northborough has seen a shift in age characteristics, particularly with an increase in residents aged 55 years and older from 18.5 percent of the total population in 2000 to 28.7 percent in 2016 (see **Figure 4-2**). There was also a slight increase in residents aged 20 to 34 years from 14.2 percent of the total population in 2000 to 16.3 percent in 2016. The population percent of persons below the age of 20 decreased from 30.9 percent to 24.9 percent during that time.

Figure 4-2 Population Change by Age Group, 2000 - 2016



Source: U.S. Census Bureau, American Community Survey 2012-2016 Estimates

The aging population in Northborough, as with many surrounding communities, poses a challenge to ensure that the housing stock meets changing housing needs, including supporting aging in place or providing housing options that allow the growing population of seniors to downsize if desired. Community members and key stakeholders, including the Council on Aging, emphasized this need during the stakeholder and public outreach process for this plan, noting that the housing stock (described in the following section) does not meet the growing needs of the aging population and that the age-restricted developments tend to be too expensive for some seniors.

Housing Stock

The housing stock in Northborough is highly reflective of the family/non-family household breakdown of its population. In 2016, there were 5,873 housing units in Northborough, of which about 69 percent were single-family homes (see **Table 4-2**). Housing developments with two to three units composed approximately five percent of the housing stock, and condominiums composed another 12 percent. Since 2000, the number of housing units increased in Northborough by approximately 17.5 percent. Notably, the housing type with the most growth since 2000 was apartment development. The new rental units developed as part of the Avalon Northborough project near Northborough Crossing contributed greatly to this growth.

Table 4-2 Housing Units

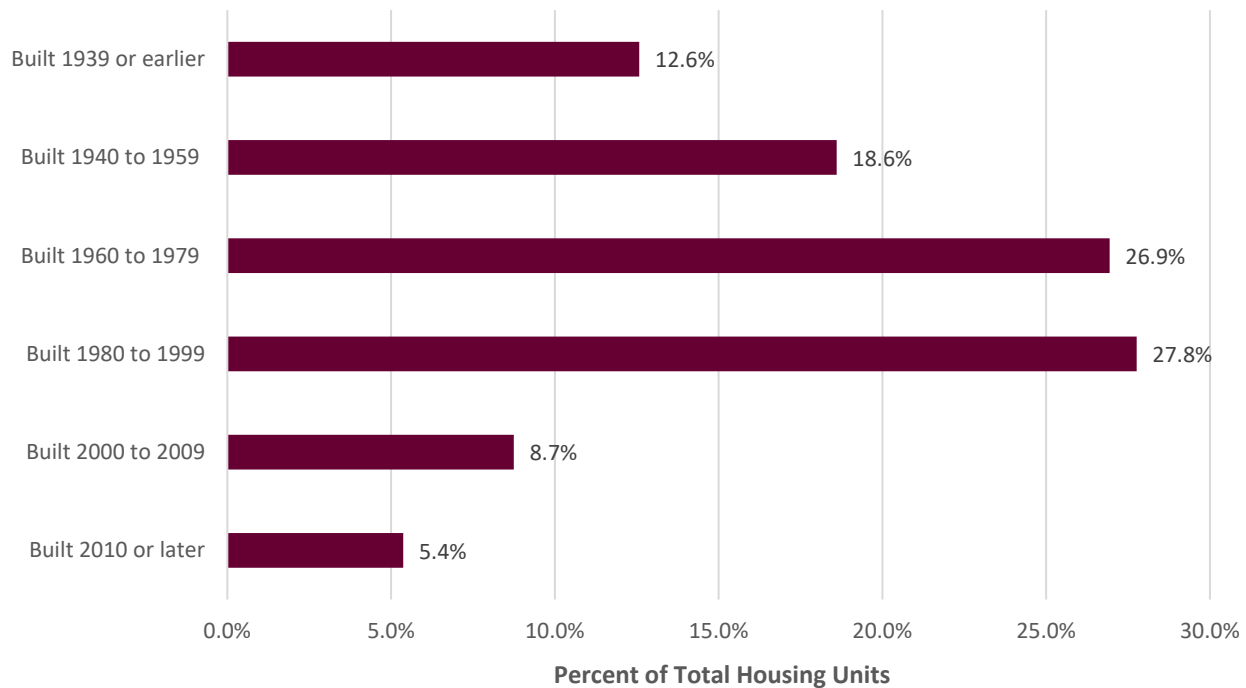
Property Type	2000		2016		Percent Change 2000-2016
	Number	Percent	Number	Percent	
Single	3,844	76.9%	4,032	68.7%	4.9%
Condominium	405	8.1%	718	12.2%	77.3%
2 or 3 units	338	6.8%	279	4.8%	-17.5%
Mobile Home	3	0.1%	3	0.1%	0%
Multi-houses	16	0.3%	35	0.6%	118.8%
Multi-family	77	1.5%	82	1.4%	6.5%
Apartments	90	1.8%	495	8.4%	450%
Mixed Use	78	1.6%	79	1.3%	1.3%
Chapter Land or Exempt	146	2.9%	150	2.5%	2.7%
Total housing units	4,997	100.0%	5,873	100.0%	17.5%

Source: Northborough Town Assessor's Office

Table 4-2 above reveals the types of housing in Northborough and **Figure 4-3** (located at the end of this chapter) shows their distribution. Single-family homes are the dominant housing form; larger properties and farms are mostly concentrated to the north of I-290 and near the western border of the Town and higher density residential are concentrated to the south. Apartment and condominium development are generally concentrated along and near Route 20.

The age of the housing stock in Northborough is mixed, with over half of housing units constructed between 1960 and 1999, a little over 30 percent of housing units constructed earlier than 1959, and approximately 14 percent of units constructed since 2000 (see **Figure 4-4**). The growth in rental developments (e.g., Avalon Northborough) and in single-family attached housing is largely responsible for housing developments since 2000.

Figure 4-4 Age of Housing Stock, 2016

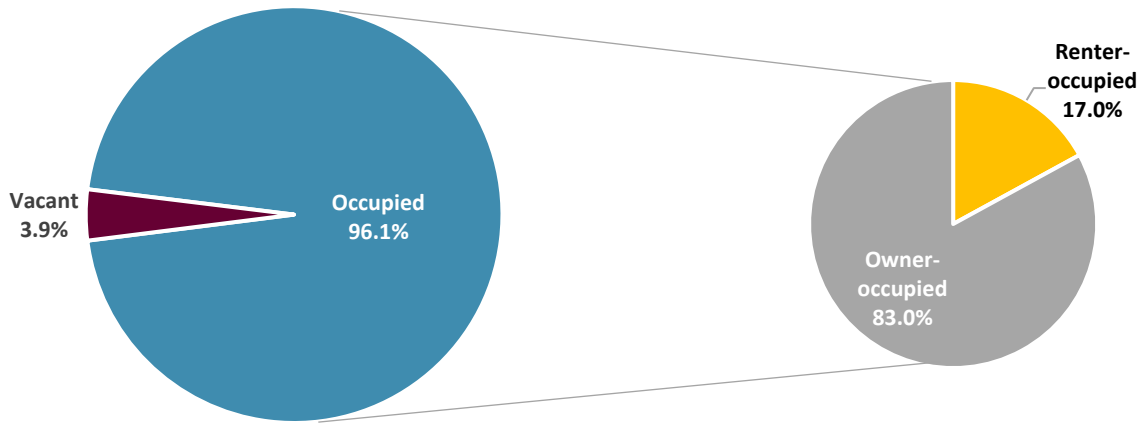


Source: US Census 2000, American Community Survey 2012-2016 Estimates

The housing stock in Northborough does not meet the growing needs of the aging population that may want to downsize and remain in Town. There are 104 housing apartments subsidized for seniors and people with disabilities, but only two of those units are handicap accessible. The age-restricted developments tend to be too expensive for some seniors. The oldest age-restricted development was built in the 1980s (Birchwood) and has standalone houses with stairs - a hazard to an aging population. Further, the Homeowner Association does not provide for the clearing of the driveways and walkways during the winter.

In keeping with the data above, **Figure 4-5** (located at the end of this chapter) shows most parcels in Northborough were developed between 1960 and 1999. Units constructed prior to 1940 are located throughout the Town, although a small concentration exists along Main Street proximate to the Downtown area. New housing constructed since 2000 is also spread out geographically, indicating a pattern of a combination of infill development and subdivision activity.

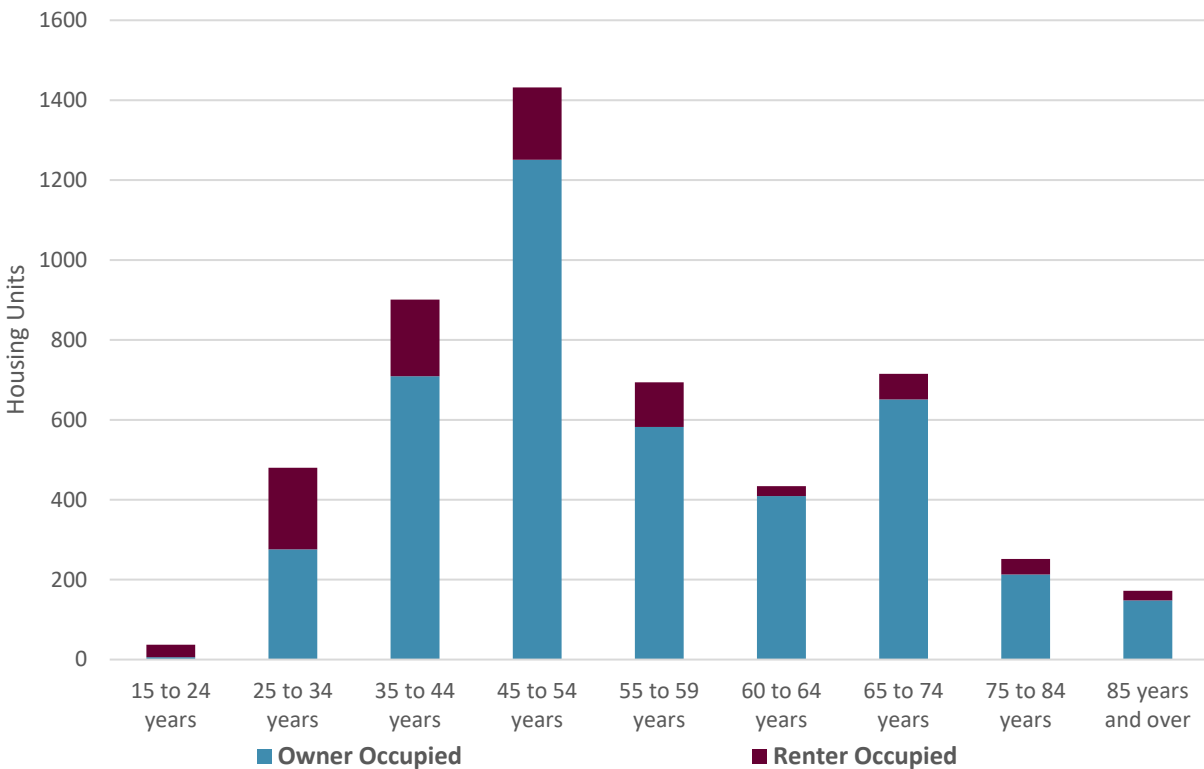
Figure 4-6 Housing Occupancy and Tenure, 2016



Source: American Community Survey 2012-2016 Estimates

Most of housing in Northborough is occupied, with a small vacancy rate of 3.9 percent (see **Figure 4-6**). Of the occupied units, 83 percent are owner-occupied and 17 percent are renter-occupied. As of 2016, most renters in Northborough (66.2 percent) are between the ages of 25 and 54 (see **Figure 4-7**).

Figure 4-7 Housing Tenure by Age of Householder, 2016



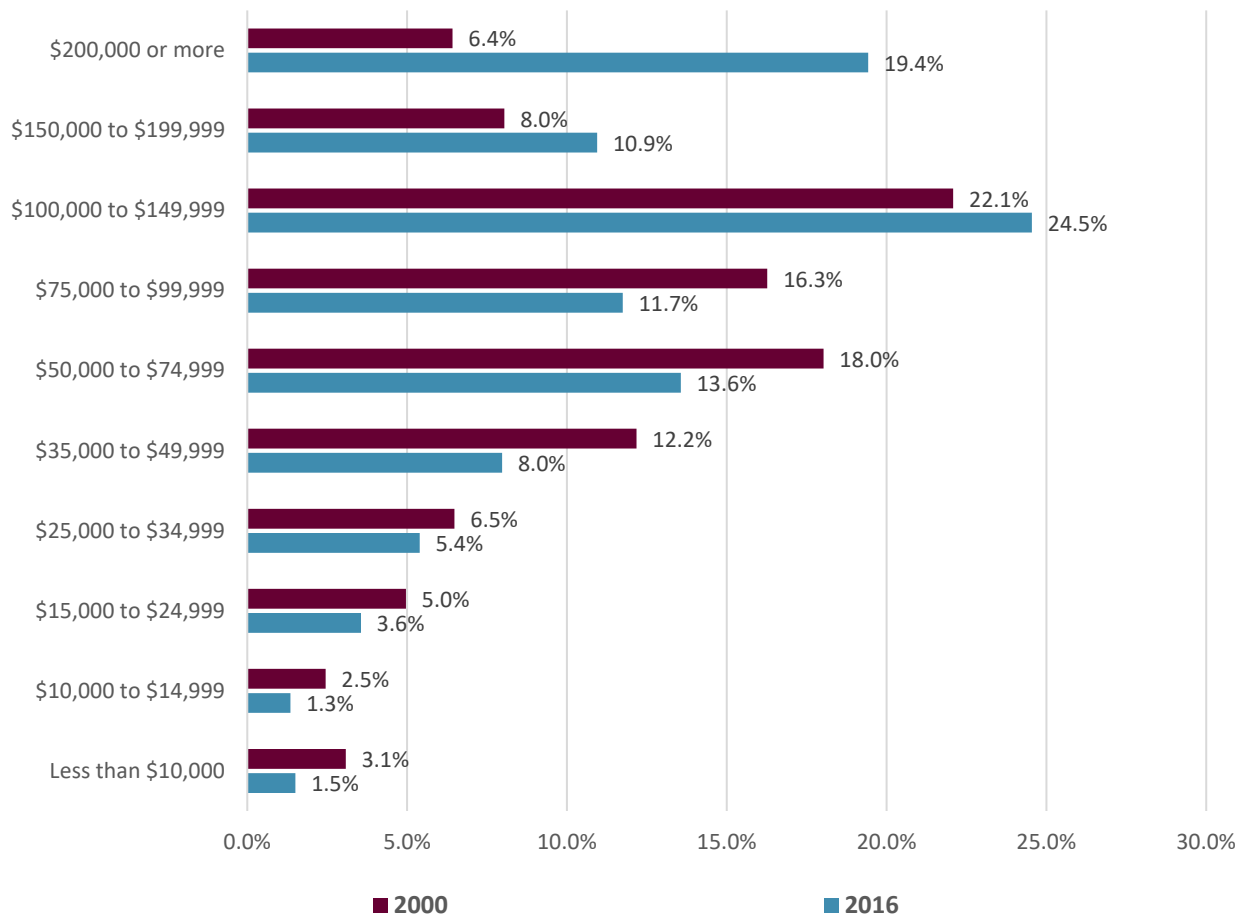
Source: American Community Survey 2012-2016 Estimates

Housing Affordability

The cost of housing is a crucial factor in a resident’s quality of life. For Northborough to meet the housing needs of its residents, it must have an understanding of general housing affordability, including factors such as household income of the population and housing costs in the area.

As shown in **Figure 4-8**, from 2000 to 2016, the median annual household income in Northborough rose from \$79,781 to \$110,147, an increase of 38 percent. During this period, households earning more than \$100,000 increased from 36.5 percent to nearly 55 percent, while households earning less than \$15,000 decreased to less than three percent from over five percent. In comparison, the median gross monthly rent increased by 70 percent from \$779 in 2000 to \$1,328 in 2016, the median monthly owner cost with a mortgage increased by 44 percent from \$1,139 to \$1,644, and the median monthly owner cost without a mortgage increased by 61 percent from \$350 to \$563. These data indicate that while median household income is increasing, household costs are also increasing, and in many cases surpassing income growth. This is in keeping with community members’ concerns over the increasing difficulty of affording housing in Northborough, a key issue that was identified during the stakeholder and public outreach process for this plan.

Figure 4-8 Household Income, 2000 and 2016



Source: US Census 2000, American Community Survey 2012-2016 Estimates

Households are considered cost burdened if more than 30 percent of their gross annual incomes go toward their housing costs. For renters, these costs include rent, utilities, and fuel costs and for homeowners, they include mortgage payments, utilities, fuel costs, taxes, and insurance. **Table 4-3** shows the percent of renters and homeowners (with and without a mortgage) that are cost burdened in Northborough. Consistent with the rising rental costs in Northborough, a higher percentage of renter households are cost burdened than owner households.

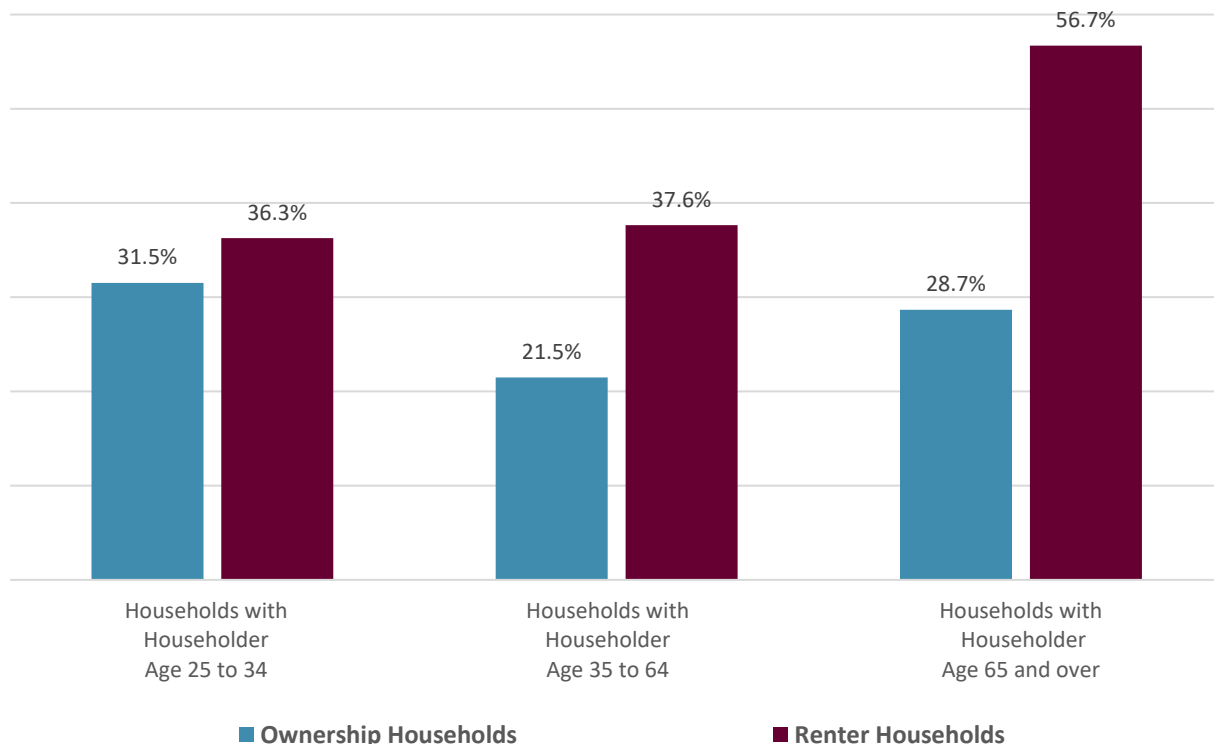
Table 4-3 Housing Cost Burden by Tenure, 2016

Percent of Households that are Cost Burdened	
Ownership Households	--
With a Mortgage	27.2%
Without a Mortgage	14.9%
Renters	42.3%

Source: U.S. Census Bureau, American Community Survey 2012-2016 Estimates

To further understand the housing cost burden in Northborough, **Figure 4-9** breaks down housing cost burden by the age of the householder for owner- and renter-occupied housing units. Consistent with **Table 4-3**, a higher percentage of renter households are cost burdened compared with ownership households. Further, a higher percentage of senior renter households (age 65 and over) are cost burdened compared with renter householders age 64 and below.

Figure 4-9 Percent of Households that are Cost Burdened by Age of Householder, 2016



Source: U.S. Census Bureau, American Community Survey 2012-2016 Estimates

The State's goal for affordable housing under Chapter 40B requires 10 percent of a community's year-round housing stock to be reserved for income-eligible households earning at or below 80 percent of Area Median Income (AMI). According to the DHCD SHI, as of September 14, 2017, 610 units (11.5 percent of the Town's housing stock) are on the inventory, meaning Northborough is meeting the State's goal. Still, housing costs, as indicated above, are a key concern for Northborough residents, and the Town should continue to work toward maintaining general affordability.

Housing Policies, Programs and Opportunities

Several programs, policies and organizations in Northborough provide support and opportunities for further development of housing and housing affordability. The following are key local partners that will be integral to a successful housing strategy that meets the needs of all existing and future residents of the Town.

- The **Northborough Housing Authority (NHA)** is a public agency that provides affordable housing for the elderly, persons with disabilities, and families. The NHA is regulated by DHCD and currently owns and operates 104 elderly and 26 family housing units in Northborough. The NHA also owns eight special needs low-income housing units at 152 East Main Street.¹²
- The **Northborough Affordable Housing Corporation (NAHC)**, a private 501c3 non-profit organization, was created in 2008 after the Town adopted the CPA. Ten percent of Community Preservation Funds are designated for affordable housing. Using these funds, the NAHC built four units of affordable senior rental housing, which are currently managed by the NHA. In addition, the NAHC created four affordable condominiums with Habitat for Humanity along Main Street in the MSR district.
- The **Housing Partnership (currently dormant)** was a committee of nine members: one each from the Board of Selectmen, Planning Board, Housing Authority, and Council on Aging, and the remaining appointed by the Board of Selectmen (one of which must be a realtor). This committee had the following objectives: 1) to increase the supply of affordable housing in Northborough; 2) to establish a housing policy and housing action plan; 3) to determine housing needs for varying categories of housing; and 4) to identify available development sites.

¹² 2017 Annual Report for the Town of Northborough, Massachusetts

Housing Goals

G1

Continue to maintain and encourage a diversity of housing options to increase housing affordability and choice for all ages and to ensure that at least 10 percent of the Town’s housing inventory continues to be deemed affordable under state guidelines.

G2

Promote housing types that accommodate future growth in the community while maintaining and enhancing the existing character of residential neighborhoods.

G3

Pursue a housing development strategy that balances demand with the Town’s capacity to provide services and infrastructure.

Housing Recommendations

Goal 1: Continue to maintain and encourage a diversity of housing options to increase housing affordability and choice for all ages and to ensure that at least 10 percent of the Town’s housing inventory continues to be deemed affordable under state guidelines.

H1-1

Explore residential uses, including affordable housing and affordable senior housing, as a potential future use for previously developed parcels that have the opportunity for redevelopment as they become available.

H1-2

Explore the merits of zoning bylaws that would require a portion of housing units be set aside for low- and moderate-income households.

H1-3

Work with local housing partners to identify opportunities for them to develop and own affordable housing, which will allow the Town to proactively guide affordable housing locations.

Goal 2: Promote housing types that accommodate future growth in the community while maintaining and enhancing the existing character of residential neighborhoods.

H2-1

Undertake a study to understand housing price points for homeownership and rentals that would reduce the cost burden experienced by Town residents. Determine the types of housing that would meet these price points to be considered as part of a more comprehensive housing plan.

H2-2

Work with senior groups and senior representatives including Council on Aging to understand and explore housing options that could best accommodate their unique housing needs.

H2-3

Build awareness around accessory dwelling units.

H2-4

Guided by zoning, design standards, and the Downtown visualization study, incorporate housing into Downtown to attract a sufficient number of residents that can supplement and support the area’s economic viability while maintaining the existing character of Downtown neighborhoods.

Goal 2: Promote housing types that accommodate future growth in the community while maintaining and enhancing the existing character of residential neighborhoods. (Continued)

H2-5 Update the Town’s existing Housing Production Plan to include present-day information, including a robust impact analysis study.

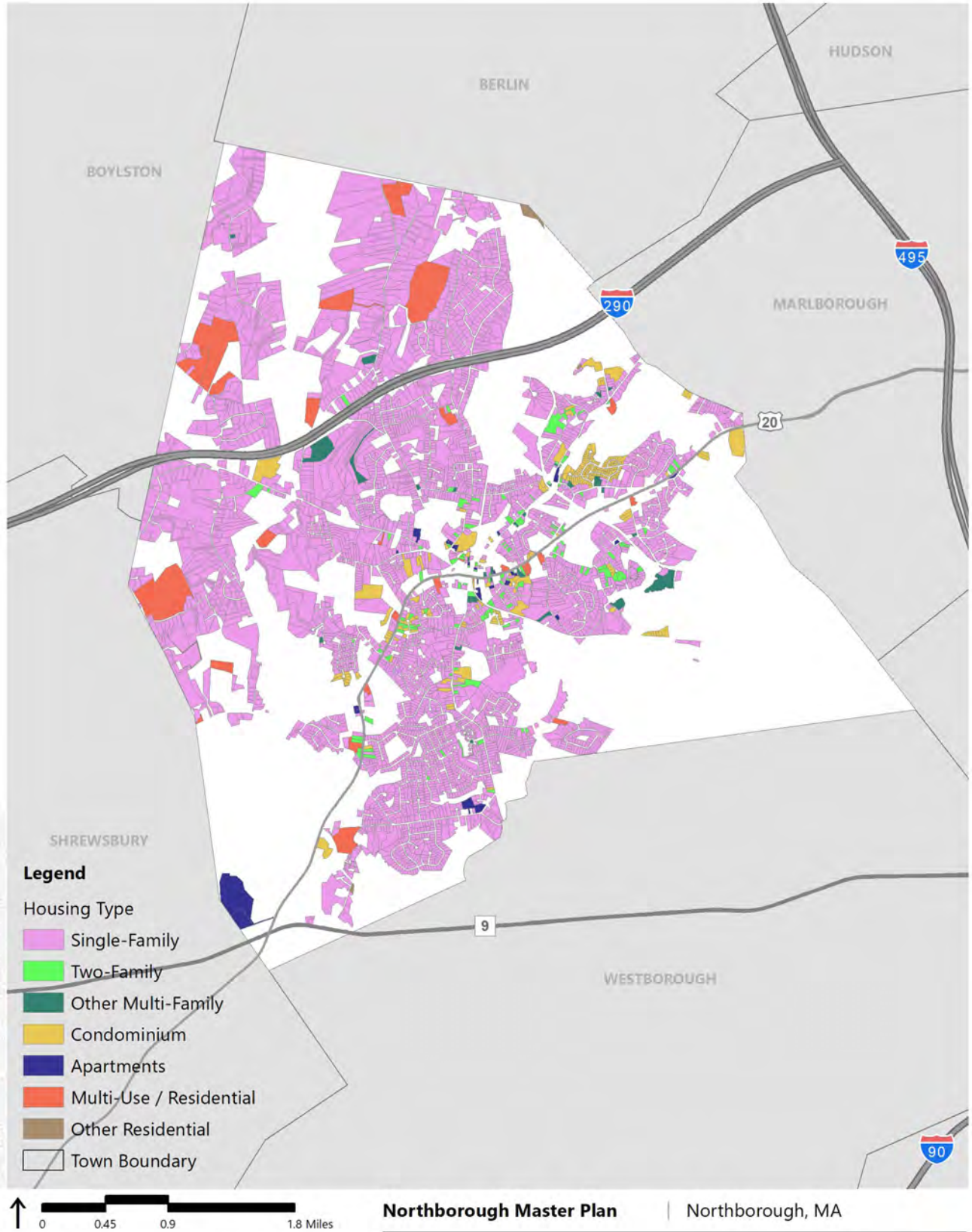
H2-6 Create a committee to explore the housing needs of people with disabilities, or assign this responsibility to a broader-focused Commission on Disabilities.

Goal 3: Pursue a housing development strategy that balances demand with the Town’s capacity to provide services and infrastructure.

H3-1 In coordination with the Public Facilities and Services recommendations, identify the Town’s capacity to service increased housing demands with expanded infrastructure. Refer to the Cost of Community Services Study referenced in LU1-1.

H3-2 Revive the Housing Partnership to monitor Northborough’s housing needs, recommend policies and actions to meet housing needs, and evaluate funding sources available to create housing.

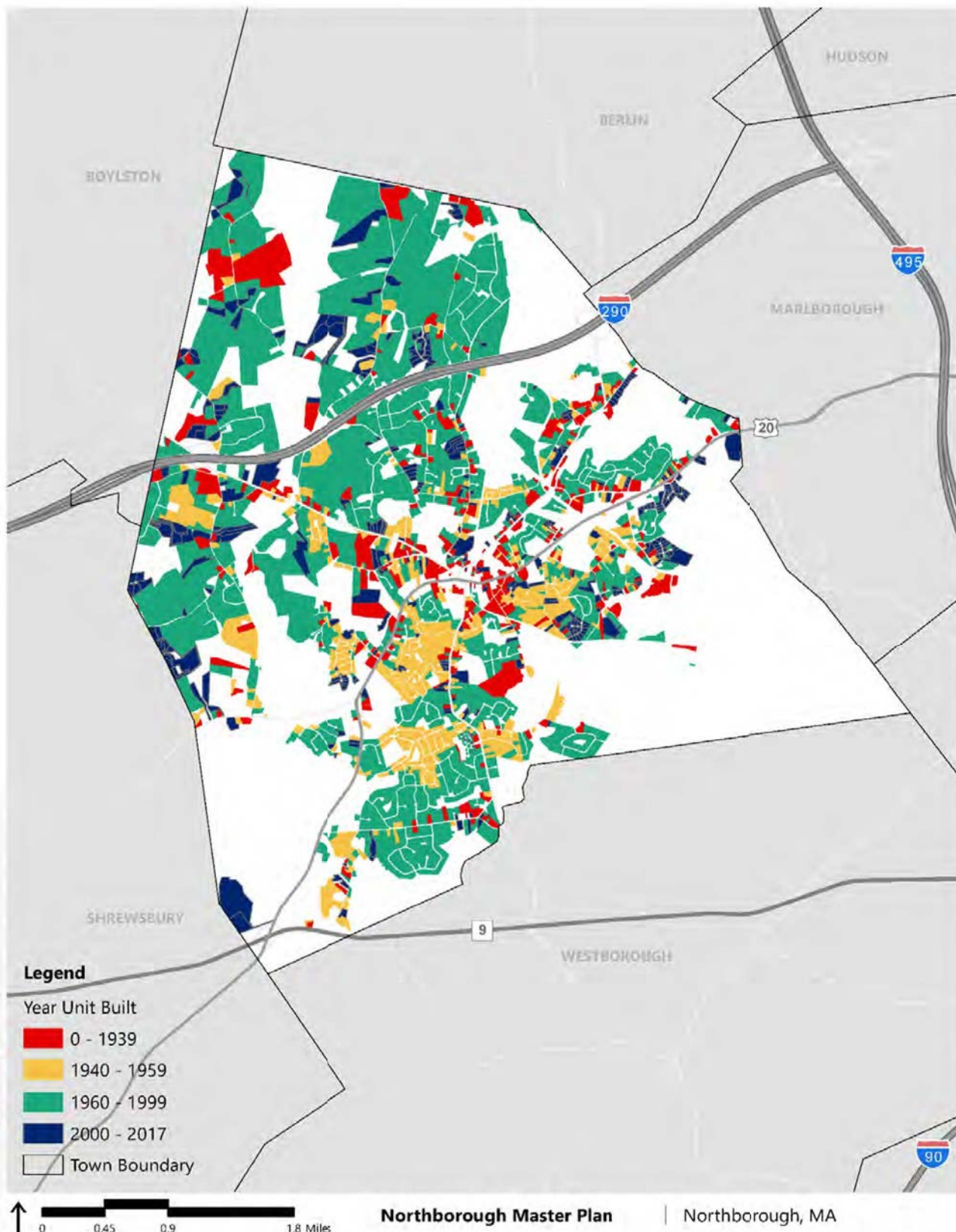
Figure 4-3 Location and Type of Housing



Source: Town of Northborough, MassGIS, VHB

Location and Type of Housing

Figure 4-5 Age of Housing Stock



Source: Town of Northborough, MassGIS, VHB

Age of Housing Stock

[ED]

Economic Development



Shopping Plaza along West Main Street

Photo Credit: Kathryn Joubert

Economic Development

5

Similar to Land Use, the Economic Development Element is a very broad topic area that touches upon many different aspects of the community. A comprehensive understanding of a Town's economic landscape helps inform successful economic development policies and outcomes that can promote growth while preserving valuable natural resources, bring jobs and increase commercial tax base, and provide amenities to residents and visitors alike. This section of the Master Plan will review the regional and local economy of Northborough and focus on identifying economic development opportunities and strategies.

Key Findings

- Interstate highways and state roadways proximate to Northborough provide an ideal location for both residents and businesses.
- High incomes in Northborough represent strong buyer power and potential support for local retailers.
- Northborough can be classified as a "bedroom community," as most employed people in the labor force commute elsewhere to work, though a good percentage of people both live and work in the Town.
- Health care-related businesses saw the greatest growth over the past five years in terms of new businesses added.
- The Town's retail nodes are largely car oriented and lack pedestrian accommodations.
- Vacant parcels, retail vacancies, and other underperforming properties are prevalent in the Town's commercial nodes.
- The Town Common project has the potential to increase activity in the Downtown area through added programming and events.
- Properties along the Southwest Cutoff and Westborough State Hospital offer opportunities for economically impactful developments.

- The Crossroads Industrial Site has the potential for additional professional and advanced manufacturing employment.

Baseline Conditions Analysis

Regional Context

Centered among the region’s highly traveled interstate highways: I-90, I-495 and I-290, Northborough provides an ideal location for both residents and businesses. Though closely tied to the Worcester market, Northborough has largely remained a suburban community and has seen less office and commercial development activity than some of the neighboring communities.

Northborough has attracted middle- and upper-income families for many years, largely because of the quality of the school system. According to Esri, 76 percent of the households in Northborough consist of family households, second only to Southborough (80 percent) among the surrounding municipalities (see **Table 5-1**). As a desirable residential community, Northborough has become one of the more affluent municipalities in the Worcester County.

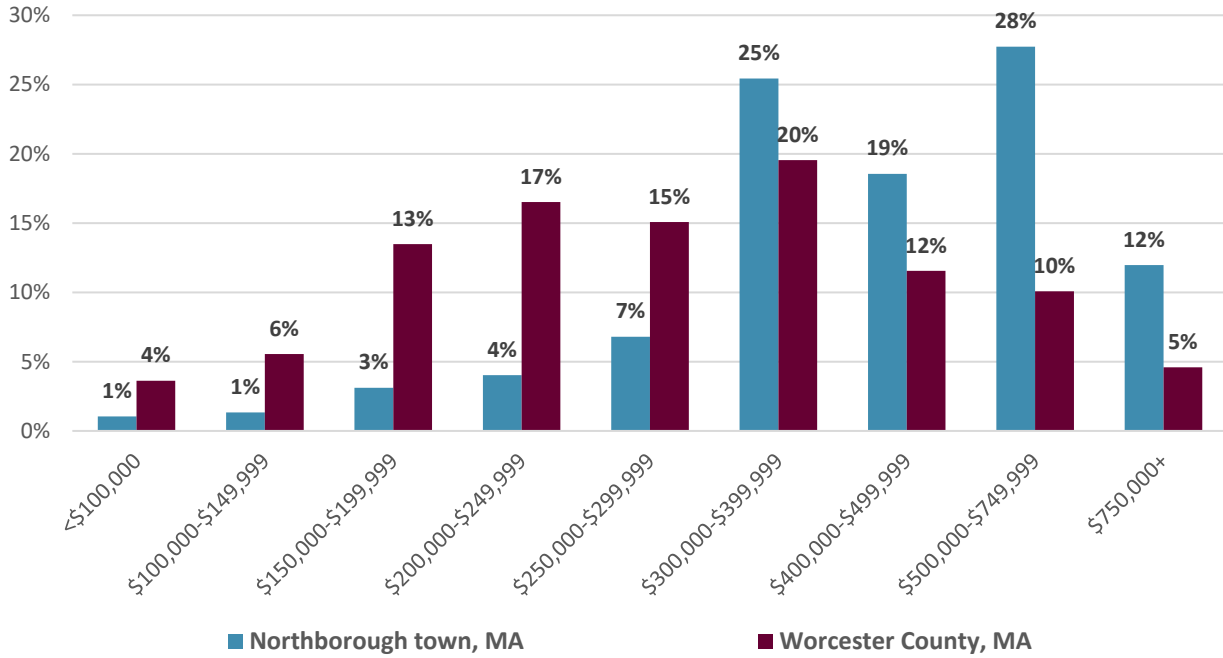
Table 5-1 Percent Family Households, 2017

Municipality	Percent Family Households
Southborough	80.9%
Northborough	75.8%
Boylston	72.1%
Berlin	71.7%
Shrewsbury	70.3%
Westborough	68.4%
Worcester County	66.5%
Marlborough	62.5%
Worcester	57.8%

Source – 2017 ESRI BAO

On average, the Town has higher home values and household incomes, and its labor force is more educated than the County as a whole. As shown in **Figure 5-1**, 40 percent of homes in Northborough have values greater than \$500,000, compared to just 15 percent in Worcester County.

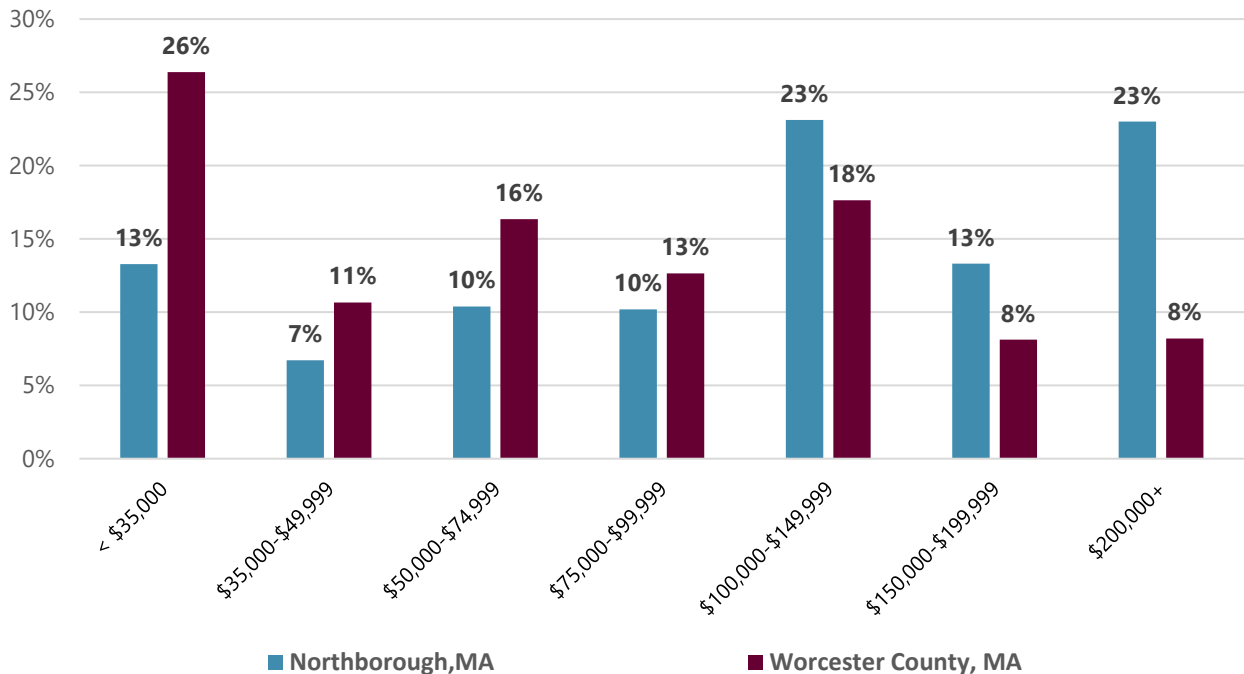
Figure 5-1 Home Values Comparison, 2017



Source – 2017 ESRI BAO

In addition to higher home values, Northborough households have higher incomes with 36 percent earning \$150,000 or more versus only 16 percent for the County (see **Figure 5-2**). The high incomes in Northborough represent strong buyer power and potential support for local retailers.

Figure 5-2 Household Income Distribution Comparison, 2016



Source – 2012 – 2016 American Community Survey 5-Year Estimates

Residents of Northborough are highly educated. Approximately 55 percent of the population in Northborough have a bachelor’s degree or higher, compared with only 36 percent for the County overall. As a result, Northborough residents enjoy greater access to high-paying jobs; managers and professionals are far more prevalent in Northborough’s labor force than is the case County-wide. **Table 5-2** presents the distribution of the labor force among select occupation types in the Town.

Table 5-2 Percent of Labor Force by Occupation, 2017

Occupation Types	Northborough, MA	Worcester County, MA
Management	17.8%	10.3%
Education/Training/Library	7.8%	7.0%
Computer/Mathematical	7.5%	3.7%
Healthcare Practitioner /Technician	7.5%	7.0%
Architecture / Engineering	5.0%	2.7%
Arts/Design/Entertainment/Sports/Media	2.5%	1.5%
Life/Physical/Social Science	1.8%	1.3%

Source – 2017 ESRI BAO

Northborough can be classified as a “bedroom community,” as most employed people in the labor force commute elsewhere to work. Commuting patterns for employees working outside of Town are split eastbound and westbound. Convenient access to major road corridors allows residents to commute as far as Boston; however, more than a third of those commuters still spend over an hour commuting to work. Northborough does not have commuter rail access, but its neighbors to the south, Westborough and Southborough, are served by the Framingham Line. The lack of transit options is a disadvantage for the Town, and it contributes to traffic congestion, especially along Route 20.

Local Business and Employment

As of 2016, there are 575 businesses and 8,225 employees working in Northborough. According to U.S. Census 2015 LEHD Origin-Destination Employment Statistics, approximately 9 percent of those employees are also residents of the Town. Employees from out of Town predominantly live in Worcester (11 percent), Marlborough (9 percent), Boston (6 percent), and Westborough (6 percent).

Most employment in Northborough is in the Retail Trade, Transportation and Warehousing, and Health care sectors. As shown in **Figure 5-3**, the largest private employers in Northborough include: Wegmans Food Markets (Retail Trade), National Grid (Utilities), Walmart (Retail Trade), Saint-Gobain Materials (Manufacturing), Aspen Aerogels (Wholesale Trade), and Beaumont Rehab and Skilled Nursing Center (Health Care).

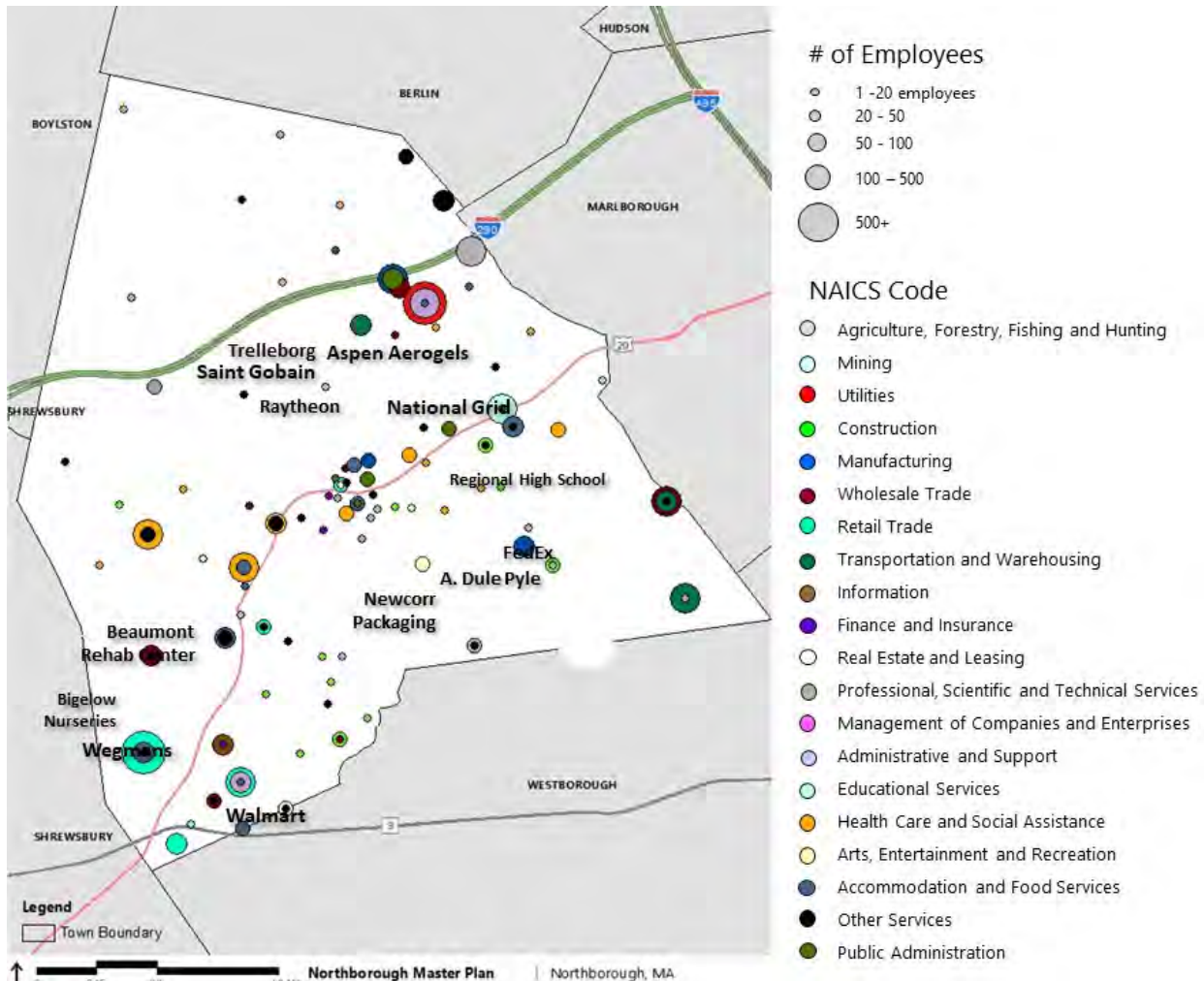
The majority of the Retail Trade employment is located along Route 20, Route 9, and in the new Northborough Crossing development. The industrial activity is concentrated in the southwestern area of the Town and driven mostly by the FedEx site. There is a node of professional offices and manufacturing businesses on the northwestern edge of Town

along I-290, and there is opportunity to expand this development type in the proximate vacant sites (e.g., Crossroads Industrial Site).

Between 2011 and 2016, Northborough experienced significant employment growth adding approximately 2,500 new jobs representing a healthy annual growth rate of 8.8 percent (see **Table 5-3**). The retail sector had the strongest growth (approximately 850 new jobs), driven substantially by the addition of Northborough Crossing. Northborough Crossing is anchored by Wegmans Food Markets and also includes a mix of restaurants and “big box” stores such as Kohl’s, BJ’s Wholesale Club, and Dick’s Sporting Goods. It will be unlikely that Northborough experiences the same level of growth in the retail sector in the next few years because the development has been largely leased out.

There was also an important increase in employment (approximately 400 new jobs) in the Transportation and Warehousing sector, partially because of the new FedEx facility located at the Crossroads Industrial Park. Northborough also saw about 30 new health care-related businesses over the five-year period to lead all sectors in the number of new businesses added. The Town could see some additional growth in that sector in the future as its remaining vacant sites develop.

Figure 5-3 Business Locations by Employment Size and NAICS Code, 2015



Source – US Census 2015 LEHD

Table 5-3 Northborough Employment by Sectors, 2016 compared to 2011

NAICS Code – Industry	Average Employment				Number of Establishments			
	2011	2016	Absolute Change	Annual % Change	2011	2016	Absolute Change	Annual % Change
23 – Construction	341	486	145	8.5%	54	63	9	3.3%
31-33 Manufacturing	393	539	146	7.4%	18	19	1	1.1%
42 – Wholesale Trade	469	534	65	2.8%	47	42	-5	-2.1%
44-45 Retail Trade	859	1,716	857	20%	67	67	0	0%
48-49 Transportation and Warehousing	649	1,056	407	12.5%	17	14	-3	-3.5%
52 – Finance and Insurance	113	123	10	1.8%	24	22	-2	-1.7%
53- Real Estate and Rental and Leasing	101	140	39	7.7%	16	15	-1	-1.3%
54- Professional and Technical Services	585	766	181	6.2%	82	95	13	3.2%
62 – Health Care and Social Assistance	694	908	214	6.2%	48	80	32	13.3%
71 – Arts, Entertainment, and Recreation	215	191	-24	-2.2%	8	10	2	5.0%
72 – Accommodation and Food Services	463	763	300	13%	38	45	7	3.7%
81 – Other Services, Except Public Administration	387	330	-57	-2.9%	62	53	-9	-2.9%
92 – Public Administration	147	150	3	0.4%	13	12	-1	-1.5%
Total, All Industries	5,723	8,225	2,502	8.7%	519	575	56	2.2%

Source – State of Massachusetts Labor and Workforce Development Data & Statistics

As previously noted, Northborough lacks a strong and vibrant downtown. The Downtown area is challenged by the traffic along Route 20, the physical layout, and the fact that commercial activity is spread out across the Town. The Town has different retail nodes, each with their own characteristics from an economic development perspective:

- **Downtown**
 - Route 20 is a challenge – high traffic volume and limitations on streetscape design
 - Lack of reasons to be there (e.g., sense of place, gathering spaces)
 - Too many missing teeth (i.e., vacant parcels)
 - Public buildings are too spread out to create a concentration of activity
 - Lack of green and natural beauty (e.g., trees, flowers, etc.)

- **Business East**
 - Strong opposition to commercial development from surrounding neighborhood groups
 - Car-oriented, lack of pedestrian environment
- **Business West**
 - Car-oriented, strip mall type of retail
 - Developments seem more dated than other retail nodes
- **Northborough Crossing**
 - A retail center of 650,000 sq. ft.
 - Mixed-use development
 - Car-oriented
- **Route 9 Corridor**
 - Contains the only hotel in Northborough, which lacks the attractiveness of newer hotels in the region such as the Hyatt Place at the APEX Center in Marlborough

Development Opportunities

Crossroads Industrial Site

Part of a 360-acre master plan developed by the Gutierrez Company and stretching along the Marlborough/Northborough border, the Crossroads Industrial Site offers an additional 1 million sq. ft. of development opportunity. The site is one of the last vacant parcels zoned for industrial use left in the Town.

Kimball Sand Site

Located off Southwest Cutoff, the 50-acre site has been identified as a potential area for commercial development. Town officials would like to understand what type of development can be supported at this scale and location, as well as the types of companies the Town can attract.

Economic Development Programs

Industrial Development Committee (IDC)

The IDC goals are to encourage the continued development of the Town's industrial and commercial tax base by:

- Refining internal processes and resources to efficiently and effectively support economic development efforts;
- Enhancing marketing, recruitment, and retention strategies for commercial and industrial businesses; and

- Planning for the expansion of local water/sewer infrastructure to support commercial and industrial growth.

495 MetroWest Partnership

The 495 MetroWest Partnership is a public-private organization that involves businesses, municipalities, non-profits, and other stakeholders to promote economic vitality in the 495 MetroWest region. Founded in 2003, the group includes 35 communities, including Northborough. The Partnership achieves its mission by engaging with policymakers, bringing awareness to regional needs and the issues that are impeding growth, and funding studies for various initiatives.

State Incentives

Northborough is designated as a Massachusetts Economic Target Area (ETA) within the Framingham-Marlborough Region. This designation provides the opportunity for properties to be designated an Economic Opportunity Area (EOA), giving businesses within an EOA access to State financial assistance. These benefits include a five percent State Investment Tax Credit, a 10 percent State Abandoned Building Tax Deduction, and a priority status for State capital funding.

Economic Development Goals

G1

Define Downtown in terms of its geography (e.g., Downtown Business District), appearance, branding, and function.

G2

Promote (re)development opportunities for vacant or underutilized commercial and industrial properties.

G3

Grow and connect the local business community and position it to be resilient in the face of changing economic conditions.

G4

Position the Town to attract more visitors and commercial tax revenue.

Economic Development Recommendations

Goal 1: Define Downtown in terms of its geography (e.g., Downtown Business District), appearance, branding, and function.

ED1-1

Create a Downtown planning/revitalization committee made up of residents, Downtown business owners, representatives from Town boards, and other stakeholders that will recommend the boundaries of Downtown, support the Town's Planning office, assist in proposing and overseeing plans to enhance the Downtown, and pursue Community Preservation Act funding and other funding sources to enable this enhancement.

Goal 1: Define Downtown in terms of its geography (e.g., Downtown Business District), appearance, branding, and function. (Continued)

- ED1-2** Explore potential acquisitions or land deals to appropriately scale the Downtown.
- ED1-3** Explore options for creating a fresh and cohesive identity or brand for the new Downtown area such as unified signage and facades, including wayfinding and marketing materials. Use signage to clarify the boundaries of the new Downtown.
- ED1-4** Conduct a parking study to assess and address parking activity and pedestrian issues in Downtown, and to plan for future needs.
- ED1-5** Explore the potential for repurposing 4 West Main Street (the Old Town Hall site) as an anchor for the Downtown. Conduct a feasibility study to identify options and recommendations.
- ED1-6** Undertake a study to explore the potential of designating Downtown as a Business Improvement District, which would create a special assessment district where property owners would agree to organize and finance services above and beyond those already provided by the Town.
- ED1-7** Look for opportunities to incorporate other public gathering places, such as the Town Common and Library, into the Downtown framework. Advance efforts to connect gathering places and businesses for improved walkability and accessibility.

Goal 2: Promote (re)development opportunities for vacant or underutilized commercial and industrial properties.

- ED2-1** Evaluate the need for, and ability to sustain, a dedicated economic development staff and/or Economic Development Committee to actively engage the Town's business community, promote the Town's economic attractiveness, and coordinate the Town's economic development efforts through a comprehensive Economic Development Plan.
- ED2-2** Consider engaging a real estate advisory firm and/or the Central Massachusetts Regional Planning Commission to create a redevelopment strategy for the Town's business districts. The strategy should incorporate analysis of appropriate uses, scale/dimension/design, as well as the infrastructure and services needed to support these redevelopments.
- ED2-3** Explore the potential for District Improvement Financing, Tax Increment Financing, and/or grants to attract private investment in the Town's business districts.
- ED2-4** Engage more proactively with landowners in the Town's industrial districts, taking advantage of the aggregation of the property interests and working collaboratively to both market and develop industrial-zoned sites.
- ED2-5** Explore the idea of fiscal impact assessments or mitigation funding from new developments that account for the development's added traffic, utility loads, etc. and utilize these funds for upgrades that are required to support the development or that benefit the community.

Goal 3: Grow and connect the local business community and position it to be resilient in the face of changing economic conditions.

- ED3-1** Identify and encourage opportunities to incorporate office or incubator like-concepts into under-occupied spaces.
- ED3-2** Use events and programming to feature local businesses. This can include markets, pop-up retail, and rotating restaurant programs.
- ED3-3** Work with existing community and business organizations to collectively increase visibility of the business community, and advocate for improvements in the business environment.

Goal 4: Position the Town to attract more visitors and commercial tax revenue.

- ED4-1** Explore the possibility of attracting hospitality uses to the Route 9 commercial node through market analysis and discussions with local operators.
- ED4-2** Encourage mixed-use development for appropriately positioned private land assets. Develop a strategy for the provision of public utilities, as necessary.
- ED4-3** For publicly-controlled sites such as the Westborough State Hospital in Northborough and the Boundary Street property, develop a master plan to address key needs to include economic development, housing, recreation, and other possibilities as appropriate.

[OSR]

Open Space & Recreation



Schunder's Field

Photo Credit: Bill Shelley

Open Space & Recreation

6

The term “open space and recreation” refers to conservation land, agricultural land, parks, recreation areas, and any other open area dedicated to conservation or recreation. These components are essential to a healthy and livable community as they provide opportunity for participation in a wide range of passive and active, outdoor and indoor recreational experiences, and offer a focus of community life along with significant environmental, social, and economic benefits. The Open Space and Recreation Element of the Master Plan offers a high-level inventory of the Town’s open space and recreation resources, and explores issues and needs related to the preservation and enhancement of these resources for public benefit.

Key Findings

- Northborough has an abundance of open spaces and recreation areas, with a majority owned by the Town and maintained by the Conservation Commission and Open Space Committee. These areas support a high quality of life for residents and provide economic benefits.
- The Town has leveraged the CPA, guided by the Community Preservation Committee, to successfully fund the protection and acquisition of its open spaces on numerous occasions since the CPA was adopted in 2004 and funding became available in 2006.
- Chapter 61 lands are prevalent in Town, protecting parcels in the forested, agricultural, and recreational tax categories and giving the Town first right of refusal.
- The Town has an active and appreciated Recreation Department that offers a variety of programming for persons of all ages and abilities – including persons with special needs.
- Existing field space is at capacity supporting youth activities. Additional field space expansion is necessary to accommodate adult recreational needs.
- The community has expressed interest in creating a designated off-leash dog park with connections to existing walking or hiking trails.

- The trail system within Northborough, maintained by the Northborough Trails Committee, is a popular Town asset.
- The Hudson Street Bridge is considered an iconic symbol of Northborough and the CPC desires to see it restored to enable pedestrian access and use for greater recreational activities.

Baseline Conditions Analysis

The Town of Northborough has a wide variety of open space and recreation resources within its approximately 18.5 sq. mi. (see **Figure 6-1** at the end of this chapter). These resources include forests, conservation land, trails, public parks, school parks, golf courses, and ponds and rivers. Stakeholders speak highly of the Town's commitment to acquiring and protecting open spaces and the quality and varied programming offered through the Town's Recreation Department. As noted in the most recent Open Space and Recreation Plan, the Town believes that open space and recreation make important contributions to the quality of life of residents. The Town also believes that these resources provide economic benefits, as research indicates that proximity to recreation and open space is one of the key factors in choosing the location of a small business.

According to the latest open space data available through MassGIS, there are approximately 3,250 acres of open space and recreation areas in Northborough. These lands have various ownerships including the Commonwealth of Massachusetts, the Department of Agricultural Resources, the Department of Fish and Game, the Town of Northborough, and private owners, although the majority are owned by the Town (approximately 24 percent).

A number of privately-owned parcels provide open space and opportunities for recreational and agricultural pursuits. These properties include the Tougas Family Farm, the Davidian Brothers Farm, the Berberian's Farm, Bigelow Nurseries, Indian Meadow Golf Club, Juniper Hill Golf Course, and the Northcourt Swim and Tennis. Altogether, there are approximately 700 acres of privately-owned open spaces. Some, but not all, of these properties are publicly accessible.

Northborough has partnered with the Towns of Berlin and Boylston to protect additional conservation land on Mt. Pisgah. It also partners with Southborough, Westborough, and Marlborough on the Boroughs Trail and creating access to the Wachusett Aqueduct Trail. The Town has the opportunity to work with Westborough on the Boston Worcester Airline Trail, which is a proposed multi-use path spanning several regional communities from Worcester to Framingham utilizing portions of the original Boston and Worcester Air Line Trolley route. Sudbury Valley Trustees, which owns conservation land in Northborough including the Sawink Farm and Cedar Hill, is another important conservation partner of the Town.

Some of the open space and recreation resources in Northborough overlap into neighboring communities including Mt. Pisgah in Berlin, the New England Forestry Foundation in Shrewsbury, and associated land with the Westborough State Hospital in Westborough. Additionally, the Shrewsbury Ridge, which has been designated a "distinctive" landscape by the Massachusetts Landscape Inventory, extends from Littleton

to the southern portion of Worcester County, and includes the Mt. Pisgah Conservation Area.

Community Preservation Committee

The CPA is a tool to assist in the protection and acquisition of open space, preservation of historic resources, and the creation of affordable housing. It was adopted by the Town in 2004 and the first round of funding became available in 2006. This has proven to be a successful tool in meeting the open space and recreation goals outlined in the Town's Open Space and Recreation Plan.

The Northborough Community Preservation Committee (CPC) is made up of nine members from various Town committees, including the Open Space Committee, the Conservation Commission, the Planning Board, and the Parks and Recreation Commission. The CPC is responsible for the CPA Fund and consults with Town departments on where and how the funds will be spent.

There have been 17 open space and recreation projects completed in Northborough with CPA funding between 2010, when the most recent Open Space and Recreation Plan was approved, and 2017, the latest year data is available. Projects primarily involved the acquisition of open space and the construction of new/improved recreation areas, as well as early planning for the new Town Common. As an example, in 2011, a 52-acre parcel on Green Street was purchased using \$807,000 of CPA funding to be conserved as an open space area. As another example, in 2013, \$7,000 of CPA funding was used to purchase the construction materials used to create new trails and repair existing trails in Town.

Open Space

According to the Massachusetts's Executive Office of Energy and Environmental Affairs, open spaces are comprised of "conservation land, recreation land, agricultural land, corridor parks and amenities such as small parks, green buffers along roadways or any open area that is owned by an agency of organization dedicated to conservation." There is an incredible amount of open space in Northborough for the benefit of the Town's environment and enjoyment of its residents. Approximately 170 acres of publicly-owned and accessible open space areas are available per 1,000 persons in the Town. This is far greater than the recommended standard of 10 acres per 1,000 persons set by the National Recreation and Park Association (NRPA).

Much of the open space in the Town is maintained by the Conservation Commission and the Open Space Committee. The work of the Northborough Conservation Commission involves development projects, wetland protection, and advising various Town boards on projects involving natural resources. The Open Space Committee is responsible for the identification and preparation of proposals for Town Meeting of properties to be acquired for open space and/or recreational use. The Open Space Committee also considers alternative methods for open space preservation (e.g., grants, donations, and conservation easements). The Trails Subcommittee of the Open Space Committee is responsible for maintaining the Town's existing trails network, as well as for identifying appropriate places to create and build new trails.

While much of the open space in Northborough is publicly-owned and accessible there remains potential issues regarding conservation of and access to privately owned land. A substantial number of acres in Northborough is protected under Chapter 61, including the forest, agricultural, and recreational tax categories. This ensures that the Town gets first right of refusal if a privately-owned parcel of land is put on the market. However, some of the farm property in the Town, including Berberian's Farm, is only protected due to the difficulty of developing the land and through the Wetlands Protection Act.

The Community Preservation Plan (2016) reviewed the two open space-related goals from the Open Space and Recreation Plan. These two goals were: 1) Preserve open space for the Town's overall benefit and 2) Improve community appreciation, understanding, active involvement and commitment to conservation. It was noted that Northborough residents place a high value on open space and support land conservation efforts, however, ongoing education is needed about how important this effort is to increase awareness among younger and future residents.

Recreation

The Town's Recreation Department is self-funded through its programming, which is extended to residents in neighboring towns such as Shrewsbury, Boylston, and Berlin. This programming covers activities for all ages and abilities (including special needs) and ranges from aquatics, to camps and clinics, to special trips planned throughout the year. The department offers its programs at facilities such as the Town's public parks and schools, the Town Hall Gym, the Northborough Free Library, the Northborough Community Gardens, and the Senior Center, among other locations.

The Northborough Parks and Recreation Commission maintains six public parks in Town. These are the Ellsworth-McAfee Sports Field, Assabet Park, Howard Street Recreation Area, Memorial Field, the parcel at 119 Colburn Street, and undeveloped areas off Valentine Road and Carriage Hill Road. The largest among these, Ellsworth-McAfee Park, features basketball courts, bocce courts, an exercise/walking track, a gazebo and pavilion, playing fields, a skateboard park, a volleyball court, and general field space.

There are plentiful areas in Town set aside for recreational activities that allow Northborough residents to engage in a variety of activities and actions should be taken to ensure this continues and grows. These areas provide space for both passive and active recreational pursuits and range in size from the four-acre Howard Street Recreation Area to the 186-acre Mt. Pisgah Conservation Area. Existing field spaces, however, are noted to be at capacity for youth programming and would need to be expanded to also accommodate adult recreational needs. In addition, the community has expressed interest in improving access to the Town's rivers, lakes, and ponds, as well as developing an off-leash dog park.

The Northborough trails system is a popular Town asset and is maintained by the Northborough Trails Committee. The trail system includes such sites as the Mt. Pisgah Conservation Area in Berlin and Northborough; the Edmund Hill Woods Area; Little Chauncy, Cedar Hill, and Sawink Farm Trail Areas; Watson Park Trails Area; Carney Park/Cold Harbor Trails Area; Carlstrom II Forest; Yellick Conservation Area; Stirrup Brook Trail; Assabet Park Trail with a story walk; Schunder's Field Trails; Aqueduct Trail; and the

Coyote Trail. Opportunities exist to expand this trail system; the Hudson Street Bridge, for example, is an iconic symbol of Northborough with an opportunity for restoration and use for pedestrian access and recreational activity.

In 2008–2009, Northborough conducted a Childhood Obesity Needs Assessment. This study included a sidewalk audit of streets immediately surrounding the Town’s schools; observations of parks and trails; and a questionnaire for parents, school principals, and other interested residents. Many persons who responded to the study requested that the Town’s Recreation Department provide additional programs on evenings and weekends. The study resulted in the development of a nine-point Strategic Plan, which included methods to increase the physical activity of Town residents, particularly children. Some aspects of the Strategic Plan that directly relate to open space and recreation resources are: to incorporate more non-traditional options for physical activity and to promote walkability between new and existing developments.

Open Space & Recreation Goals

G1

Maintain and expand opportunities for active recreation to residents of all ages and abilities. Active recreation activities such as baseball, soccer, and pickleball demand considerable exertion and often require significant infrastructure.

G2

Continue to create and maintain passive recreation opportunities throughout Town. Passive activities such as walking and hiking demand less exertion and resources.

G3

Promote public awareness and increased use of the recreational opportunities within the community.

G4

Better link existing open spaces and use these linkages to connect community assets and create a more walkable community.

Open Space & Recreation Recommendations

Goal 1: Maintain and expand opportunities for active recreation to residents of all ages and abilities. Active recreation activities such as baseball, soccer, and pickleball demand considerable exertion and often require significant infrastructure.

OSR1-1 Add more active recreational facilities outside of school grounds and provide lighting and other improvements for facilities where feasible to meet increasing teen and adult recreation needs. Evaluate the Boundary Street property as a possible location for the expansion of such facilities.

Goal 1: Maintain and expand opportunities for active recreation to residents of all ages and abilities. Active recreation activities such as baseball, soccer, and pickleball demand considerable exertion and often require significant infrastructure. (Continued)

- OSR1-2** Consider the development of a Town Dog Park.
- OSR1-3** Develop plans to improve facility maintenance.
- OSR1-4** Conduct feasibility analyses and capital planning for adding a turf field(s) in Town for active recreation use.

Goal 2: Continue to create and maintain passive recreation opportunities throughout Town. Passive activities such as walking and hiking demand less exertion and resources.

- OSR2-1** Strengthen trail connections among various trail networks as well as to key open space areas and community centers.
- OSR2-2** Increase public access to riverfront and water-based recreation opportunities.
- OSR2-3** Where possible, incorporate passive recreation opportunities into active recreation facilities.

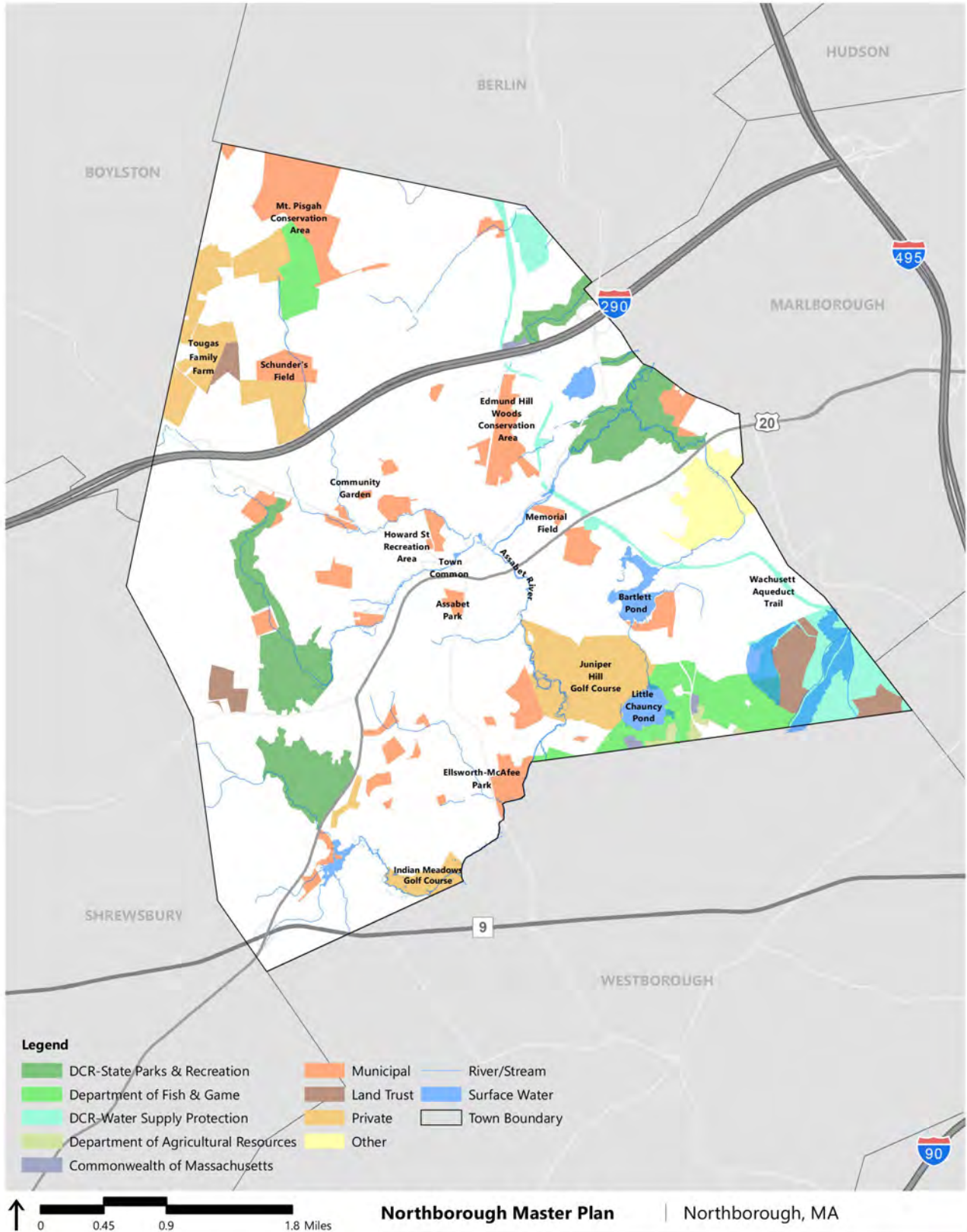
Goal 3: Promote public awareness and increased use of the recreational opportunities within the community.

- OSR3-1** Centralize information on recreation resources and opportunities for public access.
- OSR3-2** Promote one main community calendar that includes all Town-sponsored events, not just recreation-related events.
- OSR3-3** Increase awareness of the Community Preservation Committee and other very important efforts to preserve the character of the Town.

Goal 4: Better link existing open spaces and use these linkages to connect community assets and create a more walkable community.

- OSR4-1** Identify acquisition opportunities for parcels that provide/can provide key linkages among open spaces.
- OSR4-2** Integrate enhanced signage, visibility, and walkability at the Town's recreation facilities and trail heads into overall open space and recreation network improvements.
- OSR4-3** Identify opportunities to repurpose old infrastructure for trails development, such as the old trolley line and the Northborough Aqueduct Bridge, etc.
- OSR4-4** Ensure adequate preservation funding is available for open space acquisition as opportunity arises.

Figure 6-1 Open Space and Recreation Resources



Source: Town of Northborough, MassGIS, VHB

Open Spaces and Recreation Resources

[PFS] Public Facilities & Services



Public Facilities & Services

7

The Public Facilities and Services Element of the Master Plan aims to serve as a guide for decision-making regarding the Town's public buildings, infrastructure, and services. The ability to provide adequate services to community members requires both short- and long-term planning and actions. Effective capital planning and asset management policies are often challenged by limited revenue and government capacity. Prioritizing short- and long-term investment needs can help the Town meet the expectations of the community for public services.

Key Findings

- Reuse opportunities exist at 4 West Main Street (the Old Town Hall site), which the Town can reacquire in May 2022.
- The Town is planning for the replacement of its fire station at a new location, creating a redevelopment opportunity at the site of the existing fire station.
- The availability of parking can sometimes be a concern at the Northborough Free Library, particularly when programming is taking place.
- There is no direct access to the Northborough Free Library from Main Street.
- Additional flexible meeting and activity spaces are desired by members of the community, including at the Northborough Free Library or at a new community center.
- The Senior Center is a popular destination, but with the age characteristics of the Town trending older, considerations should be made to ensure this facility grows to accommodate increasing demand.
- Northborough's schools are cherished and supported by the community; the Peaslee School and Melican Middle School are aging and will require upgrades in the coming years.
- To accommodate future growth, the Town may need to increase its permitted wastewater treatment capacity at the Westerly Wastewater Treatment Plant in the Town of Marlborough.

- The Town was awarded Green Community designation by the State in December 2018, which offers funding for municipal energy efficiency and conservation projects.

Baseline Conditions Analysis

The municipal services that Northborough provides are fairly typical of Massachusetts towns. Many local government services qualify as “essential” regardless of whether the state mandates them. The Town’s services are listed in **Table 7-1**.

Table 7-1 Northborough’s Public Services

Department	Location	Department	Location
Accounting	63 Main Street	NEDP- Extended Day Programs	63 Main Street
Administration	63 Main Street	Police/EOC	211 Main Street
Assessors	63 Main Street	Public Works	63 Main Street
Board of Selectmen	63 Main Street	Recreation	63 Main Street
Building	63 Main Street	School Department	53 Parkerville Road, Southborough
Cable Access Television	79 Bartlett Street	Senior Center	119 Bearfoot Road
Animal Control	-	Town Clerk	63 Main Street
Economic Development	63 Main Street	Treasurer/Collector	63 Main Street
Engineering	63 Main Street	Veteran’s Agent	63 Main Street
Family & Youth Services	63 Main Street		
Fire Department	11 Pierce Street		
Library	34 Main Street		
Health Department	63 Main Street		
MIS/GIS	63 Main Street		
Planning	63 Main Street		

Source: Town of Northborough official website

Town Hall

The Northborough Town Hall at 63 Main Street occupies the former location of the Northborough High School built in 1930. This facility no longer meets the Town’s needs. For example, there is an inadequate amount of space to store the required hard copies of municipal documents such as maps and building plans. The Town is looking at expansion options that include renovating the current structure or locating to a different building.

Prior to moving to 63 Main Street, the Town's offices were at 4 West Main Street in a building constructed in 1867. During renovations in 1985, after the Town already vacated the space, a fire destroyed the building. A private investor subsequently replicated the façade of the historic structure in a new building, which is commonly referred to as the Old Town Hall site. The Town has the right to repurchase 4 West Main Street in May 2022 for \$10,000. The Town's repurchase right is one of the conditions established by the 1982 Town Meeting vote that authorized the sale of the property.

Police Department

The Northborough Police Department has 29 full time staff, including one chief, one lieutenant, five sergeants, one detective sergeant, 12 patrol officers, two detectives, one administrative assistant, one communications supervisor, five dispatchers, and one part-time custodian. The department currently includes the following units:

- Administrative & Community Services
- Patrol
- Detective
- Communications/Dispatch

The Police Department has a number of community initiatives, including D.A.R.E (Drug Abuse Resistance Education); the Are You OK? (RUOK) Program, a free and daily telephone call to check in the welfare of senior citizens and shut-ins; and the Office Phil Program, a personal safety program offered in Kindergarten through Grade 3. The Police Department also supports a number of community events.

Built in 1989, the Police Department building is a wood frame structure with three levels and six holding facilities. A new roof was installed in 2017, though the rest of the building needs renovations to keep up with technology driven demands as well as maintaining a state-of-the-art facility that accommodates best practices in multiple functional areas. Based on current demands, the Police Department is at its physical limits within the building and is expected to outgrow its footprint within the next several years.

In terms of its vehicle and equipment fleet, the Police Department manages 13 vehicles, four bicycles, a back-up generator for its headquarters, and miscellaneous emergency response equipment. The department has an annual capital plan for vehicle replacement.

Overall, the Police Department has the resources it requires to be able to meet the current need for services. In 2016, the Police Department provided 22,391 instances of police service, which included 10,578 self-initiated actions by officers such as traffic stops.

Anticipated future needs include hiring an additional investigator, one School Resource Officer for the elementary and middle schools, and an additional communications personnel. The department is in the formative stages of instituting a mental health response practitioner for crisis interventions.

Fire Department

Northborough's Fire Department currently has 22 career firefighters (full time) and 10 call firefighters (part time/on-call). It has one fire station, built in 1974. A new fire station has been proposed and is currently in the conceptual design stage. The Northborough Fire Station Building Committee is overseeing this effort. The preferred location at current – as voted on by the committee in January 2019 – is 61-65 West Main Street (with the inclusion of 10 Monroe Street).

The Fire Department currently manages the following fleet vehicles and equipment:

- Three engines;
- One ladder;
- One rescue;
- Three ambulances;
- Two forestry vehicles;
- Three general use light-duty trucks;
- One hazardous materials trailer;
- One all hazards trailers;
- One open space protection unit;
- One dive/rescue boat/ice rescue boat and trailer;
- One fixed diesel generator; and
- Various portable generators of varying capacities.

In 2017, the Fire Department responded to 2,321 Incidents, 1,297 inspections (i.e., mandatory inspections, fire safety inspections, oil burner inspections, propane inspections, fire detector/carbon monoxide inspections and various other inspections) and issued 1,103 permits. There are no major access issues in terms of the department's ability to respond to incidents or perform inspections.

Northborough Free Library

The Northborough Free Library was originally built in 1894 on land donated by Cyrus Gale Jr. to accommodate a growing collection. The building has been modernized since and is currently in overall good condition. Major interior renovations were performed in the 1960s and an addition was built in 1975. Further expansion was completed in 2009 to bring the building to 26,000 sq. ft. The 2009 addition included updating the building's mechanical equipment including all utilities, plumbing, heating, and HVAC, as well as data cabling and wiring for advanced technologies. With respect to potential constraints/opportunities for improvement at this building, Library representatives expressed an interest in working with the Town to provide access through the front door of the original library located on Main Street. Further, depending on the time of day and the number of programs or meeting taking place, adequate parking can become an issue.

The Library operates during the hours of Monday 12:00 to 8:30 PM; Tuesday and Wednesday 9:30 AM to 8:30 PM; and Thursday, Friday, and Saturday 9:30 AM to 5:00 PM. It has the equivalent of 10 full time employees, which includes part-time staff. In 2017, 172 volunteers worked approximately 1,942 hours at the Library.

The Library belongs to the Central/Western Massachusetts Automated Resource Sharing Library Network, joining in 1985. In 2017, excluding digital subscriptions and downloadable books and databases, the Library had the following resources in circulation:

- Printed Books: 138,052
- Printed magazines: 3,052
- Audios (music and audiobooks): 13,380
- Miscellaneous (passes, kits): 3,222

In addition to these holdings and circulation items, the Library also provides public access to computers and internet and loans out internet hotspots. Usage statistics from 2017 include:

- Meeting room and study room use: 1,053
- Number of registered borrowers: 10,558
- Number of library visits: 126,892
- Interlibrary loads received: 20,449
- Interlibrary loads provided: 13,693
- Number of wireless sessions: 10,257

Many groups use the Library for its freely available meeting spaces. Currently, there is a meeting room, a conference room, a children's program room, and two study rooms. There is a growing demand for such spaces and there may be an opportunity to expand them within the existing building in the future as the size of library collections nationwide are expected to decrease alongside increases in access to electronic books and resources. Relatedly, during the process of developing this plan, community members expressed an interest in exploring the possibility of designating a new community center.

The Library and the Friends of the Library provide programming on assorted topics. In 2017, 691 programs were held with an attendance of 16,680 persons. These programs are targeted to youth and adults, including those with physical, mobility, and transportation needs. In April 2017, the Library initiated a monthly Memory Café for those with dementia and other cognitive challenges and their caregivers. A part-time Outreach Services Coordinator is currently working with partners to provide outreach services to those who are unable to get to the Library.

Council on Aging/Senior Center

The Northborough Council on Aging (COA)/Senior Center building, located at 119 Bearfoot Road, opened in 2010 with 14,000 sq. ft. of space. It replaced a smaller, aging Senior Center that was only 2,700 sq. ft. The current building is located on over 4 acres of land, some of which is dedicated conservation and recreation space. Located about 2 miles north of Town Hall, the Senior Center is fully accessible and served by over 100 parking spaces and an appropriate number of handicap parking spaces according to Americans with Disabilities Act Standards for Accessible Design. The architectural design incorporates bright airy spaces and sweeping views of the patio, pond, and woods to support a positive user experience. The building is in good condition.

Staff at the Senior Center include a Bistro Manager (the Bistro @119), Front Desk Coordinator, Program Coordinators, and a Computer Instructor that are paid through revenues collected at the facility. Nearly 100 volunteers perform office work, front desk reception, register people for classes, lead activities, and prepare/serve food.

The COA offers a range of programming that promotes health and wellness. Examples of this programming include a wellness clinic, free blood pressure and hearing clinics, and a low vision support group; various classes and workshops focused on topics such as origami, photography, traditional rug hooking, and jewelry making; and fitness programs, among others. Relatedly, Northborough has begun discussions about supporting elderly-friendly communities as part of the larger MetroWest Moves program. This regional program encourages people to engage in healthy eating and active living.

School District

Northborough residents have traditionally supported their public schools and worked hard to ensure that children in the Town receive an exceptional educational experience. The Town, through the Northborough School Department, operates four public elementary schools (Grades K through 5) and one middle school (Grades 6 through 8). The Algonquin Regional High School (Grades 9 through 12) is also located in Town. As of October 2, 2017, over 1,600 students from Northborough were enrolled in the Town's five public schools with an additional 873 students enrolled at the high school (representing 59 percent of all students enrolled at the high school).

All 142 teachers in the Town's public schools and all 107 at the regional high school are highly qualified and licensed in Teaching Assignment. The District Leadership and Administration includes the School Committee, the Office of the Superintendent of Schools, the Office of Student Support Services, the Business Department, the Office of Human Resources, and the building principals. The Northborough School Department operates the buildings in which the elementary and middle schools reside, including:

- Lincoln Street Elementary (Lincoln Street School);
- Marguerite E. Peaslee Elementary (Peaslee School);
- Fannie E. Proctor Elementary (Proctor School);
- Marion E. Zeh Elementary (Zeh School); and

- Robert E. Melican Middle School (Melican Middle School).

The Northborough-Southborough Regional School District operates the Algonquin Regional High School, which has the following fiscal year 2018-2023 proposed capital improvements:

- Small performance theater sound system/hearing impaired;
- Entry access, security alarm and infrastructure repairs;
- Main boiler heating system repair;
- Eye wash infrastructure improvement;
- Art Department photo lab sink;
- CCTV surveillance system upgrade;
- Main computer room UPS upgrade;
- HVAC replacement;
- Redundant domestic hot water boiler;
- Outward Bound course design change; and
- Phone system upgrade.

Since 1995, the Lincoln Street, Proctor, and Zeh Schools and the Algonquin Regional High School have all undergone significant renovations. The Peaslee School (a 1960's-built twin of the Lincoln Street School) and the Melican Middle School are due for similar upgrades, which will be costly and require coordination with and approval by the Massachusetts School Building Authority to qualify for partial reimbursement of design/construction costs. The specific timeframes for these projects have not been decided. Otherwise, as reported by representatives of the Northborough School Department, given the current funding streams and projected enrollments, the District can meet current demands and anticipated future needs.

Public Works

The Department of Public Works is staffed by 19 full-time employees plus seven part-time seasonal employees across six divisions responsible for the maintenance of Northborough's infrastructure and public facilities. The divisions within the Department, along with their associated staff, include:

- **Administration:** Public Works Director, Assistant Director, and two Administrative Assistants
- **Highway:** Highway Superintendent, Mechanic, two Highway Supervisors, six Heavy Equipment Operators, and one Light Equipment Operator
- **Parks:** (Maintained by the Highway Division)
- **Cemetery:** (Maintained by the Highway Division)
- **Water:** Water/Sewer Supervisor

- **Sewer:** Three Water/Sewer Operators

The Department of Public Works maintains the following fleet vehicles and equipment:

- Street sweepers
- Skid steer
- Stump grinder
- Loader
- Wing mower
- Backhoes
- Excavators
- Utility tractor
- Variety of trailers
- Pipe jetter
- One-ton dump truck with plow and hot box
- One-ton dump trucks with plows
- Brush chipper with chip truck
- One-ton pick-up trucks with plows
- 40,000-lbs. gross vehicle weight dump trucks with spreaders and plows
- Valve turner
- Sidewalk plows
- Roadside tractor

The Administration Division is responsible for providing continuous coordination to all other divisions within the Department to ensure that all the functions of the Department are carried out completely and efficiently. The Public Works Director is also the Tree Warden. The offices of the Department of Public Works are located in the Town Hall at 63 Main Street.

The Highway Division is responsible for all repairs, street openings, new construction of public ways, sidewalk construction and repair, drainage, snow removal, and other matters having to do with the proper maintenance and development of the Town's road system. The Parks Division maintains and develops public playgrounds and parks; these employees generally fall within the Highway Department. The public burial grounds of the Town are maintained and operated by the Cemetery Division – whose employees also fall within the Highway Division. The Town's Highway Garage is located at 190 Main Street

The Water and Sewer Divisions are operated as enterprise funds allowing the cost of services to be recovered through user service fees. Approximately 80 percent of the Town receives water from the public water supply system. The Groundwater Advisory Committee, made up of five members, aims to protect, preserve, and maintain the existing and potential groundwater supply and groundwater recharge areas. The Town's Water/Sewer Garage is located at 200 School Street.

Northborough's drinking water supply, purchased from the Massachusetts Water Resources Authority (MWRA), comes from the Quabbin Reservoir (65 miles west of the City of Boston) and the Wachusett Reservoir (35 miles west of the City of Boston). The Town has four municipal water supply wells that are all off-line and for emergency use only. The Northborough Water Division distributes the water and manages approximately 63 miles of distribution pipeline, 575 hydrants, and about 4,168 accounts as of calendar year 2016. Routine maintenance includes flushing portions of the system and performing annual leak detection. The Town recently conducted a Town-wide initiative to replace all water meters to enhance meter reading productivity.

Northborough's sewage and wastewater collection system consists of 30 miles of pipe and nine pump stations that service approximately 30 percent of the Town's population. The pump stations discharge to the Westerly Wastewater Treatment Plant in the Town of Marlborough, which has a permit capacity of 2.9 million gallons per day (mgpd). In 1970, the Town of Northborough entered into the first of two twenty-year agreements with Marlborough for 800,000 gpd. While Northborough's sewer network has grown since the first agreement, the Town's capacity at the Marlborough Westerly Plant has not changed. To service the entire Town of Northborough, the Town would need 1.5 million gallons of sewer capacity per day, which is 700,000 gallons more than they are permitted. Accordingly, the Town's wastewater treatment capacity needs to increase to serve the community's needs and to support economic growth.

The Town holds and complies with a Municipal Separate Stormwater Systems (MS4) General Permit that regulates water pollution by stormwater runoff. A public storm drain network including approximately 1,453 catch basins. Stormwater catch basins are cleaned on an annual basis. In addition to maintaining compliance, the Town strives to provide public education on stormwater pollution and proper handling of hazardous materials.

The Town hires a third-party vendor for curbside trash (or municipal solid waste) pick-up and recycling services, which are offered to residents only. Residents must participate in the Pay-As-You-Throw trash program to receive recycling collection. This program requires residents to pay for trash bags, thereby providing an incentive to recycle more. Trash is picked up weekly, while recycling is provided on a bi-weekly basis. Once a year, the Town holds a "Take It or Leave It Day" in the Spring at the Highway Garage for residents to dispose of household goods, cardboard, metal, hard plastics, and Styrofoam for recycling. In the Fall, the Town hosts a Hazardous Waste Day and accepts drop-offs for a nominal fee. Yard waste is accepted at the Highway Garage for no fee. Since the Pay-As-You-Throw program began in January 2003, trash tonnage has fallen from about 4,600 tons per year to a steadier 2,000 tons since the middle of 2015.

The primary needs of the Department as identified by the Public Works Director are:

- The implementation of the first year of physical improvements associated with the sanitary sewer inflow and infiltration elimination program (FY2018 budget);
- Improvements to the sanitary sewer pump stations (FY2018 budget);
- The renovation and expansion of the Highway Garage (FY2018 budget);
- The Water/Sewer Garage Addition Study/Design (FY2018 budget);
- The expansion of wastewater treatment capacity to support future growth and development; and
- A need to meet current and anticipated demands at the Cemetery (the Town will reach capacity in 25 years – 1,500 plots remain).

To guide its ongoing activities and services, the Department of Public Works has a six-year capital plan that is updated every year, a Water and Sewer System Master Plan, a Pavement Management Plan, a Guardrail and Culvert Inventory and Assessment, and an Equipment Fleet Maintenance Plan.

Department of Health

The Northborough Health Department develops and implements programs to protect citizens from infectious diseases and environmental health hazards. Like other parts of Massachusetts, there is some substance abuse/opioid issues, underage drinking, and vaping. Of particular concern is the demand for mental health professionals and programs, which currently outweighs available resources. Students at all four local elementary schools, the middle school, and the regional high school have shown high levels of anxiety, depression, stress, and self-destructive behaviors. There is a program in place to help students transition back to a school environment after psychiatric hospitalization, but there is a backlog of patients waiting to speak with mental health clinicians. A strong sense of community supported by the Town's schools, Town Departments, clergy, and volunteer community organizations has been integral to helping Northborough through these and other troubling issues.

Sustainability/Resiliency

Northborough was awarded Green Community designation in December 2018 under the State's Green Community Designation and Grant Program. Program participants pledge to establish renewable energy development standards and expedited application and permitting procedures, establish an energy use baseline for municipal buildings and facilities and cut associated energy use through the adoption and implementation of an Energy Reduction Plan, purchase fuel-efficient vehicles, and adopt stricter energy consumption codes for buildings (i.e., the Massachusetts' Board of Building Regulations and Standards Stretch Code [780 CMR 115.AA]). Through designation, the Town is eligible for nearly \$150,000 in grant funding to reduce its energy consumption and associated emissions.

Other sustainability accomplishments of the Town include:

- The provision of informational material on energy and water conservation to residents encouraging them to make smarter, more sustainable consumption choices;
- Municipal energy efficiency projects such as the phased retrofitting of light fixtures at the Police Department with LEDs and the replacement of the boiler at the Zeh School with a more efficient model;
- The new addition to the Lincoln Street School which emphasized low-emitting materials, energy efficiency, water efficiency, pedestrian/bike/human powered transportation, stormwater management, and recycling in its design;
- The installation of a geothermal system that heats and cools the Senior Center; and
- The institution of policy that encourages the municipality to use and purchase recycled and environmentally preferable products and services.

Resiliency

From 2017 to 2018, a select group Town staff were engaged in an update to the Town's hazard mitigation plan. The most significant hazards identified during this planning process were flooding, severe snowstorms/ice storms/Nor'easters, hurricanes, and severe thunderstorms/wind/tornadoes. The *Hazard Mitigation Plan Update* also identified how

changing climate conditions will impact these hazards. Consistent with State projections, Northborough expects precipitation to increase 6 to 14 percent by mid-century with an increased frequency of flooding. Snowfall will gradually be reduced as temperatures rise. Hurricanes may become more frequent and associated flooding is expected to increase by mid-century. The increase in temperatures is also expected to continue to spur more severe weather including thunderstorms and damaging wind. The *Hazard Mitigation Plan Update* provides a range of mitigation actions to address infrastructure, preparedness actions, education, and local planning activities.

In support of the Town's efforts to guard against natural disasters, specifically those affiliated with climate change, the Town was awarded a planning grant in April 2019 through the State's Municipal Vulnerability Preparedness (MVP) program. This grant will go toward the completion of a community-based workshop process that will identify key climate-related hazards, vulnerabilities, and strengths, as well as develop and prioritize adaptation actions/projects. Once this planning phase is complete, the Town will be eligible for action grant funding to implement priority on-the-ground projects.

Public Facilities & Services Goals

G1

Develop plans to improve key public facilities and infrastructure to support the Town's operations and to meet the community's current and future needs.

G2

Ensure Town departments have the capital assets and staffing necessary to meet the needs of the community today and tomorrow.

G3

Incorporate sustainable development and renewable energy into municipal buildings and amenities.

G4

Continue to support an excellent educational system.

Public Facilities & Services Recommendations

Goal 1: Develop plans to improve key public facilities and infrastructure to support the Town's operations and to meet the community's current and future needs.

PFS1-1 Identify the need and potential grants for expanding water/sewer infrastructure.

PFS1-2 Gauge the quality of municipal services and identify opportunities for improvement.

PFS1-3 Participate in the State's Municipal Vulnerability Preparedness (MVP) program to begin the process of improving the Town's key infrastructure for climate change resiliency.

PFS1-4 Include future growth projections into updates of existing Town plans.

Goal 1: Develop plans to improve key public facilities and infrastructure to support the Town's operations and to meet the community's current and future needs. (Continued)

PFS1-5 Develop specific plans to reuse, repurpose, or share space at municipal buildings.

PFS1-6 Continue to improve the timeliness of content and ease of use of the Town's website, and expand access to information by including modernized social media platforms.

Goal 2: Ensure Town departments have the capital assets and staffing necessary to meet the needs of the community today and tomorrow.

PFS2-1 Maintain and publicize emergency response plans to prepare the Town and its residents for a range of disasters, man-made and natural.

PFS2-2 Consider modernizing the Town-wide communication network over time, as needed.

PFS2-3 Periodically reevaluate staffing and facilities to ensure adequate levels to support the Town's administration and services.

Goal 3: Incorporate sustainable development and renewable energy into municipal buildings and amenities.

PFS3-1 Leverage the Town's Green Community Designation to obtain financial and technical support from the State to perform additional energy-related initiatives and consider the creation of a sustainability committee.

PFS3-2 Install solar photovoltaic panels at municipal facilities, where and when possible. Update the solar feasibility study for the Town's school buildings.

PFS3-3 Inventory the Town's greenhouse gas emissions to identify and quantify the sources of such emissions and to begin the process of reducing them.

Goal 4: Continue to support an excellent educational system.

PFS4-1 In conjunction with the School Department, and in line with other Public Facilities and Services and Housing goals, compile and analyze enrollment projections from the New England School Development Council, U.S. Census data, other sources, etc.

PFS4-2 Conduct a feasibility study of usage and grade span configuration to identify an educational model that supports teaching and learning and aligns with projected enrollments and strategic planning goals for the schools and Town.

PFS4-3 Continue to support effective and positive collaboration between the School Department and Town to identify future needs, plan for and fund projects related to the school district's capital improvement plan, strategic plan, and operating budget.

PFS4-4 In conjunction with PFS3-2, continue to explore the feasibility of incorporating energy conservation and efficiencies at school buildings and sites.

PFS4-5 Continue to lobby the State for adequate funding from the Special Education Circuit Breaker and regional school transportation funding programs.

[T]

Transportation



Route 20 at Hudson Street

Photo Credit: Landwise

Transportation



Transportation infrastructure serves as the backbone of a community, connecting its residents to businesses, cultural resources, and neighboring areas. The Transportation and Circulation Element provides an overview of the existing transportation network as well as identifying strategies on how to enhance the transportation infrastructure and network for a more cohesive community where people enjoy moving within and in/out of the Town via different modes of transportation.

Key Findings

- The highways traversing or proximate to Northborough offer good regional transportation access and mobility.
- A relatively significant share of persons both live and work in Northborough, providing an opportunity to shift mode share of daily commutes from automobiles to more environmentally desirable modes such as bicycling.
- Major corridors lack adequate pedestrian and bicycle accommodations such as consistent, well maintained sidewalks and on- and off-road bike paths.
- Connectivity could be improved between Downtown and adjacent residential areas and other Town assets through a more consistent sidewalk network.
- Several intersections in Northborough experience higher crash rates than others including, but not limited to, Main Street and Church Street/Pierce Street.
- There is no direct passenger rail service to Northborough or convenient connections to such services in neighboring communities, or fixed bus service.
- Though the Town has a contract with WRTA to provide transportation services for seniors and persons with disabilities, this service currently operates only on weekdays during limited hours.

Baseline Conditions Analysis

Existing Transportation System

The transportation system within the Town of Northborough varies dramatically from tight-knit residential streets that are typical of many suburban communities to the higher volume corridors that provide regional connections to other communities and regions. These roadways can be referred to as interstates, arterials, collectors, and local roadways. Each contributes toward creating a street “hierarchy,” whereby each type of street should promote a combination of access and/or mobility. **Figure 8-1** (located at the end of this chapter) provides a graphical view of the Town’s roadway network and how it interacts with the various zoning districts within the Town.

Northborough is within driving distance of the City of Boston (40 miles), City of Worcester (12 miles), and City of Providence in Rhode Island (50 miles). The Town also has central access to many of the regional highways, with I-290, Route 20, and Route 9 all traversing the Town, and I-495 located to the east. The highways in the community offer good regional transportation access and mobility including:

- **Interstate 290:** a limited access highway that provides east-west regional access between Interstate 495 and the City of Marlborough to the east and Worcester to the west. Interchanges 24 and 25 are located within Northborough, providing access to Church Street and Hudson Street, respectively.
- **Route 20:** a principal arterial that bisects the Town and provides east-west mobility within the Town and the region. This roadway serves as the principal access to the Town’s retail and commercial areas.
- **Church Street:** a minor arterial located on the north side of Town that provides north-south mobility and access to many residential neighborhoods, as well as serving as the main access from I-290 to Route 20.
- **South Street:** a minor arterial roadway on the southerly side of Town that provides north-south mobility between Main Street (Route 20) to the north and Route 9 to the south.
- **Hudson Street:** a minor arterial roadway that provides north-south mobility between Marlborough to the east and the Downtown to the west.

Overall, there are approximately 130 miles of roadway within the Town, of which 76 miles are maintained by the Town and 21 miles are maintained by MassDOT, with the remaining mileage consisting of private ways.

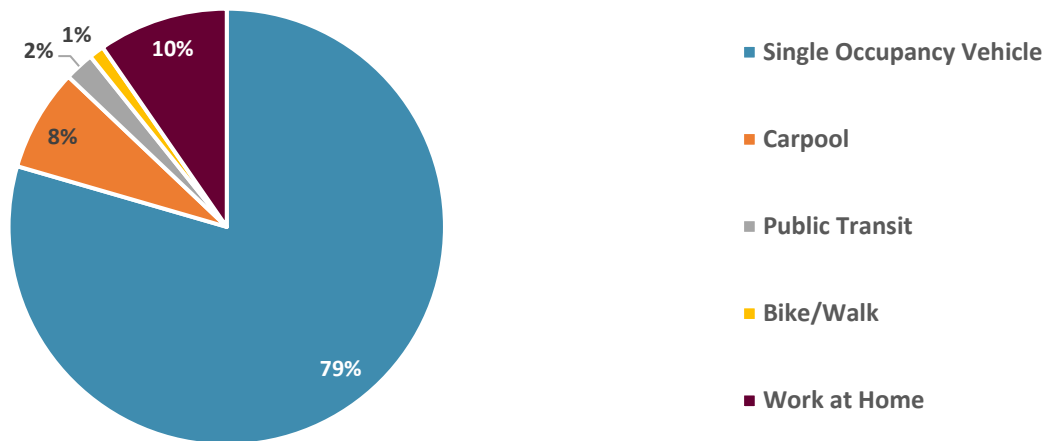
Modes of Travel

To gain a better understanding of how people move within and through Northborough, the mode share for commuters (or workers) was reviewed. **Figure 8-2** provides a breakdown of the mode split data provided by the U.S. Census Bureau.¹³ Based on the

¹³ Mode share data based on U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates (<http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>)

available information, the overwhelming majority of Northborough’s working age population (87 percent) relies predominantly on the automobile, be it driving alone or carpooling, to get to and from work. Public transit makes up the next most popular means of commuting (2 percent combined). Commuters that walk or bike to work make up a combined 1 percent of the working population. Approximately 10 percent of Northborough residents work from home.

Figure 8-2 Means of Transportation



Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

Since the mode share heavily favors the automobile, it is important to also get an understanding of the commuting patterns for both residents of Northborough and for workers of Northborough-based employers (see **Table 8-1**).

Table 8-1 Census Journey-to-Work Data for Northborough Residents and Employees

Location of Employment ¹	Percent of Residents	Percent of Workers	Location of Residence
Worcester	10.5%	16.4%	Worcester
Northborough	9.3%	7.9%	Northborough
Marlborough	9.0%	6.1%	Shrewsbury
Boston	6.2%	3.2%	Marlborough
Westborough	6.0%	2.5%	Westborough
Framingham	5.7%	2.0%	Grafton
All Other Locations	53.3%	61.9%	All Other Locations

Source: U.S. Census Bureau, OnTheMap Application 2015 Journey-to-Work Data

Approximately 9 percent of Northborough residents surveyed work in Northborough, while 8 percent of Northborough-based employees surveyed live within the Town. Given the substantial portion of individuals that both live and work in the Town of Northborough, the potential exists to substantially reduce the number of commuting trips made via automobile. While the existing mode share within the Town leans heavily towards the

automobile, targeted transportation improvements could be made that would promote travel by other modes.

Pedestrian and Bicycle Accommodations

Pedestrian and bicycle mobility are an important part of any transportation plan, as providing better access for non-motorized alternatives and encouraging these modes will help reduce congestion and the overall number of vehicle miles traveled (i.e., the total number of miles traveled in a vehicle in an area over a certain period of time), and resultantly improve local and regional air quality.

Pedestrian Access

The Town has approximately 37 miles of sidewalks. As illustrated in **Figure 8-3** (located at the end of this chapter), most of these sidewalks are located in the Downtown area and along Route 20, with others scattered through the Town's various residential roadways. The ability of Northborough residents to commute and accomplish other errands via walking is limited once they leave the Downtown area. It should also be noted, that while sidewalks may be present, they are not necessarily in walkable condition as many are extremely narrow and show signs of significant wear.

It was previously stated that approximately 1 percent of residents in Northborough walk or bike to work; therefore, it is important to maintain and provide new sidewalks so that this number can increase. Maintaining sidewalks is also important to provide increased independence for populations less likely to have access to personal vehicles including the elderly and at-risk populations (e.g., low-income, persons with disabilities). Just as important as sidewalks, pedestrian crosswalks and handicap accessible ramps need to be reviewed.

According to a 2010 study prepared by the Metropolitan Area Planning Council (MAPC), the average household in the Commonwealth drive more than 75 miles per day; which is based on data from over 149 cities and towns. This study identified Northborough as a town where residents travel at a slightly higher rate than the average community surveyed. The average daily vehicles miles traveled for residents of Northborough was between 75 and 100 miles per day. Per the same study, residents of Northborough have a round-trip commute of between 20 and 25 miles, on average. Non-commuting trips (i.e., errands, pleasure trips, etc.) made by Northborough residents, of which there could be several per day, typically range from 1 to 8 miles per trip on average.

Bicycling

Bicycle facilities can generally be classified as on-road (i.e., bicycle accommodating shoulders, bike lanes, etc.) or off-road (i.e., bike and/or mixed-use paths). Northborough does not have any dedicated off-road bike paths. The on-road bicycle facilities are primarily limited to main roadways where wide shoulders are provided, such as Main Street.

Roadway Safety

Providing a safe transportation network is critical for multiple reasons beyond limiting injuries and damage to personal property. Unsafe roadways and intersections can result in

dividing lines within a community as well as keeping outside travelers from using Town roadways and thus limiting potential tourism and business growth.

Why Do Crashes Happen?

Rear-end collisions are often a result of congestion or vehicles stopping to allow vehicles to enter the mainline of traffic from a street or a driveway; also called “courtesy crashes.”

Angle type collisions typically occur when there are high side-street volumes trying to enter the mainline traffic stream.

Sideswipe collisions are often a result of on-street parking or vehicles attempting to pass vehicles attempting to turn into side streets or driveways

Numerous studies, conducted by both public and private entities, have looked at existing safety concerns at various locations within Northborough. Most recently, MassDOT identified areas in the Town that are high crash cluster locations using data from 2013 through 2015.¹⁴ These clusters have been identified as part of MassDOT’s Highway Safety Improvement Program (HSIP)¹⁵ in conjunction with the Federal Highway Administration (FHWA). The following four locations were identified; which are illustrated in **Figure 8-4** (located at the end of this chapter):

- Interstate 290 and Solomon Pond Road (Interchange 25);
- Belmont Street (Route 9) and Southwest Cutoff (Route 20);
- Main Street (Route 20) and Bartlett Street; and
- Main Street (Route 20) and Church Street/Pierce Street.

In addition to providing a summary of the high crash locations in Town identified by MassDOT, Town-wide crash data from the MassDOT database for the most recent five years (2011 through 2015) available were reviewed. This review focused on crashes along major corridors. Per the MassDOT database, approximately 1,720 crashes occurred on roads within the Town of Northborough between the years of 2011 and 2015 (an average of approximately 350 crashes per year). Approximately 70 percent of these crashes occurred on Interstate 290, Route 9, Route 20, or Route 135. Some highlights from these data include:

- There were 3 fatal crashes during the five years reviewed, two of which occurred on Interstate 290. The third was a single-vehicle crash that occurred on South Street.
- Approximately 20 percent of the total crashes resulted in injury.
- There were 21 crashes involving pedestrians and bicycles Town-wide during the period reviewed.

¹⁴ MassDOT Top Crash Locations map application www.services.massdot.state.ma.us/maptemplate/TopCrashLocations/

¹⁵ Massachusetts Strategic Highway Safety Plan (<http://www.mhd.state.ma.us/default.asp?pgid=content/traffic/shsp&sid=level2>)

Public Transportation

Passenger Rail Service

There is no direct passenger rail service to Northborough. The closest Massachusetts Bay Transportation Authority (MBTA) Commuter Rail station is located on Smith Parkway in Westborough, which is an approximately 10-minute drive from the Downtown area of Northborough. The Westborough Station is located on the MBTA's Worcester Line, which provides service between South Station in Boston and Union Station in Worcester, with stops in Newton and Framingham along the way. MassDOT and the MBTA are currently considering the feasibility of installing a second commuter rail platform at Worcester's Union Station, which would allow for increased service along the Worcester line.

Bus and Para Transit Service

There is no fixed route bus service in Northborough, though the Town has a contract with WRTA to provide transportation services for seniors and persons with disabilities. This van service currently operates only on weekdays during limited hours, though there is interest in expanding it to run during evening hours and on weekends. In addition to this service, the WRTA provides door-to-door para transit service for eligible residents of its member communities, which includes Northborough.

Transportation Goals

G1

Become a bicycle and pedestrian-friendly community by expanding existing bicycle and pedestrian facilities and improving connectivity.

G2

Improve Town-wide traffic flow and safety.

G3

Work with the Worcester Regional Transit Authority, neighboring communities, and the Senior Center to explore ways to enhance public transit within Town.

G4

Plan for the future of transportation and how potential changes may impact Northborough's transportation network.

Transportation Recommendations

Goal 1: Become a bicycle and pedestrian-friendly community by expanding existing bicycle and pedestrian facilities and improving connectivity.

- T1-1** Develop signed bike routes throughout Town.
- T1-2** Participate in the State’s Complete Street Program to improve the bikeability and walkability of local streets.
- T1-3** Examine and identify key locations in Town for additional sidewalk improvements, focusing on pedestrian-oriented destinations (i.e., schools, parks, trails, etc.).
- T1-4** Replace existing pedestrian crosswalks with high visibility crossings to help facilitate pedestrian connectivity.
- T1-5** Develop a plan to upgrade all existing pedestrian facilities as appropriate to meet current accessibility standards.

Goal 2: Improve Town-wide traffic flow and safety.

- T2-1** Work with the Massachusetts Department of Transportation to conduct Road Safety Audits (RSAs) at problematic intersections in Town.
- T2-2** Identify the need for and implement traffic calming measures in compliance with federal and state laws and regulations.
- T2-3** Evaluate opportunities for routes alternate to Main Street to help reduce congestion in the Downtown and foster development opportunities.
- T2-4** Where feasible, when improving roadways, work with the Massachusetts Department of Transportation or Massachusetts Division of Fisheries and Wildlife to improve culverts to allow for wildlife passage and reduce wildlife-related traffic incidents.

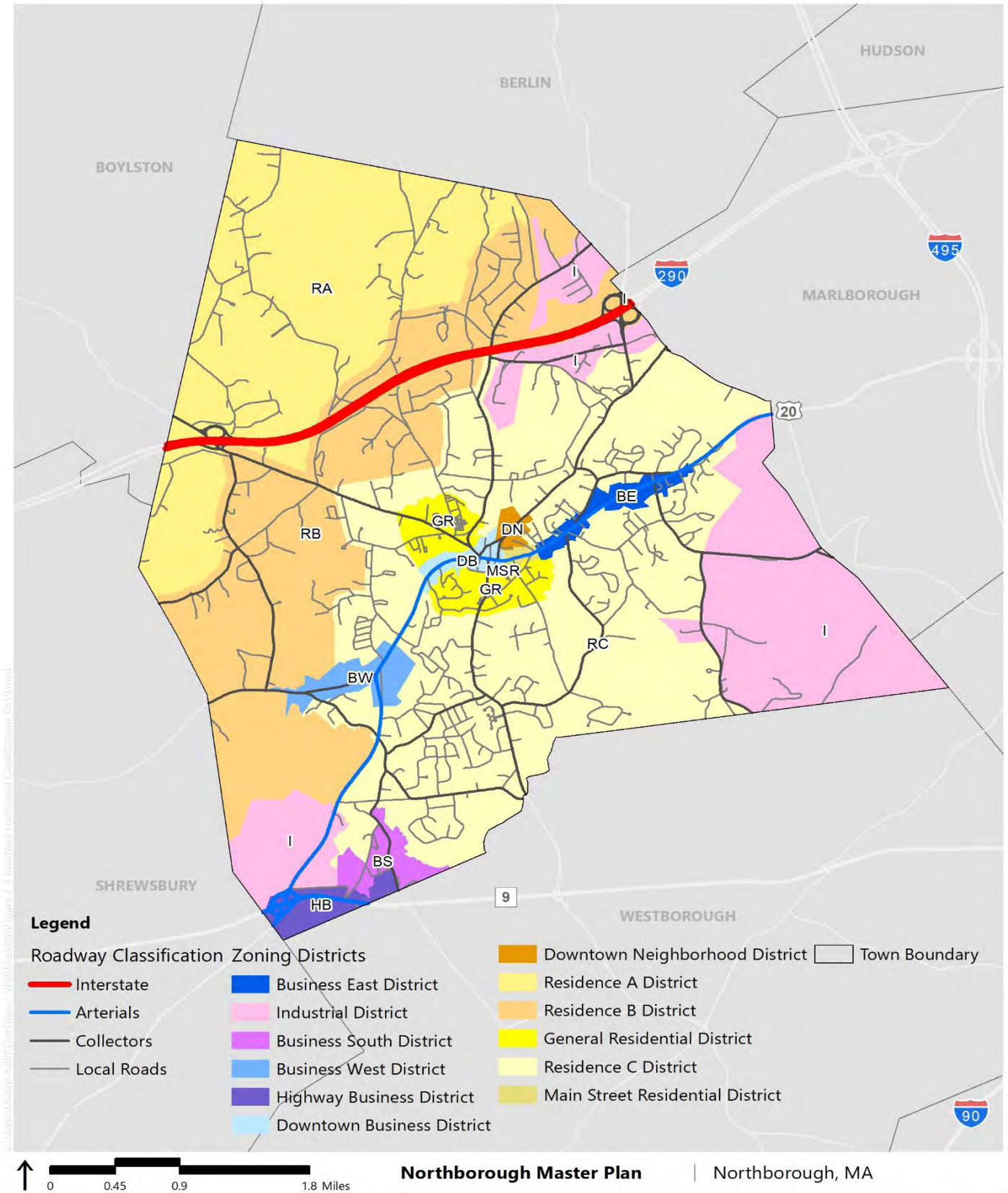
Goal 3: Work with the Worcester Regional Transit Authority, neighboring communities, and the Senior Center to explore ways to enhance public transit within Town.

- T3-1** Investigate/evaluate the potential for the senior and special needs van service to run on a regular schedule, including during evening hours and weekends.
- T3-2** Investigate/evaluate the feasibility of providing a shuttle between the town center and/or Northborough Crossing and the Westborough Commuter Rail Station.

Goal 4: Plan for the future of transportation and how potential changes may impact Northborough’s transportation network.

- T4-1** Evaluate the feasibility of implementing an adaptive signal system on Main Street to minimize congestion.
- T4-2** Provide electric charging stations in public parking areas.
- T4-3** Evaluate the feasibility of implementing a private/public partnership to develop a community-driven rideshare program.
- T4-4** Look for opportunities to coordinate with neighboring communities to provide a commuting shuttle to Metro-Boston employment destinations.
- T4-5** Support training for Town staff and the Department of Public Works to understand how to plan for autonomous vehicles and advancements in traffic systems.

Figure 8-1 Roadway Functional Classification



0 0.45 0.9 1.8 Miles

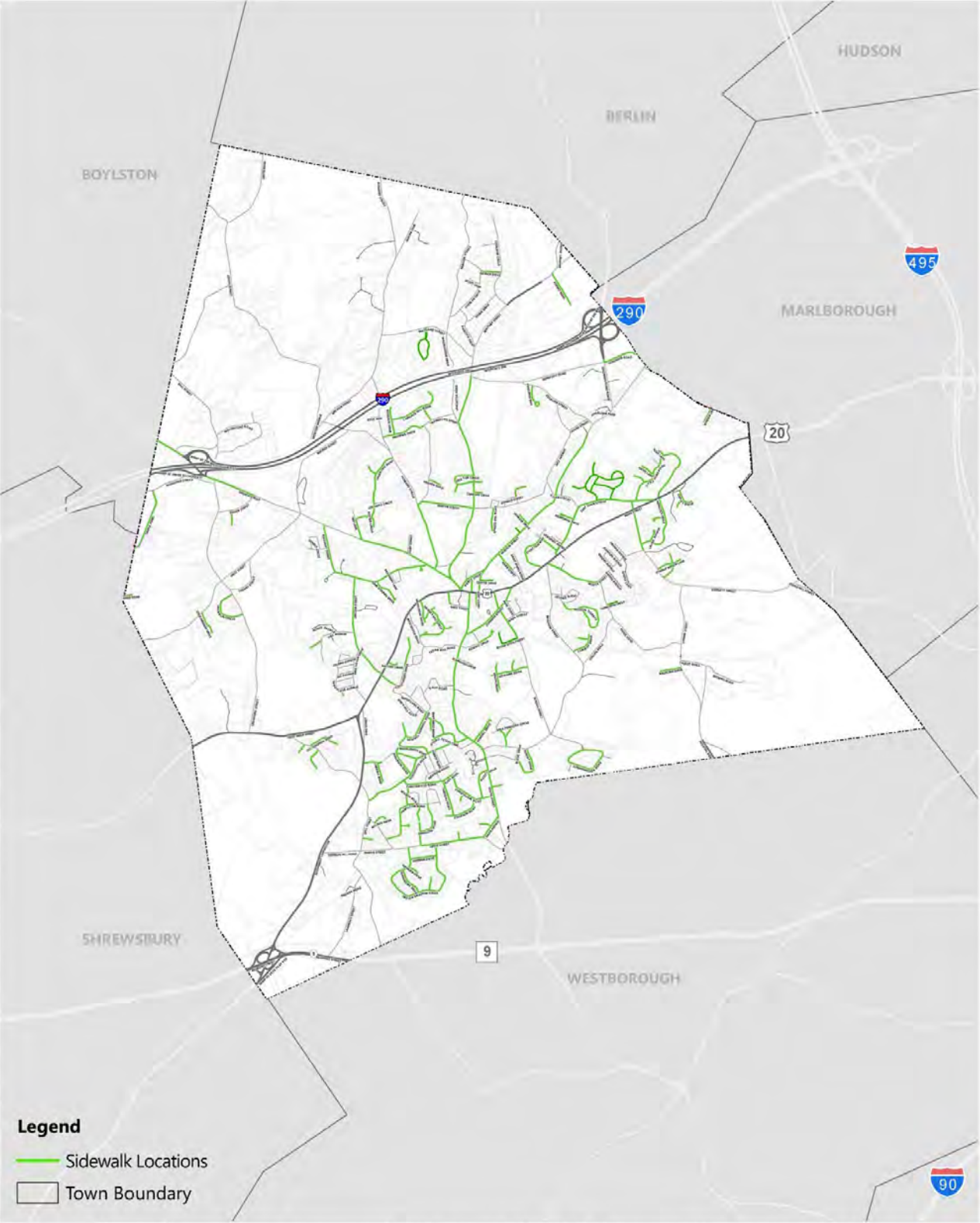
Northborough Master Plan

Northborough, MA

Source: MassGIS, VHB

Roadway Functional Classification

Figure 8-3 Roadways and Sidewalks

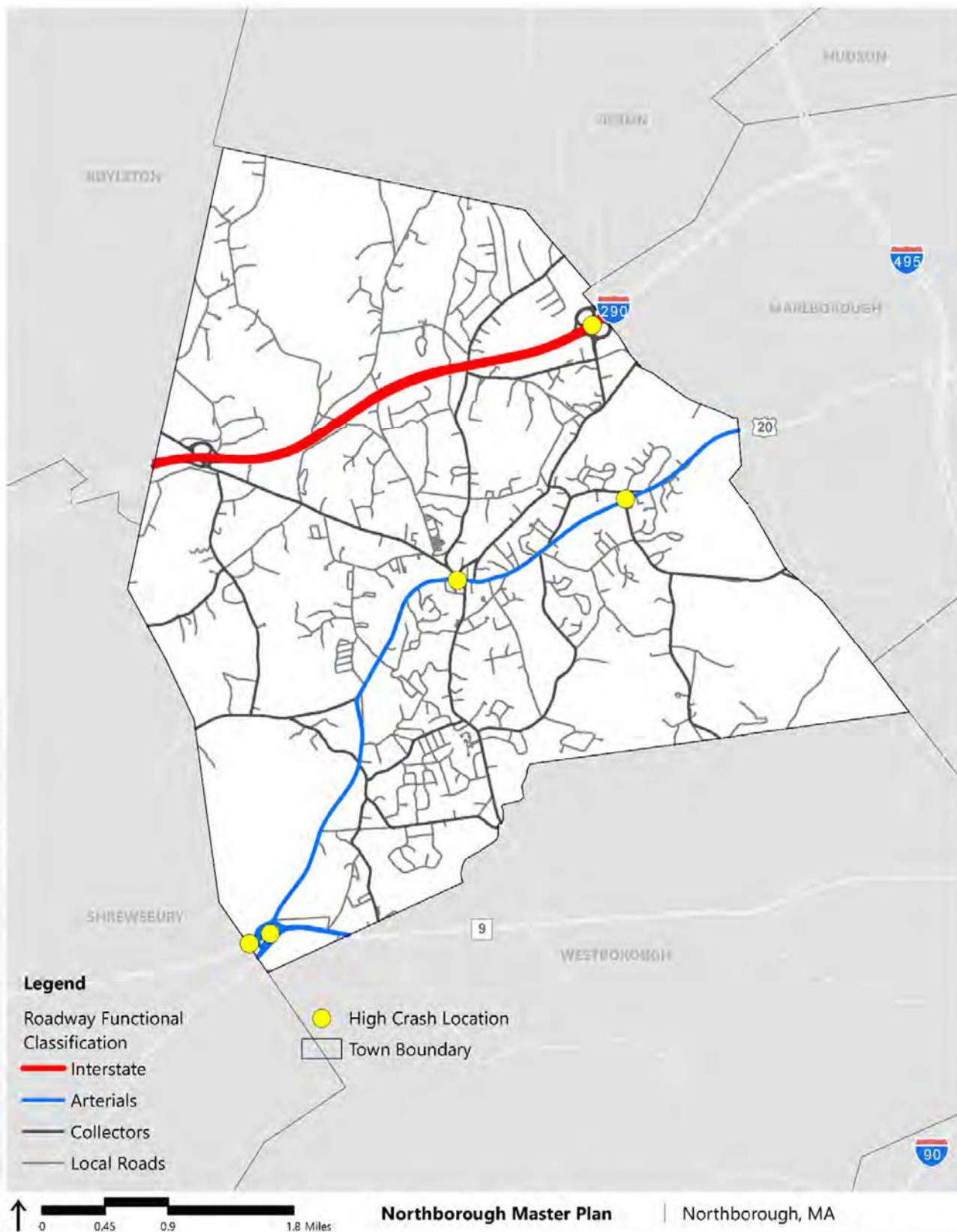


0 0.45 0.9 1.8 Miles

Northborough Master Plan | Northborough, MA

Source: MassGIS, VHB

Figure 8-4 High Crash Locations



Source: MassGIS, VHB

High Crash Locations

Implementation Plan



The implementation matrix below summarizes the specific recommendations developed in each of the Plan Elements. The timing for implementation of the recommendations are assigned for Short-Term (1-5 years), Mid-Term (6-10 years), and Long-Term (10-15 years) to assist in suggesting a timeframe for each recommendation to be considered, though some actions are ongoing in nature. The timing of implementation should be considered flexible, as the community and its operating environment are subject to change. For example, if grant funding applicable to a recommendation identified for the mid-term were suddenly available, it could be feasible to advance the implementation of that recommendation to take advantage of the funding opportunity.

Also listed for each recommendation are the leading parties for implementation and supporting implementation partners. A rough order of magnitude (OOM) cost estimate for each recommendation is provided in the form of -, \$, \$\$, and \$\$\$, representing marginal cost, low cost, moderate cost, and high cost. Marginal cost reflects staff or volunteer time only, while low, moderate, and high costs are in the range of <\$25k, \$25k-\$100k, and >\$100k, respectively. Potential funding sources are listed where applicable and are not reflected in the cost estimates.¹⁶ Implementation actions that are of high or moderate priority, as identified in coordination with the Master Planning Steering Committee and through the public engagement process, are marked in the last column.

Upon formal completion of this Master Plan, the Northborough Master Plan Steering Committee will submit the document to the Northborough Planning Board for its review and acceptance. The next step will be for the Board of Selectmen to establish a Master Plan Implementation Committee. The committee will be responsible for assisting the Town in

¹⁶ The Massachusetts Department of Housing and Community Development provides "A Guide to State Development Resources," which lists available planning, funding, and implementation resources, along with their key eligibility criteria and funding and/or eligible uses. This document is available at:
<https://www.mass.gov/files/documents/2017/10/31/AGuidetoStateDevelopmentResources.pdf>.

implementing recommendations in the Plan and reporting on the progress of Plan implementation. A list of acronyms used in the implementation matrix is provided below. For a definition of terms, please see the Glossary that follows this Plan’s Table of Contents.

List of Acronyms:

ATA	Assistant Town Administrator
BD	Building Department
BOS	Board of Selectmen
BOH	Board of Health
CA	Conservation Agent
CAC	Community Affairs Committee
CC	Cultural Council
COA/SC	Council on Aging/Senior Center
ConCom	Conservation Commission
CPA	Community Preservation Act
CPC	Community Preservation Committee
DPW	Department of Public Works
DRC	Design Review Committee
ED	Economic Development
ENG	Engineering Department
Fire/EM	Fire Rescue and Emergency Management
FPC	Financial Planning Committee
H	Housing
HA	Housing Authority
HDC	Historic District Commission
HPC	Housing Partnership Committee
IDC	Industrial Development Commission
LU	Land Use
MassDOT	Massachusetts Department of Transportation
MassWildlife	Massachusetts Division of Fisheries and Wildlife
MIS/GIS	MIS/GIS Department
NCH	Natural, Cultural, and Historic Resources
NFL	Northborough Free Library
NGC	Northborough Garden Club
NHS	Northborough Historical Society
OSC	Open Space Committee
OSR	Open Space and Recreation
PB	Planning Board
PD	Planning Department
PFS	Public Facilities and Services
Police	Police Department

List of Acronyms (continued):

PRC	Parks & Recreation Commission
RD	Recreation Department
RSC	Regional School Committee
School	School Committee
T	Transportation
TA	Town Administrator
TC	Trails Committee
TM	Town Meeting
WRTA	Worcester Regional Transit Authority
WSC	Water & Sewer Commission
ZBA	Zoning Board of Appeals

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
Land Use [LU]								
Goal 1: Prioritize the preservation of valuable natural resources and open spaces, while still accommodating the social and economic needs of the community.								
LU1-1	Conduct a Cost of Community Services Study to prove the economic value of open space and natural lands.	OSR, NCH	PD, PB, OSC	CPC, ConCom, TC, CA	Short-term	-	Staff/Volunteer Time	
LU1-2	Build off the 495/MetroWest Development Compact Plan to inventory local priority development areas (PDAs) and priority preservation areas (PPAs) to guide future development activities in Town, as necessary.	ED, OSR, NCH	PD, PB	ATA, CPC, ConCom, OSC, IDC	Short-term	-	Staff/Volunteer Time	High
LU1-3	Review the existing Zoning Bylaw and conservation commission regulations for needed revisions to strengthen the protection of natural resources.	OSR, NCH	PD, PB	ConCom, OSC, CA	Mid-term	-	Staff/Volunteer Time	High
LU1-4	Identify flood hazards (e.g., stormwater inundation, riverine flooding) and develop updates to land use planning tools such as zoning and subdivision regulations to better define objectives in these areas. Conserve, through purchase or restriction, properties that would expand and improve flood control/hazard mitigation.	ED, NCH, PFS	PD, ConCom, ATA	DPW, PB, CA, ENG, Fire/EM	Long-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
LU1-5	Where feasible, seek actions that contribute to the quality and diversity of wildlife habitat, such as preventing habitat fragmentation and preserving wildlife corridors when large tracts of land are developed, as well as the protection of water quality.	NCH	PD, ConCom, CA	PB, ZBA	Ongoing	-	Staff/Volunteer Time	High
LU1-6	Develop a stormwater management bylaw to require stormwater management and erosion control permitting.	NCH	PD, PB	ConCom, DPW, ENG, CA	Short-term	-	Staff/Volunteer Time	High
LU1-7	Monitor stormwater maintenance plans created for the operations and maintenance phase of real estate developments.	NCH	PD, PB	ConCom, DPW, ENG, CA	Ongoing	-	Staff/Volunteer Time	High

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
Goal 2: Enhance Downtown by promoting a pleasing and welcoming appearance – one that promotes a sense of place – enabling it to become the community’s proud central gathering area for residents and visitors alike.								
LU2-1	Conduct a design study of the Downtown to help focus ideas and develop a clear vision for the area.	ED	PD, PB	BOS, DRC, HDC	Short-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	High
LU2-2	Conduct a visual preference survey with the community to determine what kinds of developments it prefers in Downtown and review the Town’s Zoning Bylaw for opportunities to accommodate these preferred development types.	ED	PD, PB	BOS, DRC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High
LU2-3	Review the Town’s Zoning Bylaw for opportunities to consider mixed-uses in Downtown that can promote and support walkability.	ED	PD, PB	ZBA, BOS	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	High
LU2-4	Investigate the merits of density bonuses and/or density transfer credits that could promote reasonably higher densities in the Downtown in exchange for public benefits.	ED	PD, PB	ZBA, BOS	Mid-term	-	Staff/Volunteer Time	
LU2-5	Develop a program to promote the planting and sustained growth of street trees, landscaping, and other green infrastructure in Downtown in concert with the development and fostering of partnerships, including with the Northborough Garden Club. As part of the program, undertake a tree inventory along the major corridors in Town.	OSR, NCH	DPW	NGC, PB, ZBA, DRC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High
LU2-6	Explore opportunities to create walking paths/routes along brooks/river and connecting historic properties to enhance the beauty of historic Downtown.	OSR, NCH	PD, PB	TC, HDC, OSC, CA	Mid-term	\$\$	Town Budget, CPA, Staff/Volunteer Time	Moderate
LU2-7	Take advantage of the Department of Housing and Community Development’s Massachusetts Downtown Initiative that provides services and technical assistance to communities on revitalizing their downtowns.	ED	PD	PB, ATA	Short-term	-	State Program, Staff/Volunteer Time	High

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
LU2-8	Evaluate how Community Preservation Act funding and other funding sources can be used to support Downtown enhancement.	ED	PD, CPC	PB, BOS	Short-term	-	Staff/Volunteer Time	
Goal 3: Ensure Northborough's future land uses support its Vision and established community character.								
LU3-1	Perform periodic review of existing design guidelines to ensure a balance between the existing community character with new development and redevelopment, as well as consistency with the findings of the visual preference survey.	H, ED	PD, PB	DRC	Ongoing	-	Staff/Volunteer Time	Moderate
LU3-2	Build greater awareness of Chapter 61 programs that provide tax breaks to owners of forest, agricultural, and recreational land, and grow local participation in the program.	OSR, NCH	PD, OSC	PB, CPC, ConCom, OSC	Ongoing	-	Staff/Volunteer Time	
LU3-3	Perform periodic review of the Town-wide guidelines for commercial and industrial development.	ED	PD, PB	IDC	Ongoing	-	Staff/Volunteer Time	Moderate
LU3-4	Consider developing regulations for hazardous waste facilities to protect the Town.	NCH, PFS	PD, PB	BOS, ENG, BOH, Fire/EM	Short-term	-	Staff/Volunteer Time	
Goal 4: Continue to support and manage commercial development outside of the Downtown, particularly along Route 20 (Southwest Cutoff) and Route 9, considering adjacent land use compatibility and the Town's preservation priorities.								
LU4-1	Coordinate land use planning with regional transportation investments.	T	PD, PB	MassDOT	Ongoing	-	Staff/Volunteer Time	
LU4-2	Consider updating and expanding the existing Major Commercial Overlay District for Route 20 (Southwest Cutoff) and Route 9.	ED	PD, PB	BOS, IDC	Short-term	\$	Town Budget, Staff/Volunteer Time	High
LU4-3	Consider increasing water/sewer capacity, particularly along Route 20 (Southwest Cutoff) and Route 9, to enhance development potential.	ED, PFS	BOS	DPW, PD, PB, WSC	Ongoing	\$\$\$	Town Budget, Staff/Volunteer Time	High

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
Natural, Cultural, and Historic Resources [NCH]								
Goal 1: Preserve and enhance the natural landscapes of the community, including farmlands.								
NCH1-1	Continue to explore adding permanent protections to all Town-owned open spaces.	LU, OSR	ConCom, CA	CPC, BOS, PB	Ongoing	\$\$	CPA, Town Budget, Staff/Volunteer Time	High
NCH1-2	Continue supporting existing local farmlands and promote Conservation Restrictions and Agricultural Preservation Restrictions as a means to protect the Town's agricultural resources.	LU, OSR	ConCom, CA	PB, PD, BOS	Ongoing	\$\$	CPA, Staff/Volunteer Time	High
NCH1-3	Evaluate the removal of obsolete dams in order to facilitate habitat restoration and waterfront access.	LU, OSR	ConCom, CA	DPW, ENG	Mid-term	\$\$\$	State Program, CPA, Town Budget, Staff/Volunteer Time	Moderate
NCH1-4	Improve accessibility to information regarding resource protection efforts, successes, and community benefits.	-	ConCom, CA	PD, OSC	Short-term	-	State Program, Staff/Volunteer Time	High
NCH1-5	Evaluate the potential to increase protection of local floodplains, wetlands, and water resources in order to preserve natural resources and provide hazard mitigation.	LU	ConCom, CA	PD, OSC	Mid-term	\$\$	State Program, Staff/Volunteer Time	Moderate
Goal 2: Maintain and expand the protection of Northborough's historic resources including: buildings, structures, landscapes, and documents.								
NCH2-1	Prepare a Historic Preservation Plan for the Town of Northborough.	LU, PFS, OSR	HDC	NHS, PD, PB	Short-term	\$	State Program, CPA, Town Budget, Staff/Volunteer Time	High
NCH2-2	Continue to promote an awareness of Northborough's history by publishing and facilitating the publication of articles in local community papers and social media, installing history related signage, and collaborating with other town organizations and agencies.	-	NHS, HDC	CC, CAC, NFL, PRC, TC, School, RD, NGC	Ongoing	\$\$	State Program, Town Budget, Staff/Volunteer Time	High

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
NCH2-3	Promote the protection of antique properties, which include buildings, structures, documents, artifacts, landscapes, and agricultural lands.	LU, H, PFS	HDC, NHS	HDC, School, RD, PD, PB	Ongoing	\$\$	State Program, Town Budget, Staff/Volunteer Time	High
NCH2-4	Expand the Historic Assets Inventory to include additional resource types, time periods, and geographical locations. Utilize the expanded inventory to identify additional assets for protection.	LU, H	HDC	BD, CPC, NHS, PD	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
NCH2-5	Explore ways to incentivize restoration, rehabilitation, and beautification efforts for historic properties throughout Town.	LU, PFS	HDC	PD, BOS, BD, DRC, FPC, PB, ATA	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	High
Goal 3: Repurpose surplus Town-owned buildings and facilities for community needs.								
NCH3-1	Identify short- and long-term planning goals for properties such as White Cliffs, Westborough State Hospital, 13 Church Street, Boundary Street, and 4 West Main Street (the Old Town Hall site).	LU, PFS	PD, HDC	BOS, BD, DRC, FPC, PB, ATA, HPC	Short-term	\$\$	CPA, Staff/Volunteer Time	High
NCH3-2	Where appropriate, utilize surplus municipally-owned properties as community spaces while reuse studies are in progress.	LU, PFS, OSR	PD	HDC, PB, NGC, DPW, ATA, CC, BD, PRC, COA/SC	Short-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
NCH3-3	Identify and support reuse efforts for Town-owned historic properties, prioritizing future use by the Town, community groups, and cultural organizations.	LU, PFS	PD, HDC	PB, NHS, NGC, DPW, ATA, COA/SC, CC, BD, CAC, ATA, NFL, HPC	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
Goal 4: Coordinate efforts among cultural, historical, and environmental organizations.								
NCH4-1	Continue cooperating with local organizations and committees for the education and preservation of our historical heritage. These groups include: the Northborough Historical Society, Northborough Free Library, Northborough Trails Committee, Northborough Open Space Committee, Housing Partnership Committee, as well as schools, religious organizations, and local businesses.	-	HDC	NHS, PD, NFL, TC, OSC, HPC, School, CC	Ongoing	-	Staff/Volunteer Time	Moderate
NCH4-2	Evaluate the potential of becoming a Certified Local Government, which will allow Northborough to participate directly in the review and approval of National Register nominations, as well as provide additional access to preservation funding and technical services, improve coordination with the planning and building departments regarding notifications of potential antique demolitions, and prompt investigation of zoning changes to promote antique property restorations.	-	HDC	PD, BOS, Mass. Historical Commission	Mid-term	-	Staff/Volunteer Time	High
NCH4-3	Work with the Downtown planning/revitalization committee to avoid and mitigate potentially adverse impacts on historic homes along Main Street and neighboring streets.	LU, ED	HDC, PD	BD, BOS, ATA, DRC, PB	Mid-term	-	Staff/Volunteer Time	High
NCH4-4	Investigate opportunities to hire interns who have an interest in natural, historic, and cultural resources to support our local preservation projects, which will include seeking possible funding sources.	-	HDC, NHS	PD, School, TA	Short-term	-	Staff/Volunteer Time	Moderate

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
Housing [H]								
Goal 1: Continue to maintain and encourage a diversity of housing options to increase housing affordability and choice for all ages and to ensure that at least 10 percent of the Town's housing inventory continues to be deemed affordable under state guidelines.								
H1-1	Explore residential uses, including affordable housing and affordable senior housing, as a potential future use for previously developed parcels that have the opportunity for redevelopment as they become available.	LU	PD, PB	HPC, HDC, COA/SC, HA	Ongoing	\$\$	State Program, CPA, Town Budget, Staff/Volunteer Time	High
H1-2	Explore the merits of zoning bylaws that would require a portion of housing units be set aside for low- and moderate-income households.	LU	PD, PB	HA, HPC	Short-term	-	Staff/Volunteer Time	High
H1-3	Work with local housing partners to identify opportunities for them to develop and own affordable housing, which will allow the Town to proactively guide affordable housing locations.	LU	PB	HPC, HA, PD, PB, BOS	Ongoing	-	Staff/Volunteer Time	
Goal 2: Promote housing types that accommodate future growth in the community while maintaining and enhancing the existing character of residential neighborhoods.								
H2-1	Undertake a study to understand housing price points for homeownership and rentals that would reduce the cost burden experienced by Town residents. Determine the types of housing that would meet these price points to be considered as part of a more comprehensive housing plan.	LU	PD, PB	HA, HPC, COA/SC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High
H2-2	Work with senior groups and senior representatives including Council on Aging to understand and explore housing options that could best accommodate their unique housing needs.	LU	PD, PB	HA, HPC, BD	Mid-term	\$	Town Budget, Staff/Volunteer Time	High
H2-3	Build awareness around accessory dwelling units.	LU	PD, PB	HPC	Ongoing	-	Staff/Volunteer Time	Moderate

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
H2-4	Guided by zoning, design standards, and the Downtown visualization study, incorporate housing into Downtown to attract a sufficient number of residents that can supplement and support the area's economic viability while maintaining the existing character of Downtown neighborhoods.	LU, ED	PD, PB	HA, HPC, HDC	Long-term	-	Staff/Volunteer Time	High
H2-5	Update the Town's existing Housing Production Plan to include present-day information, including a robust impact analysis study.	LU	PD, PB	HA, HPC, COA/SC	Short-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	
H2-6	Create a committee to explore the housing needs of people with disabilities, or assign this responsibility to a broader-focused Commission on Disabilities.	PFS	BOS	HA, HPC, COA/SC	Short-term	-	Staff/Volunteer Time	
Goal 3: Pursue a housing development strategy that balances demand with the Town's capacity to provide services and infrastructure.								
H3-1	In coordination with the Public Facilities and Services recommendations, identify the Town's capacity to service increased housing demands with expanded infrastructure. Refer to the Cost of Community Services Study referenced in LU1-1.	LU, PFS	PD, DPW, PB	WSC, BOS	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	High
H3-2	Revive the Housing Partnership to monitor Northborough's housing needs, recommend policies and actions to meet housing needs, and evaluate funding sources available to create housing.	LU	BOS, PD, PB	HA, HPC, COA/SC	Short-term	-	Staff/Volunteer Time	High

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
Economic Development [ED]								
Goal 1: Define Downtown in terms of its geography (e.g., Downtown Business District), appearance, branding, and function.								
ED1-1	Create a Downtown planning/revitalization committee made up of residents, Downtown business owners, representatives from Town boards, and other stakeholders that will recommend the boundaries of Downtown, support the Town's Planning office, assist in proposing and overseeing plans to enhance the Downtown, and pursue Community Preservation Act funding and other funding sources to enable this enhancement.	LU	BOS, PB	ATA, PD, CPC, HDC	Short-term	-	Staff/Volunteer Time	High
ED1-2	Explore potential acquisitions or land deals to appropriately scale the Downtown.	LU	BOS	TM, PB, PD	Mid-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
ED1-3	Explore options for creating a fresh and cohesive identity or brand for the new Downtown area such as unified signage and facades, including wayfinding and marketing materials. Use signage to clarify the boundaries of the new Downtown.	-	PB, PD	BOS, CC, DRC	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	High
ED1-4	Conduct a parking study to assess and address parking activity and pedestrian issues in Downtown, and to plan for future needs.	T	PB, DPW	Police	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High
ED1-5	Explore the potential for repurposing 4 West Main Street (the Old Town Hall site) as an anchor for the Downtown. Conduct a feasibility study to identify options and recommendations.	LU, PFS	TA, PD	CPC, BOS, PB	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
ED1-6	Undertake a study to explore the potential of designating Downtown as a Business Improvement District, which would create a special assessment district where property owners would agree to organize and finance services above and beyond those already provided by the Town.	-	TA, PD	BOS, PB	Mid-term	-	Staff/Volunteer Time	Moderate
ED1-7	Look for opportunities to incorporate other public gathering places, such as the Town Common and Library, into the Downtown framework. Advance efforts to connect gathering places and businesses for improved walkability and accessibility.	LU, NCH, OSR, PFS, T	PD, DPW	TC, CC, PB	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	High
Goal 2: Promote (re)development opportunities for vacant or underutilized commercial and industrial properties.								
ED2-1	Evaluate the need for, and ability to sustain, a dedicated economic development staff and/or Economic Development Committee to actively engage the Town's business community, promote the Town's economic attractiveness, and coordinate the Town's economic development efforts through a comprehensive Economic Development Plan.	PFS	BOS	PD, ATA	Short-term	\$\$	Town Budget, Staff/Volunteer Time	Moderate
ED2-2	Consider engaging a real estate advisory firm and/or the Central Massachusetts Regional Planning Commission to create a redevelopment strategy for the Town's business districts. The strategy should incorporate analysis of appropriate uses, scale/dimension/design, as well as the infrastructure and services needed to support these redevelopments.	LU	BOS, PB	ATA	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	
ED2-3	Explore the potential for District Improvement Financing, Tax Increment Financing, and/or grants to attract private investment in the Town's business districts.	--	PD, ATA	BOS, IDC, PB	Mid-term	-	Staff/Volunteer Time	

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
ED2-4	Engage more proactively with landowners in the Town's industrial districts, taking advantage of the aggregation of the property interests and working collaboratively to both market and develop industrial-zoned sites.	LU	ATA, PD	PB, IDC	Ongoing	-	Staff/Volunteer Time	
ED2-5	Explore the idea of fiscal impact assessments or mitigation funding from new developments that account for the development's added traffic, utility loads, etc. and utilize these funds for upgrades that are required to support the development or that benefit the community.	PFS, T	PD	PB, BOS	Short-term	-	Staff/Volunteer Time	High
Goal 3: Grow and connect the local business community and position it to be resilient in the face of changing economic conditions.								
ED3-1	Identify and encourage opportunities to incorporate office or incubator like-concepts into under-occupied spaces.	LU	PD, PB	IDC	Short-term	-	Staff/Volunteer Time	Moderate
ED3-2	Use events and programming to feature local businesses. This can include markets, pop-up retail, and rotating restaurant programs.	NCH	CAC	CC, ATA	Short-term	-	Staff/Volunteer Time	High
ED3-3	Work with existing community and business organizations to collectively increase visibility of the business community, and advocate for improvements in the business environment.	-	ATA	PD, PB	Short-term	-	Staff/Volunteer Time	High
Goal 4: Position the Town to attract more visitors and commercial tax revenue.								
ED4-1	Explore the possibility of attracting hospitality uses to the Route 9 commercial node through market analysis and discussions with local operators.	LU	ATA	PD, PB	Mid-term	\$	Town Budget, Staff/Volunteer Time	
ED4-2	Encourage mixed-use development for appropriately positioned private land assets. Develop a strategy for the provision of public utilities, as necessary.	LU, H	PD, PB	ATA, ZBA	Mid-term	-	Staff/Volunteer Time	
ED4-3	For publicly-controlled sites such as the Westborough State Hospital in Northborough and the Boundary Street property, develop a master plan to address key needs to include economic development, housing, recreation, and other possibilities as appropriate.	LU, H, NCH, OSR, PFS	PD, PB	ATA, HPC, PRC	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	High

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
Open Space and Recreation [OSR]								
Goal 1: Maintain and expand opportunities for active recreation to residents of all ages and abilities. Active recreation activities such as baseball, soccer, and pickleball demand considerable exertion and often require significant infrastructure.								
OSR1-1	Add more active recreational facilities outside of school grounds and provide lighting and other improvements for facilities where feasible to meet increasing teen and adult recreation needs. Evaluate the Boundary Street property as a possible location for the expansion of such facilities.	LU	RD	OSC, PRC	Mid-term	\$\$\$	Town Budget, Staff/Volunteer Time	High
OSR1-2	Consider the development of a Town Dog Park.	LU	RD, CA	PRC, PD, PB, DPW, TC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	Moderate
OSR1-3	Develop plans to improve facility maintenance.	PFS	DPW	RD, PRC	Ongoing	-	Staff/Volunteer Time	
OSR1-4	Conduct feasibility analyses and capital planning for adding a turf field(s) in Town for active recreation use.	PFS	RD, TA	PRC, DPW	Short-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	High
Goal 2: Continue to create and maintain passive recreation opportunities throughout Town. Passive activities such as walking and hiking demand less exertion and resources.								
OSR2-1	Strengthen trail connections among various trail networks as well as to key open space areas and community centers.	LU	TC	PD, OSC, PRC	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	High
OSR2-2	Increase public access to riverfront and water-based recreation opportunities.	LU	PD, CA	OSC, PRC, ConCom, DPW	Mid-term	\$\$	State Program, Staff/Volunteer Time	Moderate
OSR2-3	Where possible, incorporate passive recreation opportunities into active recreation facilities.	LU, PFS	RD	OSC, PRC, DPW, COA/SC	Ongoing	\$\$	Town Budget, Staff/Volunteer Time	

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
Goal 3: Promote public awareness and increased use of the recreational opportunities within the community.								
OSR3-1	Centralize information on recreation resources and opportunities for public access.	-	RD	MIS/GIS	Short-term	-	Staff/Volunteer Time	
OSR3-2	Promote one main community calendar that includes all Town-sponsored events, not just recreation-related events.	NCH	BOS, TA	MIS/GIS	Short-term	-	Staff/Volunteer Time	High
OSR3-3	Increase awareness of the Community Preservation Committee and other very important efforts to preserve the character of the Town.	LU, H, NCH	CPC	PD, HDC	Short-term	-	Staff/Volunteer Time	
Goal 4: Better link existing open spaces and use these linkages to connect community assets and create a more walkable community.								
OSR4-1	Identify acquisition opportunities for parcels that provide/can provide key linkages among open spaces.	LU, NHC	OSC, PD, CA	CPC	Ongoing	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
OSR4-2	Integrate enhanced signage, visibility, and walkability at the Town's recreation facilities and trail heads into overall open space and recreation network improvements.	LU	RD, CA	DPW, DRC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High
OSR4-3	Identify opportunities to repurpose old infrastructure for trails development, such as the old trolley line and the Northborough Aqueduct Bridge, etc.	LU	PD, TC, CA	DPW, OSC	Mid-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	High
OSR4-4	Ensure adequate preservation funding is available for open space acquisition as opportunity arises.	LU	BOS, CPC, FPC	PD, ConCom, OSC	Ongoing	\$\$\$	Town Budget, CPA, Staff/Volunteer Time	Moderate

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
Public Facilities and Services [PFS]								
Goal 1: Develop plans to improve key public facilities and infrastructure to support the Town's operations and to meet the community's current and future needs.								
PFS1-1	Identify the need and potential grants for expanding water/sewer infrastructure.	LU, H, ED	WSC, TA	DPW	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	Moderate
PFS1-2	Gauge the quality of municipal services and identify opportunities for improvement.	-	TA	BOS, DPW	Ongoing	\$	Town Budget, Staff/Volunteer Time	
PFS1-3	Participate in the State's Municipal Vulnerability Preparedness (MVP) program to begin the process of improving the Town's key infrastructure for climate change resiliency.	NHC	DPW	BOS, PB, ConCom	Short-term	-	State Program, Staff/Volunteer Time	High
PFS1-4	Include future growth projections into updates of existing Town plans.	LU, H, ED	PD	TA, BOS, PB	Ongoing	-	Staff/Volunteer Time	
PFS1-5	Develop specific plans to reuse, repurpose, or share space at municipal buildings.	LU, H, ED, NHC	TA	BOS, PB	Short-term	\$	Town Budget, Staff/Volunteer Time	High
PFS1-6	Continue to improve the timeliness of content and ease of use of the Town's website, and expand access to information by including modernized social media platforms.	-	MIS/GIS	TA	Ongoing	\$\$	Town Budget, Staff/Volunteer Time	Moderate
Goal 2: Ensure Town departments have the capital assets and staffing necessary to meet the needs of the community today and tomorrow.								
PFS2-1	Maintain and publicize emergency response plans to prepare the Town and its residents for a range of disasters, man-made and natural.	NCH	Police, Fire	TA, BD	Short-term	\$\$	Town Budget, Staff/Volunteer Time	
PFS2-2	Consider modernizing the Town-wide communication network over time, as needed.	-	MIS/GIS	TA	Ongoing	\$\$	Town Budget, Staff/Volunteer Time	Moderate

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
PFS2-3	Periodically reevaluate staffing and facilities to ensure adequate levels to support the Town's administration and services.	-	TA	BOS	Ongoing	-	Staff/Volunteer Time	
Goal 3: Incorporate sustainable development and renewable energy into municipal buildings and amenities.								
PFS3-1	Leverage the Town's Green Community Designation to obtain financial and technical support from the State to perform additional energy-related initiatives and consider the creation of a sustainability committee.	NHC	TA	BOS	Ongoing	\$\$	State Program, Town Budget, Staff/Volunteer Time	High
PFS3-2	Install solar photovoltaic panels at municipal facilities, where and when possible. Update the solar feasibility study for the Town's school buildings.	NHC	TA	BOS, DPW, School	Mid-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	High
PFS3-3	Inventory the Town's greenhouse gas emissions to identify and quantify the sources of such emissions and to begin the process of reducing them.	NHC	TA	DPW	Short-term	\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
Goal 4: Continue to support an excellent educational system.								
PFS4-1	In conjunction with the School Department, and in line with other Public Facilities and Services and Housing goals, compile and analyze enrollment projections from the New England School Development Council, U.S. Census data, other sources, etc.	H	School	PD, RSC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	
PFS4-2	Conduct a feasibility study of usage and grade span configuration to identify an educational model that supports teaching and learning and aligns with projected enrollments and strategic planning goals for the schools and Town.	-	School	RSC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	Moderate
PFS4-3	Continue to support effective and positive collaboration between the School Department and Town to identify future needs, plan for and fund projects related to the school district's capital improvement plan, strategic plan, and operating budget.	-	School	TA, FPC, RSC	Ongoing	\$\$	Town Budget, Staff/Volunteer Time	High

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
PFS4-4	In conjunction with PFS3-2, continue to explore the feasibility of incorporating energy conservation and efficiencies at school buildings and sites.	NCH	School, RSC	TA, DPW	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	
PFS4-5	Continue to lobby the State for adequate funding from the Special Education Circuit Breaker and regional school transportation funding programs.	-	School, RSC, TA	BOS	Ongoing	-	Staff/Volunteer Time	Moderate

Transportation [T]

Goal 1: Become a bicycle and pedestrian-friendly community by expanding existing bicycle and pedestrian facilities and improving connectivity.

T1-1	Develop signed bike routes throughout Town.	PFS	DPW	BOS	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
T1-2	Participate in the State's Complete Street Program to improve the bikeability and walkability of local streets.	LU, ED	DPW, PB	PD	Short-term	-	State Program, Staff/Volunteer Time	High
T1-3	Examine and identify key locations in Town for additional sidewalk improvements, focusing on pedestrian-oriented destinations (i.e., schools, parks, trails, etc.).	LU, OSR, PFS	DPW, PB	PD, TC, School, TA	Short-term	-	State Program, Staff/Volunteer Time	High
T1-4	Replace existing pedestrian crosswalks with high visibility crossings to help facilitate pedestrian connectivity.	PFS	DPW	TA, PD	Short-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	
T1-5	Develop a plan to upgrade all existing pedestrian facilities as appropriate to meet current accessibility standards.	PFS	DPW	TA, PD	Mid-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
Goal 2: Improve Town-wide traffic flow and safety.								
T2-1	Work with the Massachusetts Department of Transportation to conduct Road Safety Audits (RSAs) at problematic intersections in Town.	PFS	DPW	Police, MassDOT	Short-term	\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
T2-2	Identify the need for and implement traffic calming measures in compliance with federal and state laws and regulations.	PFS	DPW	Police, Fire/EM	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
T2-3	Evaluate opportunities for routes alternate to Main Street to help reduce congestion in the Downtown and foster development opportunities.	LU, ED, PFS	PD, DPW	ENG, Police, MassDOT, PB	Long-term	\$\$	Town Budget, Staff/Volunteer Time	High
T2-4	Where feasible, when improving roadways, work with the Massachusetts Department of Transportation or Massachusetts Division of Fisheries and Wildlife to improve culverts to allow for wildlife passage and reduce wildlife-related traffic incidents.	NCH	DPW, CA	MassDOT, MassWildlife, ConCom, ENG	Ongoing	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	
Goal 3: Work with the Worcester Regional Transit Authority, neighboring communities, and the Senior Center to explore ways to enhance public transit within Town.								
T3-1	Investigate/evaluate the potential for the senior and special needs van service to run on a regular schedule, including during evening hours and weekends.	PFS	COA/SC	WRTA	Short-term	-	Staff/Volunteer Time	Moderate
T3-2	Investigate/evaluate the feasibility of providing a shuttle between the town center and/or Northborough Crossing and the Westborough Commuter Rail Station.	ED	ATA	PD, TA, BOS	Mid-term	-	Staff/Volunteer Time	Moderate
Goal 4: Plan for the future of transportation and how potential changes may impact Northborough's transportation network.								
T4-1	Evaluate the feasibility of implementing an adaptive signal system on Main Street to minimize congestion.	-	DPW	MassDOT, Police	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	High

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
T4-2	Provide electric charging stations in public parking areas.	NHC, PFS	DPW	TA, BOS	Short-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	
T4-3	Evaluate the feasibility of implementing a private/public partnership to develop a community-driven rideshare program.	-	ATA	PD, DPW, TA, BOS	Mid-term	-	Staff/Volunteer Time	
T4-4	Look for opportunities to coordinate with neighboring communities to provide a commuting shuttle to Metro-Boston employment destinations.	ED	TA	PD, BOS	Long-term	-	Staff/Volunteer Time	
T4-5	Support training for Town staff and the Department of Public Works to understand how to plan for autonomous vehicles and advancements in traffic systems.	-	TA	DPW, Police	Long-term	\$	Town Budget, Staff/Volunteer Time	

Appendix A: Glossary of Terms

Accessory Housing/Dwelling Unit: a smaller, independent residential dwelling unit located on the same lot as a standalone (i.e., detached) single-family home.

Affordability: There are typically two ways of addressing housing affordability in Massachusetts cities and towns. The first relates to the state-issued target of 10 percent low-income affordable housing units, mandated under Massachusetts General Law Chapter 40B. The second examines general housing affordability within a community for people and families of moderate income who do not otherwise qualify for state or federal housing programs and subsidies.

Agricultural Preservation Restriction: a voluntary program by Massachusetts Department of Agriculture intending to offer a non-development alternative to farmers and other owners of “prime” and “state important” active agricultural land who are faced with a decision regarding future use and disposition of their farms. Towards this end, the program offers to pay farmland owners the difference between the “fair market value” and the “agricultural value” of their farmland in exchange for a permanent deed restriction which precludes any use of the property that will have a negative impact on its agricultural viability.

Americans with Disabilities Act (ADA): a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public.

Antique Properties: historic properties, inclusive of buildings, structures, documents, artifacts, landscapes, and agricultural lands buildings, structures, documents, artifacts, landscapes, and agricultural lands, of Northborough.

Architectural Access Board (AAB): a state government entity that develops and enforces regulations designed to make public buildings accessible to, functional for, and safe for use by persons with disabilities.

Business Improvement District (BID): a special assessment district in which property owners vote to initiate, manage, and finance supplemental services or enhancements above and beyond the baseline of services already provided by their local city or town governments. A special assessment, or common area fee, is levied only on property within the district. The assessments are collected and expended within the district for a range of services and/or programs, including marketing and public relations, improving the downtown marketplace or city/town center, capital improvements, public safety enhancements, and special events.

Chapter 61: a voluntary current use program designed by the Massachusetts Legislature to tax real property in the Commonwealth of Massachusetts at its undeveloped, current use value rather than its highest and best use (development) value if the landowners are willing to commit to keeping some or all of their land undeveloped for a specified period of time. In addition, the municipal government of the town in which the enrolled property is located has a right of first refusal should the landowner put the land up for sale while it

is enrolled in the program. There are three different Chapter 61 programs, Chapter 61 for forestry, Chapter 61A for agriculture, and Chapter 61B for open space and recreation.

Community Preservation Act (CPA): a Massachusetts state law (M.G.L. Chapter 44B) passed in 2000 that enables adopting communities to create a local, dedicated fund for open space and historic resource preservation, development of affordable housing, and the acquisition and development of outdoor recreational facilities.

Complete Street: a transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient, and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation. Complete Streets allow for safe travel by those walking, bicycling, driving automobiles, riding public transportation, or delivering goods.

Conservation Restriction: a legally binding agreement between a landowner and an agency or organization. The landowner retains title to the property but extinguishes certain development rights to the property. Lands with conservation easements are often granted local property tax relief.

Cost of Community Services Study: a case study approach used to determine the fiscal contribution of existing local land uses.

Density Bonuses: a zoning tool that permits developers to build more housing units, taller buildings, or more floor space than normally allowed, in exchange for provision of a defined public benefit, such as a specified number or percentage of affordable units included in the development.

Density Transfer Credit: the value of development potential transferred from an area to be conserved/protected (the "sending" area) to an area intended for additional development (the "receiving" area).

District Improvement Financing (DIF)/Tax Increment Financing (TIF): economic tools that promote redevelopment by use of public/private partnerships. DIF channels tax dollars into targeted redevelopment districts, while TIF offers tax breaks to developers.

Green Communities Designation (and Grant Program): an initiative of the Green Communities Division of the Massachusetts Department of Energy Resources (DOER), provides funding to qualified municipalities for energy efficiency and renewable energy initiatives once designated as a Green Community.

Green Infrastructure: Green infrastructure uses natural hydrologic features such as vegetation, soils, and natural processes to manage water and provide environmental and community benefits. At the scale of a city or county, green infrastructure refers to the patchwork of natural areas that provides habitat, flood protection, cleaner air, and cleaner water. At the scale of a neighborhood or site, green infrastructure refers to stormwater management systems that mimic nature by soaking up and storing water.

Greenhouse Gas Emissions: Greenhouse gases are gases that trap heat in the atmosphere. The primary sources of greenhouse gas emission include electricity production (fossil fuel burning), transportation (fossil fuel burning), industry (fossil fuel burning and certain

chemical reaction), commercial and residential (fossil fuel burning, use of certain products that contain greenhouse gas, and the handling of waste), and agriculture (livestock, agricultural soils and rice production).

Inclusionary Zoning: a tool that can be used by municipalities to ensure adequate affordable housing is included in the normal course of real estate development. It requires a portion of the housing units in certain real estate developments to be reserved as affordable to low- and moderate-income households.

Massachusetts Department of Transportation (MassDOT): oversees roads, public transit, aeronautics, and transportation licensing and registration across the state.

Massachusetts Division of Fisheries and Wildlife (MassWildlife): responsible for the conservation of freshwater fish and wildlife in the Commonwealth, including endangered plants and animals. MassWildlife restores, protects, and manages land for wildlife to thrive and for people to enjoy.

Missing Middle Housing: medium-density housing types such as cottage cluster housing and courtyard apartments that are in keeping with the character of existing single-family neighborhoods. These types provide diverse housing options along a spectrum of affordability to support walkable communities, locally-serving retail, and public transportation options.

Mixed-Use Development: a type of pedestrian-friendly development that blends two or more residential, commercial, cultural, institutional, and/or industrial uses into one building, block, district, or entire neighborhood.

Municipal Vulnerability Preparedness (MVP): a state grant program that provides support for cities and towns in Massachusetts to begin the process of planning for climate change resiliency and implementing priority projects. The state awards communities with funding to complete vulnerability assessments and develop action-oriented resiliency plans. Communities who complete the MVP program become certified as an MVP community and are eligible for MVP Action grant funding and other opportunities.

National Register of Historic Places (NHRP): the official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources.

Priority Development Areas (PDAs) and Priority Preservation Areas (PPAs): PDAs are areas that are appropriate for increased development or redevelopment due to several factors including good transportation access, available infrastructure, an absence of environmental constraints, and local support. PPAs are areas that are important to protect due to the presence of significant natural or cultural resources, including endangered species habitats, areas critical to water supply, historic resources, scenic vistas, and farms, etc.

Sense of Place: the experience of how a person senses, relates to, and assigns concepts and values to a particular place through physical, visual, social, and economic interactions with the environment of this place.

Wayfinding: a term used to refer to the user experience of orientation and choosing a path within the built environment, and it also refers to the set of architectural and/or design elements that aid orientation.

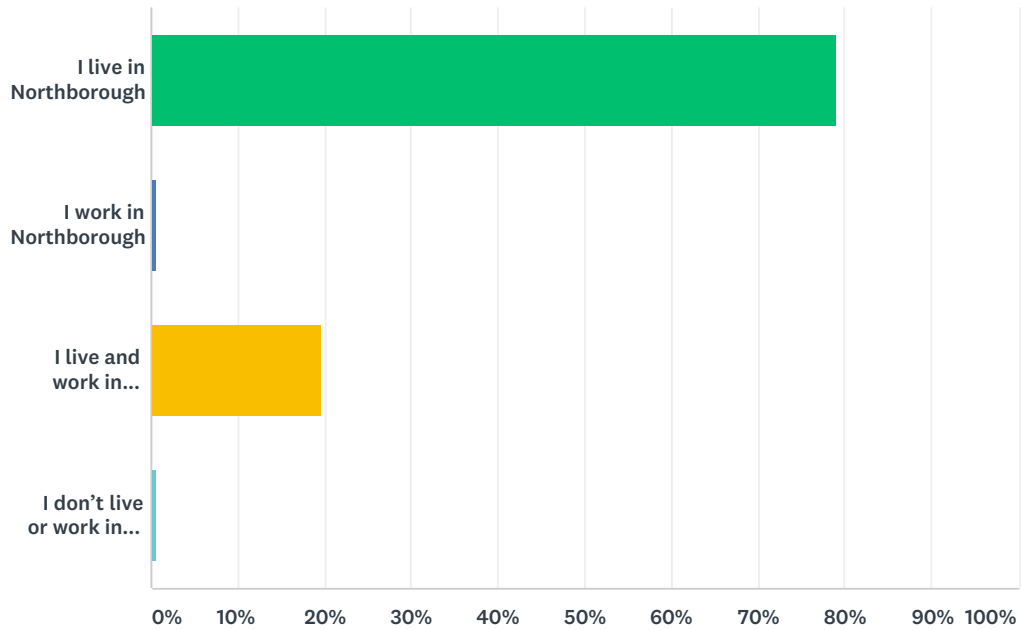
Appendix B: Online Community Surveys

Please see the following pages.

Community Survey #1

Q1 Do you live or work in Northborough?

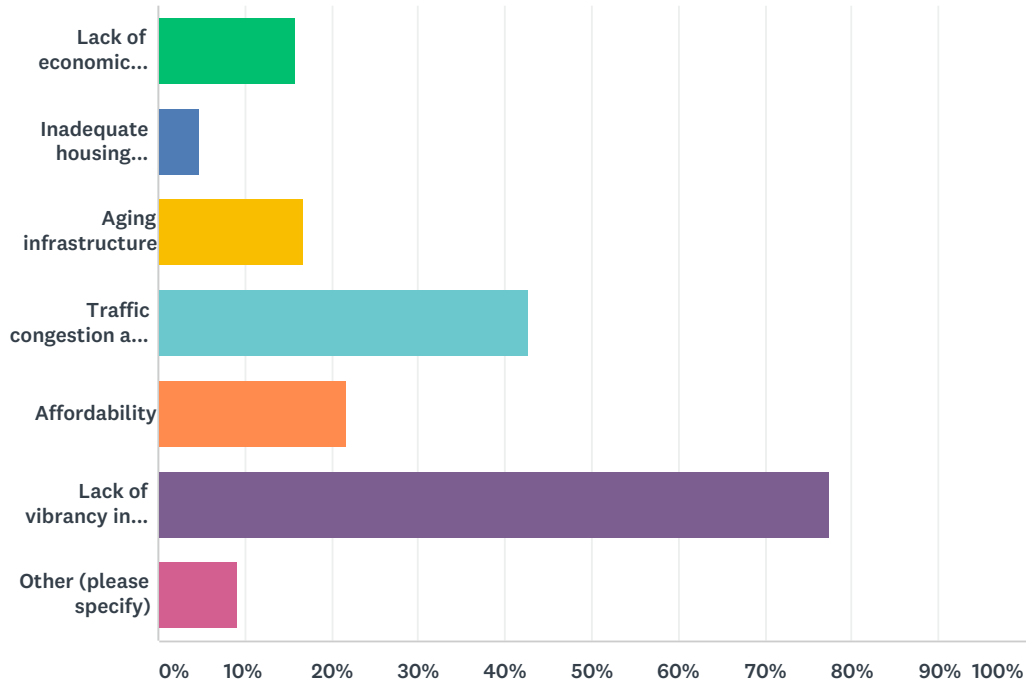
Answered: 559 Skipped: 0



ANSWER CHOICES	RESPONSES	
I live in Northborough	79.07%	442
I work in Northborough	0.72%	4
I live and work in Northborough	19.68%	110
I don't live or work in Northborough	0.54%	3
TOTAL		559

Q2 What are the biggest obstacles to improving quality of life in Northborough? Choose the top two problems that you think our community needs to address first.

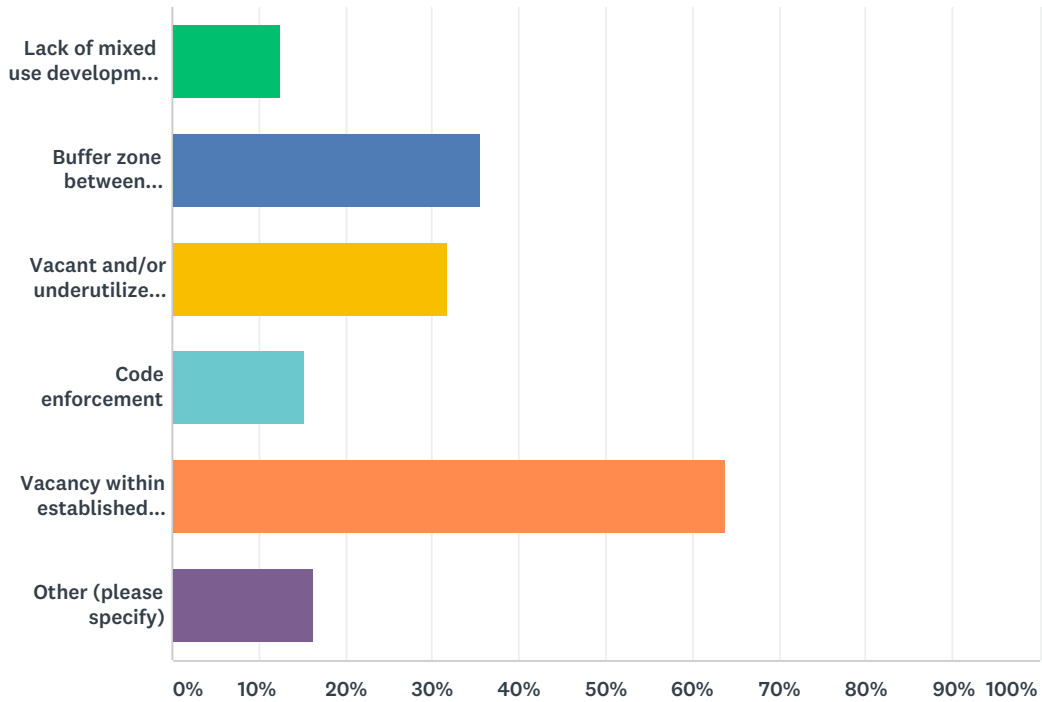
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ANSWER CHOICES	RESPONSES	
Lack of economic vitality	15.92%	89
Inadequate housing inventory	4.83%	27
Aging infrastructure	16.64%	93
Traffic congestion and safety hazards	42.75%	239
Affordability	21.82%	122
Lack of vibrancy in Downtown	77.46%	433
Other (please specify)	9.30%	52
Total Respondents: 559		

Q3 What are the major land use issues/concerns within Northborough? Choose the top two.

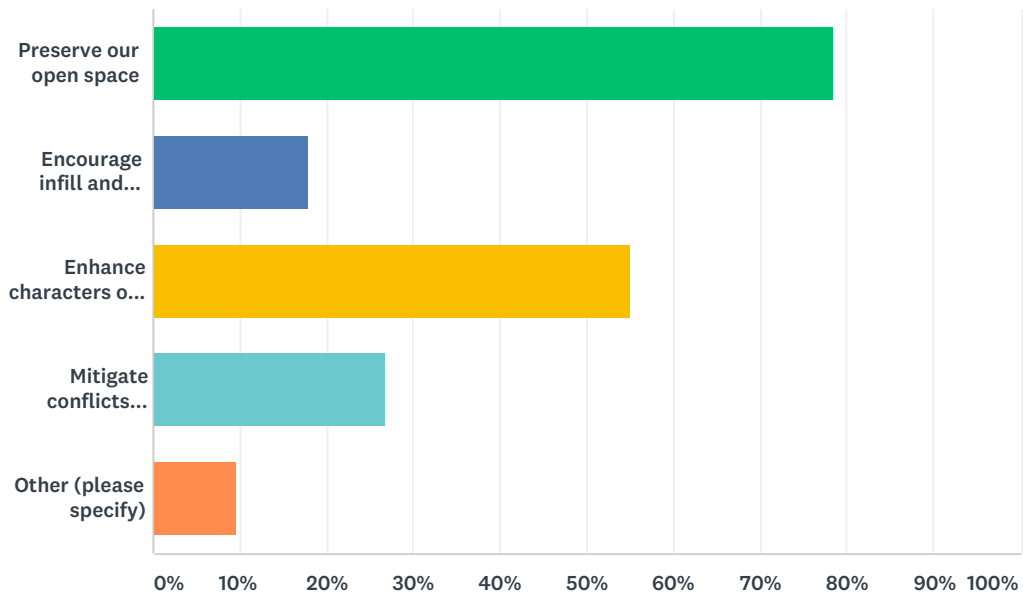
Answered: 559 Skipped: 0



ANSWER CHOICES	RESPONSES	
Lack of mixed use development	12.52%	70
Buffer zone between industrial and residential areas	35.60%	199
Vacant and/or underutilized lands	31.84%	178
Code enforcement	15.21%	85
Vacancy within established commercial corridors/nodes in the Town	63.86%	357
Other (please specify)	16.28%	91
Total Respondents: 559		

Q4 Which of the following land use approaches do you think Northborough should consider? Choose all that apply.

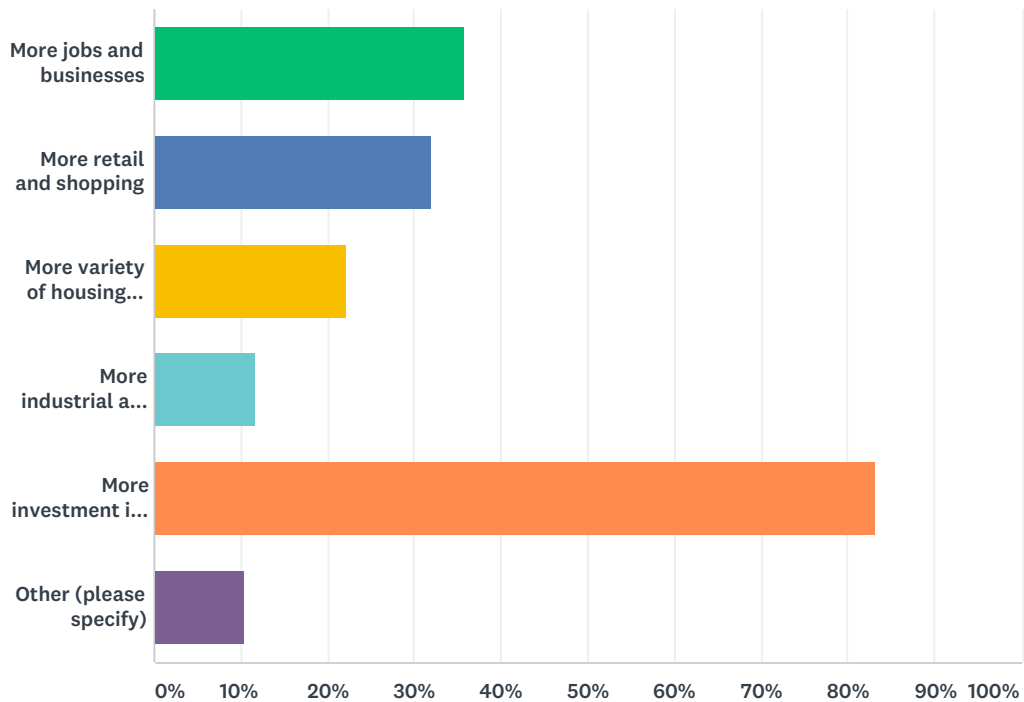
Answered: 559 Skipped: 0



ANSWER CHOICES	RESPONSES	
Preserve our open space	78.53%	439
Encourage infill and mixed-use development	18.07%	101
Enhance characters of our residential neighborhoods	55.10%	308
Mitigate conflicts between conflicting land uses	26.83%	150
Other (please specify)	9.66%	54
Total Respondents: 559		

Q5 What economic development opportunities do you see happening in the future? Choose all that apply.

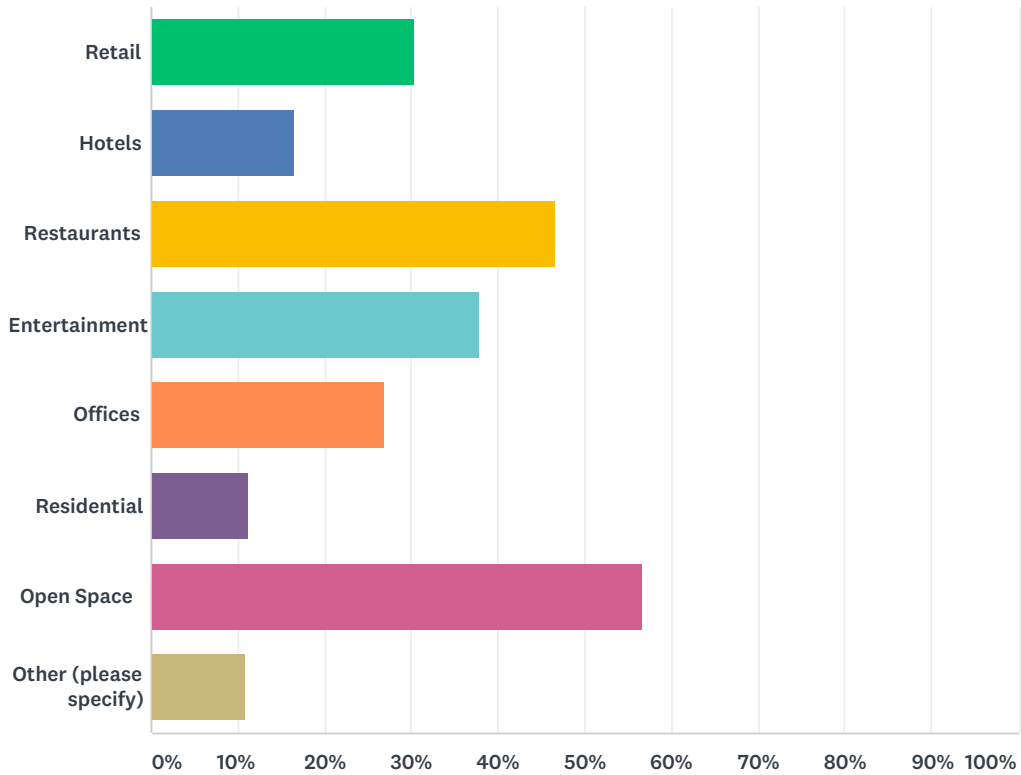
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ANSWER CHOICES	RESPONSES	
More jobs and businesses	35.78%	200
More retail and shopping	32.02%	179
More variety of housing choices	22.18%	124
More industrial and manufacturing jobs	11.63%	65
More investment in "main street" businesses	83.18%	465
Other (please specify)	10.55%	59
Total Respondents: 559		

Q6 What types of development would you like to see along I-290? Choose all that apply.

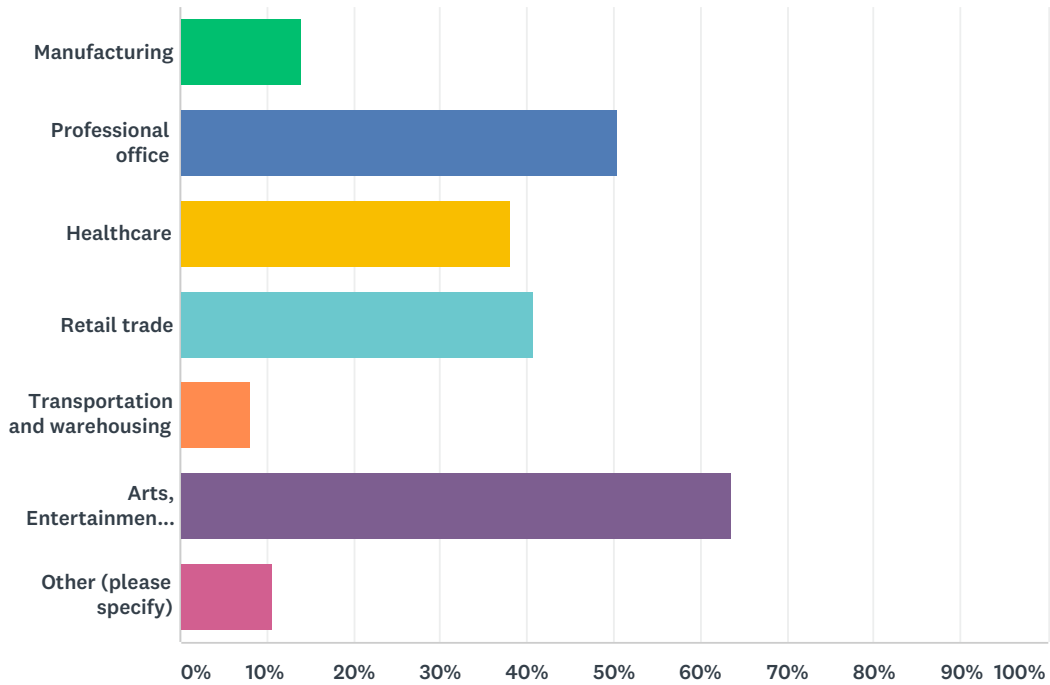
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ANSWER CHOICES	RESPONSES	
Retail	30.41%	170
Hotels	16.46%	92
Restaurants	46.69%	261
Entertainment	37.92%	212
Offices	27.01%	151
Residential	11.27%	63
Open Space	56.71%	317
Other (please specify)	10.91%	61
Total Respondents: 559		

Q7 What type of job should be growing in Northborough? Choose all that apply.

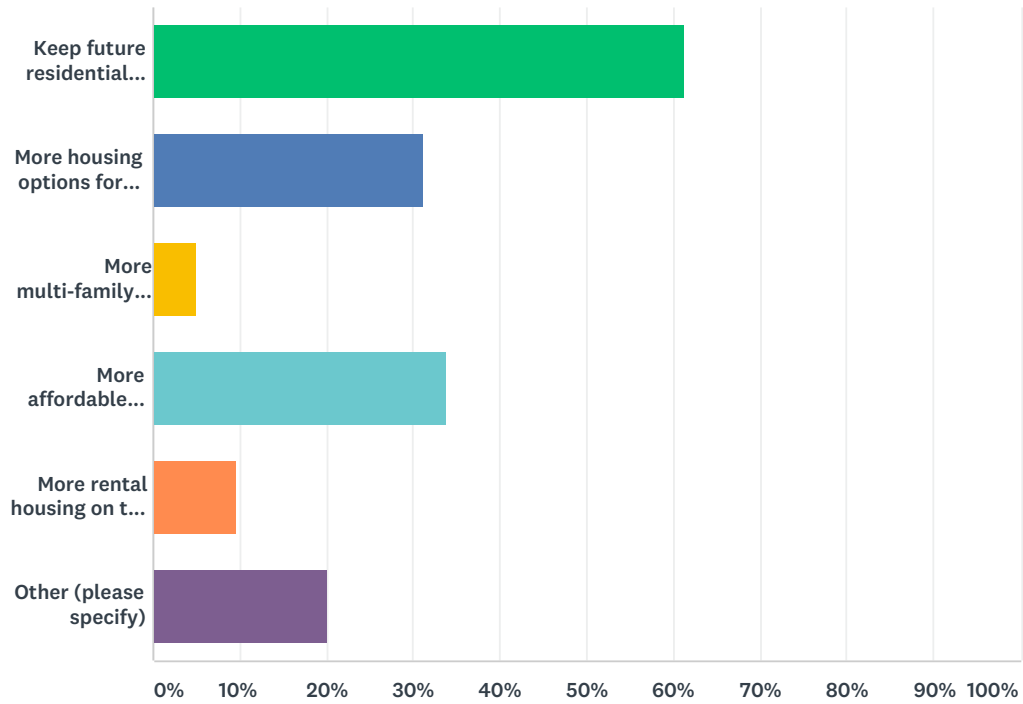
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ANSWER CHOICES	RESPONSES	
Manufacturing	13.95%	78
Professional office	50.45%	282
Healthcare	38.10%	213
Retail trade	40.79%	228
Transportation and warehousing	8.23%	46
Arts, Entertainment, and Recreation	63.51%	355
Other (please specify)	10.73%	60
Total Respondents: 559		

Q8 What are the most important housing needs? Choose the top two.

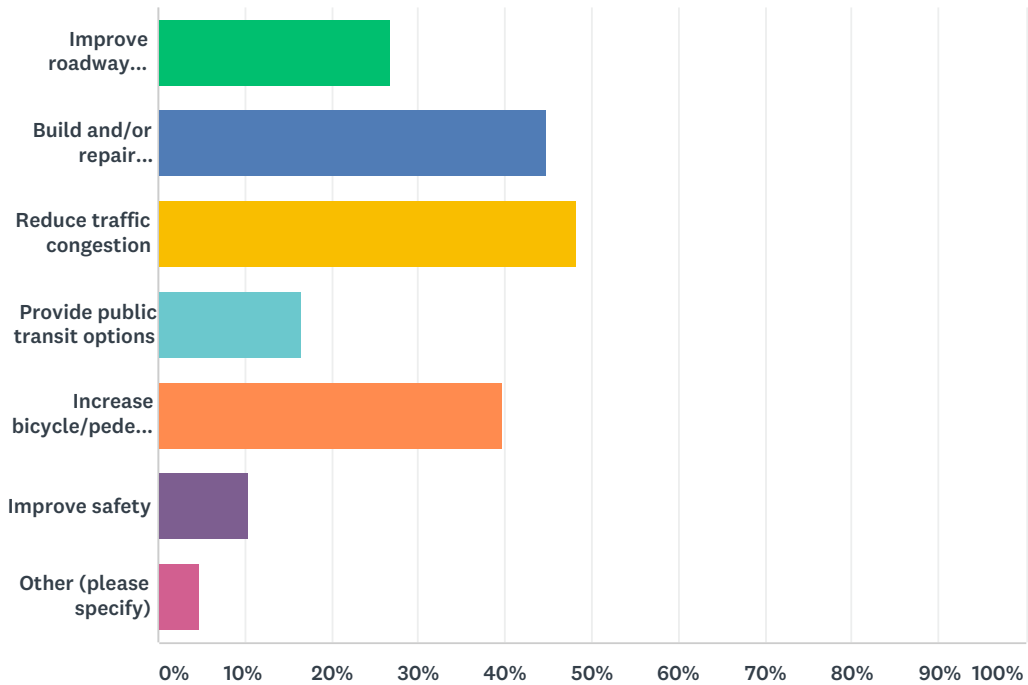
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ANSWER CHOICES	RESPONSES	
Keep future residential development in or near existing/established residential areas	61.36%	343
More housing options for seniors	31.13%	174
More multi-family developments	5.01%	28
More affordable housing	33.81%	189
More rental housing on the market	9.66%	54
Other (please specify)	20.04%	112
Total Respondents: 559		

Q9 What are the two most pressing transportation needs?

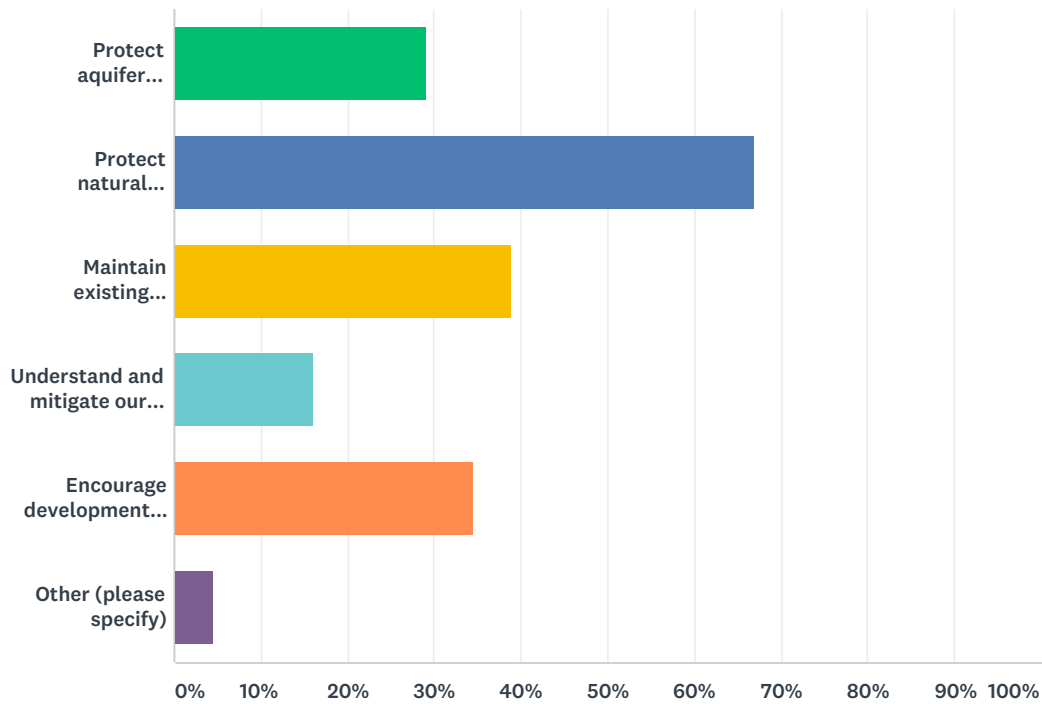
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ANSWER CHOICES	RESPONSES	
Improve roadway conditions	26.83%	150
Build and/or repair sidewalks	44.72%	250
Reduce traffic congestion	48.30%	270
Provide public transit options	16.46%	92
Increase bicycle/pedestrian access	39.71%	222
Improve safety	10.38%	58
Other (please specify)	4.83%	27
Total Respondents: 559		

Q10 What are the most important natural resource needs in Northborough? Choose the top two.

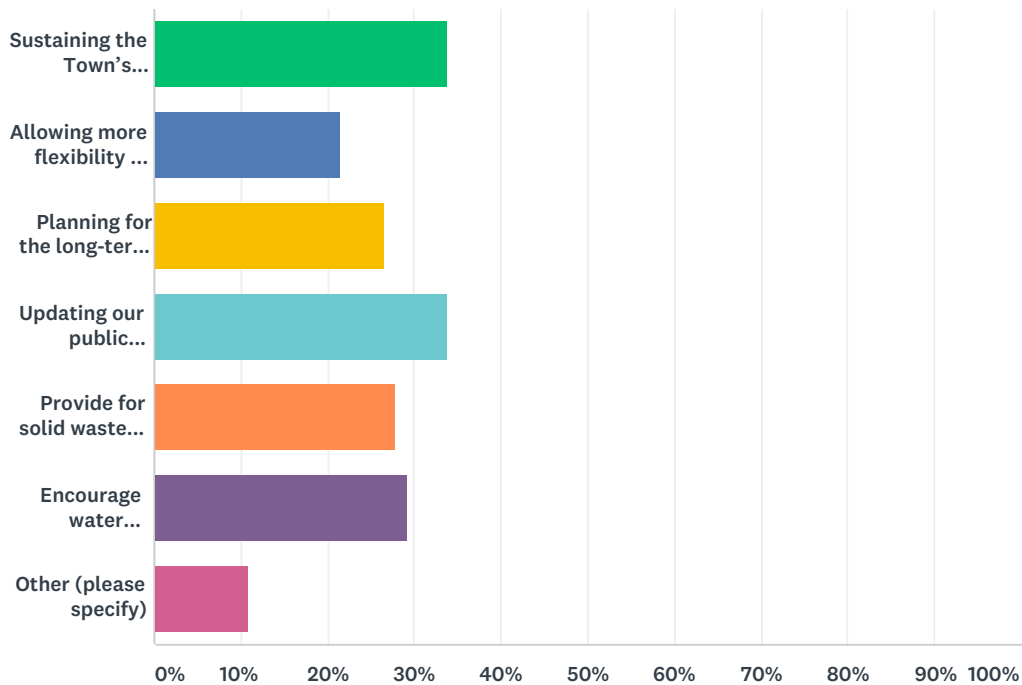
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ANSWER CHOICES	RESPONSES	
Protect aquifer recharge areas and improve water quality	29.16%	163
Protect natural habitats and sensitive lands	66.91%	374
Maintain existing farmlands	38.82%	217
Understand and mitigate our carbon footprints	16.10%	90
Encourage development that respects natural topography	34.53%	193
Other (please specify)	4.65%	26
Total Respondents: 559		

Q11 What are the most important sustainability issues facing Northborough? Choose the top two.

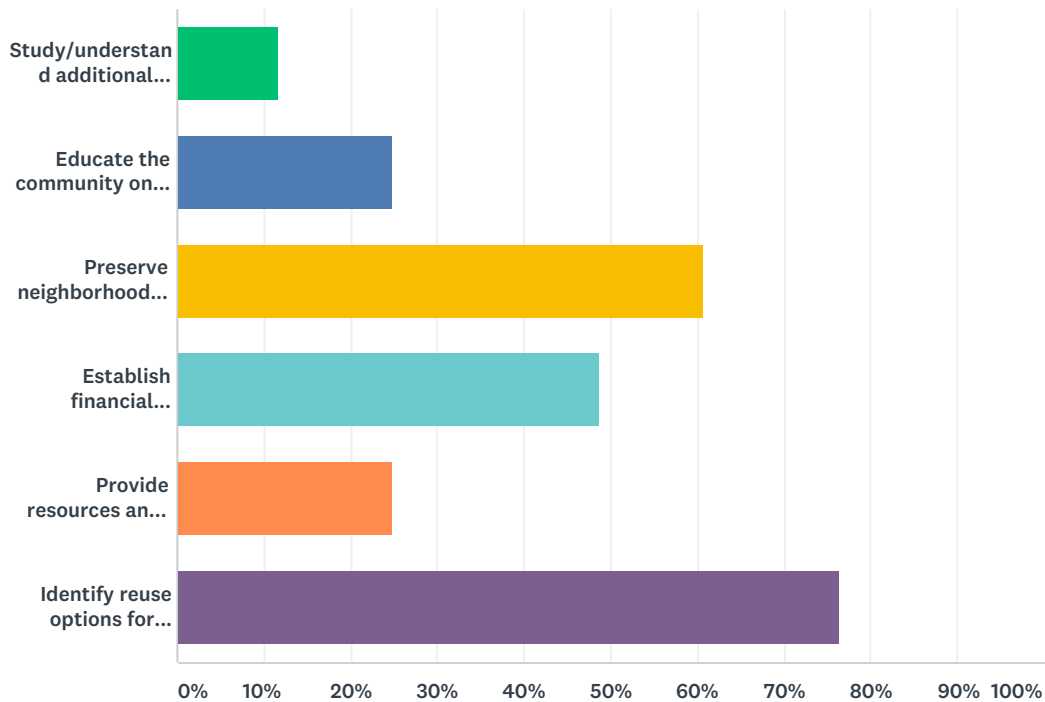
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ANSWER CHOICES	RESPONSES	
Sustaining the Town's long-term operations	33.81%	189
Allowing more flexibility in land uses to sustain growth and change	21.47%	120
Planning for the long-term impacts of climate change	26.65%	149
Updating our public facilities (buildings, vehicle fleets) to reduce our energy consumption	33.81%	189
Provide for solid waste reduction and increased diversion	27.73%	155
Encourage water conservation and plan for lasting water supply	29.34%	164
Other (please specify)	10.91%	61
Total Respondents: 559		

Q12 Which do you think are the most important goals for Northborough's historic resources? Choose the top three.

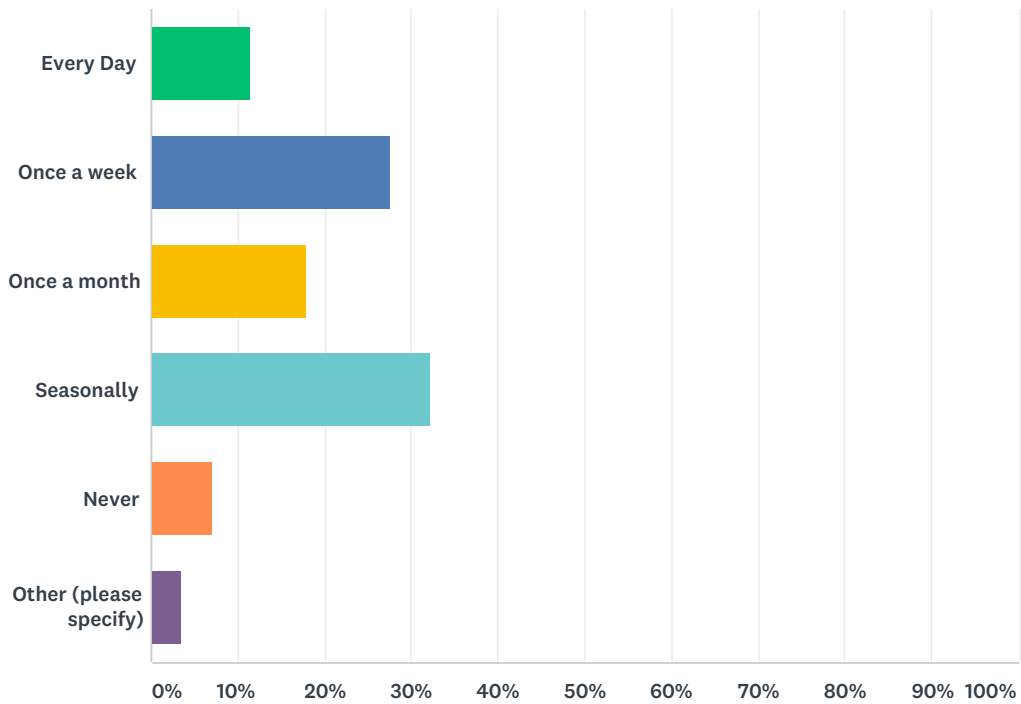
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ANSWER CHOICES	RESPONSES	
Study/understand additional historic resources and neighborhoods	11.81%	66
Educate the community on the importance of Northborough's history and associated resources	24.87%	139
Preserve neighborhood character and livability	60.64%	339
Establish financial incentives and resources to encourage rehabilitation/renovation over demolition	48.66%	272
Provide resources and information for owners of older houses regarding maintenance and upgrades	24.87%	139
Identify reuse options for vacant/underused historic buildings	76.39%	427
Total Respondents: 559		

Q13 How often do you use the Town’s parks, trails, and other recreational facilities?

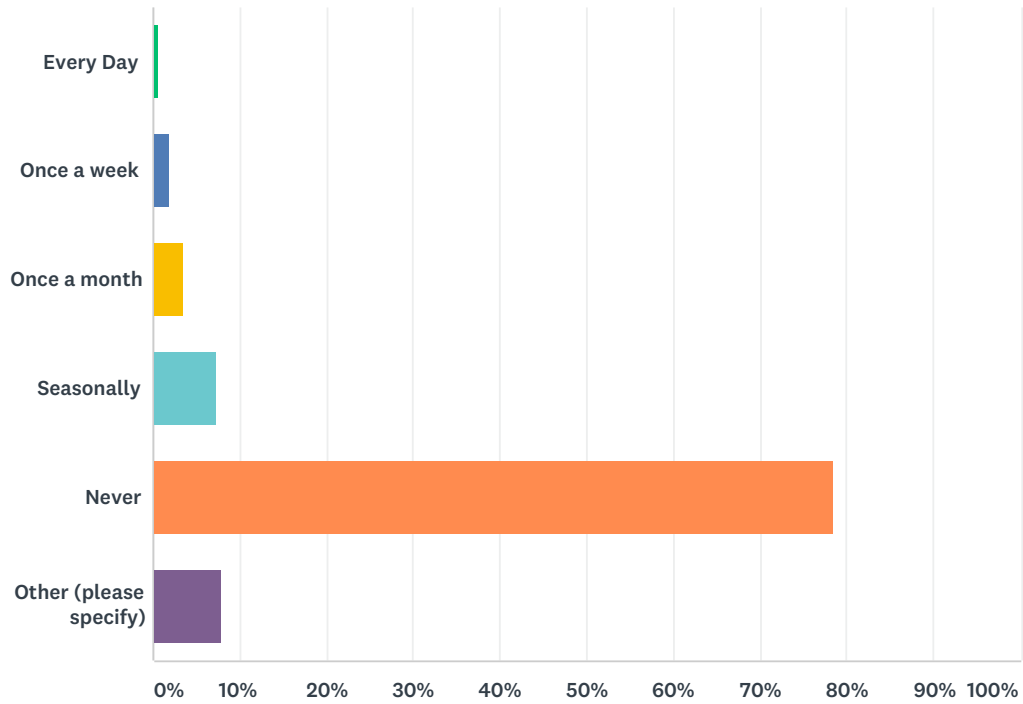
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ANSWER CHOICES	RESPONSES	
Every Day	11.45%	64
Once a week	27.55%	154
Once a month	18.07%	101
Seasonally	32.20%	180
Never	7.16%	40
Other (please specify)	3.58%	20
TOTAL		559

Q14 How often do you use the Town's Senior Center?

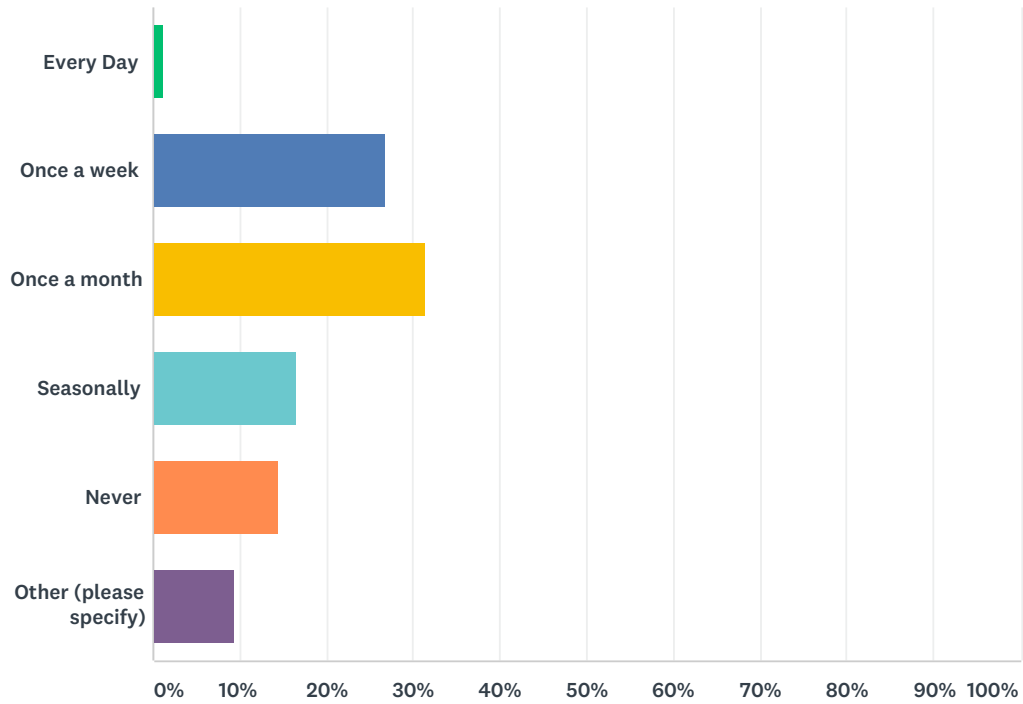
Answered: 559 Skipped: 0



ANSWER CHOICES	RESPONSES	
Every Day	0.72%	4
Once a week	1.79%	10
Once a month	3.58%	20
Seasonally	7.33%	41
Never	78.53%	439
Other (please specify)	8.05%	45
TOTAL		559

Q15 How often do you use the Northborough Free Library?

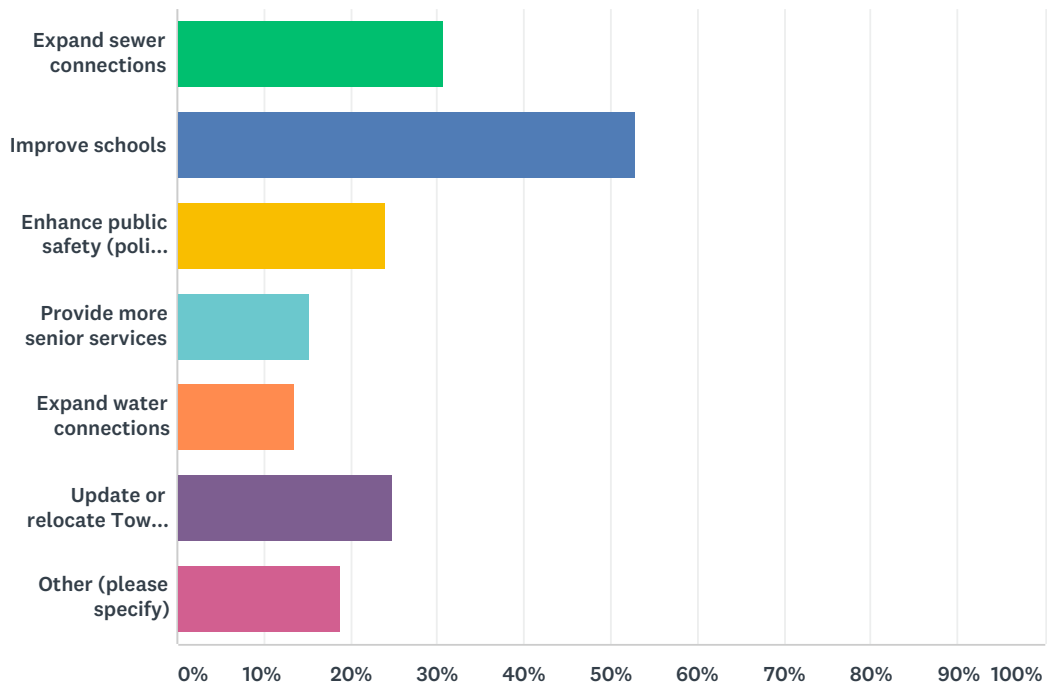
Answered: 559 Skipped: 0



ANSWER CHOICES	RESPONSES	
Every Day	1.25%	7
Once a week	26.83%	150
Once a month	31.48%	176
Seasonally	16.46%	92
Never	14.49%	81
Other (please specify)	9.48%	53
TOTAL		559

Q16 What are the two most important public facility and service needs in Northborough?

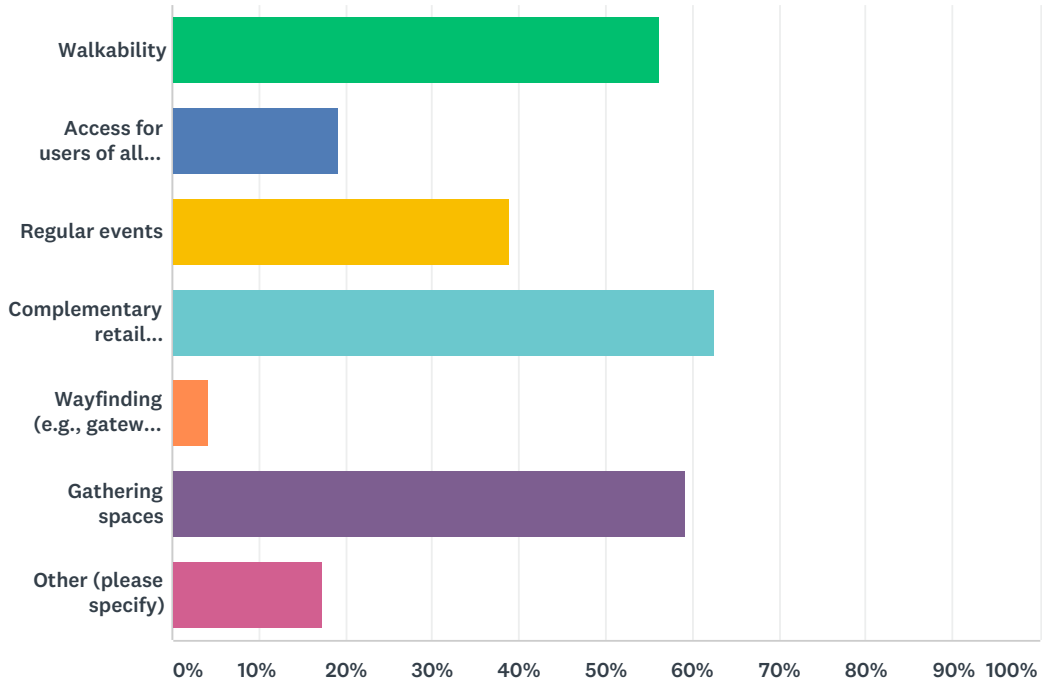
Answered: 559 Skipped: 0



ANSWER CHOICES	RESPONSES	
Expand sewer connections	30.77%	172
Improve schools	52.95%	296
Enhance public safety (police and fire)	23.97%	134
Provide more senior services	15.21%	85
Expand water connections	13.60%	76
Update or relocate Town Hall	24.87%	139
Other (please specify)	18.78%	105
Total Respondents: 559		

Q17 What do you believe is missing from your Downtown? Choose the top three.

Answered: 559 Skipped: 0

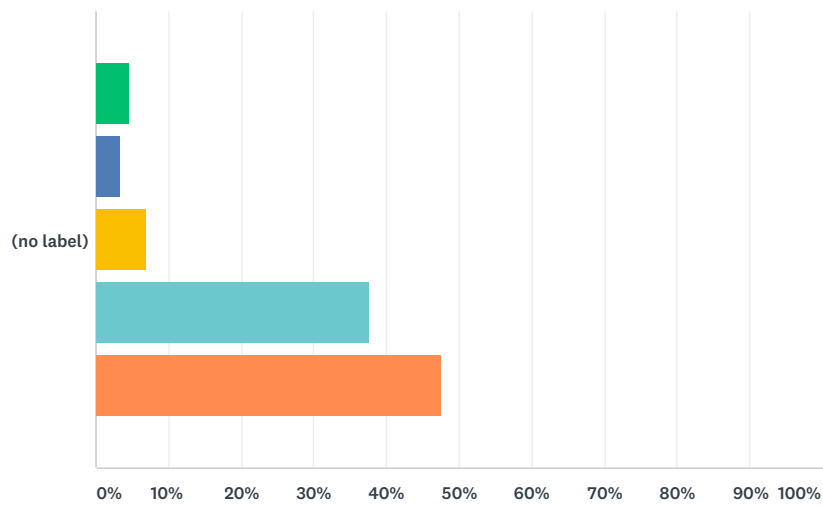


ANSWER CHOICES	RESPONSES	
Walkability	56.17%	314
Access for users of all transportation modes	19.32%	108
Regular events	39.00%	218
Complementary retail establishments	62.61%	350
Wayfinding (e.g., gateway signage, sign plans)	4.11%	23
Gathering spaces	59.21%	331
Other (please specify)	17.35%	97
Total Respondents: 559		

Community Survey #2

Q1 Northborough, a New England town incorporated in 1766, envisions a future where residents and visitors are drawn to a thriving downtown that provides walkability and connectivity between open spaces, gathering places, commercial activity, and neighborhoods; where Northborough’s open spaces, natural features, recreational amenities, and historic sites are preserved and integrated into the community to welcome, educate, and inspire; where a well-balanced housing stock supports long standing residents and new arrivals alike; where increased economic activity is given an appropriate place to grow and support our community and residents; and where future environmental and fiscal changes are given consideration in planning for a more sustainable and resilient community.

Answered: 215 Skipped: 0

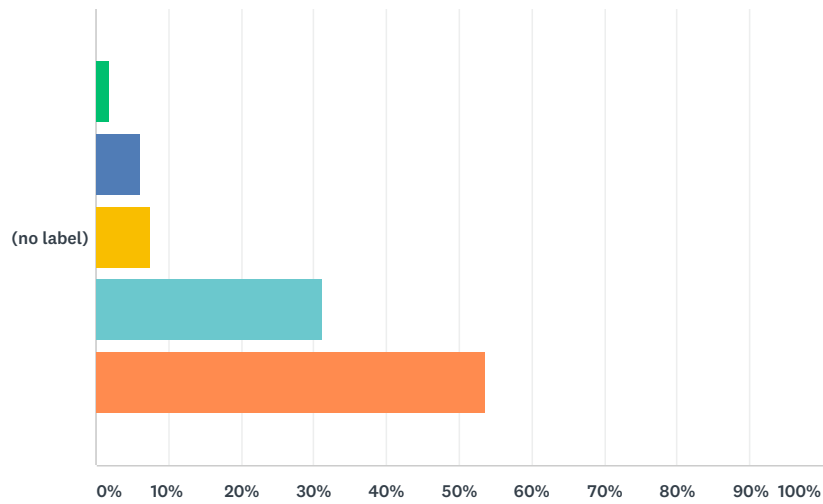


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	4.65%	3.26%	6.98%	37.67%	47.44%	215	4.20
	10	7	15	81	102		

Q2 Prioritize the preservation of natural and open spaces, while still accommodating the social and economic needs of the community.

Answered: 215 Skipped: 0

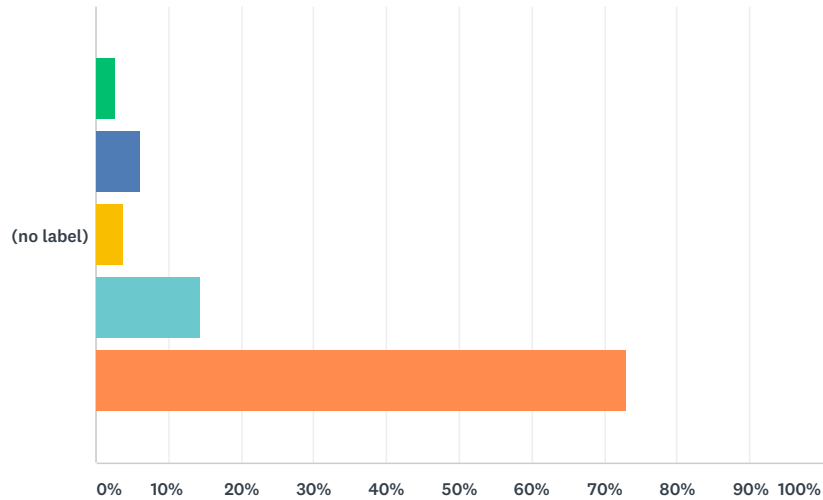


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.86%	6.05%	7.44%	31.16%	53.49%	215	4.28
	4	13	16	67	115		

Q3 Enhance Downtown by creating a pleasing, welcoming, and cohesive appearance – enabling it to become the community’s proud central gathering place for residents and visitors alike.

Answered: 215 Skipped: 0

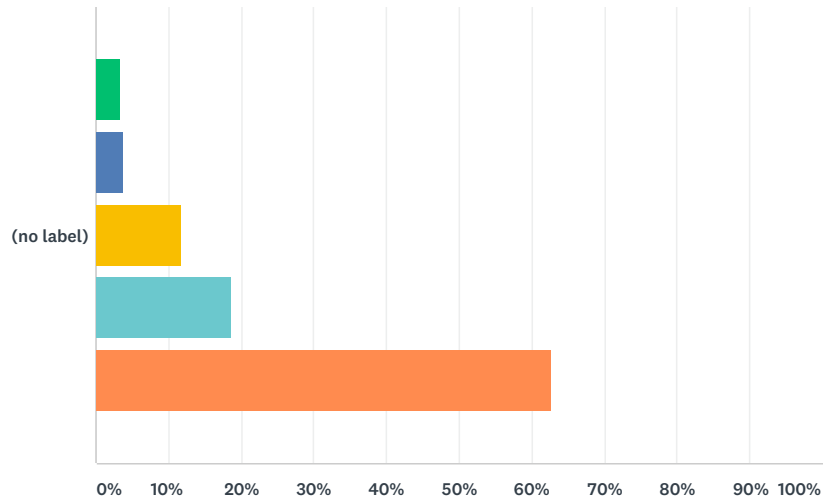


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.79%	6.05%	3.72%	14.42%	73.02%	215	4.49
	6	13	8	31	157		

Q4 Ensure Northborough's small-town feel is not lost in the face of growth.

Answered: 215 Skipped: 0

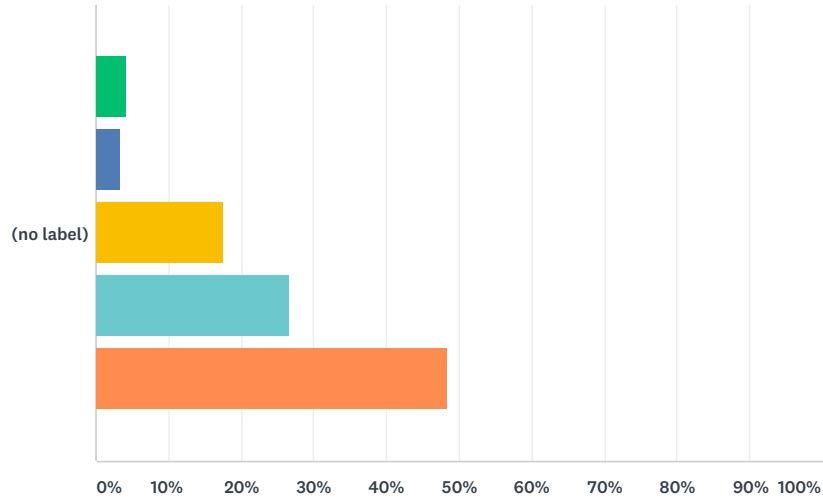


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.26%	3.72%	11.63%	18.60%	62.79%	215	4.34
	7	8	25	40	135		

Q5 Develop land use strategies* that anticipate the unique needs of the multiple retail and commercial centers along Route 20 and Route 9.*Land use strategies are policies that guide the development and use of land, and may include zoning, infill development and adaptive reuse, and siting policies, among other tools.

Answered: 215 Skipped: 0

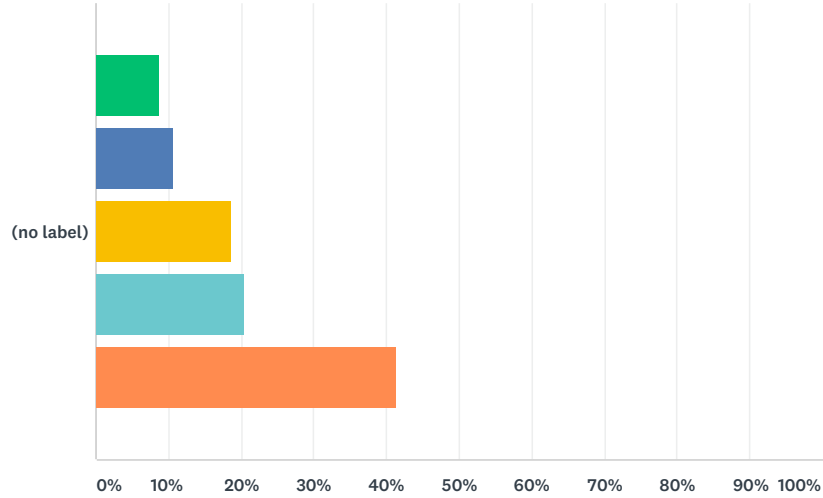


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	4.19%	3.26%	17.67%	26.51%	48.37%	215	4.12
	9	7	38	57	104		

Q6 Continue to maintain and encourage a diversity of housing options to increase housing affordability and choice for all ages and to ensure that at least 10 percent of the town’s housing inventory continues to be deemed affordable under state guidelines.

Answered: 215 Skipped: 0

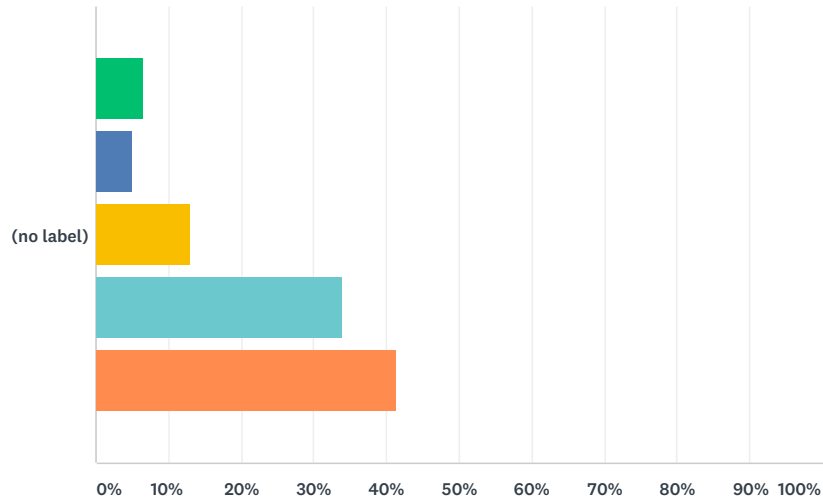


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	8.84%	10.70%	18.60%	20.47%	41.40%	215	3.75
	19	23	40	44	89		

Q7 Promote housing types that accommodate future growth in the community while maintaining and enhancing the existing character of residential neighborhoods.

Answered: 215 Skipped: 0

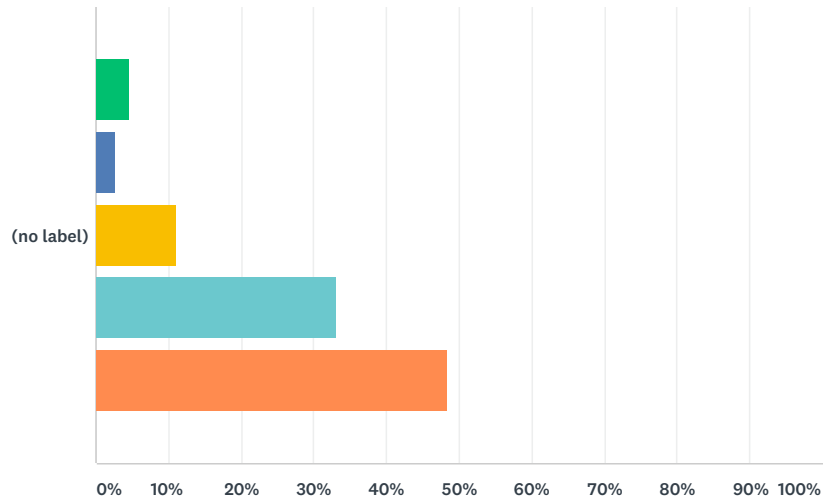


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	6.51%	5.12%	13.02%	33.95%	41.40%	215	3.99
	14	11	28	73	89		

Q8 Pursue a housing development strategy that balances growth and the need for Town services and infrastructure.

Answered: 215 Skipped: 0

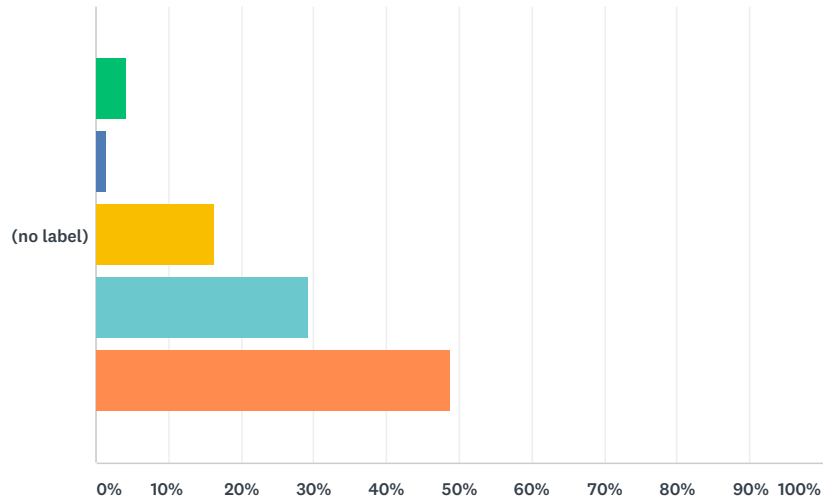


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	4.65%	2.79%	11.16%	33.02%	48.37%	215	4.18
	10	6	24	71	104		

Q9 Provide Downtown (i.e., the Downtown Business District) with greater definition in terms of its geography, branding, and function in relation to other areas in town.

Answered: 215 Skipped: 0

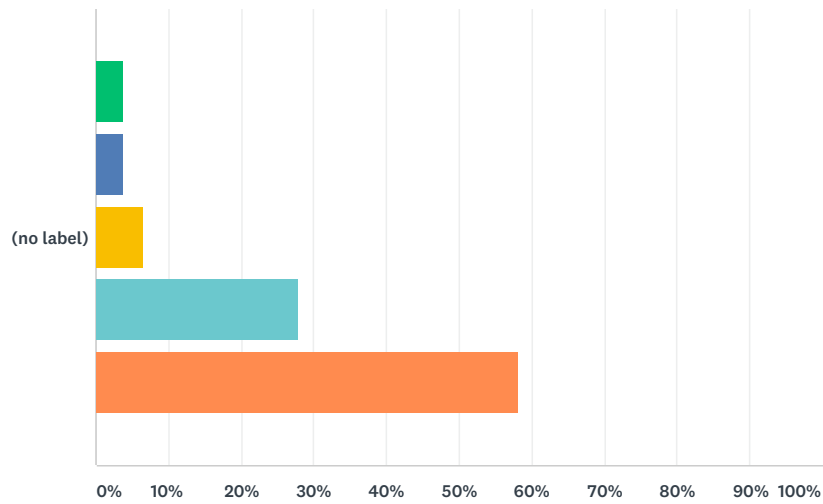


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	4.19%	1.40%	16.28%	29.30%	48.84%	215	4.17
	9	3	35	63	105		

Q10 Identify creative and innovative development and redevelopment opportunities for underperforming commercial and industrial properties.

Answered: 215 Skipped: 0

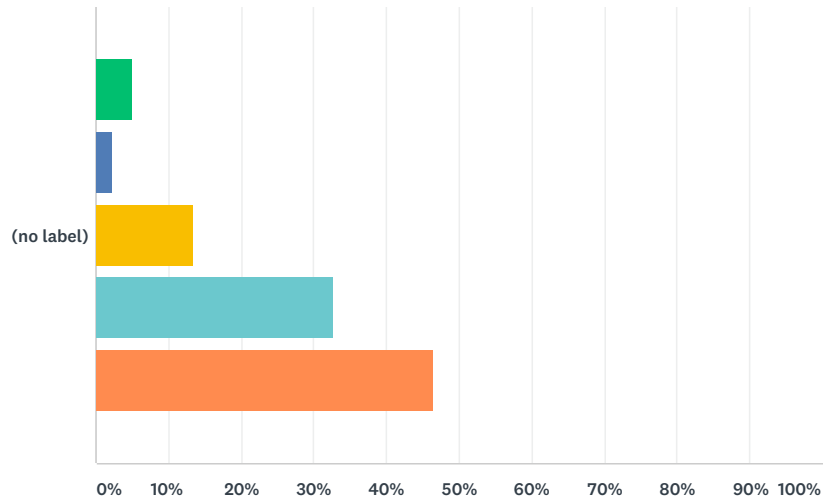


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.72%	3.72%	6.51%	27.91%	58.14%	215	4.33
	8	8	14	60	125		

Q11 Grow and connect the local business community and position it to be resilient in the face of changing economic conditions.

Answered: 215 Skipped: 0

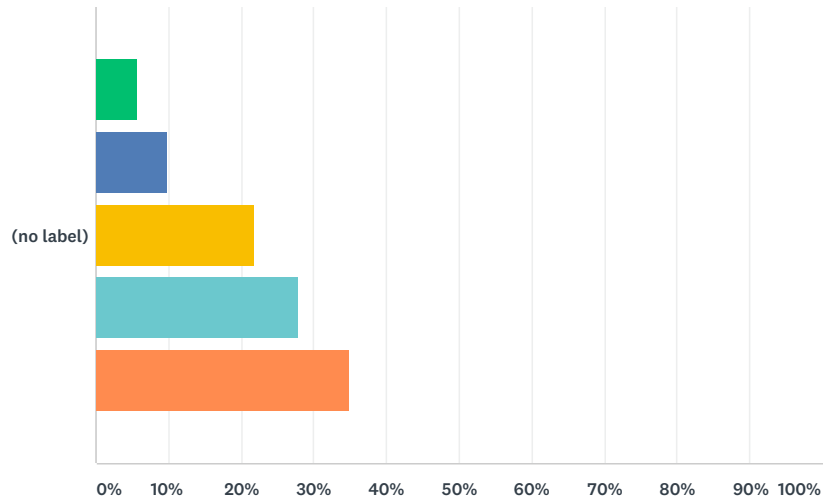


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.12%	2.33%	13.49%	32.56%	46.51%	215	4.13
	11	5	29	70	100		

Q12 Position the town to attract more visitors and commercial tax revenue.

Answered: 215 Skipped: 0

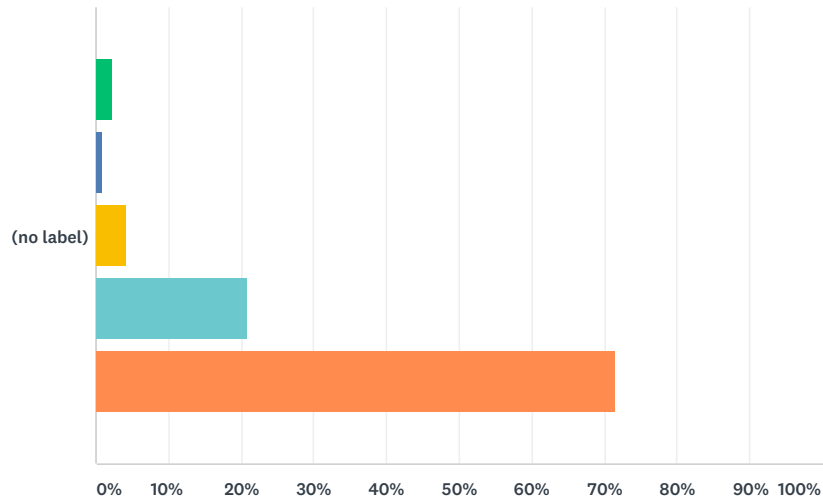


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.58%	9.77%	21.86%	27.91%	34.88%	215	3.77
	12	21	47	60	75		

Q13 Preserve and enhance the natural landscapes of the community.

Answered: 215 Skipped: 0

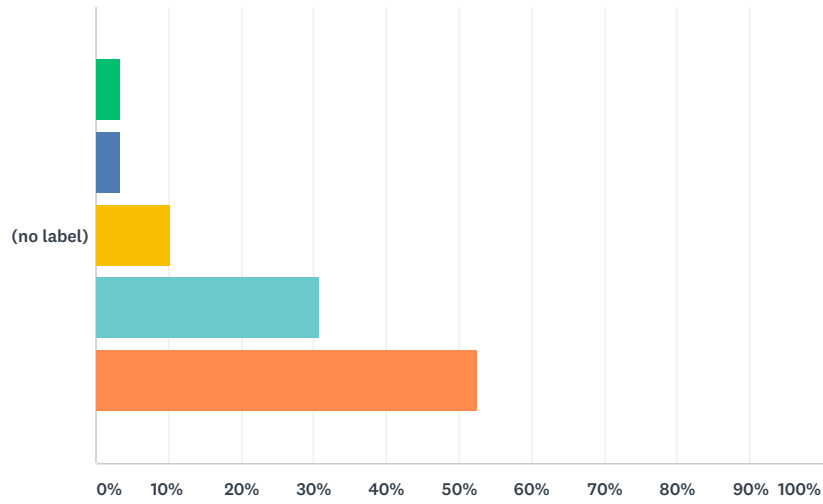


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.33%	0.93%	4.19%	20.93%	71.63%	215	4.59
	5	2	9	45	154		

Q14 Maintain and expand the protection of Northborough’s historic resources, including: buildings, structures, landscapes, and documents.

Answered: 215 Skipped: 0

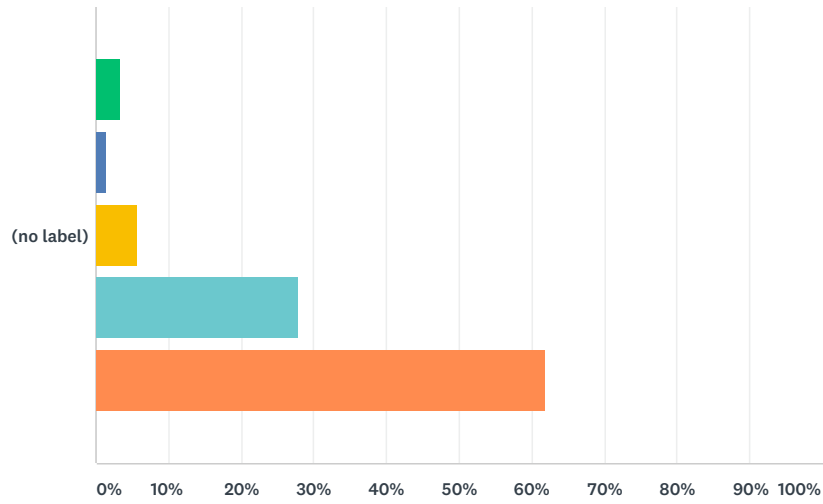


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.26%	3.26%	10.23%	30.70%	52.56%	215	4.26
	7	7	22	66	113		

Q15 Utilize and repurpose, as appropriate, Town-owned buildings for community needs.

Answered: 215 Skipped: 0

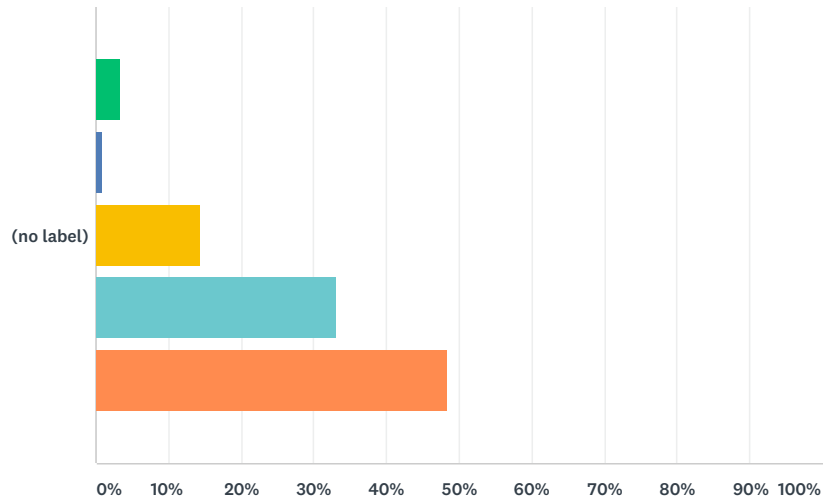


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.26%	1.40%	5.58%	27.91%	61.86%	215	4.44
	7	3	12	60	133		

Q16 Coordinate efforts between cultural, historical, and environmental organizations.

Answered: 215 Skipped: 0

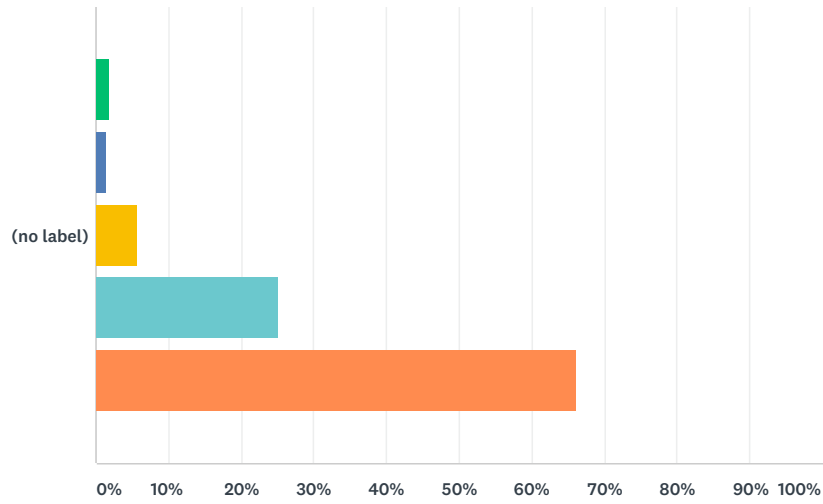


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.26%	0.93%	14.42%	33.02%	48.37%	215	4.22
	7	2	31	71	104		

Q17 Maintain and expand opportunities for active recreation to residents of all ages and abilities.

Answered: 215 Skipped: 0

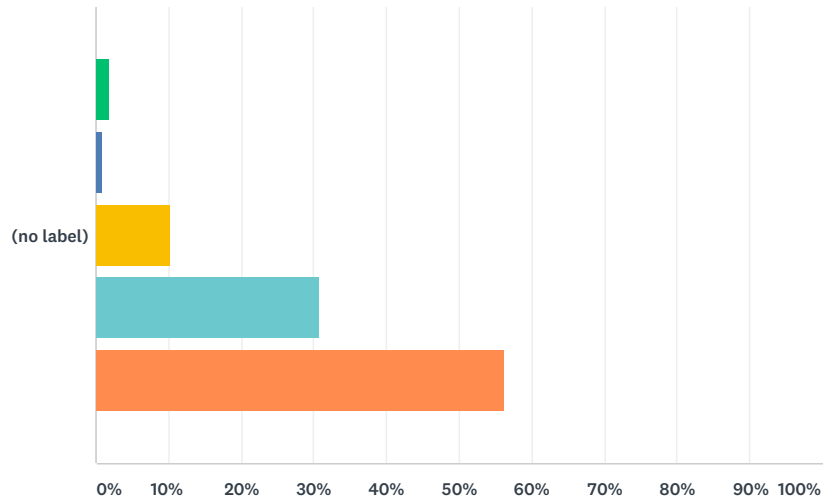


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.86%	1.40%	5.58%	25.12%	66.05%	215	4.52
	4	3	12	54	142		

Q18 Continue to create and maintain passive recreation opportunities throughout town.

Answered: 215 Skipped: 0

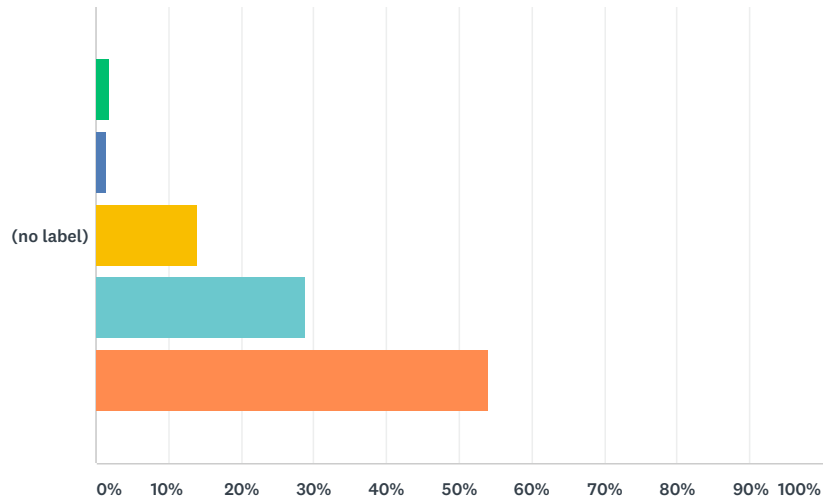


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.86%	0.93%	10.23%	30.70%	56.28%	215	4.39
	4	2	22	66	121		

Q19 Promote public awareness and appreciation of the recreational opportunities within the community.

Answered: 215 Skipped: 0

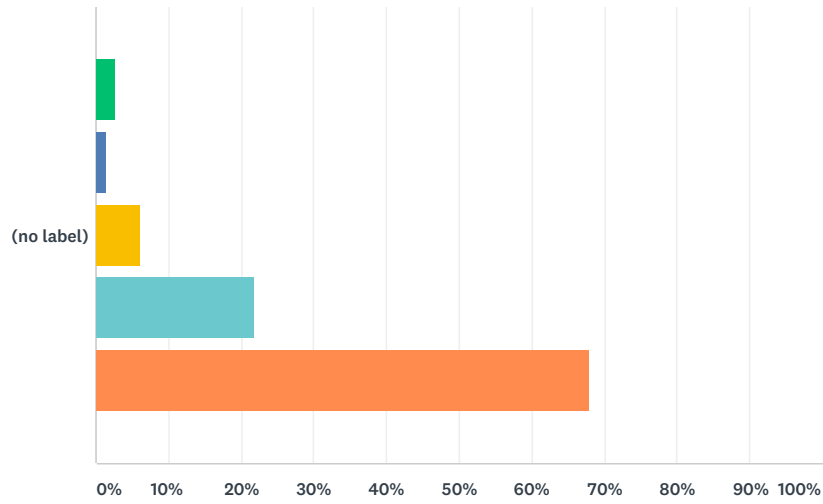


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.86%	1.40%	13.95%	28.84%	53.95%	215	4.32
	4	3	30	62	116		

Q20 Link existing open spaces and community resources for a more connected and walkable community.

Answered: 215 Skipped: 0

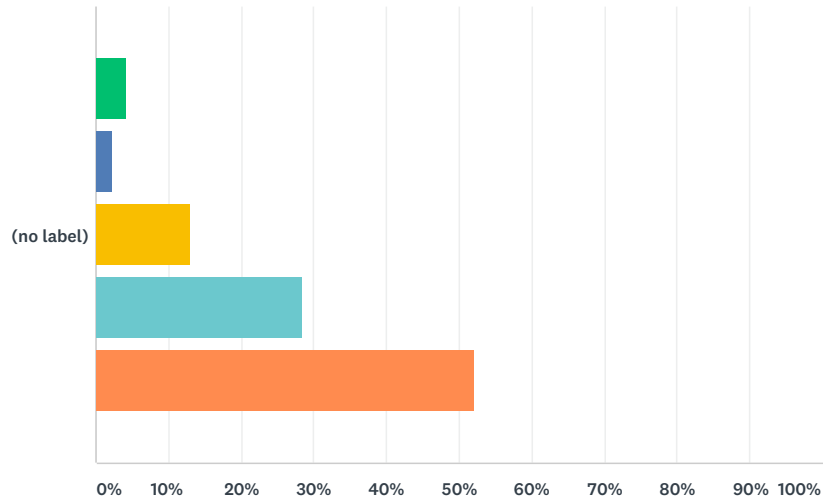


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.79%	1.40%	6.05%	21.86%	67.91%	215	4.51
	6	3	13	47	146		

Q21 Develop plans and funding to improve key public facilities and infrastructure, to support the Town's operations and to meet the community's current and future needs.

Answered: 215 Skipped: 0

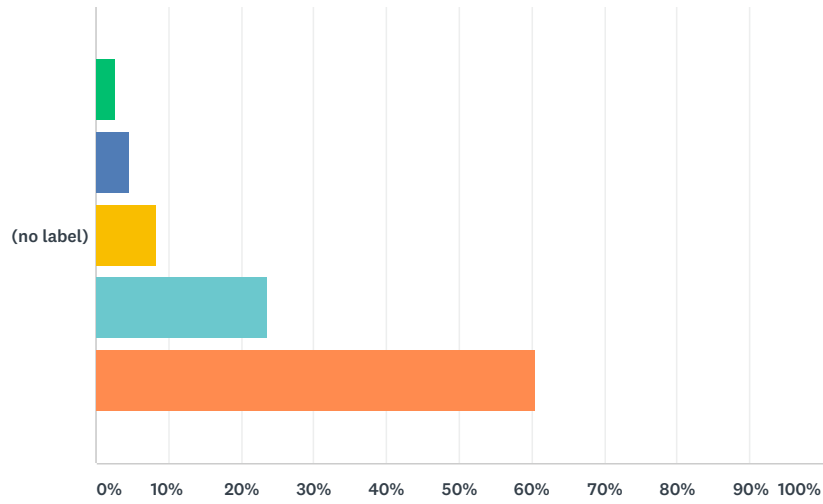


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	4.19%	2.33%	13.02%	28.37%	52.09%	215	4.22
	9	5	28	61	112		

Q22 Ensure public safety officials have the capital assets and staffing necessary to protect the community today and tomorrow.

Answered: 215 Skipped: 0

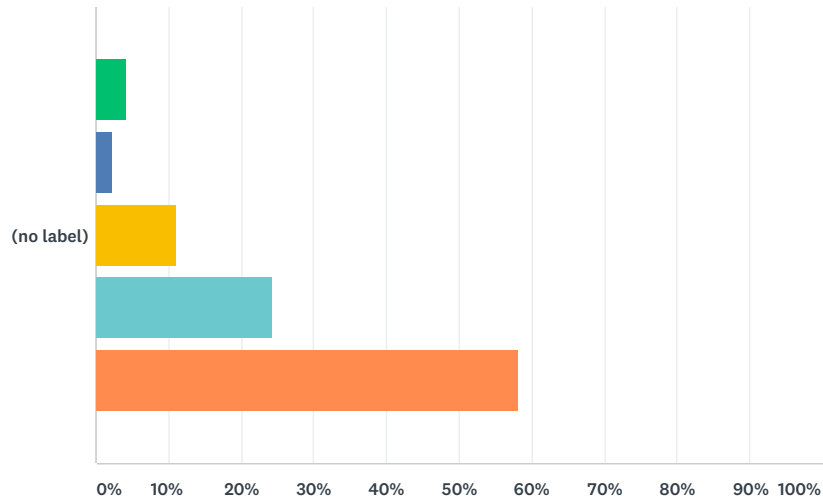


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.79%	4.65%	8.37%	23.72%	60.47%	215	4.34
	6	10	18	51	130		

Q23 Incorporate sustainable development and renewable energy into existing, repurposed, and new municipal buildings and amenities.

Answered: 215 Skipped: 0

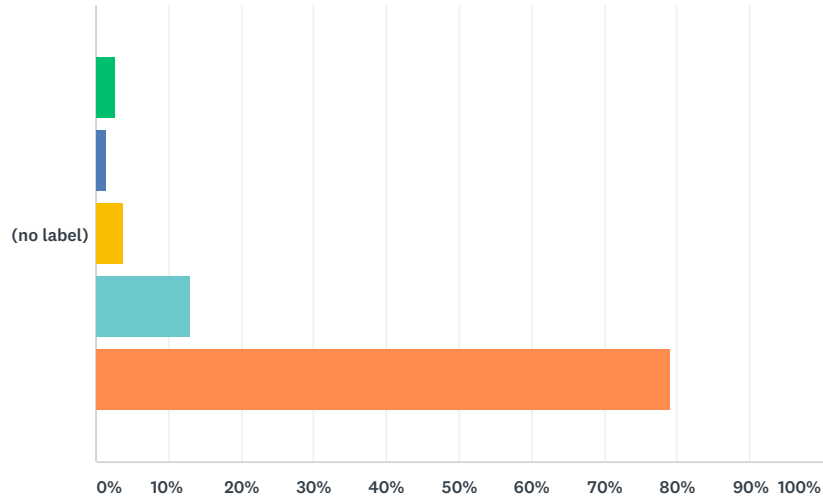


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	4.19%	2.33%	11.16%	24.19%	58.14%	215	4.30
	9	5	24	52	125		

Q24 Continue to invest in providing an excellent school system.

Answered: 215 Skipped: 0

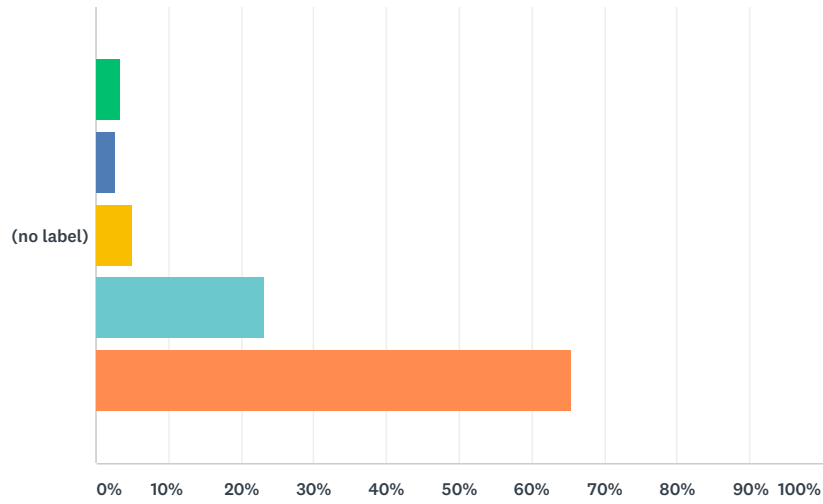


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.79%	1.40%	3.72%	13.02%	79.07%	215	4.64
	6	3	8	28	170		

Q25 Take advantage of and prioritize opportunities to improve Downtown's public spaces.

Answered: 215 Skipped: 0

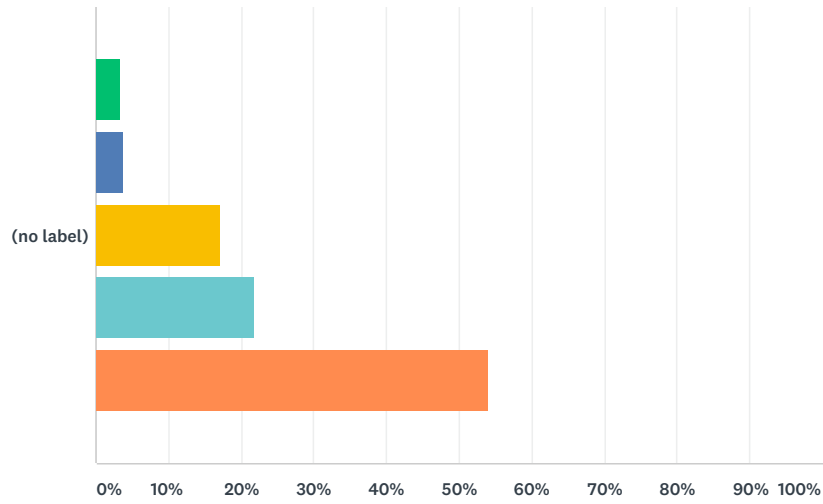


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.26%	2.79%	5.12%	23.26%	65.58%	215	4.45
	7	6	11	50	141		

Q26 Become a bicycle and pedestrian-friendly community by expanding existing bicycle and pedestrian facilities and improving connectivity.

Answered: 215 Skipped: 0

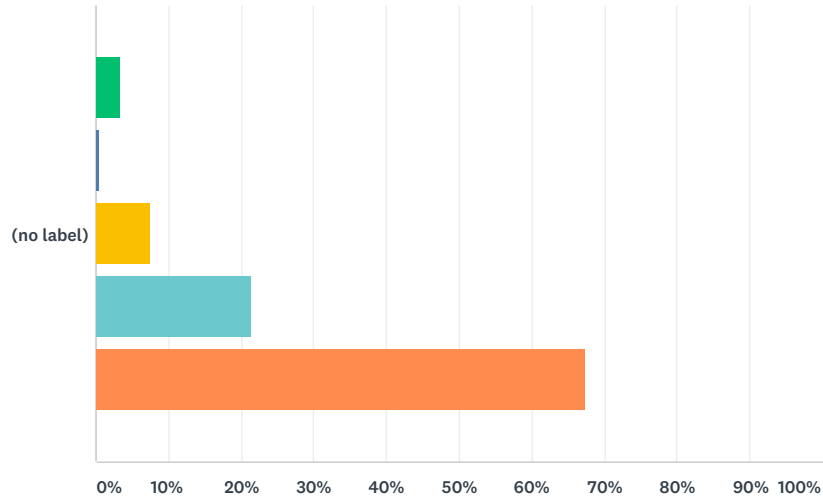


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.26%	3.72%	17.21%	21.86%	53.95%	215	4.20
	7	8	37	47	116		

Q27 Improve town-wide traffic flow and safety.

Answered: 215 Skipped: 0

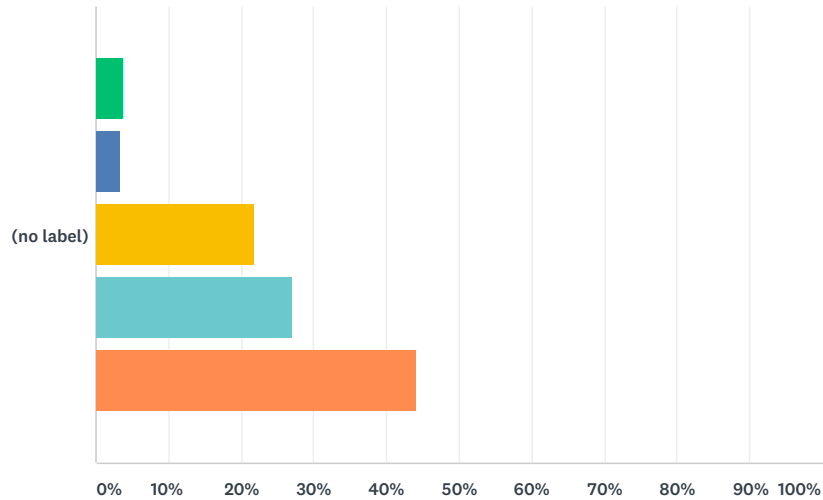


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.26%	0.47%	7.44%	21.40%	67.44%	215	4.49
	7	1	16	46	145		

Q28 Work with the Worcester Regional Transit Authority, abutting communities, and the Senior Center to explore ways to enhance transit within town.

Answered: 215 Skipped: 0

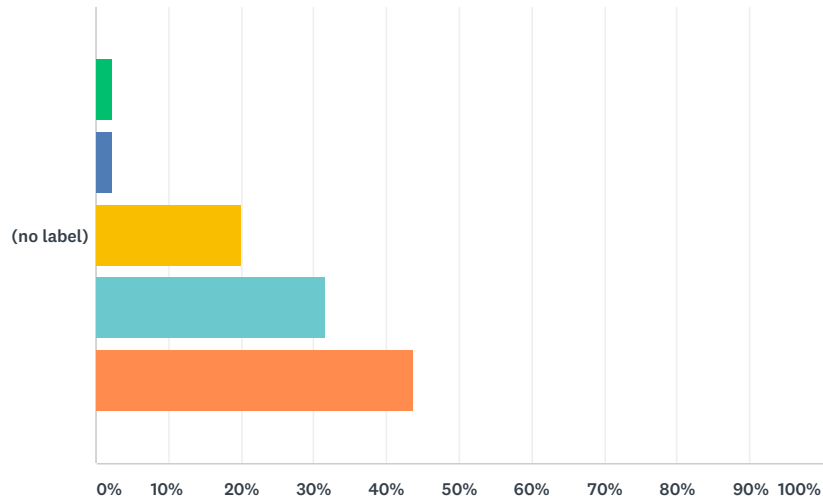


■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.72%	3.26%	21.86%	26.98%	44.19%	215	4.05
	8	7	47	58	95		

Q29 Plan for the future of transportation, and how potential changes may impact Northborough's transportation network.

Answered: 215 Skipped: 0



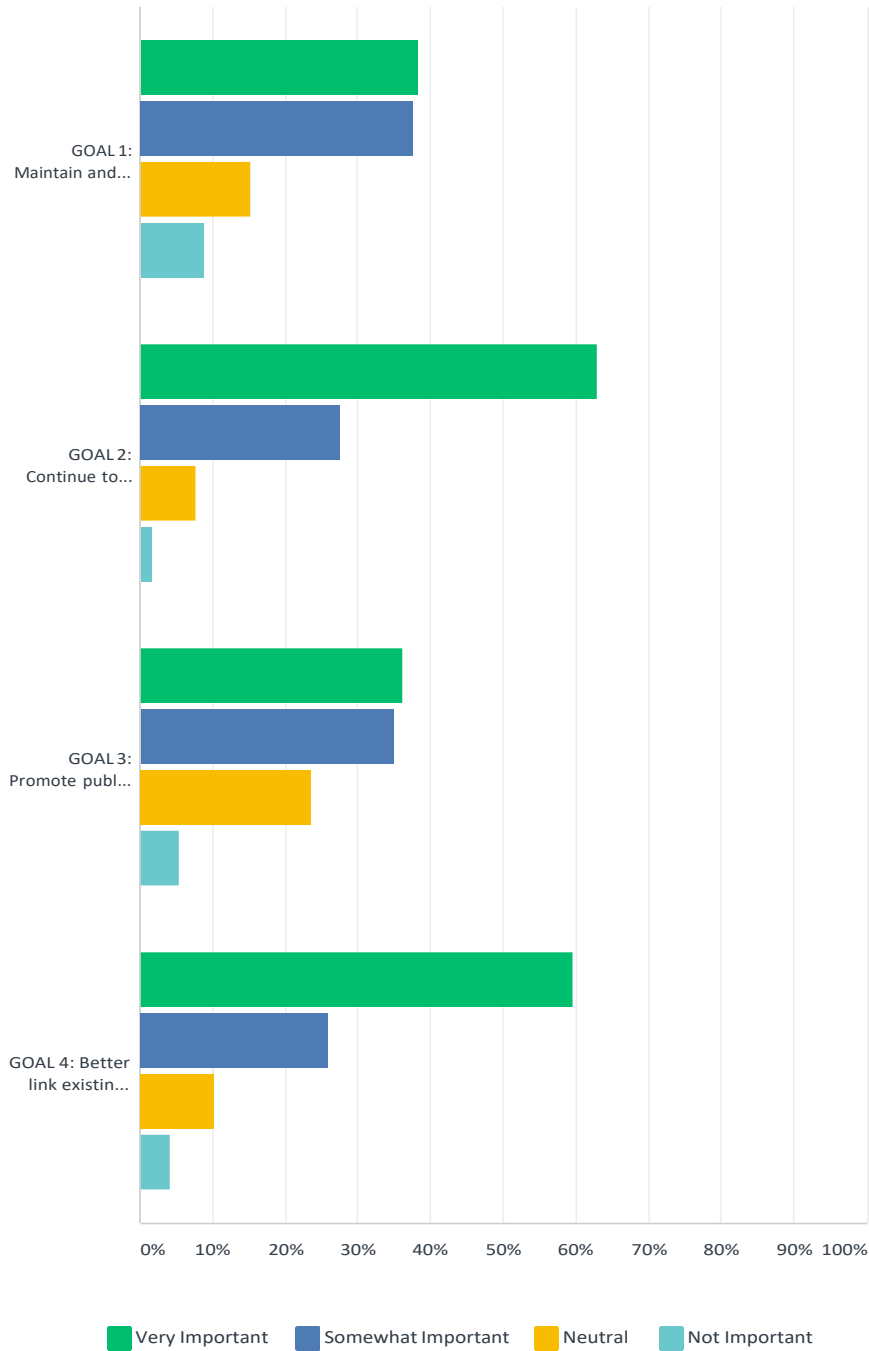
■ 1 - Strongly Disagree
 ■ 2 - Somewhat Disagree
 ■ 3 - Neutral
■ 4 - Somewhat Agree
 ■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - SOMEWHAT DISAGREE	3 - NEUTRAL	4 - SOMEWHAT AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	2.33%	2.33%	20.00%	31.63%	43.72%	215	4.12
	5	5	43	68	94		

Community Survey #3

Q1 Please review the draft Open Space and Recreation Goals listed below and rate how important they are in your opinion.

Answered: 378 Skipped: 4



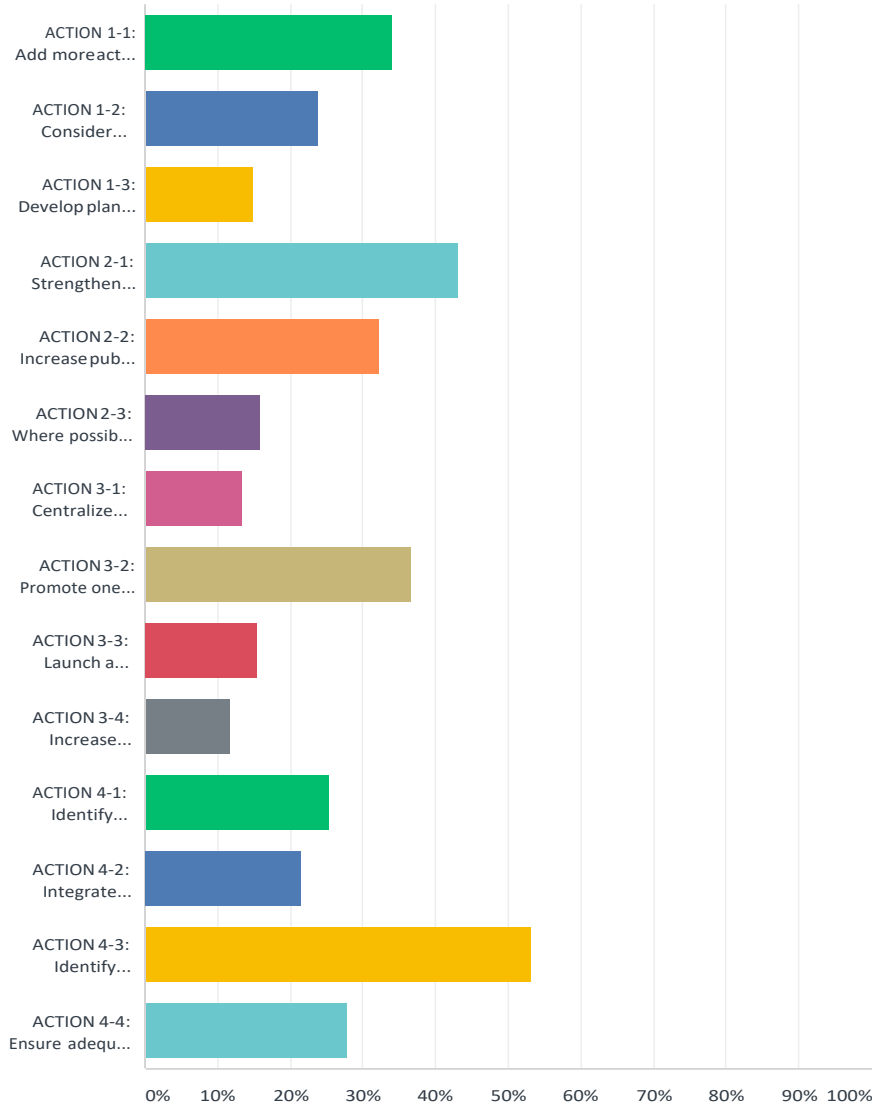
	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 1: Maintain and expand opportunities for active recreation to residents of all ages and abilities. Active recreation activities such as baseball, soccer, and pickleball demand considerable exertion and often require significant infrastructure.	38.24% 143	37.70% 141	15.24% 57	8.82% 33	374	3.05

Q1 Please review the draft Open Space and Recreation Goals listed below and rate how important they are in your opinion. (Cont.)

	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 2: Continue to create and maintain passive recreation opportunities throughout Town. Passive activities such as walking and hiking demand less exertion and resources.	63.03% 237	27.66% 104	7.71% 29	1.60% 6	376	3.52
GOAL 3: Promote public awareness and increased use of the recreational opportunities within the community.	36.19% 135	34.85% 130	23.59% 88	5.36% 20	373	3.02
GOAL 4: Better link existing open spaces and use these linkages to connect community assets and create a more walkable community.	59.63% 223	25.94% 97	10.16% 38	4.28% 16	374	3.41

Q2 Please review the list of Open Space and Recreation Recommendations/Actions developed for the Master Plan and choose UP TO FOUR items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-3 all support Goal 1.

Answered: 382 Skipped: 0



ANSWER CHOICES	RESPONSES
ACTION 1-1: Add more active recreational facilities outside of school grounds and provide lighting and other improvements for facilities where feasible to meet increasing teen and adult recreation needs. Evaluate the Boundary Street property as a possible location for the expansion of recreation facilities.	34.03% 130
ACTION 1-2: Consider building a Town Dog Park.	23.82% 91
ACTION 1-3: Develop plans to improve facility maintenance.	14.92% 57
ACTION 2-1: Strengthen trail connections among various trail networks as well as to key open space areas and community centers.	43.19% 165
ACTION 2-2: Increase public access to riverfront and water-based recreation opportunities.	32.20% 123

**Q2 Please review the list of Open Space and Recreation Recommendations/Actions developed for the Master Plan and choose UP TO FOUR items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-3 all support Goal 1.
(Cont.)**

ANSWER CHOICES	RESPONSES
ACTION 2-3: Where possible, incorporate passive recreation opportunities into active recreation facilities.	15.97% 61
ACTION 3-1: Centralize information on recreation resources and opportunities for public access.	13.35% 51
ACTION 3-2: Promote one main community calendar that includes all events in Town (e.g., political, arts, recreation, other), not just recreation related events.	36.65% 140
ACTION 3-3: Launch a "Friends of ... Parks/Fields/Trails" campaign to encourage public involvement in the care and maintenance of recreational resources.	15.45% 59
ACTION 3-4: Increase awareness of the Community Preservation Committee (CPC) and other very important efforts to preserve the character of the Town.	11.78% 45
ACTION 4-1: Identify acquisition opportunities for parcels that provide/can provide key linkages among open spaces.	25.39% 97
ACTION 4-2: Integrate enhanced signage, visibility, and walkability at the Town's recreation facilities and trail heads into overall open space and recreation network improvements.	21.47% 82
ACTION 4-3: Identify opportunities to repurpose old infrastructure for trails development, such as the old trolley line, aqueduct, etc.	53.14% 203
ACTION 4-4: Ensure adequate preservation funding is available for open space acquisition as opportunity arises.	27.75% 106
Total Respondents: 382	

Q3 Is there any Open Space and Recreation Goal or Action listed above that you disagree with? Is there anything missing that you would like to add to the Open Space and Recreation Element? Please leave your comments below.

Answered: 79 Skipped: 303

#	RESPONSES	DATE
1	more green overall	4/29/2019 6:29 PM
2	Horseshoe pits for team play	4/27/2019 1:02 AM
3	It is absolutely important to have a dog park for man's best friend	4/26/2019 8:27 PM
4	Bike trails not included in the list, but should be.	4/26/2019 5:43 PM
5	None	4/26/2019 7:45 AM
6	2-2 I don't think there are any waterways worth developing	4/25/2019 7:10 PM
7	No	4/25/2019 7:04 PM
8	4-3 STRONGLY disagree on repurposing aqueduct for trails development. Leave it as is.	4/25/2019 3:54 PM
9	Enhance walkability and bikeability in town by adding sidewalks and bike lanes where possible	4/25/2019 3:04 PM
10	Dog park is not needed. the entire town funding and dedicating space for a small subset is wrong.	4/25/2019 12:25 PM
11	I support transforming Carney Park into the town's official dog park. With official rulings or not, the park has been functioning like a semi-official dog park. Most dog owners let their dogs off-leash to enjoy the grassy land and stream; people keeps their dogs under voice control and respect other people/dogs. And to be honest, dog walking must have been the primary usage of Carney Park in all seasons. I hardly see people visiting the park for any purpose other than walking their dogs. My dog loves Carney Park and I'm proud of having such a nice space for dogs in my town. I'd love to see it being recognized and become an official dog park, where dogs can go still off-leash under any necessary rules that the town must enforce. Thanks!	4/25/2019 11:57 AM
12	I think the town needs to better investigate businesses buying property in town. S&S farms was a huge failure on the towns part. He is polluting the neighborhoods surrounding the fake farm with smells and improperly handled waste. He had a record of doing this in other places and the town should not have sold him the land if they did any kind of a google search on his previous properties. I pay a huge tax bill to live in a neighborhood that smells like vomit inducing rot during the warm months.	4/25/2019 11:52 AM
13	I'm not sure I agree with spending for a dog park. There are many designations all around. I have two dogs regularly take them all over. I do not want tax money going to this	4/25/2019 10:37 AM
14	Increased areas and activities geared for accessibility, activities, passive and active, transportation to and from and safety for senior citizens.	4/23/2019 2:47 PM
15	I'm not necessarily opposed to action 4-4, but it should be very low on the priority list when it comes to budgeting.	4/23/2019 9:05 AM
16	.	4/23/2019 8:47 AM
17	I agree with 1/2 of action 1-1. There should be a "community building" that can be used for a variety of activities, especially indoor activities during months with inclement weather. I feel like Boundary Street is too far from center of town, where most people are located. It would be great to have a facility that kids/teens can access easily either by walking or biking. Boundary Street is too far away from town, not easy to access, and is too dark. We're trying to make this town more friendly and walkable. Boundary Street does not promote that. Also, along this topic, can't the town hall gym be used for more activities? Seems like its always sitting there not being used. For instance, on days off from school (professional development days) it would be great for kids to have a place to go to "hang-out" safely and/or to do activities such as basketball pickup games that the town hall gym could be used for.	4/22/2019 10:37 PM

Northborough Master Plan Goals and Recommendations Prioritization Survey

18	I oppose public funding for dog park. Item 1-2. Users, Dog owners, should fund.	4/22/2019 10:00 PM
19	Link Northboro to the Hudson/Marlboro biking/walking trail. Also, holding farmers markets during warm weather in the new town common.	4/22/2019 9:31 PM
20	Open space should always include a plan to enable access to it and its use.	4/22/2019 9:21 PM
21	Town Dog park. Already plenty of dog friendly spaces in town that offer great hiking.	4/22/2019 9:20 PM
22	I don't think the town needs a dog park at this time.	4/22/2019 9:16 PM
23	in Goal 1 I think we should maintain but it is unnecessary to expand unless those areas have increased need. For instance if youth soccer fills up in 2 days but no one shows interest in adult volleyball, lets expand soccer and not put money and effort into expanding adult volleyball. I think having safe walking/hiking areas is great, I don't think we need to connect in the whole town. I think we should make sure we aren't disturbing the wildlife that't currently calling portions of this town home.	4/22/2019 8:30 PM
24	Centralizing information and having one calendar with all town events and increasing signage will make more people aware of the trails and open space. In turn, the increased awareness will instill accountability in maintaining trails and developing more open space in Northborough and ultimately make people more involved in recreating and caring about the town's open space.	4/22/2019 8:14 PM
25	I have to say I disagree with the dog park idea. Why should the town expend valuable resources for dog owners who want the (wholly optional) privilege of owning a dog without the responsibility of walking it properly? A dog park just shifts the cost of their irresponsibility onto the town. (Dogs are not like kids in that kids when they grow up are the future of society. Public funds for kids' education, yes. For dog parks, no.)	4/22/2019 8:07 PM
26	Please do not allow any recreation, etc activities close to heavy residential areas or those that can pollute well and watershed water.	4/22/2019 7:19 PM
27	Dog park is a complete waste of resources. This town needs sidewalks. We should be preserving woodlands as much as possible and keeping them from being developed.	4/22/2019 7:17 PM
28	Turf field for high school athletics. We are the only school system in our area that does not have a turf field available at the high school.	4/22/2019 6:20 PM
29	I would really love a dog park and would help in any way I can I don't use a dog park because there are not one close enough	4/22/2019 5:48 PM
30	Action 1-2 just isn't needed and, in fact, may be the worst use of land possible. Might even be illegal.	4/22/2019 4:02 PM
31	Providing active recreation options is just as much a private sector responsibility as a public one. The town should do more to promote private sector active recreation development.	4/22/2019 3:25 PM
32	I don't think the whole town should pay for a dog park. I believe in fund raisers should be had by those interested in such things.	4/22/2019 2:32 PM
33	Special attention needs to be made to trails that can be walked by people with mobility issues that may or may not involve a wheelchair. Most of the trails in town are on rocky steep inclines or are far too isolated or tick infested to be off use to someone with, for example, bad knees. I would also like to see some designated uses areas such as off-leash dog walking trails, bike only or no bike, and no hunting areas. More and larger community garden plots.	4/22/2019 2:31 PM
34	I don't see a need for a Dog park, there are plenty of areas available. (But I'm not a dog owner)	4/22/2019 1:54 PM
35	need to make the town more walkable and connected...develop more of a town center	4/22/2019 1:49 PM
36	Access access access	4/22/2019 1:43 PM
37	Sidewalks and walkability	4/22/2019 1:43 PM
38	I would not support building any new rec facility at this time. We are beyond stretched on tax dollars as it is. Re-purposing old buildings would be something I could support.	4/22/2019 1:40 PM
39	Dog park not necessary (and I have a dog)	4/22/2019 1:39 PM
40	Is there any way Town can provide for cricket ground or space in existing baseball ground ? We are playing cricket every summer and need to visit next towns because of better space is ONLY	4/22/2019 1:31 PM

Northborough Master Plan Goals and Recommendations Prioritization Survey

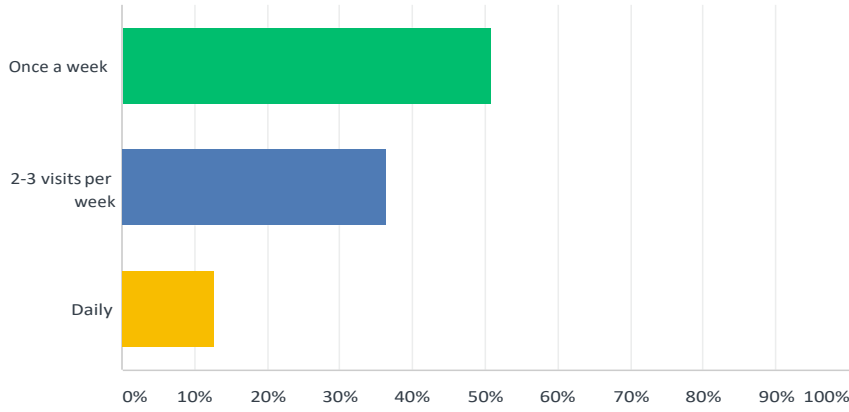
41	We need turf fields. We are behind in this movement. Our fields get flooded easily, especially at 135.	4/22/2019 1:30 PM
42	I would like you add that enforcement of rules in the spaces is paramount. E.g. Leash laws on the current trails are followed by probably 10% of the dog owners. Even though there are signs at the entrance, those are ignored and there is no enforcement.	4/22/2019 1:28 PM
43	I would be concerned with a teen recreation area in a remote location, it could necessitate more oversight from Police Dept. to watch for drinking, drug use	4/16/2019 12:29 PM
44	More sidewalks connecting parks, schools and other public lands.	4/15/2019 12:52 PM
45	Maintain current walking/hiking trails. Cannot use if overgrown with poison ivy	4/14/2019 8:10 AM
46	Provide a list of community service opportunities for individuals or groups to maintain or enhance public spaces. Eagle Scouts, Churches, etc are often looking for projects (paint trail signs, add a picnic table, maintain trails, cover costs for town to do a project, etc.).	4/14/2019 6:44 AM
47	Northborough is a great town for cycling. The town needs to mark the roads better, fix potholes and create public awareness that cyclists are to be treated as a "protected species".	4/12/2019 6:53 PM
48	There's a lot of liberal speak here. I don't see much of this as necessary and seeing that property taxes in Northborough are somewhat out of control, I suggest avoiding anything that would add to the tax burden on residents. Finally, your survey is flawed and biased as it will not allow the respondent to check zero boxes in Item #2 (which is what I would have done).	4/11/2019 2:43 PM
49	Make the town center a priority (more pedestrian friendly and aesthetically pleasing)	4/11/2019 2:10 PM
50	Would the creation of a dog park mean that leash laws would be enforced on other trails?	4/11/2019 10:47 AM
51	I almost chose Action 1-1, but didn't like that the Boundary St evaluation was tacked onto it - they are separate choices.	4/11/2019 8:36 AM
52	A recreation center with more basketball courts	4/11/2019 8:28 AM
53	Refurbish fencing around middle school tennis courts	4/11/2019 7:12 AM
54	A recreation center should be considered	4/10/2019 9:17 PM
55	More sidewalks connecting streets. An example of this is a sidewalk on Brigham Street and the end of School Street (near the golf course). This would create a continual safe walking/running loop from South Street to Main Street to School Street to Brigham Street back to South Street.	4/10/2019 8:39 PM
56	2-3,	4/10/2019 7:28 PM
57	1.2 dog park should not be a priority. Like to see upgrade l'd Assabet park for younger children. No need at this time to acquire property.	4/10/2019 4:24 PM
58	Increase access to sidewalks to promote walking in areas that do not currently have sufficient pedestrian access	4/10/2019 7:55 AM
59	Create a more diverse, walkable town center. Attract merchants that would appeal to walkers	4/10/2019 7:28 AM
60	No, thay is a great list.	4/10/2019 6:41 AM
61	We need more town meeting, gathering spaces.	4/9/2019 11:05 PM
62	Food stands, cafes	4/9/2019 7:34 PM
63	I disagree with building a dog park	4/9/2019 7:21 PM
64	Don't need a dog park	4/9/2019 5:48 PM
65	A dog park would be a great addition to Northborough, as well as a "Central Park" on Main Street for people to walk or sit on benches	4/9/2019 3:14 PM
66	None	4/9/2019 2:53 PM
67	Building Pickleball courts should be a priority or else north borough residents will start go out of town for this time of recreation/social/health activity. Make the Middle School courts into pickleball courts asap.	4/9/2019 2:37 PM

Northborough Master Plan Goals and Recommendations Prioritization Survey

68	Dog park is a waste of space and resources. The majority of the people in this town live in houses with yards. The town is not as walkable as it could or should be, and I believe that this contributes to the sorry state of the downtown. Northborough doesn't need more houses, so the town should probably work to acquire open spaces or large parcels instead of developers.	4/9/2019 2:15 PM
69	A dog park is a concern if not properly maintained or if not fenced in.	4/9/2019 2:01 PM
70	Please fix all side walks and make sure all residential streets have lights and sidewalks for walking and riding bikes.	4/9/2019 1:55 PM
71	As housing is built include sidewalks-would love to see a more walkable community evolve	4/9/2019 1:50 PM
72	Limit clear cutting in Northborough	4/9/2019 1:42 PM
73	no	4/9/2019 12:47 PM
74	Who let Lyman Street get bought up with ugly storage facilities? Traffic nightmare is getting worse.	4/9/2019 12:35 PM
75	Adding more recreational facilities outside of school grounds. We should be improving the recreational facilities at school grounds, some currently need significant work.	4/9/2019 12:12 PM
76	The key issue should be about improving walking access on main street downtown. Very difficult for kids to ride bikes or walk.	4/9/2019 12:09 PM
77	For teens, an indoor rec building that can be used during the winter would be great. Indoor basketball! although the schools have courts, they are typically used for rec games or school games, and not available to public at all.	4/9/2019 12:05 PM
78	Open space for the sake of open space. Buying land just to have more areas in town for undisturbed wildlife and vegetation.	4/9/2019 12:00 PM
79	Parking is an issue to consider	4/9/2019 11:42 AM

Q4 If you currently use a dog park, how often do you visit it? If you do not use a dog park, please skip this question.

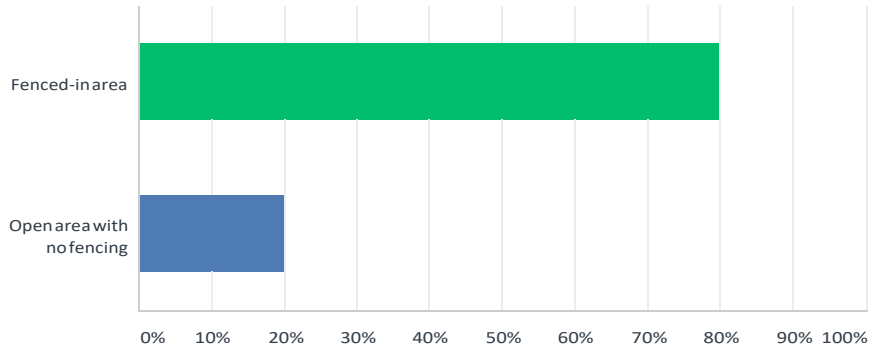
Answered: 55 Skipped: 327



ANSWER CHOICES	RESPONSES	
Once a week	50.91%	28
2-3 visits per week	36.36%	20
Daily	12.73%	7
TOTAL		55

Q5 If a Town-owned dog park were to be created, would you prefer the dog park to be a fenced-in area or an open area with no fencing?

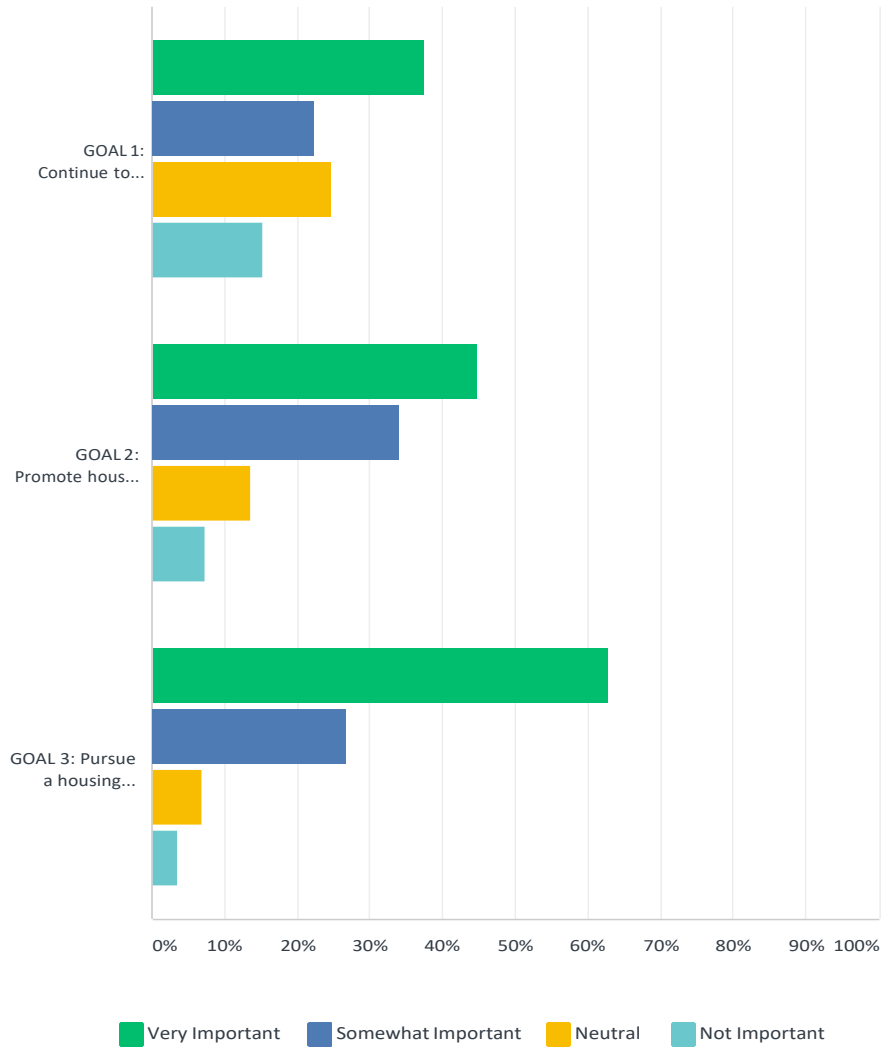
Answered: 277 Skipped: 105



ANSWER CHOICES	RESPONSES	
Fenced-in area	79.06%	219
Open area with no fencing	20.94%	58
TOTAL		277

Q6 Please review the draft Housing Goals listed below and rate how important they are in your opinion.

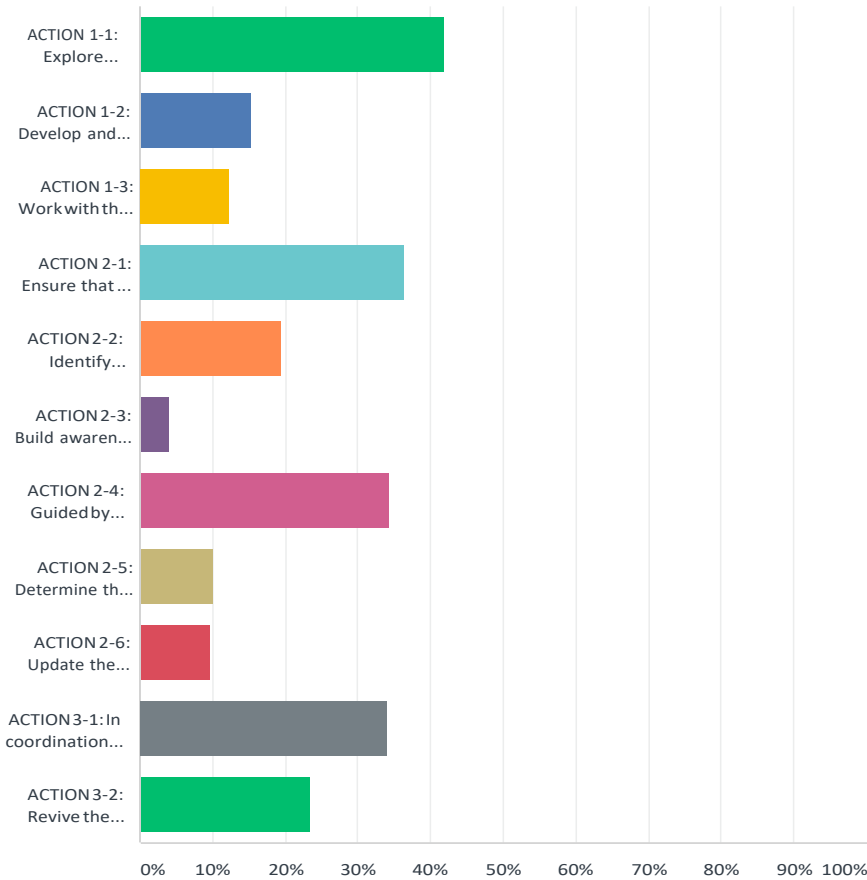
Answered: 341 Skipped: 41



	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 1: Continue to maintain and encourage a diversity of housing options to increase housing affordability and choice for all ages and to ensure that at least 10 percent of the Town's housing inventory continues to be deemed affordable under state guidelines.	37.46% 127	22.42% 76	24.78% 84	15.34% 52	339	2.82
GOAL 2: Promote housing types that accommodate future growth in the community while maintaining and enhancing the existing character of residential neighborhoods.	44.81% 151	34.12% 115	13.65% 46	7.42% 25	337	3.16
GOAL 3: Pursue a housing development strategy that balances demand with the Town's capacity to provide services and infrastructure.	62.80% 211	26.79% 90	6.85% 23	3.57% 12	336	3.49

Q7 Please review the list of Housing Recommendations/Actions developed for the Master Plan and choose UP TO THREE items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-3 all support Goal 1.

Answered: 346 Skipped: 36



ANSWER CHOICES	RESPONSES
ACTION 1-1: Explore residential uses, including affordable housing and affordable senior housing, as a potential future use for previously developed parcels that have the opportunity for redevelopment as they become available. Evaluate the White Cliffs site, the Westborough State Hospital property in Northborough, and the Boundary Street property as potential sites for housing development.	41.91% 145
ACTION 1-2: Develop and adopt an inclusionary housing bylaw, which would require a portion of housing units in specified developments be set aside for low- and moderate-income households.	15.32% 53
ACTION 1-3: Work with third party housing partners to identify opportunities for them to develop and own affordable housing, which will allow the Town to proactively guide affordable housing locations.	12.43% 43
ACTION 2-1: Ensure that the Town's Zoning Bylaw supports the creation of certain types of ownership or rental housing developments that are inherently more affordable to seniors aging in place, first time homebuyers, and working professionals. Undertake a study to understand housing price points for homeownership and rentals that would reduce the cost burden experienced by Town residents. Determine the types of housing that would meet these price points. Work collaboratively with developers to enable these housing types in targeted areas.	36.42% 126
ACTION 2-2: Identify appropriate areas for "missing middle" housing to preserve and provide transitions from existing residential neighborhoods to the Downtown, and update zoning to accommodate such housing.	19.36% 67
ACTION 2-3: Build awareness around accessory housing units, allowed by-right or by special permit in the Town's residential districts.	4.05% 14

Q7 Please review the list of Housing Recommendations/Actions developed for the Master Plan and choose UP TO THREE items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-3 all support Goal 1. (Cont.)

ANSWER CHOICES	RESPONSES	
ACTION 2-4: Guided by zoning and design standards, incorporate housing into Downtown to attract a sufficient number of residents that can supplement and support the area's economic viability.	34.39%	119
ACTION 2-5: Determine the need for rental housing and approve such developments at a scale appropriate for the community.	10.12%	35
ACTION 2-6: Update the Town's existing Housing Production Plan.	9.54%	33
ACTION 3-1: In coordination with the Public Facilities and Services recommendations, identify the Town's capacity to service increased housing demands with expanded infrastructure. Refer to the Cost of Community Services Study referenced in LU1-1.	34.10%	118
ACTION 3-2: Revive the Housing Partnership to support established housing policies, monitor Northborough's housing needs, recommend actions to meet housing needs, and evaluate funding sources available to create housing.	23.41%	81
Total Respondents: 346		

Q8 Is there any Housing Goal or Action listed above that you disagree with? Is there anything missing that you would like to add to the Housing Element? Please leave your comments below.

Answered: 75 Skipped: 307

#	RESPONSES	DATE
1	I would love to see smaller homes or cottages being built at a lower price for middle class new families or older families that are done raising their kids. Kind of like a tiny home community. Other places are doing it. It will add diversity and options. Land on Boundary for low income. Trails with White Cliffs. Westobro State maybe some housing but saving some land for recreational would be great too	4/29/2019 6:35 PM
2	Ensure appropriate zoning by laws that don't sacrifice quality of residential life for the purposes of industrial expansion. Farming in particular.	4/29/2019 11:40 AM
3	More senior housing affordable and available to long term residents	4/27/2019 1:08 AM
4	Please make sure another criminal is not allowed to destroy and contaminate formerly pristine land	4/26/2019 8:49 PM
5	The Town should sell the White Cliffs. Also, I feel that the town should not allow cluster housing on smaller parcels of land.	4/26/2019 10:46 AM
6	Number of required affordable housing units should exceed legislated goals and all costs should be borne by developers, not taxpayers.	4/26/2019 10:17 AM
7	Zoning bylaws are meaningless unless they are enforced	4/26/2019 7:58 AM
8	All provisions should support sustainable and appropriate growth that takes account all affected infrastructure, services, etc, that furthers appropriate growth.	4/26/2019 7:51 AM
9	Id rather not put more affordable housing in downtown. The town needs to invest in creating a nice downtown. I don't feel the town is doing great representing current residents and should focus there instead of on growth that serves no benefit to those paying current taxes.	4/25/2019 11:18 PM
10	Tax or CPC money should not be used to buy properties for developers such as Habitat or others.	4/25/2019 6:01 PM
11	Protect our property values from fake farms creating noxious odors. Fix this!	4/25/2019 11:56 AM
12	Less development. Leave Boundary Street alone. It is a nice hiking/biking area.	4/25/2019 10:46 AM
13	1, Developing ..neighborhoods.. is even more important than planning for/developing housing. 2, Neighborhoods have playgrounds. Change zoning to allow for smaller lot sizes and more consolidated playground (and related) space. 3, Neighborhoods have sidewalks and bicycle lanes/paths. Plan for them.	4/25/2019 10:45 AM
14	too many duplexes and squeezing new houses wherever the town can	4/25/2019 10:27 AM
15	I attended town meeting last night and there was a article about duplexes. I would like to stop the spread of duplexes. They will remove more affordable smaller homes and be replaced by new bigger homes on small lots.	4/24/2019 7:51 PM
16	The current amount of new apartments has detrimentally affected the schools and the town infrastructure. No more apartment units are needed, especially until plans are in place to handle the influx of children in the schools and to control the flow of traffic around the town. Also, the new trend toward tearing down a house and allowing duplexes to be erected in it's place is disturbing and unfair to the existing neighbors who bought their houses with certain zoning in mind.	4/24/2019 1:26 PM
17	Building out residential or recreational facilities on Boundary St. Current Northborough residents and homeowners on Boundary St and Windsor Lane are already contenting with drastically increased traffic and safety concerns in what used to be a residential neighborhood due to economic development in Marlborough. More development that further increases these traffic/safety concerns on Boundary St may negatively impact home values and quality of life for Northborough residents in this neighborhood.	4/23/2019 8:56 PM

Northborough Master Plan Goals and Recommendations Prioritization Survey

18	I am opposed to converting any part of white cliffs property for housing. It goes against the whole reason the town purchased the property	4/23/2019 10:46 AM
19	Without knowing the details of action 1-2, it is difficult to say that I definitively am opposed, but on the surface I would be opposed to a town directed initiative that might change the character of a neighborhood or place undue restrictions on a seller.	4/23/2019 9:13 AM
20	Seems as if there are too many duplex apartments being built. All for affordable housing, but don't like seeing duplex apartments being build so close to single family existing neighborhoods.	4/23/2019 7:34 AM
21	Too many big houses are being built on small parcels of land. Not only is compromising the small home town look of the town but its ruining the forests/wooded lots. I am seeing a lot more wildlife in my yard because animals are being forced out. There is also more street flooding occurring because the forests are no longer there to contain the water.	4/22/2019 10:54 PM
22	Please make sure we are looking at our neighboring towns of Westborough and Shrewsbury. They have made horrible housing decisions, Parc Westboro, Toll Brothers, Avalon Shrewsbury to name a few. This has led to severe impacts on the schools and taxes. The mixed usage development at BayState Commons in Westborough has by and large been a flop. Empty retail and residential spaces continue to be problematic. Please no gated, clustered, or named developments where residents can sway the use of tax dollars. Our local neighborhood schools are extremely well balanced. Let's keep it that way.	4/22/2019 9:28 PM
23	Entry level homes , not apartments	4/22/2019 9:25 PM
24	Traffic is getting to congested. Should restrict new buildings on existing house lots to be the same as being replaced, and for larger lots put a required lot size to sub divide of 1 acre.	4/22/2019 8:48 PM
25	I don't think we need to increase more than 10% of housing to be deemed affordable housing. I do think it is important to take already developed but not in use areas- white cliffs and westborough mental hospital and re-purpose to usable dwellings	4/22/2019 8:35 PM
26	Zoning of residential areas seriously needs to be addressed in Northborough. We are a town, not a city. Housing lots should have a minimum acreage. For example, the new houses on Pleasant Street (near 156) look terrible; they are far too close together and the developer razed every single tree on the lot. We need to look to the future and protecting the environment so future generations have clean air to breathe and a pleasant landscape to live in. We need to look at preserving historic homes so that the value of this town remains high rather than turning into a cookie cutter urban land with giant colonial houses and no variety in cost to accommodate people with a variety of different income levels.	4/22/2019 8:20 PM
27	Stop the duplexes, the greedy developers are the only winners. Keep the affordable housing at a bare minimum. When affordable housing becomes available offer it first to seniors, vets, and local teachers, fire fighters, police officers working in the community. This way they can live where they work. No housing in the downtown, the traffic is already a nightmare. This will never be a "walkable community" because there are no businesses downtown and everyone is a commuter.	4/22/2019 7:25 PM
28	No more development of any kind	4/22/2019 7:17 PM
29	I worry that there is too much focus on developing new housing, especially downtown, when the focus there should be on creating scenarios that make the downtown more attractive to shops and restaurants.	4/22/2019 5:01 PM
30	Action 1-1 ...I do NOT support the use of White Cliffs as residential housing. The building should remain historical and another use should be found besides tearing it down for houses.	4/22/2019 4:25 PM
31	Anything that is done to make housing more affordable is to be lauded. Northborough is running out of land to use for housing, and much of the recent housing makes poor use of the land. And that white elephant, White Cliffs, should be torn down. Buying it was a real waste of town resources.	4/22/2019 4:23 PM
32	Why are quality and success always characterized by growth? A successful housing strategy can be improving housing quality but maintaining current capacity. Bigger is NOT always better.	4/22/2019 3:31 PM
33	New housing should never be built when older, often historic, buildings are already in place - Renovation should be prioritized	4/22/2019 1:57 PM
34	Provide more affordable housing for senior citizens.	4/22/2019 1:49 PM
35	Encourage and allow for modifications and additions to some existing, older housing stock and neighborhoods rather than default to new construction.	4/22/2019 1:48 PM

Northborough Master Plan Goals and Recommendations Prioritization Survey

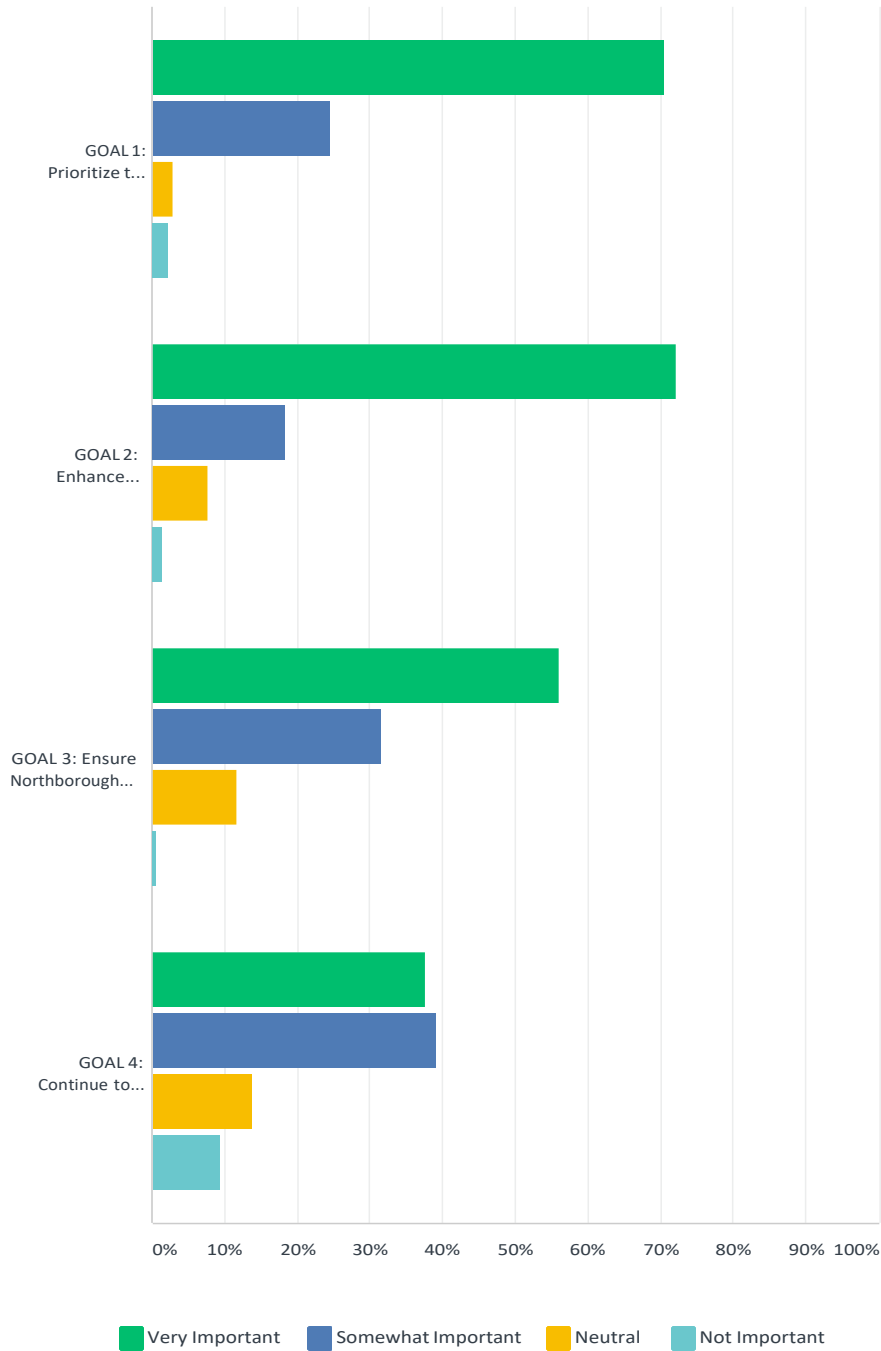
36	Lower taxes and find alternate ways of making home ownership possible for middle class who can afford the home but not the tax	4/22/2019 1:46 PM
37	Please stop the relentless condo-izing of our town. The condos are not affordable, they are often ugly as all get-out, and they diminish the character of our town. Affordable housing is necessary and duplexes can be built in ways where they "fit" with the surrounding homes. Having individual building contractors coming in and throwing up disturbing houses on every parcel they can scoop up is making Northborough look undesirable. And please, ban neon signs! lol :)	4/22/2019 1:46 PM
38	Without adequate parking and a major traffic re-routing there shouldn't be a big push to put more housing near downtown.	4/22/2019 1:42 PM
39	Some goals sound great at face value but the trade offs need to be spelled out. If increased density is required to accomplish these goals, I think that needs to be made very clear to residents because I have yet to hear residents ask for increased density, nor have I heard any of the tradeoffs made clear.	4/22/2019 1:35 PM
40	Would not want to see White Cliffs developed into affordable housing.	4/19/2019 11:53 AM
41	Action 2-5. No more rental units built in town	4/19/2019 11:25 AM
42	I think the town should continue to limit or forbid construction of condo units in town.	4/16/2019 1:16 PM
43	I will be looking for a low income buy/rent option for my intellectually, yet high functioning adult child.	4/15/2019 7:19 PM
44	disagree with the goals to promote affordable housing as northborough is already affordable relative to other towns.	4/15/2019 1:28 PM
45	Stop cutting down green space to build new, revamp old structures first	4/14/2019 8:13 AM
46	Support and promote volunteer efforts and organizations such as Habitat for Humanity. List Outreach opportunities (maintain and improve properties, provide financial support, etc.) for individuals and organizations (churches, scouts, Rotary, Lions, etc.) to do.	4/14/2019 6:59 AM
47	No more duplexes!	4/11/2019 6:36 PM
48	I would want to see how much "future growth" our town can absorb. What is the benefit to impact ratio?	4/11/2019 11:46 AM
49	Goal 3 services - fire, police, schools - should also include library, Family & Youth Services, special needs children. Infrastructure should include sidewalks, more parks/recreation facilities (small and large).	4/11/2019 8:43 AM
50	Stop the condos! Too much traffic! Stop development!	4/11/2019 7:15 AM
51	2-3, 2-4	4/10/2019 7:35 PM
52	I hope that the committee will guard against huge projects like Avalon Bay that end up with all the children in that district end up in one elementary school like Proctor School is now. It seriously impacts each student and teacher load especially if the majority of the students are non- English speaking and/or not prepared for learning.	4/10/2019 4:30 PM
53	i would be very careful introducing new housing requirements that may allow builders to exploit situations for financial gain (i.e. Abu trying to add unnecessary commercial and/or too many residential split unit townhomes on the corner of Lincoln & Main). In the past years, it seems the town has too much non-utilized and misplaced properties that were approved due to current policy in place (i.e. the misplaced bank on the corner of Pierce and Church Streets). Please be sure to consider the stress on schools and general infrastructure proposed projects like that place on the community	4/10/2019 11:50 AM
54	Whatever the policy tools chosen, the most important goals to me are to make it possible to live comfortably here if you don't have the privilege of being rich (10% affordable housing is just what the state mandates, let's aim much higher) and build new housing within "walking distance" to as many essential services as possible such as a grocery store.	4/10/2019 9:38 AM
55	I would like to see investments made to beautify or improve neighborhoods or homes that may be neglected or in need of rehab or repair.	4/10/2019 8:06 AM
56	Guidelines and zoning to put a check against uncontrolled developers and growth. We dont need more housing.	4/10/2019 6:44 AM
57	Create a residence for people with disabilities	4/10/2019 12:01 AM

Northborough Master Plan Goals and Recommendations Prioritization Survey

58	Stop allowing crazy duplexes to be build in 'parking lot' sized spaces and cheapening the value of the town.	4/9/2019 11:08 PM
59	I do not want to see the White Cliffs site turning into housing!	4/9/2019 7:23 PM
60	I would like to see White Cliffs remain an historic property rather than become a housing development.	4/9/2019 6:04 PM
61	New Housing is needed for elderly and people buying their first house.	4/9/2019 5:53 PM
62	Inclusionary zoning as presently expressed is not economically feasible	4/9/2019 3:01 PM
63	prioritize building single family homes more than condos. we are o.k. with affordable housing at the current level. no need to increase it.	4/9/2019 2:41 PM
64	The cost of a single family home in Northborough is too high, as are the property taxes. And yet, the town is almost out of buildable land. I support redevelopment of the downtown through the development of mixed-use commercial/residential properties.	4/9/2019 2:19 PM
65	I do not support building larger multi-unit building(s).	4/9/2019 2:09 PM
66	1-1 Do NOT use the White Cliffs property for additional housing.	4/9/2019 2:06 PM
67	Please don't bring more affordable housing to town we pay a lot in taxes to live here and having affordable housing almost always means more crime and less than stellar residents....	4/9/2019 2:00 PM
68	Personally - purchasing a single family home to tear down & replace with 2, 3, or 4 residences should be forbidden in almost all cases.	4/9/2019 1:16 PM
69	I would like to see a goal that requires builders to respect Neighbor's rights....not to have their properties flooded during construction, warning and notice of explosive use, regulate hours for noisy construction, limit environmental disruption	4/9/2019 1:11 PM
70	When is town sewer coming in where they said it would 10 years ago?	4/9/2019 12:37 PM
71	I prefer that an area such as White Cliffs not be turned into housing.	4/9/2019 12:08 PM
72	As low income housing is added to Northborough, increase funding to schools and other resources commensurately.	4/9/2019 12:03 PM
73	Make the town more walkable by extending sidewalks on main roads leading Downtown. For example, Whitney St should have sidewalk from Church St to the Berlin border.	4/9/2019 11:55 AM
74	I think our housing has a nice variety. I don't think I would like any changes	4/8/2019 3:23 PM
75	What is described as "missing middle" seems to include housing such as duplexes, that the town residents have been fighting very hard against.	4/8/2019 3:08 PM

Q9 Please review the draft Land Use Goals listed below and rate how important they are in your opinion.

Answered: 322 Skipped: 60



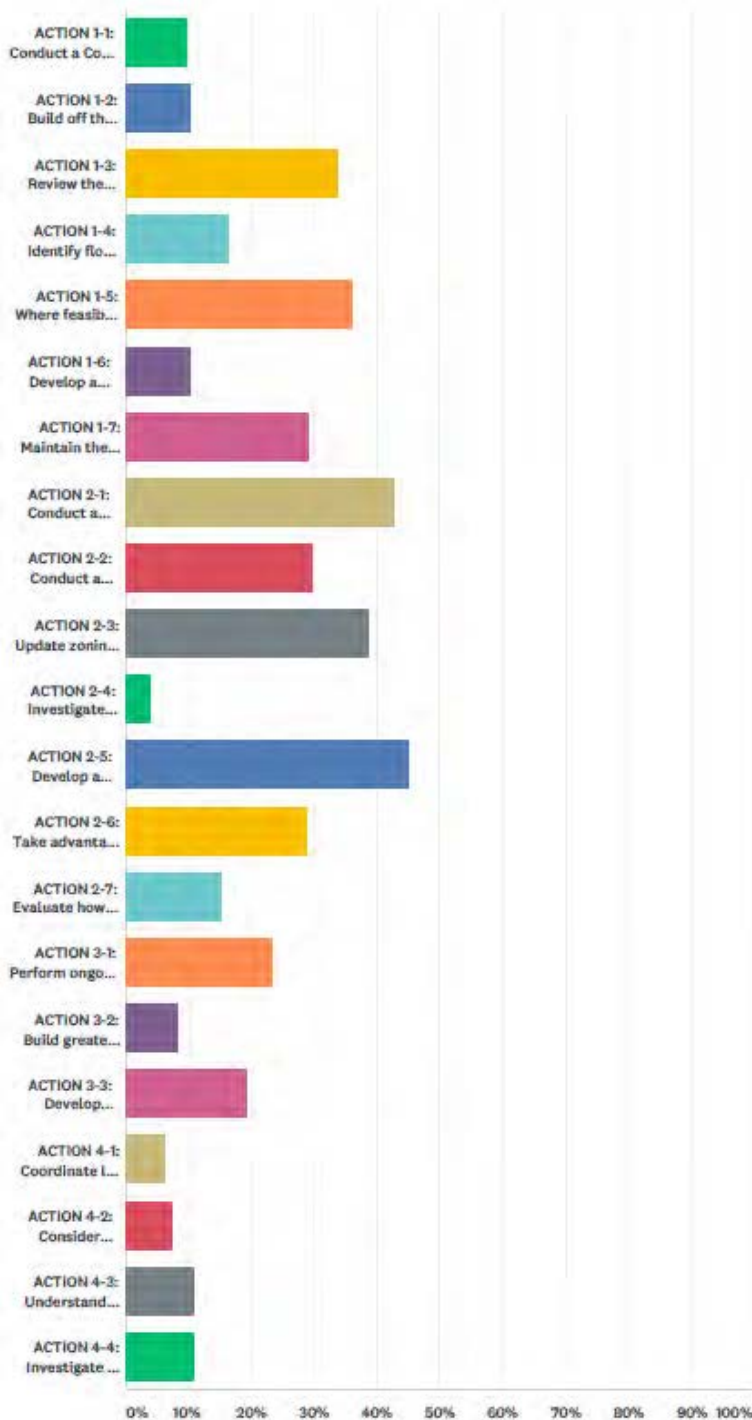
	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 1: Prioritize the preservation of valuable natural resources and open spaces, while still accommodating the social and economic needs of the community.	70.44% 224	24.53% 78	2.83% 9	2.20% 7	318	3.63
GOAL 2: Enhance Downtown by promoting a pleasing and welcoming appearance – one that promotes a sense of place - enabling it to become the community's proud central gathering area for residents and visitors alike.	72.10% 230	18.50% 59	7.84% 25	1.57% 5	319	3.61

Q9 Please review the draft Land Use Goals listed below and rate how important they are in your opinion. (Cont.)

	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 3: Ensure Northborough's future land uses support its Vision and established community character.	56.05% 176	31.53% 99	11.78% 37	0.64% 2	314	3.43
GOAL 4: Continue to support and manage commercial development outside of the Downtown, particularly along Route 20 and Route 9, considering adjacent land use compatibility and the Town's preservation priorities.	37.62% 120	39.18% 125	13.79% 44	9.40% 30	319	3.05

Q10 Please review the draft Land Use Recommendations/Actions developed for the Master Plan and choose UP TO FIVE items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-7 all support Goal 1.

Answered: 323 Skipped: 59



Q10 Please review the draft Land Use Recommendations/Actions developed for the Master Plan and choose UP TO FIVE items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-7 all support Goal 1. (Cont.)

ANSWER CHOICES	RESPONSES
ACTION 1-1: Conduct a Cost of Community Services Study to prove the economic value of open space and natural lands.	9.91% 32
ACTION 1-2: Build off the 495/MetroWest Development Compact Plan (https://www.495partnership.org/compact) to inventory local priority development areas (PDAs) and priority preservation areas (PPAs) to guide future development activities in Town, as necessary.	10.53% 34
ACTION 1-3: Review the existing zoning bylaw and conservation commission regulations for needed revisions to strengthen protection of natural resources.	33.75% 109
ACTION 1-4: Identify flood hazards (e.g., stormwater inundation, riverine flooding), and develop updates to land use planning tools such as zoning and subdivision regulations to better define development objectives in these areas. Conserve, through purchase or restriction, properties that would expand and improve flood control/hazard mitigation.	16.41% 53
ACTION 1-5: Where feasible, seek actions that contribute to the quality and diversity of wildlife habitat, as well as protection of water quality.	36.22% 117
ACTION 1-6: Develop a stormwater management bylaw to require stormwater management and erosion control permit. Monitor stormwater maintenance plans created for the operations and maintenance phase of real estate developments.	10.53% 34
ACTION 1-7: Maintain the Town's conservation fund to ensure resources are available to protect open space as opportunities arise.	29.10% 94
ACTION 2-1: Conduct a design study of the Downtown to help focus ideas and develop a clear vision for the area.	42.72% 138
ACTION 2-2: Conduct a visual preference survey with the community to determine what kinds of developments it prefers in Downtown and update the Town's Zoning Bylaw to accommodate these preferred development types.	29.72% 96
ACTION 2-3: Update zoning to better plan for mixed-uses in Downtown that can promote and support walkability.	38.70% 125
ACTION 2-4: Investigate density bonuses and/or density transfer credits in the Town's Zoning Bylaw that promote reasonably higher densities in the Downtown in exchange for public benefits.	4.02% 13
ACTION 2-5: Develop a program to promote the planting and sustained growth of street trees, landscaping, and other green infrastructure in Downtown in concert with the development and fostering of partnerships, including with the Northborough Garden Club. As part of the program, undertake a tree inventory along the major corridors in Town.	44.89% 145
ACTION 2-6: Take advantage of the Department of Housing and Community Development's Massachusetts Downtown Initiative that provides services and technical assistance to communities on revitalizing their downtowns.	28.79% 93
ACTION 2-7: Evaluate how Community Preservation Act (CPA) funding and affordable housing funding can be used to support Downtown enhancement.	15.17% 49
ACTION 3-1: Perform ongoing review of existing design guidelines to ensure a balance between the existing community character with new development and redevelopment, as well as consistency with the findings of the visual preference survey.	23.22% 75
ACTION 3-2: Build greater awareness of Chapter 61 programs that provide tax breaks to owners of forest, agricultural, and recreational land, and grow local participation in the program.	8.36% 27
ACTION 3-3: Develop Town-wide guidelines for commercial and industrial development that promote high quality design and considers building layout in relation to adjacent uses and circulation and allows for a mix of uses.	19.50% 63
ACTION 4-1: Coordinate land use planning with regional transportation investments.	6.19% 20
ACTION 4-2: Consider updating and expanding the existing Major Commercial Development Overlay District for Route 20 and Route 9 and tie it to the development and codification of design standards and guidelines mentioned in LU3.	7.43% 24
ACTION 4-3: Understand development potential and articulate future infrastructure needs by reviewing water/sewer capacity, particularly along Route 9 and Route 20.	10.84% 35
ACTION 4-4: Investigate a hazardous waste facility bylaw.	10.84% 35
Total Respondents: 323	

Q11 Is there any Land Use Goal or Action listed above that you disagree with? Is there anything missing that you would like to add to the Land Use Element? Please leave your comments below.

Answered: 59 Skipped: 323

#	RESPONSES	DATE
1	Change the sprinkler laws to enable modern water conserving systems.	4/28/2019 9:01 AM
2	Improve traffic flow in town center	4/27/2019 1:14 AM
3	Zoning laws are useless unless they are enforced	4/26/2019 9:16 PM
4	We need to keep as much open space as possible	4/26/2019 8:57 PM
5	Not sure that it would fall here but check on what Anza is doing on Whitney Street. He's destroyed many trees on the right side of the road heading to Berlin and stinks up the area with whatever he's doing down there.	4/26/2019 2:28 PM
6	In addition to pursuing a hazardous waste facility by-law, the town should review its bylaws regarding farms and agricultural properties to exclude those facilities from importing plant waste and animal waste for any purpose. Current bylaws only mention piggeries. The bylaw is outdated.	4/26/2019 10:52 AM
7	What is Northboro`s Vision? Why doesn`t it reflect previous master plans and studies?	4/26/2019 10:37 AM
8	None	4/26/2019 7:55 AM
9	We should be making sure current land use is appropriate such as shutting down illegal waste facilities near neighborhoods. Downtown rebuild is very helpful important to me as well.	4/25/2019 11:25 PM
10	I DISAGREE WITH THE LAND USE OF S&A FARMS and the inability or refusal of the town to shut him down.	4/25/2019 7:12 PM
11	Eliminate sign pollution and overhead wiring in downtown area.	4/25/2019 6:31 PM
12	3-2 Very problematic issue - especially with what has in the past been designated as farming. The town has not done their due diligence in properly designating and monitoring one particular "farm" that is actually functioning as a dump site. So called "farm" also pays no taxes! This has caused 10 years of stress and harm to the residents of the adjacent neighborhood.	4/25/2019 4:11 PM
13	2, I wish I could go back to add the very important issue of residential areas that have no town water or sewer: The dependence on private wells is a time-bomb over the next 20 years, and extending municipal water and sewer is correspondingly important. 2, A lot of terms in these items that probably are in the list of definitions that used to lead off the survey. Without definitions, the items are incomprehensible planning jargon.	4/25/2019 10:53 AM
14	plan for all the empty properties downtown and along route 20	4/25/2019 10:29 AM
15	Goal one makes no sense. Are you saving valuable natural resources or not? What does it have to do with the economic and social needs of the community part of the statement? Can you do both or is it one or the other? Goal 3: What is the vision? Does it match the community character or is it a new vision? There seem to be very few lots available. i hope they can be developed to promote open space, protect water and wildlife habitats.	4/24/2019 7:59 PM
16	The term "reasonably higher densities" is worrisome and too open to interpretation. The Chapter 61 item is also worrisome - until the town can keep it's already troublesome agricultural property owners under control, we don't want to encourage growth in this area. Also, Action 4-4 is very vague - if you mean to strengthen the town's position on not allowing hazardous waste facilities in residential areas, we have no issue with that. If you mean to allow hazardous waste facilities to have more freedom to abut residential area, we have issue.	4/24/2019 2:16 PM
17	Residences and businesses along Main Street and Route 20 should be required to adhere to reasonable standards of maintenance. There are far too many abandoned, closed, run-down or poorly maintained properties along these roads which erodes the character of the city and makes visiting the downtown area undesirable, which in turns hurts the viability of businesses there.	4/23/2019 7:42 PM

Northborough Master Plan Goals and Recommendations Prioritization Survey

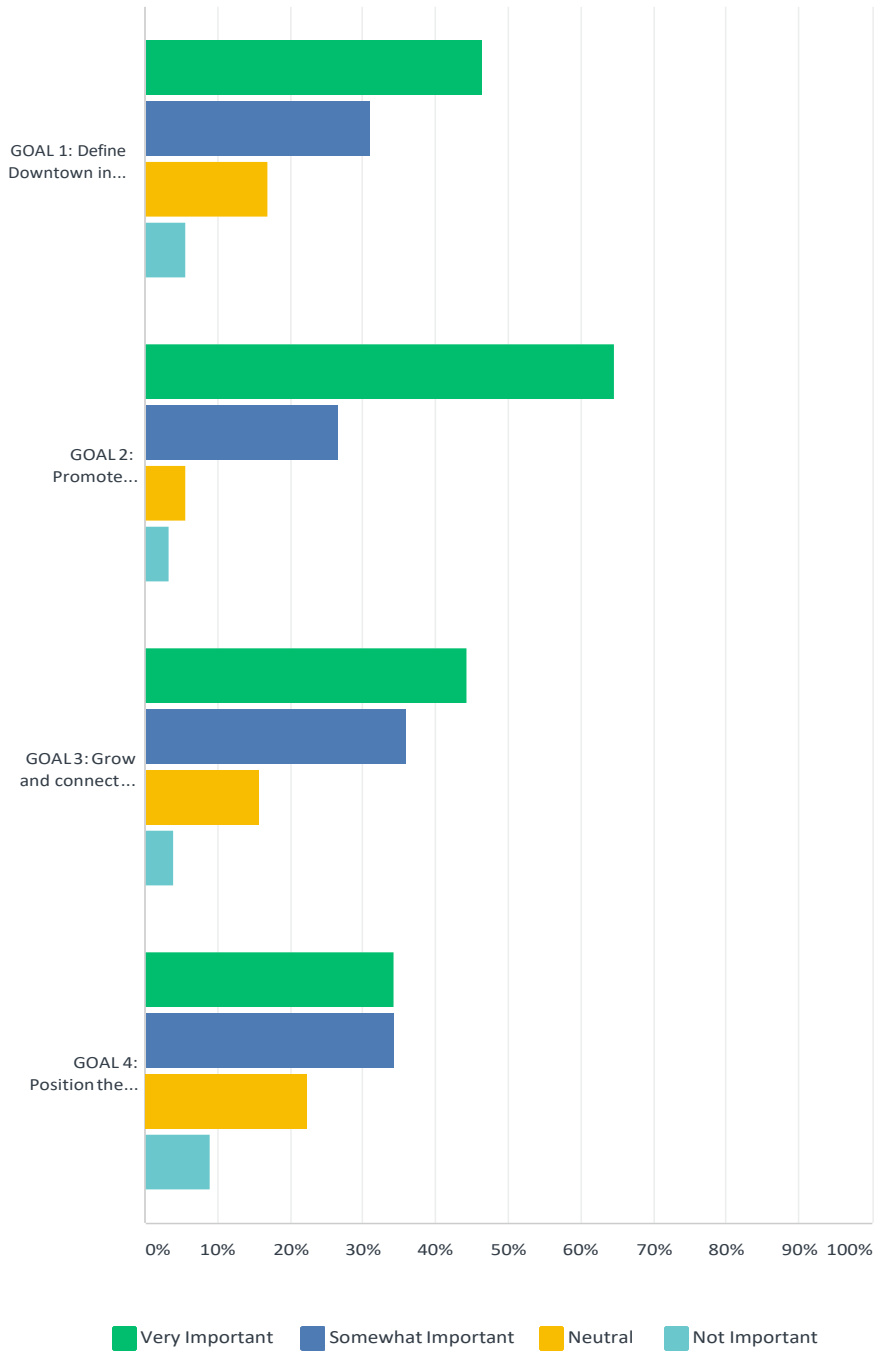
18	There are a lot of actions here that I agree with. Seems all are important. I don't know anything about that 495 partnership org and how it benefits the town. I'd need to read more about it.	4/23/2019 3:25 PM
19	Making downtown a true community center - walkable, a place where businesses can succeed and the community wants to gather. Coming up with a way people can park and the flow of traffic works better is essential for this to happen.	4/23/2019 7:53 AM
20	Find, promote and fund incentives to current and prospective property owners to refurbish, renovate or repurpose their properties to bring more attractiveness, cohesion and modernization to downtown and route 20 corridors. Study and fund the capital to bury power and communication lines underground (see Shrewsbury example)	4/22/2019 9:46 PM
21	Expansion of town water, sewer and gas critical to development	4/22/2019 9:30 PM
22	2-4. Make Downtown more dense? Traffic is already a nightmare at certain times of day	4/22/2019 9:30 PM
23	I think we need to stop tearing down woodland and focus on re-developing empty and run down structures	4/22/2019 8:40 PM
24	Having a clear vision on land use is essential to future generations' existence. If we don't preserve land now, we can't go back and preserve it in the future once it's developed.	4/22/2019 8:24 PM
25	Please review the non conforming use bylaw which is creating havoc for homes /daycares in heavy residential/watershed areas on west main Street, Northborough.	4/22/2019 8:15 PM
26	Downtown is already walkable, there's just nothing to walk to and therefore little reason to walk there. As well, no streets have sidewalks so if you live in the surrounding area, you still can't walk to downtown. Adding housing to the downtown would break it. Where would the you park the cars for the residents? I agree the downtown needs a plan but it's never going to be Hudson. We need to protect the town land for overdevelopment.	4/22/2019 7:36 PM
27	The town does not really have a defined 'downtown' as such. Walkability is a good goal, but the housing density would have to be much greater to make it feasible. I give you Church Street as an example: too narrow, with 'sidewalks' that make mockery of the term and are, in some places, lower than the road surface, with no curbing.	4/22/2019 5:54 PM
28	RE: Action 4-3 is just as important to existing infrastructure as to future needs, and in the whole town, not particularly along routes 9 and 20	4/22/2019 3:46 PM
29	Downtown should be a priority, especially walkable business.	4/22/2019 3:43 PM
30	continuous sidewalks in downtown areas. rethink traffic patterns to increase walking in downtown area	4/22/2019 2:47 PM
31	Stop allowing residential homes so close to each other like the awful new homes on Pleasant St across from Rutland Rd. Those are a disgrace!	4/22/2019 1:51 PM
32	Industrial zone by Bartlett - needs a plan behind it asap. It looks like an unplanned mess of trucking and warehouses.	4/22/2019 1:38 PM
33	Downtown needs improved, buildings are rundown, too many gas stations and auto repair. Guidelines on building style are needed to ensure a constant timeless and classy look on facades and signage. This will improve town pride, as well as increase town value. White Cliffs, is an eye sore, and a financial drain for the town. A plan to enable that space to generate money rather than for the town to continue to put good money after bad is needed. This property and space could be used to create a state of the art recreation facility allowing the town to do something with what has already cost millions with no benefit to the town.	4/22/2019 10:44 AM
34	Add a sidewalk on the remainder of RT.20 to connect a sidewalk all the way from the Marlborough/Northborough Town line so families and can walk/ride to downtown and Zeh school.	4/20/2019 3:01 PM
35	Preserving open space is a high priority for us. The rural character of the town attracted us and we do not want to see another house farm replace woods or displace wildlife. We need to curtail new commercial if older buildings are sitting empty	4/19/2019 11:34 AM
36	too many empty buildings, do not build new unless existing are used first	4/14/2019 8:16 AM
37	I support conducting studies and otherwise doing our due diligence to align ourselves with best practices. I support active communication of town goals broken down into tasks (planting trees, etc.) which volunteer individuals and organizations can support.	4/14/2019 7:15 AM
38	Take action to improve the downtown area. Enough with the studies, plans, ideas.	4/12/2019 3:34 PM

Northborough Master Plan Goals and Recommendations Prioritization Survey

39	Intersection of Routes 9 and 20 is saturated. Yesterday (a Wednesday) at about 3:30 PM, westbound traffic on Route 20 was backed up from the traffic light at Northborough Crossing all the way to Main Street.	4/11/2019 2:53 PM
40	For goal 3 does the Vision and established community character match? I feel we are looking forwards and backwards ... do they align? How did the new glowing green building downtown fit into the design plans? Maybe it matches the orange and brown Dunkin donuts??? There definitely needs to be streetscapes. Our strip malls downtown cover the whole lot with buildings and pavement for parking, there are no aesthetics or trees. We need to protect our groundwater from hazardous uses. We also need to cut back on warehouses and trucking. Maybe cut back on industrial and allow some commercial on industrial?	4/11/2019 11:57 AM
41	I believe that "Vision and established community character" mean quite different things to people of different economic backgrounds in this town.	4/11/2019 8:52 AM
42	Preserve, expand open space and parks	4/11/2019 7:20 AM
43	Try to protect neighborhoods from the horrific state of Whitney street where industrial waste is destroying the fine neighborhoods that should have been considered when planning took place.	4/10/2019 4:38 PM
44	In question 1 I marked goal 1 as "very important", but it is also important to point out that in many cases what is economically good is environmentally destructive. The town has to be able to say "no" to profitable commercial pursuits that are environmentally harmful otherwise we are failing to do the most basic actions necessary to fight climate change.	4/10/2019 9:50 AM
45	Any goal that stops the ad hoc building schemes in the downtown area causing our town to look like most of Marlborough.	4/9/2019 11:16 PM
46	It seems that there is no vision for the design of downtown, so that it is developed as an integrated whole.	4/9/2019 6:15 PM
47	Preserving as much open space as possible within the town	4/9/2019 6:06 PM
48	we have too much preservation land and don't need any more as it is interfering with building more recreation areas for such things as pickleball, etc.; and building more homes to sustain the town growth and limit increases in property taxes.	4/9/2019 2:45 PM
49	Please do everything in your power to drive sustained development of the downtown. It is an eyesore.	4/9/2019 2:21 PM
50	Please don't ruin the residential neighborhoods but allowing businesses and developments to be put in places where family's try to have their privacy and sanctuary at home. Nothing to loud or restaurants with bad smells from oils or waste plants that cause traffic when people are living on these roads.	4/9/2019 2:05 PM
51	Limit further commercial development to preserve beauty of our town and limit traffic	4/9/2019 1:58 PM
52	Northborough downtown is AWFUL!!! Clarifying what the town wants it to be, is a MAJOR need. If you want a park like feel, with shops and business adjacent, then a full re-do has to be done to create the space for this.	4/9/2019 1:21 PM
53	We need to make our downtown better! Some buildings are eye sores.	4/9/2019 12:42 PM
54	Good grief -- too many choice above. Change the bylaws to get rid of all the ugly gas stations in town. And horrible flashing signs.	4/9/2019 12:38 PM
55	I live on Route 20 (Marlboro side) and would love to have sidewalks. They don't start until Bartlett St. The increased traffic from Apex has made walking and even getting mail hazardous.	4/9/2019 12:26 PM
56	Downtown is an embarrassment. There appears to be no effort to improve or attract businesses to it. Main St offers two pizza restaurants, multiple gas stations, run down or vacated businesses and the main draw is a CVS. Towns like Hudson or Waltham have vastly improved their town appeal, encouraged visitors/tourism and embraced diversity. A long way to go for Northborough.	4/9/2019 12:16 PM
57	Specifically list what can and cannot be dumped on private property and in what quantities.	4/9/2019 12:08 PM
58	We need a better downtown!	4/9/2019 12:08 PM
59	It is very important to protect our natural resources, such as ground water. We don't want another "Flint Michigan". It is also important to fix the downtown and streetscape. I would also like to see 3-3 with a varied type of facility in industrial and commercial zoning. Not all trucking and car-related.	4/8/2019 3:59 PM

Q12 Please review the draft Economic Development Goals listed below and rate how important they are in your opinion.

Answered: 306 Skipped: 76



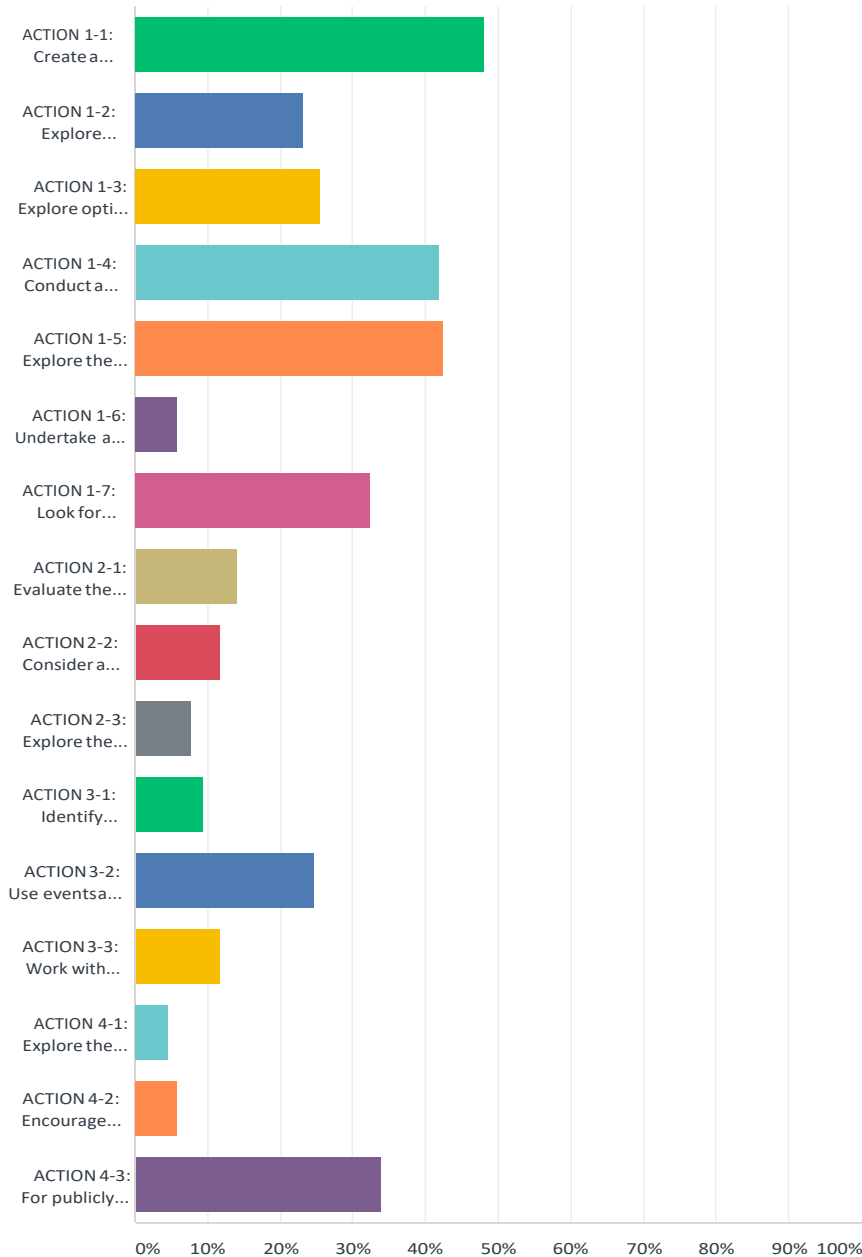
	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 1: Define Downtown in terms of its geography (e.g., Downtown Business District), appearance, branding, and function.	46.41% 142	31.05% 95	16.99% 52	5.56% 17	306	3.18
GOAL 2: Promote (re)development opportunities for vacant or underutilized commercial and industrial properties.	64.59% 197	26.56% 81	5.57% 17	3.28% 10	305	3.52

Q12 Please review the draft Economic Development Goals listed below and rate how important they are in your opinion. (Cont.)

	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 3: Grow and connect the local business community and position it to be resilient in the face of changing economic conditions.	44.41% 131	35.93% 106	15.59% 46	4.07% 12	295	3.21
GOAL 4: Position the Town to attract more visitors and commercial tax revenue.	34.23% 102	34.23% 102	22.48% 67	9.06% 27	298	2.94

Q13 Please review the draft Economic Development Recommendations/Actions developed for the Master Plan and choose UP TO FOUR items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-7 all support Goal 1.

Answered: 309 Skipped: 73



ANSWER CHOICES	RESPONSES
ACTION 1-1: Create a Downtown planning/revitalization committee made up of Downtown business owners and representatives from pertinent Town boards that will define the geography of Downtown, support the Town's Planning office, assist in proposing and overseeing plans to enhance the Downtown, and pursue Community Preservation Act (CPA) funding and other funding sources to enable this enhancement.	48.22% 149
ACTION 1-2: Explore potential acquisitions or land deals to appropriately scale the Downtown.	23.30% 72

**Q13 Please review the draft Economic Development Recommendations/Actions developed for the Master Plan and choose UP TO FOUR items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-7 all support Goal 1.
(Cont.)**

ANSWER CHOICES	RESPONSES	
ACTION 1-3: Explore options for creating a fresh and cohesive identity or brand for the new Downtown area such as unified signage and facades, including wayfinding, and marketing materials. Use signage to clarify the boundaries of the new Downtown.	25.57%	79
ACTION 1-4: Conduct a parking study to assess and address parking activity and pedestrian issues in Downtown, and to plan for future needs.	41.75%	129
ACTION 1-5: Explore the potential for repurposing the Old Town Hall as an anchor for the Downtown. Conduct a feasibility study to identify options and recommendations.	42.39%	131
ACTION 1-6: Undertake a study to explore the potential of designating Downtown as a Business Improvement District, which would create a special assessment district where property owners would agree to organize and finance services above and beyond those already provided by the Town.	5.83%	18
ACTION 1-7: Look for opportunities to incorporate other public gathering places, such as the Town Common and Library, into the Downtown framework. Advance efforts to connect gathering places and businesses for improved walkability and accessibility.	32.36%	100
ACTION 2-1: Evaluate the need for, and ability to sustain, a dedicated economic development officer to actively engage the Town's business community, promote the Town's economic attractiveness, and coordinate the Town's economic development efforts.	13.92%	43
ACTION 2-2: Consider a study to engage a real estate advisory firm to create a redevelopment strategy for the Town's business districts. The strategy should incorporate analysis of appropriate uses, scale/dimension/design, as well as infrastructure and services needed to support these redevelopments.	11.65%	36
ACTION 2-3: Explore the potential for District Improvement Financing, Tax Increment Financing, and/or grants to attract private investment in the Town's business districts.	7.77%	24
ACTION 3-1: Identify opportunities to incorporate small office or incubator like-concepts into under-occupied spaces.	9.39%	29
ACTION 3-2: Use events and programming, especially at the re-envisioned Downtown, to feature small businesses. This can include markets, pop-up retail, and rotating restaurant programs.	24.60%	76
ACTION 3-3: Work with existing community and business organizations to collectively increase visibility of the business community, and advocate for improvements in the business environment.	11.65%	36
ACTION 4-1: Explore the possibility of attracting hospitality uses to the Route 9 commercial node through market analysis and discussions with local operators.	4.53%	14
ACTION 4-2: Encourage mixed-use development for appropriately positioned private land assets. Develop a strategy for the provision of public utilities, as necessary.	5.83%	18
ACTION 4-3: For publicly controlled sites such as the Westborough State Hospital in Northborough and Boundary Street property, develop a master plan to address key needs to include economic development, housing, recreation, and other needs as appropriate.	33.98%	105
Total Respondents: 309		

Q14 Is there any Economic Development Goal or Action listed above that you disagree with? Is there anything missing that you would like to add to the Economic Development Element? Please leave your comments below.

Answered: 39 Skipped: 343

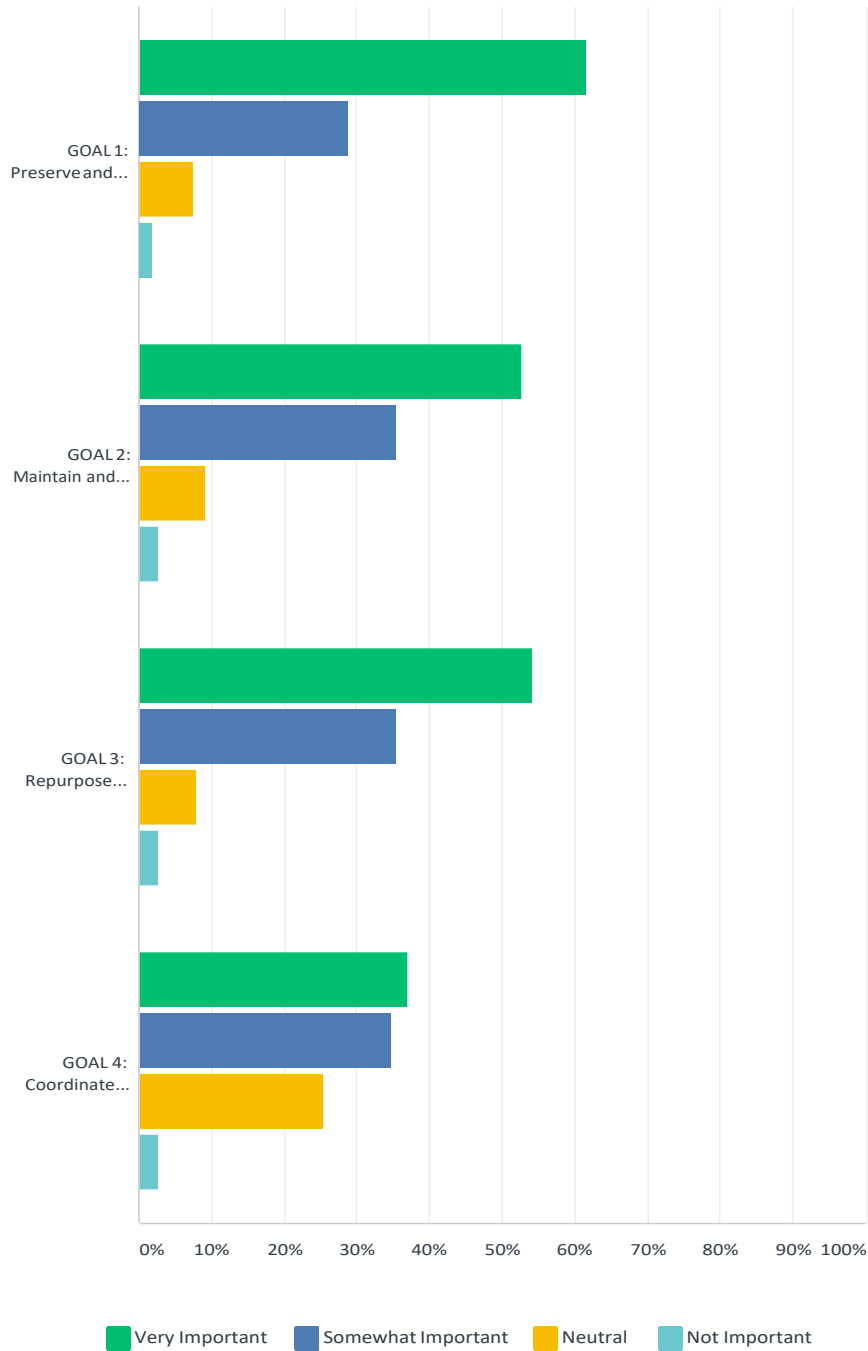
#	RESPONSES	DATE
1	Save open land	4/27/2019 1:19 AM
2	These items are a regurgitation of previous master plans and studies that were shelved and never implemented. Hopefully this new plan will incorporate a base line with a complete inventory of all existing housing, business and industrial types, land uses, availabilities, and zoning, and municipal services etc.	4/26/2019 11:02 AM
3	Efforts taken to enhance main street USA and perimeter environments must take into consideration viability and sustainability at reasonable cost.	4/26/2019 8:00 AM
4	It should be an economic goal and action to SHUT DOWN S&A FARMS to preserve the economic integrity of Northboro. Homes values are plummeting in the Whitney Street area!!!	4/25/2019 7:16 PM
5	Include public input in 1-1.	4/25/2019 6:40 PM
6	The entire list is unbalanced, concentrating entirely on what is good for business, not on contributions to people's quality of life in the "downtown". Businesses run from about 8 am to 7 pm, and everything in the above list risks (perhaps promises) "downtown" will become a wasteland outside of those hours -- with the exception of gas stations and pharmacies, of course.	4/25/2019 11:01 AM
7	Do not develop Boundary Street	4/25/2019 10:52 AM
8	Isn't the planning board in charge of the planning for the downtown and other areas of town?	4/24/2019 8:06 PM
9	Building on Boundary St. As mentioned previously, residents on Boundary are already contending with increased traffic and safety issues due to Marlborough's economic expansion in the local area. Residents do not want to further see home values drop or struggle with resale as they are forced out of what used to be a residential neighborhood.	4/23/2019 9:14 PM
10	If I am reading Action 1-6 correctly, then I would strongly disagree with that. The town already has the ability to assess properties in the downtown area at a higher value if they feel they are more valuable. To have a special assessment on properties in the downtown area would send a message that we are not business friendly.	4/23/2019 12:05 PM
11	The signage situation in our downtown/center is abysmal and embarrassing. Even worse, don't think this can be remedied!	4/23/2019 9:47 AM
12	See my comments in the previous section.	4/22/2019 9:51 PM
13	Northborough doesn't have it's own water, sewer, power, cable, etc. We need to make those investments.	4/22/2019 7:40 PM
14	Unless something is done about the traffic flow at the 135-20 intersection, there is simply no way to make a 'downtown' feasible for that area. We've had restaurants in the old town hall that failed, in part, for lack of parking. There were some good ideas in the master plan in '86, but no agreement could be reached, so no progress was made.	4/22/2019 5:59 PM
15	Action 1-1: As important as it is to have the voice of current business owner's on a committee, I think it would make sense to also counterbalance that with voices from the community. They are the ones who will be using these services and their input is more important than current business owners.	4/22/2019 5:12 PM
16	Need to raze and redevelop abandoned properties downtown.	4/22/2019 3:45 PM
17	connecting the various community assets in the downtown area - library, schools, parks - for walking	4/22/2019 2:50 PM

Northborough Master Plan Goals and Recommendations Prioritization Survey

18	Tough to select only 4. Action 2-1 is a must. We are falling behind other towns and need an expert resource with a vision, asap. For Action 1-1, it would be nice to see new people invited and included at the table and not the same participants over and over again. It's great to have experience but we can't keep inviting all of the same participants and expecting different results.	4/22/2019 1:42 PM
19	No rezoning. Submerging the ugly power lines would go a long way to improving the appearance of downtown	4/19/2019 11:37 AM
20	Related to Action 3-2,3-3: Northborough Guide is a great resource that helps promote local businesses and shares community events today.	4/16/2019 12:41 PM
21	Having an Economic officer would have a positive impact on the town.	4/15/2019 1:33 PM
22	no need for more signs	4/14/2019 8:19 AM
23	I support economic development based upon investor's choices without tax incentives based upon general land use regulations.	4/14/2019 7:24 AM
24	Consider a simple public transportation system for adolescents to use after school hours to get around town, make the town more bike friendly	4/12/2019 7:01 PM
25	We moved to northborough because it is a charming town. Adding more visitors/hospitality could erode that, and having 2 such distinct areas such as downtown and the rt 9 corridor hurt town cohesion.	4/11/2019 6:41 PM
26	I hope some of these goals have already been discussed. We need someone to help with economic Development but we also need some New England character in the downtown. Need trees and aesthetics along with business	4/11/2019 12:00 PM
27	Action 1-1 should also include residents who aren't on Town boards, aren't business owners: senior, long-term renter, family person who works in Town, person who commutes out of Town for job. Also, the Econ Dev Goals are written as if there's significant non-residential land available to develop. There's not. Also, bad idea to engage real estate development firm.	4/11/2019 9:05 AM
28	Need better traffic management and less development. Preserve open space and stop ugly wegman's type developments.	4/11/2019 7:24 AM
29	Action 4-3 I believe the properties should be carefully consider the impact on our schools if the development means our schools are going to be blasted with new students. Please consider housing for the elderly instead.	4/10/2019 4:44 PM
30	I would like to see an emphasis on public art and public events that would encourage people to come and walk around downtown.	4/10/2019 8:13 AM
31	Bring the New England charm back to Northborough the way Westborough has done.	4/9/2019 11:21 PM
32	I disagree with creating a special assessment district - we should be thanking the businesses in town - not forcing them to pay more taxes!	4/9/2019 7:29 PM
33	The downtown needs more businesses and pedestrian traffic. It is not walkable. I fully support the town reacquiring the Old Town Hall building and using it to anchor the downtown...even if that means using it as the Town Hall.	4/9/2019 2:24 PM
34	2-3 No tax dollars for businesses to come to Northborough	4/9/2019 2:11 PM
35	Signage needs to be improved. So many ugly facades in town.	4/9/2019 12:40 PM
36	Re-purposing or buying additional should be off the table. The town should work with existing property owners to drive the Economic Development. The town does not need to own more real estate.	4/9/2019 12:20 PM
37	Try to encourage anything other than coffe shops, banks, and pizza shops to come to Northborough.	4/9/2019 12:12 PM
38	I am all for 2-2 to get our business districts to follow zoning and find the most appropriate uses in the appropriate zones to promote increased tax revenue with pedestrian friendly walk-ability.	4/8/2019 4:40 PM
39	I think Action Step 1-1 addresses the needs of Downtown and the remaining Step 1 Actions are redundant	4/5/2019 1:29 PM

Q15 Please review the draft Natural, Cultural and Historic Resources Goals listed below and rate how important they are in your opinion.

Answered: 304 Skipped: 78



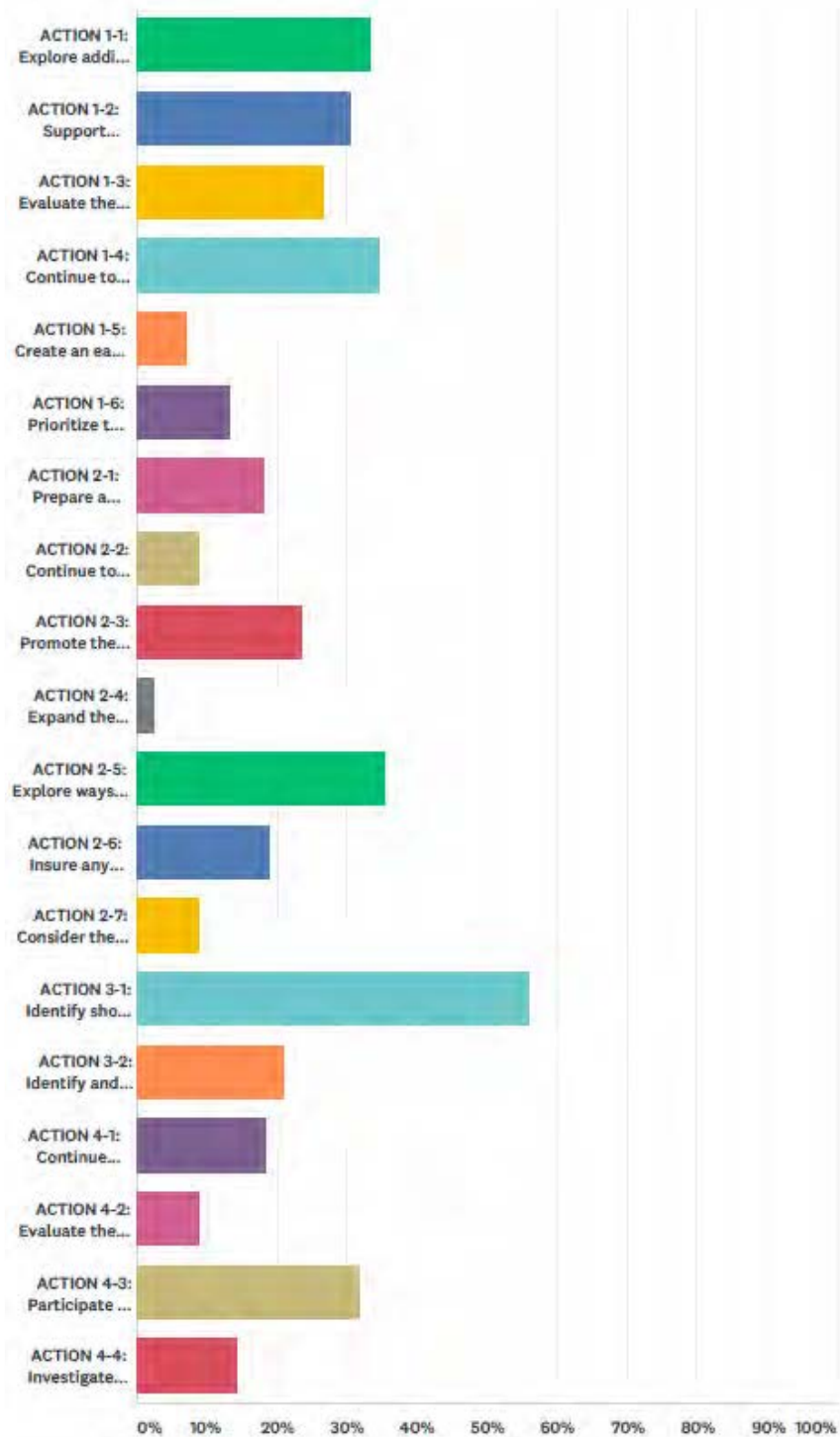
	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 1: Preserve and enhance the natural landscapes of the community, including farmlands.	61.59% 186	28.81% 87	7.62% 23	1.99% 6	302	3.50
GOAL 2: Maintain and expand the protection of Northborough's historic resources including: buildings, structures, landscapes, and documents.	52.81% 160	35.31% 107	9.24% 28	2.64% 8	303	3.38
GOAL 3: Repurpose surplus Town-owned buildings and facilities for community needs.	54.13% 164	35.31% 107	7.92% 24	2.64% 8	303	3.41

**Q15 Please review the draft Natural, Cultural and Historic Resources Goals listed below and rate how important they are in your opinion.
(Cont.)**

	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 4: Coordinate efforts among cultural, historical, and environmental organizations.	37.12% 111	34.78% 104	25.42% 76	2.68% 8	299	3.06

Q16 Please review the draft Natural, Cultural and Historic Resources Recommendations/Actions developed for the Master Plan and choose UP TO FIVE items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-6 all support Goal 1.

Answered: 308 Skipped: 74



**Q16 Please review the draft Natural, Cultural and Historic Resources Recommendations/Actions developed for the Master Plan and choose UP TO FIVE items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-6 all support Goal 1.
(Cont.)**

ANSWER CHOICES	RESPONSES	
ACTION 1-1: Explore adding permanent protections to all Town-owned open spaces.	33.44%	103
ACTION 1-2: Support existing local farmlands and promote Conservation Restrictions and Agricultural Preservation Restrictions as a means to protect agricultural resources.	30.52%	94
ACTION 1-3: Evaluate the removal of obsolete dams in order to facilitate habitat restoration and waterfront access.	26.62%	82
ACTION 1-4: Continue to enforce local wetlands and water resource protection bylaws.	34.42%	106
ACTION 1-5: Create an easy to access website to showcase current resource protection efforts, successes, and community benefits.	7.14%	22
ACTION 1-6: Prioritize the increased protection of floodplains in order to preserve natural resources and provide hazard mitigation.	13.31%	41
ACTION 2-1: Prepare a Historic Preservation Plan for the Town of Northborough.	18.18%	56
ACTION 2-2: Continue to promote an awareness of Northborough's history by publishing and facilitating the publication of articles in local community papers and social media, installing history related signage, and collaborating with other Town organizations and agencies.	8.77%	27
ACTION 2-3: Promote the protection of antique properties, which include buildings, structures, documents, artifacts, landscapes and agricultural lands, by developing and expanding Local Historic Districts, granting and reinforcing Preservation Restrictions, listing on the National Register of Historic Places, and preserving historic documents. This will be accomplished by educating antique property owners about the benefits of protection.	23.70%	73
ACTION 2-4: Expand the Historic Assets Inventory to include additional resource types, time periods, and geographical locations. Utilize the expanded inventory to identify additional assets for protection.	2.60%	8
ACTION 2-5: Explore ways to incentivize restoration, rehabilitation, and beautification efforts for historic properties throughout Town.	35.39%	109
ACTION 2-6: Insure any redevelopment of the Old Town Hall is done in an historically appropriate manner.	18.83%	58
ACTION 2-7: Consider the purchase of historic preservation restrictions as opportunities arise in order to retain the character of our community.	9.09%	28
ACTION 3-1: Identify short- and long-term planning goals for White Cliffs, Westborough State Hospital, 13 Church Street, and 4 W Main Street (the "new, old" Town Hall). Utilize these properties as community spaces in the interim to build public awareness while feasibility and rehabilitation studies are in progress.	55.84%	172
ACTION 3-2: Identify and support reuse efforts for Town-owned historic properties, prioritizing future use by the Town, community groups, and cultural organizations.	21.10%	65
ACTION 4-1: Continue cooperating with local organizations and committees for the education and preservation of our historical heritage. These groups include: the Northborough Historical Society, Northborough Free Library, Northborough Trails Committee, Northborough Open Space Committee, Housing Partnership Committee, as well as schools, religious organizations, and local businesses.	18.51%	57
ACTION 4-2: Evaluate the potential of becoming a Certified Local Government, which will allow Northborough to participate directly in the review and approval of National Register nominations, as well as provide additional access to preservation funding and technical services, improve coordination with the planning and building departments regarding notifications of potential antique demolitions, and prompt investigation of zoning changes to promote antique property restorations.	8.77%	27
ACTION 4-3: Participate in projects that revitalize Downtown, whose geographic area is likely to encompass sections of historic homes along Main Street (from Saint James Drive to South Street) and in the Summer Street-School Street area along with the commercial section of West Main Street (from South Street to Westbrook Road).	31.82%	98
ACTION 4-4: Investigate opportunities to hire interns who have an interest in natural, historic, and cultural resources to support our local preservation projects, which will include seeking possible funding sources.	14.29%	44
Total Respondents: 308		

Q17 Is there any Natural, Cultural and Historic Resources Goal or Action listed above that you disagree with? Is there anything missing that you would like to add to the Natural, Cultural and Historic Resources Element? Please leave your comments below.

Answered: 33 Skipped: 349

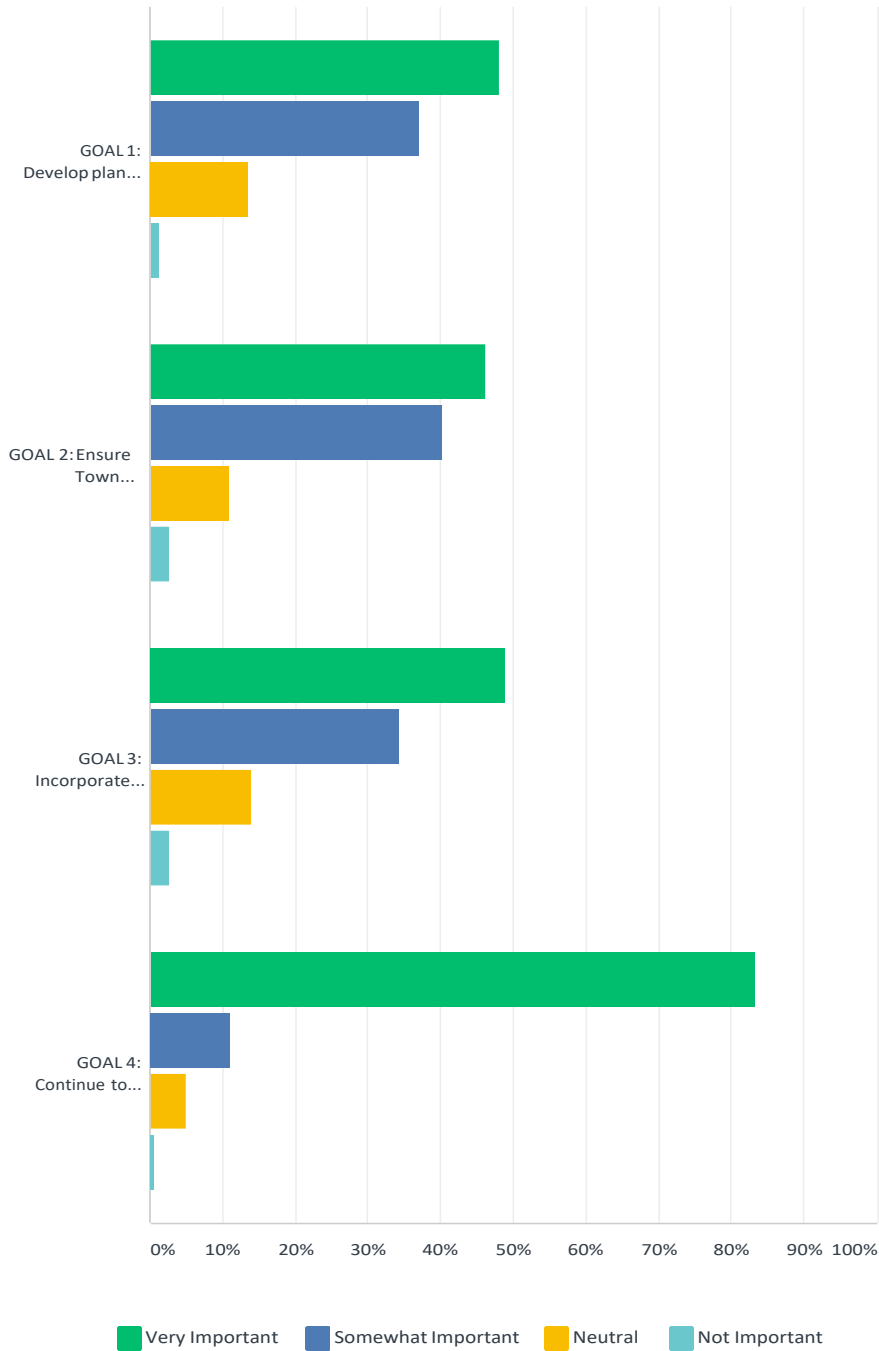
#	RESPONSES	DATE
1	Master plan should provide recommendations for historic districts their preservation and beautification.	4/26/2019 11:12 AM
2	The Town of Northborough should sell the White Cliffs property.	4/26/2019 10:53 AM
3	It was hard to choose just 5. They all sound like beneficial to the town's historical preservation.	4/26/2019 9:15 AM
4	The farmlands of Northborough have become a source of harm to the community. Some farms are great but those moving into composting are a health risk, nd potential lawsuit liability to the town. They are ruining it for other farms that the community loves. We must find a way to shut down these composting farms or find a way to better zone farms away from community or find a way to specify what a real farm is that we should support vs one we should shut down. The town must control this or stop supporting all farms which hurts the good ones!	4/25/2019 11:34 PM
5	All these items are currently being accomplished to some extent.	4/25/2019 6:48 PM
6	Anyone familiar with SA Farm knows that Northborough needs a good set of rules to distinguish bullshit farms like Anza's from real farms like Berberian, Davidian, Tougas, etc.	4/25/2019 5:45 PM
7	1-2. We live in Pine Knoll and suffer the impact of the Sanza farm on Whitney , an Industrial Park is no place for a "farm"	4/25/2019 2:06 PM
8	Do not allow businesses to ruin our forests and natural surroundings	4/25/2019 12:04 PM
9	The Assabet River can be a huge asset to "downtown" feel as well as to the rest of the town, but now it's a neglected, elongated swamp. Think about it. Get together with OARS. //Imagine what "downtown" would be like if it really were again possible to paddle a canoe or a kayak to the Hudson dam, then take a look at trying to get from "downtown" to the Aquaduct.	4/25/2019 11:09 AM
10	local wetland violations are not being enforced - look at SA Farms.	4/25/2019 10:57 AM
11	Farms are mentioned. I am personally very upset, SA "Farm" is still being allowed to operate in Northborough. They have created an unbearable odorous situation in our neighborhood.	4/25/2019 10:51 AM
12	As stated earlier - until the town can keep it's current troublesome agricultural properties under control, we should not be encouraging more.	4/24/2019 2:16 PM
13	I'm not sure what the status is with Davidian's commerical composting facility, but I believe the proposal to have the facility monitored by the DEP instead of the MDAR was defeated, unfortunately. As such, as much as I support local agriculture, I would not want any supports for agriculture being abused to effectively support what is a dumpsite.	4/23/2019 12:24 PM
14	If I could choose six items I would include i evaluate the removal of obsolete dams	4/23/2019 11:03 AM
15	I think these are all very important, hard to select only four. Again, I would encourage us to look at nearby communities. I think WEstborough has done a very nice job with its downtown area, specifically that around the rotary.	4/22/2019 9:36 PM
16	We have an ugly downtown area! This needs attention! Westborough makes us look second rate!	4/22/2019 9:19 PM
17	White Cliffs is not that historically significant. It's a monument to a man who made his living making armaments. Tear the white elephant down, and use the land for affordable housing.	4/22/2019 6:14 PM
18	Instead of repurposing surplus Town-owned properties, return them to the tax rolls.	4/22/2019 3:45 PM
19	I'd be disappointed to learn that we don't already have a Historic Preservation Plan, listed in 2-1.	4/22/2019 1:46 PM
20	Preserve, preserve, preserve open spaces, woodlands, waterways. Enough building in town!	4/19/2019 11:39 AM

Northborough Master Plan Goals and Recommendations Prioritization Survey

21	I disagree with taxpayer funding for preservation of old buildings. I agree with funding our historical society and library to include the history but, I believe our town's financial resources are put to better use in other ways.	4/14/2019 7:32 AM
22	White Cliffs is not historic... stop treating it as such.	4/12/2019 3:38 PM
23	Develop a plan to eliminate the odor from SA Farm to improve the quality of life to people living in the area affected by the odor.	4/12/2019 10:55 AM
24	We need to look into helping preserve some of the historical homes and protect our wetlands	4/11/2019 12:03 PM
25	Re: Davidian composting, & SA Farms (whatever they're doing): join with other Towns to challenge the State to make clearer guidelines about what's allowed on APR/Chapter Land	4/11/2019 9:23 AM
26	Preserve open space. Stop ugly development.	4/11/2019 7:26 AM
27	3-1	4/10/2019 8:06 PM
28	A lot of great ideas there. Hard to pick just 5!	4/10/2019 7:55 PM
29	Action 4-3 sounds like land taking to enlarge the downtown for business ventures. The section you Are referring to has the highest density of historic homes and buildings. Does that mean the development of downtown will tear down old to bring more traffic to our center? Think about what happens to the character of Northborough we treasure! The purchase of the White Cliffs sounded good on paper but watching it deteriorate with no sign of use by the community. We need to think of income to the community with business paying into our tax base.	4/10/2019 5:01 PM
30	We have enough history preservation going on and don't need to put any more money in finding new properties. Focus on modernizing our town to be contemporary and allow recreational use of preservation lands. Take some of the preservation land and use it for the recreation of our people. We need more areas for such recreation as pickleball courts, etc.	4/9/2019 2:53 PM
31	Almost all of the town's historical buildings have been destroyed, but those that remain should be preserved. The old town hall building in the downtown should be a priority.	4/9/2019 2:27 PM
32	Preserve as much woodlands as possible	4/9/2019 2:10 PM
33	Whatever you do, save and preserve White Cliffs just the way it is.	4/9/2019 12:16 PM

Q18 Please review the draft Public Facilities and Services Goals listed below and rate how important they are in your opinion.

Answered: 301 Skipped: 81



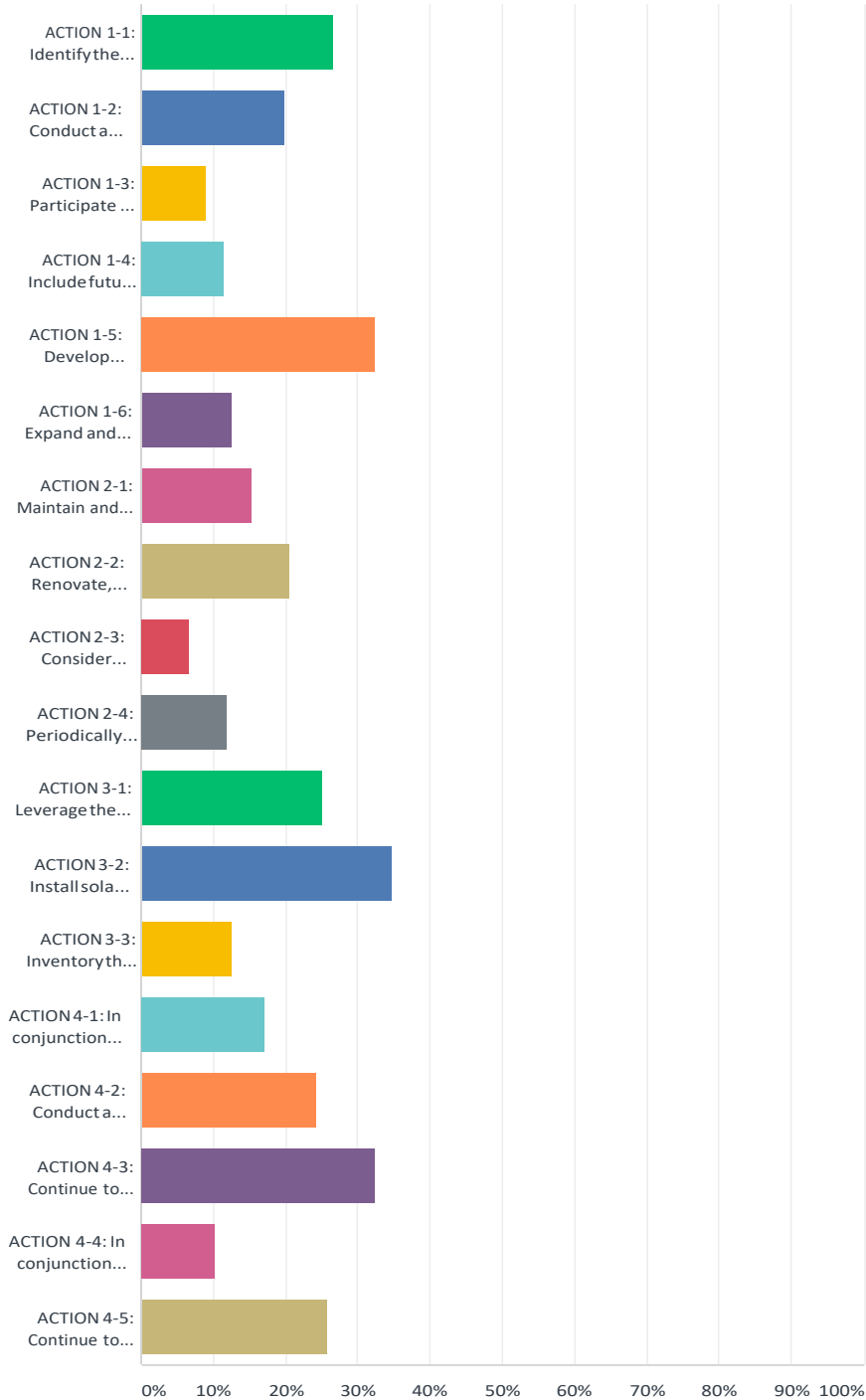
	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 1: Develop plans to improve key public facilities and infrastructure to support the Town's operations and to meet the community's current and future needs.	48.14% 142	36.95% 109	13.56% 40	1.36% 4	295	3.32
GOAL 2: Ensure Town departments have the capital assets and staffing necessary to meet the needs of the community today and tomorrow.	46.28% 137	40.20% 119	10.81% 32	2.70% 8	296	3.30

Q18 Please review the draft Public Facilities and Services Goals listed below and rate how important they are in your opinion. (Cont.)

	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 3: Incorporate sustainable development and renewable energy into municipal buildings and amenities.	49.00% 147	34.33% 103	14.00% 42	2.67% 8	300	3.30
GOAL 4: Continue to support an excellent educational system.	83.22% 248	11.07% 33	5.03% 15	0.67% 2	298	3.77

Q19 Please review the draft Public Facilities and Services Recommendations/Actions developed for the Master Plan and choose UP TO FOUR items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-6 all support Goal 1.

Answered: 302 Skipped: 80



Q19 Please review the draft Public Facilities and Services Recommendations/Actions developed for the Master Plan and choose UP TO FOUR items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-6 all support Goal 1. (Cont.)

ANSWER CHOICES	RESPONSES	
ACTION 1-1: Identify the need and potential grants for expanding water/sewer infrastructure.	26.49%	80
ACTION 1-2: Conduct a citizen satisfaction survey to better understand the quality of municipal services and identify opportunities for improvement.	19.87%	60
ACTION 1-3: Participate in the State's Municipal Vulnerability Preparedness (MVP) program to begin the process of improving the Town's key infrastructure for climate change resiliency.	8.94%	27
ACTION 1-4: Include future growth projections into updates of existing Town plans.	11.59%	35
ACTION 1-5: Develop specific plans to reuse, repurpose, or share space at municipal buildings.	32.45%	98
ACTION 1-6: Expand and improve the timeliness of content on the Town's website and enhance its ease of use.	12.58%	38
ACTION 2-1: Maintain and publicize emergency response plans to prepare the Town and its residents for a range of disasters, man-made and natural.	15.23%	46
ACTION 2-2: Renovate, expand, or relocate the fire station based on the outcome of the Fire Station Feasibility Study.	20.53%	62
ACTION 2-3: Consider improving the Town-wide communication network over time, as needed.	6.62%	20
ACTION 2-4: Periodically reevaluate staffing to ensure adequate levels to support the Town's administration and services.	11.92%	36
ACTION 3-1: Leverage the Town's Green Community designation to obtain financial and technical support from the State to perform additional energy-related initiatives.	25.17%	76
ACTION 3-2: Install solar photovoltaic panels at municipal facilities, where and when possible. Update the solar feasibility study for the Town's school buildings.	34.77%	105
ACTION 3-3: Inventory the Town's greenhouse gas emissions to identify and quantify the sources of such emissions and to begin the process of reducing them.	12.58%	38
ACTION 4-1: In conjunction with the School Department, and in line with other Public Facilities and Services and Housing goals, compile and analyze enrollment projections from the New England School Development Council, U.S. Census data, other sources, etc.	17.22%	52
ACTION 4-2: Conduct a feasibility study of usage and grade span configuration to identify an educational model that supports teaching and learning and aligns with projected enrollments and strategic planning goals for the schools and Town.	24.17%	73
ACTION 4-3: Continue to support effective and positive collaboration between Town and School departments to identify future needs, plan for and fund projects related to the school district's capital improvement plan, strategic plan, and operating budget.	32.45%	98
ACTION 4-4: In conjunction with PFS3, continue to explore the feasibility of incorporating energy conversation and efficiencies at school buildings and sites.	10.26%	31
ACTION 4-5: Continue to lobby the State for adequate funding for Special Education Circuit Breaker and regional school transportation funding programs.	25.83%	78
Total Respondents: 302		

Q20 Is there any Public Facilities and Services Goal or Action listed above that you disagree with? Is there anything missing that you would like to add to the Public Facilities and Services Element? Please leave your comments below.

Answered: 35 Skipped: 347

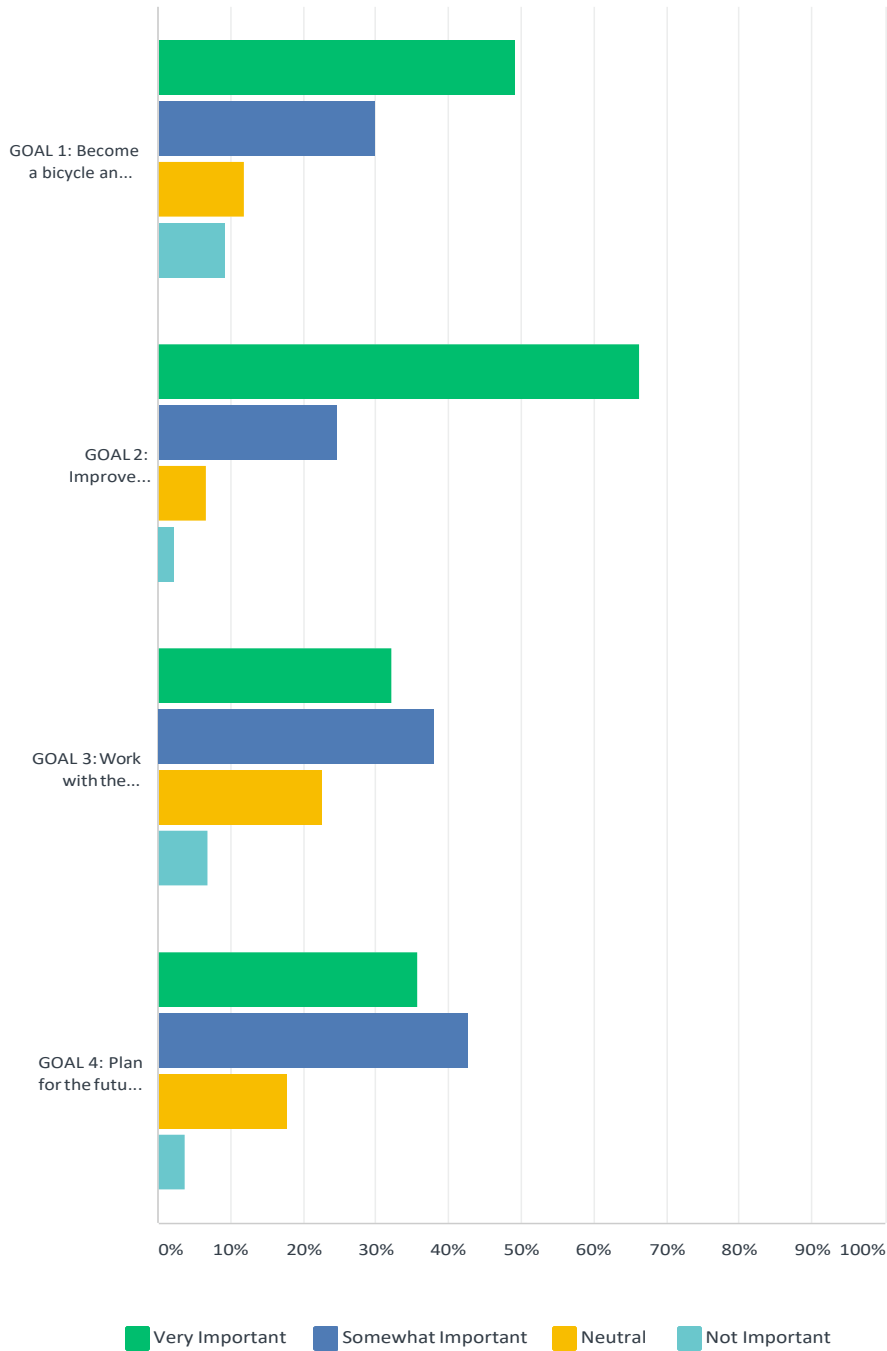
#	RESPONSES	DATE
1	Stop holding town hall meetings in secret!	4/26/2019 6:01 PM
2	Master plan consultants should make recommendations on most of above items.	4/26/2019 11:17 AM
3	The proposed new Fire Station as voted at Town Meeting in 2019 is much more expensive than needed. Reconsideration should be given to a renovation of the existing station on Pierce St. The town should consider renovating Pierce St station and building a satellite station near the Shrewsbury border for faster response to the Northborough Crossing area. Response time is too long now for the Fire Dept. to get to Northborough Crossing from Pierce St. In addition, Town Emergency Plans for man-made and natural disasters are federally required documents that the town must maintain. The more detailed and well thought out that the emergency plans are, the better the chance that the town's response to the emergency will be if the town departments follow the information in the plans in order to protect life, environment and property.	4/26/2019 10:53 AM
4	Seems like this should have been two questions. One dealing with climate change & how to cut down our emissions. And one dealing with educational issues.	4/26/2019 9:21 AM
5	Our town seems to have a corrupt school system. We do not support the needs of special education kids very well and the school district is getting sued often. We need to invest in this are instead of putting our money into lawsuits and giving into the families that scream the loudest and act the worst.	4/25/2019 11:38 PM
6	Sell all surplus facilities to reduce costs and improve tax base. Most other items should be accomplished as normal ongoing business activity.	4/25/2019 7:01 PM
7	4-4 -- do you really mean "energy conversation"?! Foo! ==== Overall, what about reasonable broadband access to every household in town, especially for people with low, fixed incomes? The corporate entity, Northborough, probably views broadband access as essential, and, if so, it is no less so for senior citizens and everyone else, but at the moment we all are at the mercy of two providers whose missions are simply to make as money as possible, regardless of how few households ensure that. If 2-3 is intended to cover that, it sure is stated about as weakly as it could be, but change my vote for 1-5 to a vote for 2-3. ==== If I could go back, I'd check for good place for this comment, but you'll have to find it for me: Somewhat related to my earlier comment about focussing on "neighborhoods", a huge amount can be done to reduce the effective segregation of senior citizens from the life of the rest of the town. Imagine opening the Senior Center for longer hours (8 am to 9 pm, 7x52, for example). Evenings are lonely times for them/us. Weekends are lonely times for them/us. Imagine providing transport for seniors to any and all (or at least some, to start with?) school events (sports, music, drama,) // Should the entire town contribute to support of those sorts of programs? Damn right we should.	4/25/2019 11:25 AM
8	make sure facility upgrades, such as fire station, are done with tax payers in mind. We need to fulfill needs while being fiscally responsible. To many upgrades and we will be paying....our taxes are high. The old fire station on pierce should be sold to use that money towards the new facility. Can the new fire station also house the police?	4/24/2019 8:34 PM
9	To keep the town vital and young, we need to keep up the quality of the schools.	4/24/2019 2:21 PM
10	Trash bags that do not rip--I will pay more for a better town bag.	4/24/2019 12:12 PM
11	Upgrade the Algonquin football/track stadium to include lighting on both sides of the field, stands on both sides, a turf field and upgraded press box.	4/23/2019 7:54 PM
12	Isn't action 2-4 basic sound management of any organization? Staffing should be based on the needs of the population and within a reasonable budget that allows for flexibility. That also means eliminating positions when necessary, not just adding.	4/23/2019 12:30 PM

Northborough Master Plan Goals and Recommendations Prioritization Survey

13	Expansion of facilities and water/sewer/gas	4/22/2019 9:42 PM
14	All the options for expanding housing opportunities make me very nervous for our schools , which is why I felt Action 4-3 was important.	4/22/2019 9:38 PM
15	No monies for anything to do with climate change! There is no such thing!	4/22/2019 9:23 PM
16	We don't need a new fire station.	4/22/2019 7:46 PM
17	Incorporate gas line infrastructure into the water sewer studies, unless that's a no-no.	4/22/2019 4:02 PM
18	institute real time cost/benefit analysis of whether promoting green activity saves the tax payers any money. If it doesn't, I'm not for it.	4/22/2019 2:45 PM
19	Consider a use for former landfill such as solar farm	4/22/2019 2:01 PM
20	New families move here for the school system. We should always keep that in mind. Additionally, why can't we build our own special ed programs rather than pay outrageous transportation and other fees to send kids out of district? Seems cheaper to hire the right special ed teachers.	4/22/2019 1:49 PM
21	Action 2-2. Stop spending so much money on fire station renovations/new trucks and instead consider one fire station to service Northborough, Southborough, and Westborough to save tax dollars for all communities.	4/22/2019 1:44 PM
22	Clean and green! Let's be a model for our children	4/19/2019 11:41 AM
23	Too bad I could only pick 4! :)	4/14/2019 7:38 AM
24	Remember to prioritize the Quality Education that is a defining feature of Northborough.	4/13/2019 12:49 PM
25	what about selling some vacant Town land acquired by tax taking?	4/11/2019 9:26 AM
26	The climate change issue is low on my list. Consider spending planning energy on our schools. This was in the past one of utmost importance. Look at our Standing in the state as evidenced in state testing. We are losing ground in schools that have been hard hit by huge developments adding pupils with poor prior education that impact our declining MCAS scores! Take a look - nothing to be proud of!	4/10/2019 5:11 PM
27	Make sure that childcare service availability (NEDP, summer camp care, vacation day care) keeps up with demand in the community, especially as the community grows	4/10/2019 8:20 AM
28	Plans to evaluate and fund school facilities needs for continued safety of students and staff, and to maintain an optimal learning environment for K-12 students.	4/9/2019 6:45 PM
29	Overall, the level of services provided by the town are adequate. One of the best things about living in Northborough are the public schools, and the town should be willing to do whatever needs to be done in order to keep them among the best in Massachusetts.	4/9/2019 2:30 PM
30	It would be wonderful if the schools had air conditioning so our children didn't overheat in the summers when the offices all have AC and the classrooms and teachers have non not even ceiling fans. The schools need to be remodeled for the amount of money we pay in taxes our schools look so old and gross in comparison to much less affluent towns.	4/9/2019 2:16 PM
31	Add computer adaptive assessments for k-12 students to better identify needs of students	4/9/2019 2:15 PM
32	More town sewer. Crazy that Wegmans got all those sewers.	4/9/2019 12:42 PM
33	Offer preschool special education in Northborough as in the past. Currently services are only available at the Mary Finn school in Southborough.	4/9/2019 12:39 PM
34	With an increasing diverse student body at the schools, it is important to meet the needs of kids (special education - dyslexia, ESL, transition process). Waiting to fail isn't fair and also costs the school district more funding in the long run. Take care of the issue with young students in the identification of educational needs to lead them to success!	4/9/2019 12:21 PM
35	Eliminate the ridiculous amount of styrofoam and plastic in the school cafeterias. Go back to plates and silverware. Provide incentives for town businesses to do the same.	4/9/2019 12:20 PM

Q21 Please review the draft Transportation Goals listed below and rate how important they are in your opinion.

Answered: 298 Skipped: 84



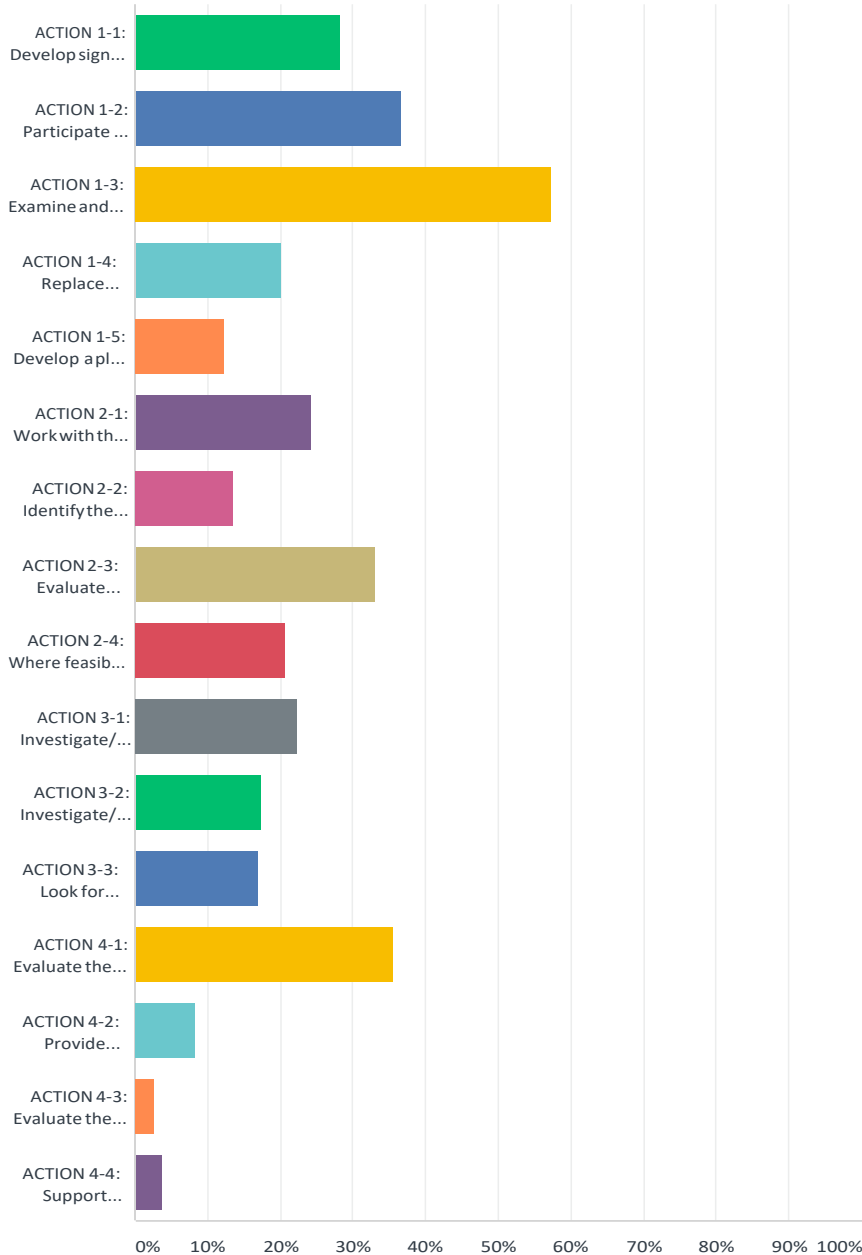
	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 1: Become a bicycle and pedestrian-friendly community by expanding existing bicycle and pedestrian facilities and improving connectivity.	49.15% 145	29.83% 88	11.86% 35	9.15% 27	295	3.19
GOAL 2: Improve Town-wide traffic flow and safety.	66.22% 196	24.66% 73	6.76% 20	2.36% 7	296	3.55

Q21 Please review the draft Transportation Goals listed below and rate how important they are in your opinion. (Cont.)

	VERY IMPORTANT	SOMEWHAT IMPORTANT	NEUTRAL	NOT IMPORTANT	TOTAL	WEIGHTED AVERAGE
GOAL 3: Work with the Worcester Regional Transit Authority, neighboring communities, and the Senior Center to explore ways to enhance transit within Town.	32.30% 94	38.14% 111	22.68% 66	6.87% 20	291	2.96
GOAL 4: Plan for the future of transportation and how potential changes may impact Northborough's transportation network.	35.84% 105	42.66% 125	17.75% 52	3.75% 11	293	3.11

Q22 Please review the draft Transportation Recommendations/Actions developed for the Master Plan and choose UP TO FOUR items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-5 all support Goal 1.

Answered: 300 Skipped: 82



ANSWER CHOICES	RESPONSES
ACTION 1-1: Develop signed bike routes throughout Town, using a combination of existing bike facilities and roadways.	28.33% 85
ACTION 1-2: Participate in the State's Complete Street Program to improve the bikeability and walkability of local streets.	36.67% 110
ACTION 1-3: Examine and identify key locations in Town for additional sidewalk improvements such as along Route 20 outside of the town center, focusing on pedestrian-oriented destinations (i.e., schools, parks, trails, etc.).	57.33% 172

Q22 Please review the draft Transportation Recommendations/Actions developed for the Master Plan and choose UP TO FOUR items that you think the Town should prioritize in implementation. Note: Action items starting with the same first number in "Action #-#" support the same Goal with the corresponding number as listed above. For example, Action 1-1 through 1-5 all support Goal 1. (Cont.)

ANSWER CHOICES	RESPONSES	
ACTION 1-4: Replace existing pedestrian crosswalks with high visibility crossings to help facilitate pedestrian connectivity.	20.00%	60
ACTION 1-5: Develop a plan to upgrade all existing pedestrian facilities to meet current Americans with Disabilities Act (ADA)/Architectural Access Board (AAB) standards.	12.33%	37
ACTION 2-1: Work with the Massachusetts Department of Transportation to conduct Road Safety Audits (RSAs) at problematic intersections in Town.	24.33%	73
ACTION 2-2: Identify the need for and implement traffic calming measures in compliance with Federal and State laws and regulations.	13.67%	41
ACTION 2-3: Evaluate opportunities for routes alternate to Main Street to help reduce congestion in the town center and foster development opportunities.	33.00%	99
ACTION 2-4: Where feasible, when improving roadways, work with the Massachusetts Department of Transportation or Massachusetts Division of Fisheries and Wildlife to improve culverts to allow for wildlife passage and reduce wildlife related traffic incidents.	20.67%	62
ACTION 3-1: Investigate/evaluate the senior and special needs shuttle service to run on a regular schedule, including during evening hours and weekends.	22.33%	67
ACTION 3-2: Investigate/evaluate the feasibility of providing a shuttle between the town center and/or Northborough Crossing and the Westborough Commuter Rail Station.	17.33%	52
ACTION 3-3: Look for opportunities to coordinate with neighboring communities to provide a commuting shuttle to Metro-Boston employment destinations.	17.00%	51
ACTION 4-1: Evaluate the feasibility of implementing an adaptive signal system on Main Street to minimize congestion.	35.67%	107
ACTION 4-2: Provide electric charging stations in public parking areas.	8.33%	25
ACTION 4-3: Evaluate the feasibility of implementing a private/public partnership to develop a community-driven rideshare program.	2.67%	8
ACTION 4-4: Support training for Town staff and the Department of Public Works to understand how to plan for autonomous vehicles and advancements in traffic systems.	3.67%	11
Total Respondents: 300		

Q23 Is there any Transportation Goal or Action listed above that you disagree with? Is there anything missing that you would like to add to the Transportation Element? Please leave your comments below.

Answered: 36 Skipped: 346

#	RESPONSES	DATE
1	Many items have been studied and implemented in the past, items required by law should be incorporated now.	4/26/2019 11:22 AM
2	Two areas that need to be changed to improve traffic: left hand turn light from rt 20 eastbound onto Church St (its too short and when there's a train it doesn't let you turn left and then skips a turn after the train passes). And right hand lane from rt 20 west onto Church, seems like this should be a right on red turn.	4/26/2019 9:30 AM
3	Fix the timing of the light at Church and Main. Personally, I think the old town hall is an albatross that should be torn down to fix the intersection.	4/25/2019 5:49 PM
4	Think about the overall goal in terms of neighborhood objectives and characteristics: Walking, biking, Segwaying, scooting, ..., by people ages 0yo - 100yo . 3-2, 3-3: Should be more than just prime-time transport; can't tell if that's what you mean. 1-1 and 1-2 are about the same, together they get my 4th vote.	4/25/2019 11:35 AM
5	All those new lights downtown did nothing. One, you need to re-instate "right on red" from Rt. 20 to Church St. and from Rt.135 to Rt. 20. Because of no right on red onto Church St. You cannot turn onto Church St. from Whitney St. due to the constant flow of cars. Secondly, you need to turn the protected left turn from Rt. 20 onto to Church st. to unprotected left turn after the few seconds of protection. You can see past the train tracks, no reason not to have it un-protected after the initial protection.	4/25/2019 10:58 AM
6	Downtown lights are nice to have but not in-sync. The morning can be madness as lights do not work together and cars block intersections. Afternoon traffic can back up from center to White Cliffs. Sometimes cars can't get out of Maple Street onto route 20 at dismissal.	4/25/2019 10:37 AM
7	The current design of downtowns traffic flow is a nightmare, the traffic lights are off cycle. Also, you could get killed crossing the street in the cross walks,, they need flashing lights like Marlboro and Westborough..	4/23/2019 11:20 AM
8	If I could pick more than 4 I would also choose add charging stations in public parking areas. Also for residents in the east side of town I would be interested in transportation to Southboro a Commuter Rail station not just Westboro.	4/23/2019 11:16 AM
9	Assess lack of sidewalks in outer communities (Whitney Street) and add sidewalks to areas/community members in need of them. At the very least near areas that have neighborhoods behind them where families can walk safely without having to get in a car and drive to a safe place to walk.	4/22/2019 9:47 PM
10	We should not be concerned making the town a metro 'city'! No traffic up grades are needed! Or commuter improvements in town.	4/22/2019 9:28 PM
11	our roads are in rough shape and we have about 5 sidewalks on major roads in town. Based on the suggestions above you are looking at adding 'nice to haves'. We need the bare essentials.	4/22/2019 7:50 PM
12	Need sidewalks on busy streets such as Brigham St Also need lights at dangerous intersections such as Lincoln St & Rte 20 and Brigham/Maple & Rte 20. These lights could be sensor based so that they are only in effect during peak traffic hours	4/22/2019 6:14 PM
13	I think this is covered in 4-1, but it is very frustrating to try to get through the three lights downtown and hit each of them RED.....One after another after another. Heading east, the red light at church st will turn green, allow me to enter the intersection, and sit because the next light is still red. Once that one turns green, once again, I can sit in the interaction because the Hudson at light is still red Those lights need to be better coordinated.	4/22/2019 4:08 PM

Northborough Master Plan Goals and Recommendations Prioritization Survey

14	Don't underestimate the need for sidewalks. Some of our streets that do not have sidewalks can feel very dangerous to pedestrians.	4/22/2019 4:08 PM
15	walkability downtown and from schools to the library	4/22/2019 2:55 PM
16	speed limit to all densely populated areas should be 25 all the time, We are seeing at night time trucks are cruising speed at 50	4/22/2019 1:38 PM
17	Sidewalks on RT. 20 would be great!	4/20/2019 3:08 PM
18	More sidewalks! Howard Street needs sidewalks so kids can walk to Zeh School and adults can walk safely. A safer community leads to healthier people wanting to stay in town (and pay property taxes) longer.	4/19/2019 11:45 AM
19	It would be nice if the stoplights through the center of town (in front of CVS, etc) could be better timed to improve traffic congestion. The current timing of the lights does not make sense and is inefficient. I would also like to see more sidewalks in town, especially along the entire length of Church St. The side walks would safely connect those parts of town, and will also allow a safe area where people can run/walk for exercise.	4/16/2019 1:32 PM
20	there should be more sidewalks in town, it is not a safe town to walk around and our kids safety is in jeopardy.	4/15/2019 1:40 PM
21	I like the proactive action ideas regarding the future of transportation. Thank you.	4/14/2019 7:42 AM
22	Biking is high on our priority list. If children could use their bikes more, parents wouldn't have to spend so much time being taxi drivers anymore.	4/12/2019 7:06 PM
23	as with all improvement projects, please be mindful of the notable tax increases, water/sewer increases that have impacted residents over the past 20+ years.	4/12/2019 10:26 AM
24	There are 2 very dangerous intersections that need a traffic light or better traffic planning. The intersection of Allen & Hudson street, it is very hard to cross that intersection and many students use it as a main route to ARHS. The intersection of Whitney and Church street backs up every morning and evening and it is very hard to make a left turn onto Church street.	4/12/2019 9:27 AM
25	Work on better traffic flow on major roads.	4/11/2019 7:30 AM
26	Please think about creating a sidewalk on Brigham Street, and on the bottom half of School Street. So many people walk/run on these two roads. It would be great to have a continuous loop of sidewalk connecting South St to Main St to School St to Brigham St, and back to South St.	4/10/2019 8:57 PM
27	Action 2-3 Be careful in softening the center of town traffic that clogs some of the smaller streets like Summer Street is now dealing with. The side street areas in Northborough would need to be widened and landtaking would mean that our neighborhoods would be seriously impacted.	4/10/2019 5:20 PM
28	I own an electric car, and charging stations as proposed in action 4-2 are nice, but the lifespan of the master plan is longer than the lifespan of civilization as we know it if everyone is still driving cars. Walking, bikes, buses, and trains are the only feasible transportation solutions in the context of global climate change and the master plan should focus on rapidly de-prioritizing car transit in order to promote the use of walking/biking and create reliable public transit. Autonomous vehicles as mentioned in action 4-4 promotes personal car dependence and therefore moves us in exactly the opposite direction we need to be heading in.	4/10/2019 10:12 AM
29	please take down the "not right turn" sign at the corner of CVS. It is a waste of gas and also add to pollution when idling there for no good cause as there is not cars to prohibit from turning right. Just put up a sign that says no right turns between these hours, or put up a sign of caution to look for any cars turning into CVS or the road at the same spot. This will help with traffic congestion in town.	4/9/2019 2:59 PM
30	Bus to Worcester. Bus to Boston. With affordable rates.	4/9/2019 2:58 PM
31	The flow of traffic through and around downtown is very bad, and I think this probably contributes to the lack of business development there. People stay away. That situation needs to be addressed. If there was a way to drive pedestrian/bicycle traffic that might help things as well. I'd rather see more sidewalks than bike lanes...I think the roads in Northborough are largely not conducive to bike lanes, and I'd worry about accidents between cyclists and motor vehicles.	4/9/2019 2:33 PM
32	Install a sensor controlled 4 way stop on Hudson Street at 4 way intersection just beyond aquaduct bridge to prevent dangerous collisions beyond the bridge due to no visibility of oncoming traffic Consider 4 way stop at intersections of Rice, Winter, and Whitney to reduce collisions due to low visibility	4/9/2019 2:21 PM

Northborough Master Plan Goals and Recommendations Prioritization Survey

33	More sidewalks and lighting near the schools. During the winter, when it is dark outside, the kids walking to the high school have no sidewalks. As a driver, I have a hard time seeing them on the dark mornings and worry about their safety. They should not be walking in the middle of a dark street to get to school. Specifically Maple Street.	4/9/2019 1:25 PM
34	Sidewalks/widening a Brigham st.	4/9/2019 12:48 PM
35	Better walk way and bike way	4/9/2019 12:20 PM
36	There is no parking downtown and no need to run a shuttle from Downtown to Northborough Crossing to the Westborough Train station	4/8/2019 4:51 PM