

# Townsend Master Plan Public Forums Report

June 28, 2018





## Table of Contents

<b>Introduction.....</b>	<b>4</b>
Process and Methodology .....	5
<b>Summary of Findings Based Upon Input .....</b>	<b>6</b>
Meeting One (Senior Meeting) .....	7
Meeting Two (Community Meeting) .....	14
Meeting Three (Community Meeting) .....	23
Meeting Four (Business Meeting) .....	32
Meeting Five (Student Meeting) .....	41
<b>Meeting Trends .....</b>	<b>48</b>
<b>Attachments .....</b>	<b>51</b>
Attachment 1 (Flyer) .....	52
Attachment 2 (Agendas) .....	54

The Town of Townsend is in the beginning stages of updating its Master Plan. A Master Plan is instrumental to a community for a variety of reasons including the orderly expansion of municipal services, your community's plan of action for the next ten years, and acts as the foundation of your town's zoning scheme. Townsend signed a contract with the Montachusett Regional Planning Commission (MRPC) to assist the town to facilitate five Public Forums.

Public input is essential to the Master Plan, and Townsend initiated public input at the beginning of the Master Plan Update process by holding two Public Forums with local officials and Town Residents on May 30 and June 2, 2018, a forum with seniors on May 30, Townsend businesses on June 7, and in conclusion, a meeting with Townsend High School students on June 8. Twenty-five people signed in at the Senior Meeting, 13 at both the May 30 and June 2 Community Meetings, 8 at the Business Meeting, and 12 students participated at the Student Meeting. A Public Forum needs to be held in a suitable location in an accessible facility. The first and second Public Forums were held in the Townsend Senior Center and the third and fourth were held at the Townsend Town Offices. The fifth and final meeting was conducted in the new North Middlesex Regional High School.

The purpose of these Public Forums was to solicit public input to gain insight regarding Townsend's housing, economic development, open space and recreation, services and facilities, natural and cultural resources, land use, and transportation. The Forums were open to the general public (with the exception of the school forum) and everyone with an interest in the community was highly encouraged to attend including residents, students, local officials, business owners and others. The Townsend Master Plan Committee advertised the forums which included a flyer (see Attachment 1, Flyer) distributed to local officials, the Townsend Public Library, and Council on Aging along with press coverage, cable tv, and even road signage near Townsend Center.

This report has been completed with the intention of documenting the Public Forums, the methodology that was utilized, and all of the recorded input provided by the participants to be integrated into the Master Plan Update.

## Process and Methodology

The Public Forum Agenda was distributed as a handout at each of the five forums (See Attachment 2, Agendas). The forums started with a welcome and introductions (Kym Craven, Townsend Chair of the Master Plan Committee), Goals of the Master Plan Public Forum and Process of the Day (John Hume and Molly Belanger, MRPC), and breakout sessions into small discussion groups.

John Hume indicated that participants would divide into three smaller groups and each group would answer eight (8) Master Plan related questions. He also stated that the forum is a brainstorming session and there were no right or wrong ideas and that any local politics need to be set aside.

Participants divided themselves into three tables. There was one facilitator per group, and each participant received a hand-out sheet of questions. Large pads of newsprint paper were also provided to record participant responses. All groups were instructed by facilitators that as a group, participants should discuss, and then answer each individual question.

In the next part of the process, with the exception of the Senior Forum, participants returned to reconvene in the large group. A reporter from each group presented the responses to the participants. During and after each presentation there was an opportunity for discussion. Photographs were taken throughout the Public Forum. This method was utilized for five Public Forums.

*Meeting One*

Senior Citizen Meeting

May 30, 2018 11:30 A.M.- 1:00 P.M.

Held at the Townsend Library/ Senior Center

---

7

## Summary of Findings Based Upon Input

Comments made by the Public Forum's participants have been documented and categorized by eight (8) questions posed for the three breakout groups. The questions are followed by the responses of each of the three individual groups.

### **Question #1:** What can the Town do to better support seniors?

#### ***Group 1:***

- Group 1 appreciates the senior center and believes that the town does an excellent job providing services for seniors.

#### ***Group 2:***

- Seniors are about 25% of the Townsend population. The Senior Center is a great resource, and the town should continue to support the Center's budget, as well as the COA financial support program. Some seniors are not able to attend various senior programs due to associated fees. The town should work on the affordability and subsidizing of these programs. The town should also apply for various grants in order to bring in more funding for the Senior Center and its programs.
- To increase awareness about senior programs, there should be a newsletter that is mailed to residents because many seniors do not have email addresses. The town's website should also be integrated with the Senior Center website.

#### ***Group 3:***

- The town should lower taxes or do away with them for seniors. This would lessen the financial burden of seniors in town. There are also many potholes that need to be filled in. Potholes are a safety concern and need to be addressed more quickly. A town sewer system should be installed, and it should follow the town water system.

**Question #2:** What issues need to be addressed in terms of roads, infrastructure, public transportation?

***Group 1:***

- Group 1 indicated the Roadrunner service is a great service and should be offered more often. The group also indicated a need for many potholes in town to be filled. The issue with potholes in Townsend was mentioned as a serious road danger.

***Group 2:***

- People are speeding through the library and Senior Center. The roads should be designed to slow cars down in this area. Various roads in town should also be painted with lines to indicate the lanes and shoulders. There are many potholes that need to be fixed.
- Townsend's lack of public transportation should be addressed. There should be more than one mode of public transportation offered. There should be buses and trains offered to decrease traffic congestion on Route 119 and Route 13. Public transportation should also offer rides to larger cities. This would allow residents to travel to cities, and also bring people to the town from these cities. A Park and Ride would also benefit the town and decrease cars traveling to work and school.

***Group 3:***

- Elm Street and Proctor Road need yellow lines to make lanes easier to see. The town roads should also be fixed for potholes and be maintained at a more consistent rate. Also, the gas tax should be used as it was intended, and funding from this tax should be separated from the town's general funds.
- There should be additional transportation services, other than the Roadrunner. A taxi services is needed. Public transportation may not be used in Townsend. If not used, then public transportation would not be cost effective.



**Question #3:** How can Townsend support housing for seniors?

***Group 1:***

- Build smaller homes that are more user friendly for seniors. Downsizing existing large homes into multifamily.
- The group also discussed the importance of affordable homes for seniors. Finding an affordable home is often an issue for seniors of Townsend.

***Group 2:***

- A three-stage living complex would benefit seniors of all abilities and needs. New construction for seniors should be only one story. Accessory apartments should be better supported by bylaws. The town should also continue to support “Aging in Place” to fund small house repairs for seniors.
- A communication support website should be available to seniors. A designated person with office space who can call or visit seniors.

***Group 3:***

- Veteran housing should be looked into. If there were to be veteran housing, it should be kept separate from traditional senior housing. There needs to be additional senior housing that resemble Atwood Acres. Some existing apartments should be made into low-income housing or income adjusted housing. There should also be an assisted living facility that allows seniors to live in individual apartments. These facilities should provide assisted living and health care.
- More tours of places such as museums, sporting events, and Kimball Farm. Additional businesses in the Town Common would also aid seniors who can’t travel far. New businesses should capture the “small town” feel.

**Question #4:** In terms of recreation, historic preservation, cultural needs what would you like to see?

***Group 1:***

- Group 1 discussed introducing a bus line to the town to transport residents to different locations around town. Could be used to transport residents to recreational areas, retail, jobs, schools.
- The town should reuse old buildings for new things, instead of building additional buildings. The old library should be refurbished and used for something new. This will keep more historic buildings in good condition.

***Group 2:***

- Pickleball court lines should be repainted. The town should also increase access to the Squanacook River for canoeing and hiking. The river should be stocked with trout to allow fishing. Provide special access and parking to the canoe race to improve participation. The town should purchase property to provide additional parking areas for other recreational areas. Land should also be purchased by the town to ensure historic preservation.

***Group 3:***

- There needs to be a constant funding source for the maintenance of natural resources. Older kids need additional recreational areas that are not sports-based such as a movie theater or bringing back the old Townsend Circus.

**Question #5:** In terms of economic development, what would you like to see?

**Group 1:**

- More small businesses in town would aid the town in economic development, as well as lower taxes for residents. The group expressed that large businesses such as Walmart, were not the businesses the group had in mind. The group indicated that the “small town” feel should not be compromised.

**Group 2:**

- The town should enable opportunities that will create more long-term jobs that enable growth. These jobs should also have entry-level positions for younger residents. The group indicated the town’s need for more “light industry” that will employ part-time employees. The town should also encourage the general opening of businesses for home and building supplies, clothing, books, and restaurants.

**Group 3:**

- There needs to be more support for businesses. The current lack of support is limiting economic growth. Additional restaurants should be encouraged. An increase in businesses could allow tax breaks for seniors.

**Question #6:** In terms of municipal services/facilities in town, what areas could be improved?

**Group 1:**

- The group repeated the need for a bus line/ public transportation. Roads of Townsend also need a lot of fixing. Additionally, Townsend Road, and Lunenburg Road need to be re-stripped, because the yellow lines are not visible. Without these lines, it is difficult to decipher which lane ends where. These roads are very narrow, and curvy at times.

**Group 2:**

- ( 12 )
- 
- The current internet and TV providers need competition to keep costs down for quality service. A yard waste disposal service should also be provided to residents. There is also a general lack of parking available for churches and town meetings. If there were additional parking spaces, the town's involvement in church and town meetings would increase.
  - Youth should be engaged in town management and affairs. Their input in town decisions should be better sought out. Engaging youth will also keep residents involved in policies so that board and communities can be sustained. A monthly newsletter should also be created to keep residents updated on current events in town.

**Group 3:**

- Unused, old buildings should be renovated for new uses to preserve historical properties. The Public Works Department should be more active with projects in the town, and possibly.

**Question #7:** What are town strengths and limiting factors?

**Group 1:**

- Strengths include the senior center, library, small town feel, and the natural resources. Group 1 indicated that town politics were a limiting factor to Townsend. Residents are not getting along and it does not seem as though everyone is on the same page. There is also a drug problem in town, and the police department is not properly manned to handle this, along with other issues. The group expressed dislike for the regionalization of the Town.

**Question #8:** How can the Townsend foster growth and development while protecting resources?

**Group 1:**

- Sterilite has been an asset to the community. The Town would benefit from more organizations that aid the town such as Sterilite.
- 

***Group 3:***

- The town is increasing development by cutting trees and building new structures. There needs to be a town sewer system so that the town water and river are not polluted further.

**Question #9:** Most significant natural resources? How can they be better used?

***Group 1:***

- The Townsend State Forest is a great natural resource. The town would benefit from more hiking trails and rail trails in the area.

***Group 3:***

- More solar energy should be used by residents. The town should own a solar field to give energy to the community.

*Meeting Two*

Community Meeting

May 30, 2018 6:30 P.M.- 8:30 P.M.

Held at the Townsend Library/ Senior Center

## Summary of Findings Based Upon Input

Comments made by the Public Forum’s participants have been documented and categorized by eight (8) questions posed for the three breakout groups. The questions are followed by the responses of each of the three individual groups. These responses were presented by a representative of each group when participants reconvened into the larger group.

**Question #1:** What are Townsend’s strengths and limiting factors (i.e. what do you like and dislike about our town)?

***Group 1:***

- Strengths include the small-town atmosphere, and friendly neighbors. The community is a good place to raise kids, and there is lots of land.
- Challenges include an improper balance between a small town feel and economic growth. Lack of economic growth in town has held back the town from building a tax base. Zoning is an issue for new businesses coming into town, as well as current businesses staying in town. Large gaps between neighbors also creates “urban sprawl” developments and does not leave enough land for conservation.

***Group 2:***

- According to Group 2 strengths are the large amounts of open space as well as the river. The location of town is relatively close to cities that offer many jobs such as Lowell. The library and Senior Center offer many programs for the community and the Town Offices and

Town Common are great places. School and athletic fields are nice for the town's youth.

---

- Challenges are the heavy traffic and noise from Route 119. Roads are poor quality and in need of repairs. Walking on these roads is also difficult and there are few sidewalks. Additionally, the job and tax bases are limited, and there are limited places for young people to work. There are also limited places for young people to seek entertainment or night life. Historic areas of town could be better utilized and there are many empty stores and businesses. Having a single cable provider is also a setback.

***Group 3:***

- Townsend's strengths include the woods and wild spaces as well as the Squanacook River. The small-town charm is a benefit to the town and tourists are attracted to the antique shops. The Townsend Ridge Country Club is a great asset.
- Challenges include the lack of affordability for youth who want to live in town. They must find more affordable housing elsewhere. The town lacks activities for youth and there are very few sidewalks. There is also little funding for the town do create repairs or developments.

**Question #2:** In terms of Economic Development (jobs, retail, office, business), what do you want/need in Townsend?

***Group 1:***

- Additional transportation modes would connect residents and visitors to retailers, night life, recreational activities, doctors, work, and schools. However, the demand for transportation should be researched to prevent access services that are not being used. Currently, school buses only transport a small number of children and are costing the town money.



- Businesses should be developed in relation to the town's bike trails so that residents and visitors are encouraged to both visit local businesses and utilize the bike trails for biking and walking.

***Group 2:***

- This group indicated the need for more jobs and office spaces in town. Coffee shops with longer hours and internet access would also benefit the town. In general, better internet coverage is needed throughout Townsend. Additional businesses that fit the small-town feel should be encouraged, and a microbrewery should be added. Restaurants should be open late, and the general number of restaurants should increase. Online forms and information could aid those who would like to start their own business in town.

***Group 3:***

- The town should dive into the tourist industry and promote its natural resources and local business. The town should also research successful economic growth of other small towns and try to attract capital investment. Additionally, the town should explore prohibitive commercial rent to make spaces more affordable for small business.

**Question #3:** In terms of recreation, historic preservation, and cultural needs, what would you like to see in Townsend?

***Group 1:***

- The town's youth need additional places to play and seek entertainment such as a teen center. Additional places should be developed for all residents to utilize as well, such as farmers markets, community bands, and sidewalks. Old buildings could also be renovated into new recreational developments. Clear parking rules are also needed, as a lack of signs creates confusion about whether residents and visitors can park in a particular place. An online resource may be useful to outline public parking areas.

**Group 2:**

- The recreation department needs more facilities with swimming pools. Additional programs for children and teens are needed from the library. Other programs for children and teens are needed such as sport programs. Existing sport field should be updated, an bike lanes should be added to roads.

**Group 3:**

- Historic buildings should be restored instead of torn down. Historic preservation should be a top priority of the town. The town could possibly partner with the Trustees with historical sites such as the Reed House, Cooperage, or Grist Mill. Additionally, updated state forest trail maps should be available. Memorial Hall should show movies, theater plays, and music.

The town should host more special events such as author talks, lecture series on current events and politics, and music performances. Also, there should be a coffee house near Memorial Hall, the library, and town churches.

**Question #4:** What issues need to be addressed in terms of roads, infrastructure, and public transportation?

**Group 1:**

- Pot holes are a significant issue in town and need to be better addressed. Roads are also very narrow, and there are often times not enough room for cars in both lanes to travel past each other. Sidewalks are also needed on these roads, so pedestrians can safety travel. Route 119 in particular is very dangerous and the town needs to re-design a more pedestrian friendly design.
- There is currently no public transportation and the town would benefit from buses and trains. The town is “car-heavy” and buses would lessen traffic and cars driving on the road. The town should also

encourage the use of bikes. Parking should be provided for residents to park and then take the bus to work, school, etc. ]

---

***Group 2:***

- Road surfaces should be better maintained and bike lanes should be painted on roads to encourage people to use bikes. Heavy traffic and speeding must also be reduced and road signs should be increased. More sidewalks, crosswalks, and bike lanes would increase safety for pedestrians and bicyclists. Additionally, the town should have a sewage system as well as additional parking near the town center and Howard Park.

***Group 3:***

- The area surrounding the highschool needs sidewalks, crosswalks, and pedestrian traffic lights. The general town would benefit from sidewalks, bike lanes, and a sign to welcome people to Townsend. Additionally, there needs to be public transportation that will take passengers to Fitchburg (connecting to other trains, and activities). This public transportation should be offered to all residents and not just seniors. Currently, there are only transportation services for seniors. Traffic lights in the center of town would also help ease the dangers of big trucks turning onto various roads.

**Question #5:** How can the Town foster growth and development while at the same time protecting natural resources?

***Group 1:***

- A lot of land located in Townsend, belongs to the state. The town must have a more organized plan for development on available land. The town should also share more information with residents about the usage and plans for land. User friendly zoning would benefit the community.

**Group 2:**

- The town should have a plan for businesses and economic development, that allows for economic growth at a stable rate. A list of unused buildings should also be available online. The Conservation Commission should continue to work on growth and preservation.

**Group 3:**

- Group 3 indicated that the town must protect drinking water, as well as wildlife habitats and endangered species. Additionally, wetlands and coldwater fisheries must be taken care of. Mixed use buildings should also be implemented in commercial areas with businesses on lower floors and apartments on upper floors. Parking areas behind buildings would also attract more people to local businesses. Hiding parking behind buildings would also help Townsend keep its New England character in tact. Utility lines should be buried in downtown and historic districts, and a more natural stormwater structures should be built such as rain gardens.

**Question #6:** How can Townsend support housing for lower income residents while at the same time ensure the housing supports our needs in terms of taxes to support operations?

**Group 1:**

- The town must work with state agencies to lessen restrictive zoning regulations. Elderly need more housing that is affordable and spacious. Additionally, minimum housing lot sizes should be reduced, allowing housing prices to decrease.

**Group 2:**

- Cluster housing should be a priority, and affordable housing should be increased to override 40B. The issue of few affordable housing units should be addressed and the town should create a plan to increase affordable housing.

**Group 3:**

- The town should partner with building owners to ensure lower rent for business. This will create a more affordable environment for businesses. Additionally, the town should have knowledge of the town’s demographics. Older residents make up a majority of the population, and residents over 55 years of age prefer smaller homes.

**Question #7:** Identify Townsend’s most significant open space/ natural resource assets. Can open space/natural resources be better utilized in Townsend? How?

**Group 1:**

- Existing resources can be better utilized if bike lanes and rail trails are built. The town’s website should also be up to date on natural resources and open spaces. The website should become a reliable source for information.

**Group 2:**

- Howard park is a great asset and should be better maintained. Wild and scenic rivers should also be taken care of. Maps should be provided for hiking trails and the town should advertise its natural resources. The maps should be distributed through the library and Senior Center.

**Group 3:**

- Developments should be added to town, such as a dog park, a bed and breakfast, hostels, canoe and kayak rentals, and river walks. With an increase in development, wildlife should also be better protected to ensure new development does not affect these areas.

**Question #8:** In terms of municipal services /facilities in town – what areas could the Town improve upon and how?

***Group 1:***

- ( 22 )
- 
- The existing recreation center should increase its hours and be made more available to the public. The town would benefit from taking advantage of this resource. For safety, LED or solar street lights should be installed on roads. The town could also develop a solar field that residents could use energy from. Additionally, a dog park would be a great asset, and bring residents together.

***Group 2:***

- There are issues with Unitil and they need to be addressed. Roads need to be repaved, potholes should be fixed, and new road lines should be painted. Residents should also have a better introduction to town. A welcome packet and link to online information about town resources would be beneficial. Additional locations are needed for posting flyers for town meetings. General town communication needs to improve, and an online town meeting experience could increase participation. Town email addresses should be updated and have a reasonable response time.

***Group 3:***

- Town departments should increase their accessibility by extending their office hours. Larger meetings and voting should be moved to the high school and middle school. Community services (tax collection) should be kept in town so that additional recreational facilities may be built. Additionally, a pool, weight room, and indoor walking track should be added to the Squanacook Elementary School.

*Meeting Three*

Community Meeting  
June 2, 2018 9:30 A.M.- 11:30 A.M.  
Held at the Townsend Memorial Hall

**Summary of Findings Based Upon Input**

Comments made by the Public Forum's participants have been documented and categorized by eight (8) questions posed for the three breakout groups. The questions are followed by the responses of each of the three individual groups. These responses were presented by a representative of each group when participants reconvened into the larger group.

**Question #1:** What are Townsend's strengths and limiting factors (i.e. what do you like and dislike about our town)?

***Group 1:***

- Strengths are the strong sense of community of the town. The town and its residents also value preserving historical buildings and protecting natural resources. There are great natural resources that are used for hiking, biking, and fishing. There are also many summer recreational activities to keep busy with, and the library has great programs for the community.
- Challenges are a lack of residents attending town meetings. There is also a low number of residents voting or volunteering. The lack of businesses adds to the challenges of Townsend. Group 1 indicated that businesses and residents should pay equal taxes. Additionally, Townsend should provide motorized off-road trails that connect to larger areas of business and recreation. The lack of public transportation and open space also created challenges for residents.

***Group 2:***

- Strengths include the large open space areas and nature trails. The town also has a friendly atmosphere and a quaint small town theme. The school systems are doing well and the housing is generally affordable. Local stores have general necessities.
- Challenges include a lack of trail maps for visitors or residents. Trail maps are also hard to find online. Also, the small-town feel can prevent some residents from being open to more businesses coming in. This lessens the chance for economic growth (tax base). Many



parents in town are also sending their children to private schools. There is not a lot of entertainment such as movie theaters or family activities such as bowling or mini golf.

---

***Group 3:***

- Strengths are the caring nature of townspeople. The town has the capability to accomplish the goals of residents, and the town saves money from residents volunteering to do work that other towns hire staff for. The housing is also more affordable than surrounding cities and towns. Additionally, the library and Senior Center both provide excellent programs.
- Challenges are the small town thinking of some residents, and the distance to larger cities or highways. The town is also tied to Unitil and Comcast, which creates a monopoly for their services. There are not enough athletic fields, businesses, or youth activities. Communication within the town is also limited.

**Question #2:** In terms of Economic Development (jobs, retail, office, business), what do you want/need in Townsend?

***Group 1:***

- Group 1 expressed the need for the rezoning of commercial and industrial districts. Traffic calming and additional parking should also be considered when rezoning.
- Businesses aimed at kids should be encouraged. Recreational activities in the town center, as well as nighttime entertainment such as movies, shopping, and restaurants. Townsend should also encourage residents to shop local. Lastly, internet availability needs to be improved. There are limits to the quality and accessibility of the current internet program.

***Group 2:***

- There is currently very slow growth, and many stores have left. Specialty businesses for sports, toys, books, pubs, bars, restaurants, etc. should be encouraged. There also needs to be additional parking, and more walkable and bikeable roads to increase access to businesses. Adding attractions and businesses to create a downtown area would be beneficial. Also, the Road Race should have an additional festival, to increase participation.

***Group 3:***

- Increased opportunity for jobs in Townsend for various ages including youth. Open opportunities for new business that will expand the limited retail options in town. This could include multiple businesses for clothes, food, as well as adding new businesses for recreational activities such as field house with swimming pools. There should also be a better focus on keeping businesses here once they have come. A transition from manufacturing businesses to retail and recreational businesses needs to be made.
- Small businesses should be relieved of their unfair burden to help local causes. Businesses already have many barriers to operating in Townsend. The town should also provide assistance with marketing needs of local businesses. This could be done through an economic development plan.

**Question #3:** In terms of recreation, historic preservation, and cultural needs, what would you like to see in Townsend?

***Group 1:***

- The Recreation Center should increase its hours to become more accessible to residents. There should also be afterschool activities, pool tables, and ping pong added to the center. The school should add a music program to put on concerts. Additionally, the town and schools should practice better communication with each other to promote meetings, programs, and events. A town community calendar may also help inform residents of important events.

- Encourage “destination recreational businesses” such as paintball, go-cart track, zip lines, batting cages, mini golf, skateboard parks, and ice rinks. This will provide residents with recreation as well as attract people from other towns.
- The town should encourage the restoration of old buildings, in order to keep historic preservation as a priority.

***Group 2:***

- The Harbor should be better utilized to show history of the underground railroad. There should also be a resource for finding historical and recreational activities. The town center should have a family culture/recreational center that acts as a resource for finding activities. The town should advertise these resources (fishing, canoeing, nature trails) with signs.
- The town should make a more user-friendly website. Town meetings and events should all be displayed on the website’s calendar. An option to opt into event/meeting reminders from the calendar would increase participation.

***Group 3:***

- The Harbor Church holds opportunities for economic development. The town should look into advertising and promoting the Harbor Church. An improved recreation facility would improve the community, and encourage residents to be more involved. A skate rink should be added to the recreational center, among other activities. The town should provide more ways for youth to be active.

**Question #4:** What issues need to be addressed in terms of roads, infrastructure, and public transportation?

***Group 1:***

- Townsend could partner with neighboring towns to install street lights on both Proctor and Main Street. Many potholes throughout the town need to be filled in. If not filled in, they can cause damage to cars.
- Each town organization should also have their own email address to better communicate with residents. These emails should be kept updated and have a reasonable response time requirement.

***Group 2:***

- Road shoulders have been reduced, leaving no room for pedestrian or bicyclists. There is generally no place to walk on the sides of roads, and a sidewalk going from Meeting House Road to Ash Street would benefit the town. Another sidewalk should be built from Meeting House Road to Route 119 along Highland Street, up to Wallace Hill. Also, along Wallace Hill, Townsend Hill, and Proctor Road.
- To address speeding, there should be lower speed limits in residential areas, and more speed limit signs posted around town. Public transportation would be an asset to the town, with buses to Fitchburg, Groton, Littleton, and the commuter rail.

***Group 3:***

- Encourage the Complete Streets Committee to continue working on funding for Complete Streets projects. Pedestrian safety needs to be addressed in areas around the high school, the Town Common, and the brick store. This is a major safety concern. Funding for Complete Streets could address this issue. Additionally, Complete Streets could aid in improving traffic designs for both West Townsend and the Center of town. The truck traffic is very loud, and a load limit should be placed on many town roads. Additional lines being painted on these roads would also help with safety, as well as a designated bike lane.

**Question #5:** How can the Town foster growth and development while at the same time protecting natural resources?

**Group 1:**

- A public boat launch should be installed. When issues with town water arise, there needs to be transparency in the town. The town should notify the public by posting in papers. Water issues should be located and mediated. Group 1 indicated a need for a full-time Land Use Coordinator.

**Group 2:**

- Structures that are not currently being used should be renovated for new uses, before additional buildings are built. A tax incentive could encourage businesses to move into empty buildings. Businesses should also more accurately cater to the demographics of the town.
- Street lights in busy areas would allow people to walk safely at late hours. Developments should also include activities for younger residents, especially summer activities. A playground would be a great addition to the Town Common. The town should also encourage businesses that will take advantage of natural resources such as fly-fishing, canoeing and hiking. Additional spaces for businesses is also needed.

**Group 3:**

- The town's conservation protection is serving as a double edged sword to the town. Conserving land is a priority to the town, however there is so much conserved land that the town is limited with land that it can fully utilize. There should be a larger emphasis for homes to be clustered together, so that large open spaces can be conserved. Group 3 mentioned again, that there should be an economic development plan as well as an economic development Planner who is paid by the town.

**Question #6:** How can Townsend support housing for lower income residents while at the same time ensure the housing supports our needs in terms of taxes to support operations?

**Group 1:**

- Foreclosed homes in the area should be bought by the town and turned into rental properties. The town could use the revenue from rental fees to provide more services for residents. Zoning for homes should be reviewed and lot size requirements should be lowered. There should be less sprawl development and more clustered housing. This will free up even more area for open space, while bring the community closer together. Going forward, there should also be no developments which resemble Timberlee.

**Group 2:**

- The town should recognize affordable accessory apartments, to keep track of current rates of affordable housing.

**Group 3:**

- Buildings should be used for both businesses and housing. Apartments on the second floor of businesses would provide better access to local businesses, and attract more people to the town center. Houses that are abandoned and foreclosed should be renovated for new housing before additional units are built. Affordable housing should fit into the community to aid youth and seniors. These two demographics should be prioritized when renovated or building housing.

**Question #7:** Identify Townsend's most significant open space/ natural resource assets. Can open space/natural resources be better utilized in Townsend? How?

**Group 1:**

- n/a

**Group 2:**

- Strengthening the Conservation Commission would lead to the better utilization of natural resources. An informational resource should be easily accessible for residents and visitors to find information about the town forests, Squanacook River, state parks, and land trust areas.

***Group 3:***

- The Squanacook River and Townsend Harbor are great assets to the community. The town should promote these areas, as well as buy additional land to create recreational development near Harbor Pond. The town should also encourage the development of a microbrewery.

**Question #8:** In terms of municipal services /facilities in town – what areas could the Town improve upon and how?

***Group 1:***

- Response time for emergency services is too long. This issue needs to be addressed with more staff, or closer facilities. Additional health issues include the current opioid crisis. Roadside trash has become a problem as well. It would be useful to have information available to the town on trash and recycling services. Also, police should be equipped with body cameras.
- Additional services should be offered to high school students such as driving lessons, and a mentor program for seniors and school aged children. Internet availability should also be increased.

***Group 2:***

- Hiring a communications director to ensure town departments and residents are cooperating and communicating with each other. A user-friendly website should also be created to provide information on town resources. A kiosk in the common with the same information would be beneficial. The town should also build sidewalks, shoulders and bikeways to increase accessibility to various locations throughout town. Additional recreational activities are needed such as a swimming pool and recreation center for all ages.

***Group 3:***

- The permitting process should become more user friendly.

## Meeting Four

Business Meeting

June 7, 6:30 P.M.- 8:30 P.M.

Held at the Townsend Memorial Hall



## Summary of Findings Based Upon Input

Comments made by the Public Forum's participants have been documented and categorized by eight (8) questions posed for the three breakout groups. One group consisted of business owners of Townsend, and two groups consisted of non-business owning residents. Business owners received their own set of questions. The questions are followed by the responses of each of the three individual groups. These responses were presented by a representative of each group when participants reconvened into the larger group.

**Question #1:** What are Townsend's strengths and limiting factors (i.e. what do you like and dislike about our town)?

### ***Group 1:***

- Strengths include the town's open space and conservation. Homes are generally affordable and there is curbside trash and recycling.
- Challenges include a lack of unified information. There are many different resources for information but these sources can conflict with one another. One, unified resource would avoid this issue. Residents must also drive far distances to go shopping.

### ***Group 2:***

- Strengths include various natural resources such as open space, fishing, rail trails, and food resources (farm land). The center of town is also a great asset and has a lot of potential for improvement.
- Challenges include a lack of use for open space. This land is not being used to its potential, and the town could improve this by promoting

this land for dog walking and picnics. Tourists are also not attracted to town. The community's desire to keep Townsend rural, hurts many chances for economic growth.

---

**Question #2:** In terms of Economic Development (jobs, retail, office, business), what do you want/need in Townsend?

***Group 1:***

- The town is in need of an industrial park and additional manufacturing. Both would bring jobs to town and lessen the tax burden for residents. The town should also promote Townsend's rural character as a benefit for tourism and business development.

***Group 2:***

- Townsend has great fishing locations. The town should advertise this, and encourage developments that would support visiting fishers, such as hotels and campgrounds. Land should be set aside as "fair grounds" for outdoor music venues. The town could also develop an intermunicipal co-op with Ashby and Pepperrell. Additional food venues and retail businesses should be developed to create a "village shop". These restaurants and retailers could utilize local resources from farms. The town needs to develop a marketing plan to attract these businesses into town.

**Question #3:** In terms of recreation, historic preservation, and cultural needs, what would you like to see in Townsend?

***Group 1:***

- The Rail Trail should be connected to other trails in town, to open up accessibility. Businesses should also be connected to the rail trail. This will encourage bikers to visit local businesses. It will also encourage those are visiting businesses, to travel through the rail trail. The town should encourage a development for cross country skiing and snow

shoeing. Historical properties should also host holiday tours to attract residents and visitors. The town also needs to find a use for Harbor Church.

---

***Group 2:***

- An outdoor recreation area with a zip line and ropes course would be a great destination activity that would attract both residents and tourists. The town is also in need of night time activities such as movies, food venues, and entertainment for all ages. Having additional activities for kids may lessen the town's opioid crisis. Additionally, a new recreation center should be managed separately from the school, to avoid scheduling conflicts. The Harbor Church must be better taken care of to preserve the town's history.

**Question #4:** What issues need to be addressed in terms of roads, infrastructure, and public transportation?

***Group 1:***

- There is a lack of light near Hannaford, which is very dangerous. Additional lights should be installed. Pot holes should be repaired in a timely manner. Additionally, a Park and Ride should be developed in Townsend, for residents to get to trains.

***Group 2:***

- There is currently no public transportation in town. The town would greatly benefit from a transportation service that is accessible to everyone. Townsend may also focus on increasing accessibility to various town locations without implementing public transportation, by building sidewalks and bike lanes. Poor road conditions should also be improved.

**Question #5:** How can the Town foster growth and development while at the same time protecting natural resources?

**Group 1:**

- The current zoning regulations should be reviewed, and the two-acre minimum lot size for housing should be reduced to one acre. The town should plan for future development with open space preservation.

**Group 2:**

- Group 2 indicated the need for hotels and campgrounds for visiting fishers. The town should encourage development that will allow tourists to use existing natural resources.

**Question #6:** How can Townsend support housing for lower income residents while at the same time ensure the housing supports our needs in terms of taxes to support operations?

**Group 1:**

- Expand opportunity for more seniors to stay in town. The development of additional senior housing would decrease the current waiting list for senior housing. Some seniors must leave town because they are stuck on a wait list.

**Group 2:**

- Low income residents will need public transportation, and local retail businesses. New businesses must be encouraged to come and stay in Townsend. Uber and Lyft must be offered to residents.

**Question #7:** Identify Townsend's most significant open space/ natural resource assets. Can open space/natural resources be better utilized in Townsend? How?

**Group 1:**

- Townsend has great natural resources such as Black Rock, the Squanacook River, and the town's various farm lands. Howard Park is also a great asset to the town. The town should put on monthly walks and hikes to show off these resources.

**Group 2:**

- Townsend has excellent fishing. The town does not advertise this resource enough and it would be beneficial to do so.

**Question #8:** In terms of municipal services /facilities in town – what areas could the Town improve upon and how?

**Group 1:**

- An organic food store would benefit the town. Some residents must drive far distances to other stores because there are little options in town for organic groceries. Alternative energy sources should be introduced, such as wind and solar energy. The town could sell this energy back to the town at reduced rates.

**Group 2:**

- Town wells must be better protected. The more protected these wells are, the less treatment they require. This keeps fees down for those who receive their water from town wells. Additionally, sanding and plowing services should continue. These services do an excellent job of clearing roads after snow fall.

Business questions:

1. What are Townsend's strengths and limiting factors (i.e. what to you like and dislike about our town)?

**Group 3:**

- Strengths include the towns small size and affordable homes and business spaces. There is also a low crime rate in town and lots of land. Because Townsend is such as small town, there is a community feel and outstanding customer service. Business owners really get to know their customers.
  - Challenges include the typically long commutes that residents face. There is also a great amount of unusable land in town, which limits where homes and businesses can be developed. Additionally, there needs to be more support for local businesses. Often times, residents drive to New Hampshire or Fitchburg to purchase items that local business owners sell in their stores.
2. In terms of Economic Development do you see your businesses expanding and if so what do you want/need in Townsend?

***Group 3:***

- An office supply store and print center would benefit businesses. They could purchase needed supplies while shopping locally. One stop permitting, and online permits would also be beneficial for business owners. The current permitting process is too complicated and should become more user friendly. The town would also benefit from apply to cultural and tourism grants.
3. What other types of businesses need to come to Townsend?

***Group 3:***

- Empty store fronts should be filled with clothing retailers, and a business supply store that caters to the middle class. There is the Dollar Store, and high-end stores, but there are few stores whose prices range in the middle. A car wash would also be beneficial to residents, and more cafes and restaurants would be great for all ages. Additionally, an effort needs to be made to attract businesses that will target teenagers.

4. How can the Town support businesses?

**Group 3:**

- The town should apply for more grants that will aid small businesses and economic development. There needs to be a better way for businesses to advertise for themselves around town. More bulletin boards may help with this issue. Also, Townsend should offer businesses incentives for contributing to the town, such as a store installing ADA ramps.

5. What issues need to be addressed in terms of roads, infrastructure, and public transportation?

**Group 3:**

- There is currently no public transportation and offering a bus service to residents would lighten car traffic. Car traffic is a huge issue in town and morning and evening commutes are long.

6. How can the Town foster growth and development while at the same time protecting natural resources?

**Group 3:**

- The town should have less restrictive property regulations and should instead judge properties on a case by case basis. Additionally, there should be more neighborhood- commercial districts and an industrial park should be developed for more commercial space. When applicable, businesses should also be encouraged to include natural resources such as kayaking in rivers or locating themselves near rail trails. The town should hire a part-time Planner to help lead new

business development rather than create obstacles for business owners.

---

40

7. How can Townsend support housing for lower income while at the same time ensure the housing supports our needs in terms of taxes to support operations?

***Group 3:***

- An assessment needs to be made on town housing so the town may better understand housing needs. Currently, there is a great need for high end housing that will bring tax revenue to the town.

8. In terms of municipal services/facilities in town - what areas could the Town improve upon and how?

***Group 3:***

- Municipal trash services should offer businesses a discounted service rate, because they are already providing services for town residents. The town should also look to the state for ideas on forward thinking. New ideas should be consistent with state goals. Also, a museum should be developed that show cases various town treasures that are currently being underutilized.



*Meeting Five*

Student Meeting

June 8, 2018, 10:00 A.M.- 11:00 A.M.

Held at the North Middlesex Regional high School

## Summary of Findings Based Upon Input

Comments made by the Public Forum's participants have been documented and categorized by nine (9) questions posed for the two breakout groups. The questions are followed by the responses of each of the three individual groups. These responses were presented by a representative of each group when participants reconvened into the larger group.

**Question #1:** What are Townsend's strengths and limiting factors (i.e. what do you like and dislike about our town)?

### *Group 1:*

- Strengths of the town include the safe and quiet atmosphere. The recreation program is a great asset to the town, and the schools are installing new turf fields. The turf fields will enable the school to host games, and Townsend youth programs can utilize the field in the summer. The town common is also a great place for activities such as fairs and farmers markets.
- Challenges include the lack of activities in town. The town and school could use their resources to provide more programs and events for youth and adults. Additional recreation facilities, such as a basketball court, should be located close to the center of town. Also, more retail stores are needed. Various businesses should be centralized to create accessibility. Public transportation is also needed to increase accessibility. There are many students that do

not own cars and will not otherwise be able to find a ride to various places in town.

---

***Group 2:***

- Challenges include a lack of public transportation and bike lanes/sidewalks. Additionally, roads are in poor condition and many pot holes have not been filled. A lack of teen jobs forced students to travel outside of town for work. More information about town activities and facilities should be available on the town website. There is a lack of places for teens to hang out, and few places for event flyers to be posted around town. The school should coordinate with the town to create a calendar of events.

**Question #2:** In terms of Economic Development (jobs, retail, office, business), what do you want/need in Townsend?

***Group 1:***

- Currently, there are few jobs for students in Townsend. Most students must go to other towns to find jobs. This is often a challenge, because some students don't have their own cars and rely on their parents to drive them to work. The school should provide resources for students to find jobs during and after their time at high school. The town could also speak to students about various government jobs. More clothing stores are also needed. There are minimal retail options in town and stores that sell clothes and sports equipment should be more abundant, and closer to the high school.

***Group 2:***

- There are few jobs for students, and students are traveling out of town for work. The town should partner with Pepperell and Ashby to promote mutual businesses.

**Question #3:** In terms of recreation, historic preservation, and cultural needs, what would you like to see in Townsend? 44

---

***Group 1:***

- The town should plan more festivals that take place in the Town Common. Additional events in town would bring the community together, such as fireworks on the 4<sup>th</sup> of July, theater shows, and concerts. The school should also show movies on the weekends. These movies should attract both child and adult audiences.

***Group 2:***

- The town should host tours of historic properties in town, to attract residents and visitors. Internet cafes should be encouraged in town, as it allows residents to socialize. A recreation center should also be built in town, with basketball courts. The town could fundraise so that there would be little to no cost of using the recreation center. Movie nights would also allow residents to interact with their community.

**Question #4:** What issues need to be addressed in terms of roads, infrastructure, and public transportation?

***Group 1:***

- A bus should be provided to students both after school and during the summer. Most students would depend on this service for rides to activities and retail. The town could partner with surrounding towns such as Ashby, to bring students to various locations across all partnered towns such as the Pepperell Recreation Center. Additionally, speeding is an issue in town and should be addressed with radar speed counters. More bike trails and sidewalks would be beneficial near the center of town.

***Group 2:***

- There needs to be faster response time to pot hole reports. Pot holes are a safety issue and are often not addressed in a timely manner. Litter is often found on the sides of roads. The town should take measures to decrease litter in town. Additionally, the town should move to clean energy such as solar, wind, and water energy. A new bus program in town could utilize unused school buses, which would reduce carbon emissions if less residents are using cars.

**Question #5:** How can the Town foster growth and development while at the same time protecting natural resources?

***Group 1:***

- Snow removal should become more consistent. Main roads are plowed well, and quickly. However, less used roads are not plowed with the same urgency.

***Group 2:***

- The town should utilize its local resources and encourage the forestry industry to harvest trees and plants. The town should also continue to protect other natural resources such as rivers, and limit developments from building around rivers and water ways. The town trails need to be better marked and should be promoted to residents and visitors.

**Question #6:** How can Townsend support housing for lower income residents while at the same time ensure the housing supports our needs in terms of taxes to support operations?

**Group 1:**

- ( 46 )
- 
- The new schools are a great asset and make students want to come here.

**Group 2:**

- The school is lacking teachers to staff enough classes for students. The school should allocate more funding for additional staff to be hired. New housing developments should be smaller, duplex developments. Additionally, more condominiums should be developed in town.

**Question #7:** Identify Townsend's most significant open space/ natural resource assets. Can open space/natural resources be better utilized in Townsend? How?

**Group 1:**

- Open space should be used for dog walking, picnics as well as other low impact activities. Open space should also be made family friendly and user friendly. The town could make these resources known in order to attract residents, while still conserving land.

**Group 2:**

- The town should make its state forests more accessible by providing signage for directions and parking areas. Town rivers should be used for recreational activities such as kayaking and canoeing.

**Question #8:** In terms of municipal services /facilities in town – what areas could the Town improve upon and how?

**Group 1:**

- ( 47 )
- 
- The town's cellular coverage needs to improve. Many places in town do not have cellular service. Street lights should also be installed on roads, to improve safety. The library needs to advertise more of their programs to high school age children. Library programs are generally developed for younger children, and additional programs should be developed for older children.

**Group 2:**

- There are issues with Unitil and they need to be addressed. Roads need to be repaved, potholes should be fixed, and new road lines should be painted. Residents should also have a better introduction to town. A welcome packet and link to online information about town resources would be beneficial. Additional locations are needed for posting flyers for town meetings. General town communication needs to improve, and an online town meeting experience could increase participation. Town email addresses should be updated and have a reasonable response time.

**Question #9:** After college graduation, do you intend to stay in Townsend, or move elsewhere?

**Group 1:**

- Group 1 unanimously agreed they would like to live closer to cities, after they graduate high school and college. The city offers different experiences, such as public transportation, and many events. In order for the students of Group 1 to stay in town, they expressed the need for a modern town. Group 1 also indicated their preference for newer housing which is developed close together. This type of development offers more of a community feel.

**Group 2:**

- Some students of Group 2 would like to leave town after graduation because of the lack of job opportunities, recreational activities, and

affordable housing. Other students would prefer to stay in Townsend due to the town's safe environment that is family friendly.

---

## Meeting Trends

Many of the groups shared several common responses in areas such as transportation, recreation, economic development, housing and natural resources. However, all ideas are worthy of merit and the previous pages should be read in their entirety so as not to disregard individual ideas that were not part of an overall trend. Taking this into consideration, a summary of some of the major trends are expressed below.

### *Transportation:*

Almost all groups, including students, verified that pot holes serve as a safety issue and the community did not see the Town filling pot holes quickly and frequently enough. Additionally, public transportation was requested by almost all participants. Especially for children who are looking for recreational activities, and transportation modes that would aid in traffic calming during rush hour. There is also a need for additional sidewalks in the downtown area and near the high school.

### *Recreation:*



In each meeting, additional recreational activities for all age groups was important. Most requests involved family friendly activities such as movies, fairs, festivals, and concerts. Activities for children of all ages was the main concern of participants, as there are currently very few activities to keep children busy. The Student Meeting expressed these same concerns regarding their lack of available activities. Both the Community Meetings and the Student Meeting listed a recreation center as something that Townsend needs in its community. The need for a dog park was also frequently mentioned. Group discussions also commonly mentioned the Senior Center and municipal library as very strong assets to the community that provide excellent programs.

*Economic Development:*

Many Community Meeting participants expressed a need for additional retail stores that would give residents increased options for shopping. For example, the student meeting discussed clothing stores and a sports equipment shop. The Business Meeting listed their wish for office supply stores. Additional stores and businesses were suggested across all meetings such as restaurants, an organic food store, bars, movie theaters, and bowling. Most thought that there was a lack of job opportunities in the community, and additional businesses could increase the number of jobs in Townsend.

It was observed, that a few meeting participants thought larger scale economic development opportunities i.e. office/industrial parks could benefit the town, but most expressed a strong interest in economic development that would retain the small-town character of Townsend. This included bed and breakfast hotels and campgrounds for fishers and nature enthusiasts, since Townsend has excellent fishing, open space areas, and the Squannacook River.

On numerous occasions, the availability and quality of internet services was referred to as inadequate - it needs to be improved. Some participants also noted that the Town needs an Economic Development Plan and a Town Planner and that more municipal communication is needed to promote meetings, programs and events and email addresses on the town website need to be updated on a continuous basis.

*Natural Resources:*

Townsend's natural resources were pointed out as its biggest asset, along with and contributing towards its small-town charm. Many participants

50

listed the Town's natural resources as a way to promote recreational activities, such as fishing and hiking but there is a lack of hiking/trail maps available to the public. Additionally, destination attractions such as zip lines and ropes courses would create businesses that would allow for economic development. Most participants recognized the desire to continue conserving land.

*Housing:*

A number of residents suggested that housing bylaws should be reviewed and updated. These updates should include lessening the minimum lot size for residential properties which would also make housing more affordable. Neighbors would be closer to one another which may result in an increased sense of community. Also, if houses are clustered more closely together, the town will have more open space to dedicate to conservation land.

Affordable housing was a common topic between each meeting. The town would like to offer affordable housing for young families, students, seniors, and low-income persons. Affordable housing for seniors was mentioned by most groups because of the Townsend's large population of seniors. Seniors prefer smaller housing and there is a need for assisted living.

Additionally, some groups expressed concern for younger residents leaving the town after school because of a lack of appropriate housing. Students expressed their desire for new, affordable apartment buildings and condominiums in town that would feature modern homes and a better sense of community between neighbors.

# Attachments

# **Attachment 1: Flyer**

# Community Input Needed



**What would you like to see for the future of  
Townsend?**

Let us know.

## **Community Meetings**

**May 30, 6:30PM-8:30 PM Meeting Room -  
Library/Sr. Center**

June 2, 9:30AM-11:30AM Memorial/Great Hall -  
Town Hall

---

**Senior Citizen Meeting**

May 30, 11:30-1:00PM - Senior Center

**Business Meeting**

June 7, 6:30PM-8:30PM Memorial/Great Hall -  
Town Hall

We will talk about housing, education, infrastructure, recreation, open space, energy, transportation, natural resources, economic development and historic and cultural resources.

## **Attachment 2: Agendas**

## Townsend Master Plan Public Forum

### AGENDA

May 30, 2018 - Meeting Room - Library/Sr. Center

- I. 11:30 AM - Introductions and Overview
  - A. Welcome and Goals of the Master Plan Public Forum:  
Kym Craven, Chair, Townsend Master Planning Committee.
  - B. Process of the Meeting:  
John Hume, Montachusett Regional Planning Commission
- II. 11:40PM - Public Input Session

Break Out Sessions
- III. 12:30PM - Break Out Information Review
- IV. 12:50PM - Next Steps

1:00PM - Adjournment

## Townsend Master Plan Public Forum

### AGENDA

May 30, 2018 - Meeting Room - Library/Sr. Center

- IV. 6:30 PM - Introductions and Overview
  - A. Welcome and Goals of the Master Plan Public Forum:  
Kym Craven, Chair, Townsend Master Planning Committee.
  - B. Process of the Meeting:  
John Hume, Montachusett Regional Planning Commission
- V. 6:40PM - Public Input Session
  - Break Out Sessions
- VI. 8:00PM - Break Out Information Review
- IV. 8:25PM - Next Steps

8:15PM - Adjournment



## Townsend Master Plan Public Forum

### AGENDA

June 2, 2018 Memorial Hall/Great Hall - Town Hall

VII. 6:30 PM - Introductions and Overview

A. Welcome and Goals of the Master Plan Public Forum:  
Kym Craven, Chair, Townsend Master Planning Committee.

B. Process of the Meeting:  
John Hume, Montachusett Regional Planning Commission

VIII. 6:40PM - Public Input Session

Break Out Sessions

IX. 8:00PM - Break Out Information Review

IV. 8:25PM - Next Steps

8:15PM - Adjournment

## Townsend Master Plan Business Forum

### AGENDA

June 7, 2018 - Memorial/Great Hall - Town Hall

- I. 6:30 PM - Introductions and Overview
    - A. Welcome and Goals of the Master Plan Public Forum:  
Kym Craven, Chair, Townsend Master Planning Committee.
    - B. Process of the Meeting:  
John Hume, Montachusett Regional Planning Commission
  - II. 6:40 PM - Public Input Session

Break Out Group Discussions
  - III. 8:00 PM - Break Out Information Review
  - IV. 8:25 PM - Next Steps
- 8:30 PM - Adjournment

## Townsend Master Plan NM Forum

### AGENDA

June 8, 2018 - North Middlesex Regional High School

- IV. 10:00 AM - Introductions and Overview
  - A. Welcome and Goals of the Master Plan Public Forum:  
Kym Craven, Chair, Townsend Master Planning Committee
  - B. Process of the Meeting:  
John Hume, Montachusett Regional Planning Commission
- V. 10:05 AM - Student Input Session

Break Out Group Discussions (5-6 minutes per question)
- VI. 10:40 AM - Break Out Information Review
- IV. 10:55 AM - Next Steps
- V. 11:00 AM - Adjournment