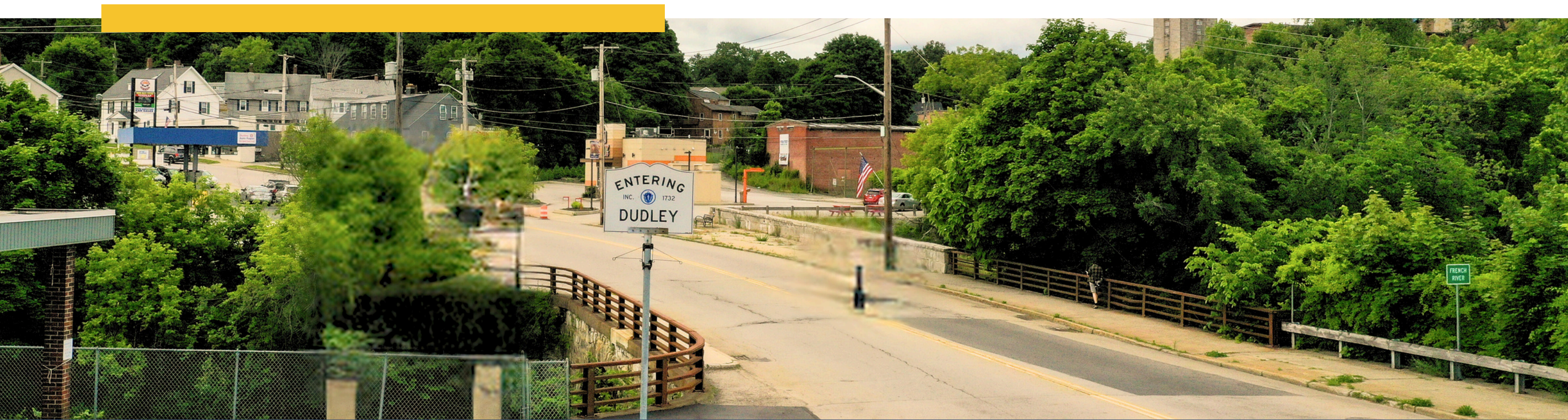


DUDLEY GATEWAY: A REVITALIZATION PLAN

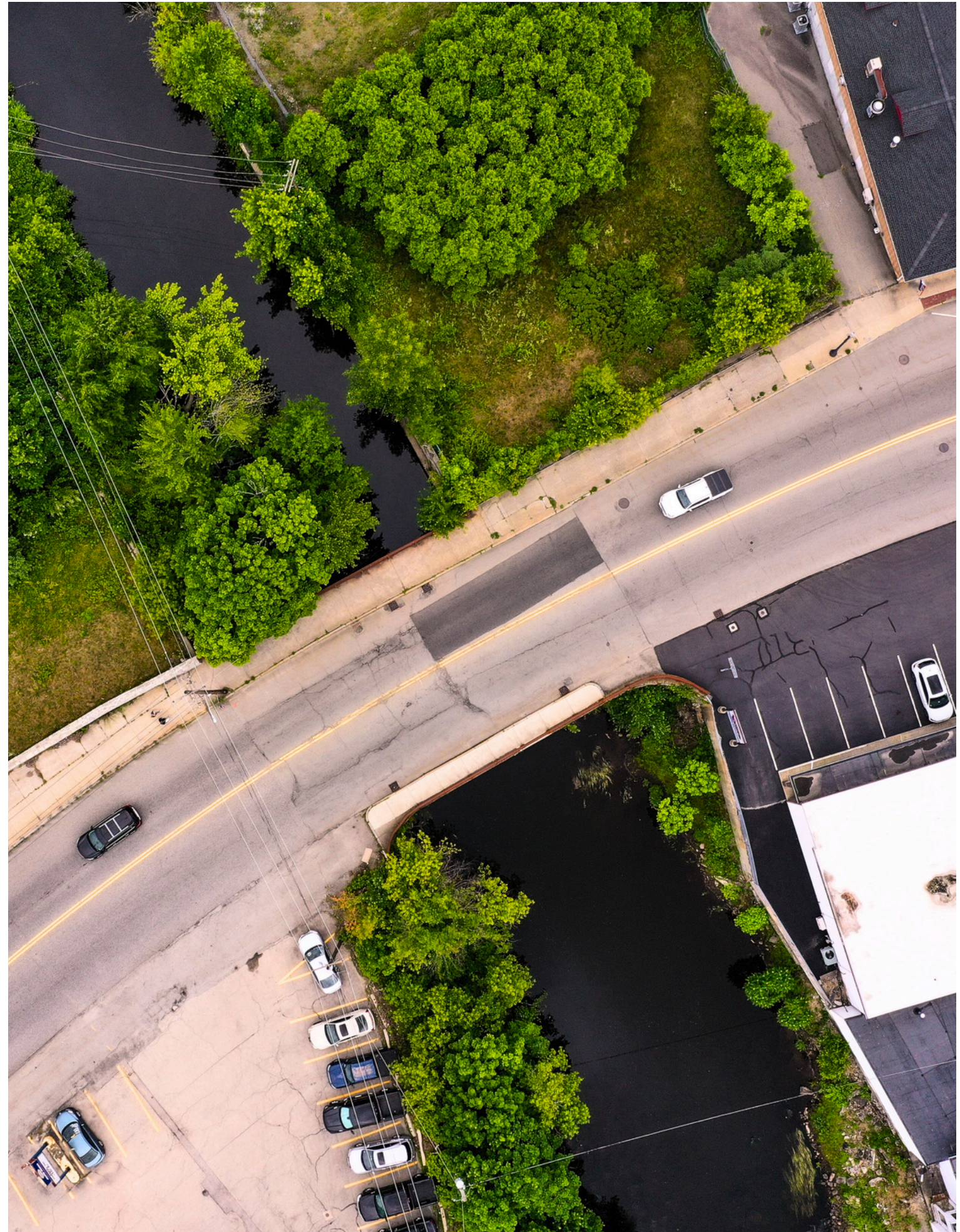
JUNE
2024



Town of
Dudley
Massachusetts



In partnership with
**CENTRAL MASSACHUSETTS
REGIONAL PLANNING COMMISSION**





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1 PROJECT INTRODUCTION

The Economic Development Committee (EDC) of Dudley, in collaboration with the Central Massachusetts Region Planning Commission (CMRPC) is proud to offer the Dudley Gateway: Revitalization Plan. This initiative builds upon findings from the Webster-Dudley Corridor Study^[1] through qualitative and quantitative research focused on West Main Street, known as the Dudley Gateway.

The primary objectives of this project are to facilitate compact, mixed-use development and redevelopment, enhance streetscape aesthetics, and improve infrastructure to foster active mobility, safety, and accessibility. A key aim is to cultivate a distinctive Town identity and create a welcoming environment that attracts residents and visitors to Dudley's vibrant business district.

The plan provides guidelines for sign and façade improvements, accompanied by strategies to fund the enhancement of West Main Street's aesthetic appeal. Considerations for enhancing walkability, bikeability, and connectivity to nearby trails are central to the design framework.

Over the course of a year-long process, the Project Team (Town of Dudley EDC and CMRPC) conducted community surveys, held monthly meetings to refine marketing and image strategies, and developed conceptual designs for potential gateway features and streetscape enhancements.

The Dudley Gateway: Revitalization Plan comprehensively addresses these aspects and more, culminating in a detailed report with cost estimates, potential funding sources, and a roadmap of short-term and long-term recommendations for implementation.

Dudley is committed to advancing strategies that will transform the W. Main Street area into a thriving downtown hub, enriching the quality of life for residents and promoting economic prosperity throughout the town.

“I want the Dudley Gateway Area to have character and small-town charm. I don't like that it now it just feels like a wide spot along the state road between Webster and Southbridge”

“Dudley is a very friendly, family community. Lots of potential to make it a destination for food, shopping & and farm-to-table businesses.”

COMMUNITY SURVEY RESPONSES^[2]



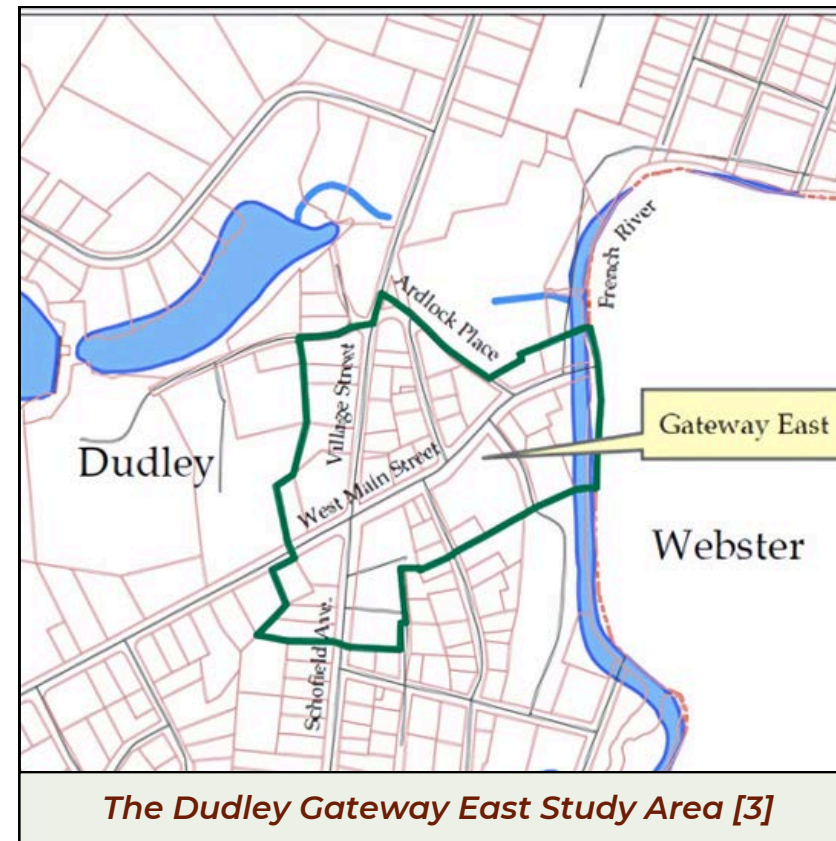
2 DUDLEY HISTORY AND GATEWAY LOCATION

Dudley was established in 1732, becoming the first Town incorporated into the new Worcester County. The town lies between the French and Quinebaug Rivers, just north of the Connecticut border. To the east, on the other side of the French River, lies the Town of Webster; to the north, the Town of Charlton; and to the west, the Town of Southbridge.

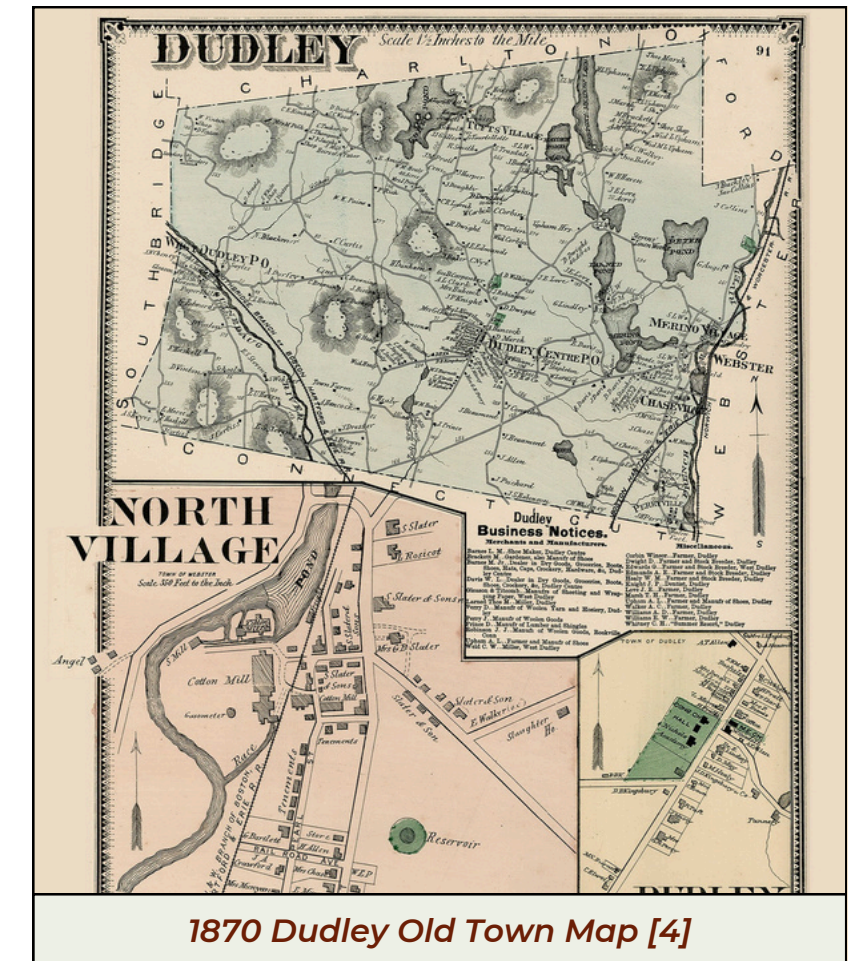
The Dudley Gateway Area was identified along West Main Street near the Dudley/Webster town line. This area is home to a designated village, a historically prosperous industrial movement, and a noteworthy natural resource of the French River. All three factors create a prime location to identify and establish a strong sense of place with notable gateway features.

This section of West Main Street, from the town line to Schofield Avenue, includes a diverse mix of uses, some with wide setbacks and parking in front of the buildings. Portions of the street lack curbs or distinct pedestrian areas. Creating a well-designed streetscape will provide safe areas for pedestrians and bicyclists while improving the aesthetic appeal of the area.

Adjacent to the French River at the Town border is the former Stevens Linen Mill property that is under consideration for redevelopment and reuse. Redevelopment of the mill site will also contribute to the area's revitalization.



The Dudley Gateway East Study Area [3]





MERINO VILLAGE

Dudley diverged from the New England trend of pooling business and social land uses in the town center during the late industrial period when the focus shifted from farming in the Dudley Hill area to textile manufacturing along the French River.

With the growth of the textile industry came the development of “mill villages.” One such village within the identified Gateway Area is Merino Village, located north of W. Main Street on Village Street, Mill Street, and Ardlock Place. Merino Village has a rich history, once home to Irish, French Canadian, and Polish workers who moved to the village to work in the textile mills, contributing to the vibrant community life centered around the mills.

Merino Village has experienced a state of decline since the mill closures in the 1990s. The housing stock has deteriorated, and the public infrastructure has aged. Sidewalks and curbs in the neighborhood are severely deteriorated, with significant cracking, settling, patching, and overgrown grass. These hazards make sidewalks unwalkable in some areas, and many ramps are not ADA-compliant. The poor condition of sidewalks in some locations and the absence of sidewalks in others discourage residents from walking to nearby commercial services on West Main Street.



CMRPC Drone Photo 2024, Merino Village

The Town of Dudley implemented a Community Economic Strategy targeting investments to revitalize the neighborhood. In the Spring of 2024, Dudley was awarded a MassWorks grant to install new sewer mains and update sidewalks and curbs within Merino Village. By improving infrastructure and promoting connectivity within the Gateway Area, Dudley is committed to honoring the historical significance of Merino Village while paving the way for future growth and development.



THEN



1848 Stevens Linen Mills [6]

STEVENS LINEN MILL

The Stevens Linen Mill (formerly the Merino Woolen Mill) was built in 1812 at the corner of Ardlock Place and Mill Road. A significant expansion project championed by Henry Hale Stevens added the main mill building and two seven-story towers to the complex. The mill was built with granite from local quarries and operated by Stevens Linen Work for most of its operating history. Stevens Linen was the first manufacturer in the U.S. to spin flax and weave linen cloth by machine, specializing in dish towel production.

CMRPC Drone Photo 2024, Stevens Mill



TODAY

During the 20th century, under the ownership of Stevens Linen Associates, the mill became known for its unique textured upholstery fabrics made from yarn spun at the mill. The mill closed in 1993 following the decline of textile manufacturing in New England. The building remained vacant for the past two decades, except for a short-tenured flea market[5].

For over 150 years, the mill provided employment and served as the heart of villages that developed due to the job density. In 2010, the Stevens Linen Works Historic District was added to the National Register of Historic Places.

Renovation Proposed Stevens Linen Mills 2023 [7]



PROPOSED

Plans to redevelop the historic Stevens Linen Mill will convert the vacant building to apartment units. Site plans propose 159 apartment units including 16 affordable units, 260 parking spaces, fitness amenities, public access to the French River, and a community event space. Given the housing shortage within the region and across the state, this development will provide critical housing production, while utilizing the vacant space and preserving the historic mill building.

[5] National Register of Historic Stevens Mill https://s3.amazonaws.com/NARAprdstorage/opastorage/live/54/7975/63797554/content/electronic-records/rg-079/NPS_MA/10000751.pdf

[6] Photo from [Greenerpasture.com](https://greenerpasture.com)

[7] Stevens Linen Mill Renovation Proposed 2023 <https://www.dudleyma.gov/town-administrators-office/news/press-release-historic-stevens-linen-mill-set-renovation#:~:text=Project%20developer%20Camden%20Management%20Partners,along%20the%20adjoining%20French%20River.>

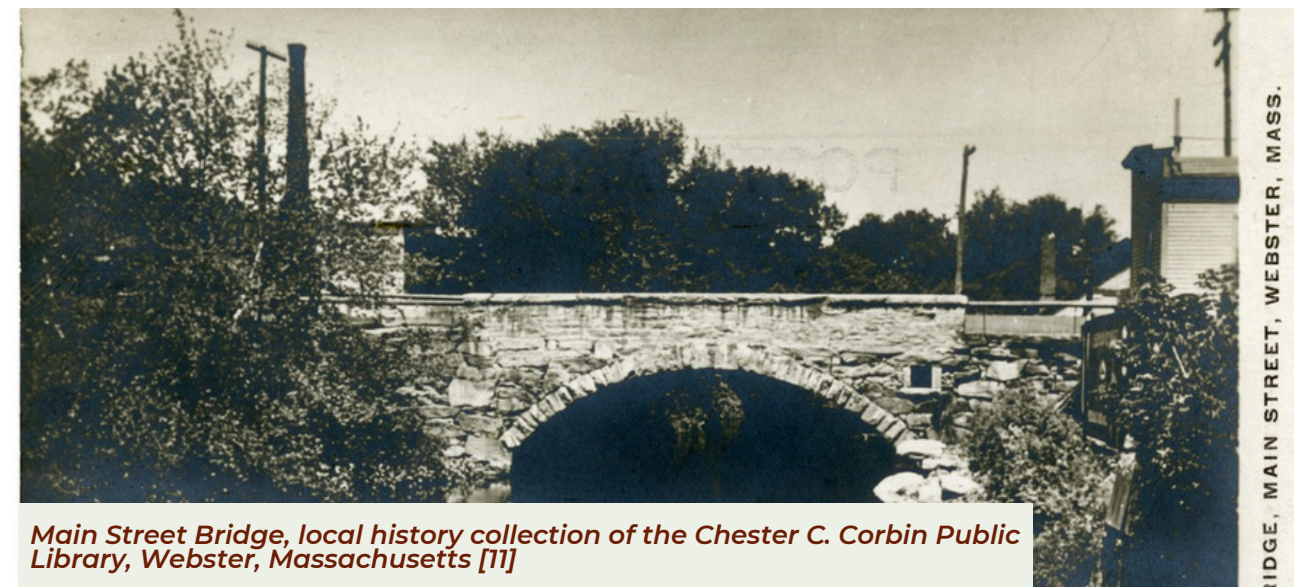


FRENCH RIVER

Commuters travel from Webster to Dudley on Main Street and cross the French River via the historic "Great Bridge." Constructed in 1868, this keystone arch stone bridge is an essential landmark in the designated Gateway Area. The granite stones used for the bridge were quarried from the Merino Village side of the French River. The first stone was laid by H.H. Stevens, the founder of Stevens Linen Mill, marking the bridge's significance to the town's industrial heritage. Historically, the old Central Turnpike also passed over this bridge, further cementing its importance as a key transportation route. In 1956, the "Great Bridge" was reconstructed to accommodate the growing volume of traffic[8].



CMRPC Drone Photo 2024, French River



Main Street Bridge, local history collection of the Chester C. Corbin Public Library, Webster, Massachusetts [11]

Today, the French River remains a cherished resource for residents and visitors alike, offering scenic beauty and recreational opportunities. The French River Greenway[9], a trail that runs alongside the river in Dudley, connects to other communities in Massachusetts and beyond, providing a continuous corridor for outdoor activities.

The Town plans to create a riverwalk to connect Stevens Mill and the Greenway trail[10]. This project will serve as a catalyst for the revitalization of the Gateway Area by improving accessibility and promoting the river's natural beauty, highlighting the historical and recreational value of the French River and creating a central feature of Dudley's renewed identity.

[8] MassDot Map of Bridge, info https://geo-massdot.opendata.arcgis.com/datasets/7008c8d283f64612b1267e2b36867fd3_0/explore?location=42.049221%2C-71.886935%2C18.00

[9] French River Greenway Info <https://www.frenchriverconnection.org/french-river-greenway/>

[10] Town of Dudley Webpage French River Plans <https://www.dudleyma.gov/planning-board/pages/french-river-plans>

[11] Main Street Bridge Digital Commonwealth <https://www.digitalcommonwealth.org/search/commonwealth:fb494s563>



NICHOLS COLLEGE

Founded in 1815, Nichols College is a small, four-year private, not-for-profit college offering bachelor's and graduate degrees in business and liberal arts. Nichols College plays a vital role in Dudley's economic development. The institution maintains a strong relationship with the Town and local businesses.

Although Nichols College is not located within the Gateway Study area, it stands as a significant landmark and a source of pride. Residents and stakeholders alike agreed that Nichols College is an important destination to highlight using wayfinding signage.

*“Lean into your college town vibe -
it's completely unexplored territory.”*

COMMUNITY SURVEY RESPONSE[12]

41%

**SURVEY RESPONDENTS THINK
“NICHOLS COLLEGE - COLLEGE
TOWN” IS ONE OF DUDLEY’S
STRENGTHS**



CMRPC Drone Photo 2024, Nichols College



GATEWAY COMMERCIAL AREA

The existing businesses in the Dudley Gateway Area encompass a diverse range of services and retail options. Automotive services include NAPA Auto Parts - Vandi Auto Supply Inc, Dudley Gas and Auto Service, and Zyggi Automotive. Pet care services are provided by Woofy's Grooming and Northeast K-9 Academy. The area also features both local and national chains such as Dunkin', Dippin Donuts, Dollar General, and Walgreens. Other local small businesses include Duke's Twenty-One Sports Bar, LeGouté Natural Spice, and New Sunshine Spa.



CMRPC Drone Photo 2024, Main Street



According to survey results, approximately 68% of respondents visit the Gateway Area for the pharmacy, and 67% frequent it for coffee establishments. Despite this activity, there are several vacant commercial properties within the study area. Community feedback highlights a significant concern among residents for these vacant properties, suggesting a desire for more vibrant and occupied commercial spaces. Although there are some thriving businesses, the gateway area currently lacks the integrated atmosphere of a place where people can live, work, and play.

“Too many empty buildings.”

“Too many current vacant properties”

“Clean up downtown. Too many empty businesses.”

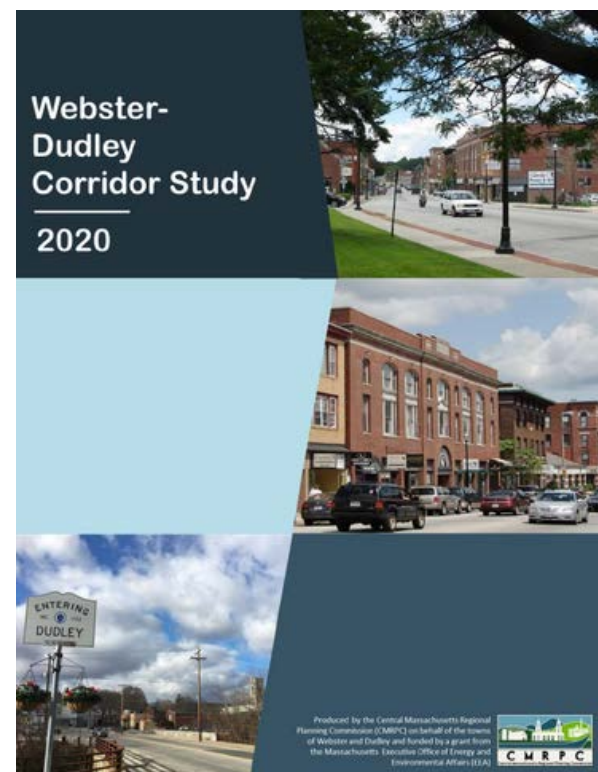
COMMUNITY SURVEY RESPONSES[13]



PREVIOUS STUDIES

In developing the Dudley Gateway: Revitalization Plan, an extensive review of previous goals and recommendations was conducted to ensure a consistent vision. The plan builds upon the foundations of earlier studies to create a cohesive and strategic approach to revitalization. Key reviewed plans include the Webster-Dudley Corridor Study (2020)[14] and the Dudley Open Space and Recreation Plan (2024)[15].

Completed in 2020, the Webster-Dudley Corridor Study significantly influenced the Dudley Gateway: Revitalization Plan. The Corridor Study was a collaborative effort involving the Central Massachusetts Regional Planning Commission (CMRPC), the Town of Dudley, the Town of Webster, and local economic development organizations. The study focused on enhancing economic development, municipal policies, and overall cohesion along the French River by recommending zoning amendments, promoting mixed-use development, improving pedestrian and bike-friendly streetscapes, and redeveloping key areas.



Building on these findings, the Dudley Gateway: Revitalization Plan offers specific strategies, cost estimates, and potential funding sources to implement the recommendations of the Webster-Dudley Corridor Study within the focused area along West Main Street and adjacent roads. By integrating insights from previous studies, the Gateway Plan ensures a comprehensive approach to revitalizing Dudley's business district and enhancing the quality of life for its residents.



3 SURVEY RESULTS

Two community surveys guided this plan, the Revitalization Survey and the EDC Vision Survey.

The Revitalization Survey was created for Dudley residents. It went live in February 2024 and closed in April 2024. 304 respondents answered 15 questions designed to help the Project Team understand connections to the Gateway Area, residents' vision for businesses and activities, and challenges. This survey helped ground other data and analysis, providing a clearer understanding of conditions, resident priorities, and how to shape the Gateway Area to maximize shared value.

The second survey, the Dudley Gateway EDC Vision Survey, was created specifically for EDC members to gather input from the committee on preferred beautification features such as landscaping, lighting, and streetscape elements for the Gateway Area.

The Revitalization Survey revealed key themes regarding Dudley residents' desires and concerns for the Gateway Area, including the need to maintain small-town charm while enhancing the area with more walkability, family-friendly spaces, and unique local shops. There was overwhelming support for creating a Gateway Area that provides more than just the basic necessities, fostering a vibrant and engaging community space.

The survey also revealed concern for the current challenges faced by the Gateway Area, particularly the lack of funding for improvements, high volumes of traffic, and insufficient stores. Respondents suggested that the Town of Dudley could draw inspiration from other favorable communities, incorporating certain characteristics that could help make the Gateway Area a memorable place to be.

“The town lacks a “downtown” area - [it] just sort of sprawls along the main street.”

“Working families and the elderly are the people of our town who could most benefit from a revitalized and connected downtown. Walking paths, sidewalks and trails are vital to creating connections.”

“In the future, we want Dudley to be a cohesive community that provides quality education and municipal services, with a stable rural character and unique identity, where people can feel comfortable living and working.”

COMMUNITY SURVEY RESPONSES[16]



4 VISION STATEMENT

The Dudley Gateway: Revitalization Plan aims to transform the Gateway Area into a premier destination, providing residents, workers, and visitors with a high-quality, interconnected environment. By leveraging the area's unique character, historical assets, community strengths, and strategic location, the Gateway Area will foster sustainable development. This growth will be characterized by a diverse array of job opportunities, essential services, and a cohesive, aesthetically pleasing development style.



Photo by Brett Sayles[18]



Greenville, MS, 2018 Historic Downtown[17]

GATEWAY AREA

- VIBRANT • ATTRACTIVE
- INTERCONNECTED
- COHESIVE • HIGH-QUALITY



4 GOALS

These goals collectively aim to revitalize the Dudley Gateway Area by celebrating its heritage, fostering community engagement, and ensuring sustainable growth that enhances the quality of life for all who live, work, and visit the area.

ESTABLISH DESTINATION STATUS

Develop a strong brand that showcases Dudley’s distinct identity, making the Dudley Gateway a sought-after destination.

EFFECTIVE GOVERNANCE & SERVICE PROVISION

Ensure clear, efficient governance and high-quality service delivery to support the needs of residents and businesses within the Dudley Gateway.

COORDINATED SUSTAINABLE DEVELOPMENT

Implement a growth strategy that prioritizes sustainability, balancing economic advancement with environmental responsibility.

SUPPORT FOR LOCAL ECONOMY

Foster economic growth by nurturing local businesses, cultivating a resilient economic foundation, and attracting new investment.

CREATING A SAFE & WALKABLE COMMUNITY

Enhance pedestrian safety through improved sidewalks, crosswalks, bike lanes, and traffic calming measures.

EXPANDING RECREATIONAL OPPORTUNITIES

Develop and connect trails to expand access and connectivity, enhancing recreational opportunities and promoting outdoor activities.

ENHANCE AESTHETIC APPEAL

Beautify public spaces with trees, planters, public art, and amenities to create inviting environments and elevate the overall aesthetic.



5 CREATING AN IMAGE & IDENTITY

One of this plan's primary objectives is to establish a clear and resonant identity for Dudley. The focus on the Gateway Area on West Main Street is pivotal. More than just a commuter entrance from the Town of Webster, the area is steeped in history. In recent times, the Gateway Area has struggled to forge a cohesive and compelling identity that resonates with residents and visitors. This initiative aims to showcase the Gateway Area's unique character, leveraging its historical assets and community strengths to craft a vibrant, appealing, and recognizable brand for the Town.

At the project's outset, a fundamental question was posed: What defines Dudley's identity? Responses highlighted Dudley's small-town charm, its role as a college town, its agricultural heritage, and its strategic location near major cities. This question was revisited during the community's Revitalization Survey, albeit phrased differently, to capture respondents' perceptions of the town's identity. Answers emphasized Dudley's rural character, fostering a safe, self-reliant community, school quality, and concerns about losing positive aspects of its heritage.

Establishing an image and identity involves various approaches. For Dudley's Gateway Area, this entails implementing visible changes that swiftly resonate throughout the community and garner broad support for the area's overarching goals. Drawing from data, local history, and community feedback, the following sections propose techniques that Dudley should integrate to firmly establish the area's image and identity.

"Have you ever gone anywhere because they 'have something for everyone' or they are the 'gateway to' someplace else?" [19]





BRANDING & MARKETING

To establish a distinct identity for the Gateway Area, this plan recommends creating a unique logo that reflects the character of the Gateway Area and the Town. A well-designed logo and marketing strategy can help foster a sense of place and aesthetic appeal, benefiting residents, businesses, and visitors alike. A thoughtfully crafted logo will provide a visual identity that captures the area's essence, promoting its historical richness and potential. Marketing efforts will highlight unique assets such as the Merino Village, Stevens Linen Mill, and the French River, fostering local pride and tourism.

Key Elements for a Successful Brand:

- Authenticity: Reflect the true character and history of Dudley Gateway, particularly the unique aspects like Merino Village, Stevens Linen Mill, and the French River.
- Consistency: Use the logo and brand message consistently across all platforms and materials to reinforce the identity.
- Community Involvement: Engage local residents and businesses in the branding process to ensure it resonates with the community.
- Marketing Strategies: Utilize digital marketing, social media, events, and partnerships to spread the brand message.
- Visual Appeal: Ensure the logo and branding materials are visually appealing and professional, enhancing the overall perception of the area.

Benefits:

- Enhanced Recognition: A distinctive logo makes the area instantly recognizable, fostering a sense of identity and community pride.
- Tourism Boost: Marketing efforts can attract tourists interested in history, nature, and local culture, boosting local businesses.
- Economic Development: A strong brand can attract new businesses and investors, leading to job creation and economic growth.
- Community Engagement: Effective branding and marketing can unite residents around a common vision for the area's future.

A well-designed logo and marketing strategy can help foster a sense of place and aesthetic appeal, benefiting residents, businesses, and visitors alike.



Example: Tucson, AZ Logo



DUDLEY GATEWAY AREA'S BRAND IDENTITY





LOGO

By creating a strong brand and effectively marketing the Dudley Gateway Area, the community can attract visitors, new residents, and businesses, driving revitalization and economic growth. This comprehensive approach will establish a lasting and meaningful identity for Dudley Gateway, ensuring its prominence and appeal for years to come.

Suggested Elements and Color Scheme:

- Flax Flowers: Represents the historical significance of the Stevens Linen Mill and Dudley's industrial past.
- Bridge Icon: Symbolizes the Great Bridge and the connectivity it provides.
- River Wave: Represents the French River, adding a sense of flow and movement.
- Modern Font: To convey the forward-looking development and modernization efforts.
- Blue: Symbolizes the French River and trust.
- Gray: Reflects the historical stone structures and industrial heritage.
- Green: Represents growth, revitalization, and nature.

Suggested Logos and Brands:

- *"Merino Village: Where Tradition Meets Transformation"*
- *"Historic Roots, Vibrant Future"*
- *"Dudley Gateway: Bridging History and Opportunity"*



Welcome to Merino Village
A Village of Dudley, MA



GATEWAY SIGN DESIGN

What sets a gateway sign apart from other signage is its role in announcing that you have arrived at a specific destination. The siting (i.e., location) of gateway signage is of paramount importance.

As previously mentioned, the designated project area serves as a connection from the Town of Webster to the Town of Dudley, establishing it as the Gateway Area. West Main Street, a popular commuter road, transitions to a state highway just outside the designated Gateway Area.

Despite the high traffic flow, commuters are often unaware that they have entered Dudley due to the lack of a prominent identifier, except for a small, easily missed sign saying: "Entering Dudley." This lack of a strong visual presence at this intersection inspired the creation of this plan. Designing and incorporating a gateway sign will not only inform commuters that they are in Dudley but also showcase the Town's image and identity.

The Project Team surveyed gateway features and signage of various towns to draw inspiration for Dudley's gateway sign. The signs observed ranged in size, lighting, and design complexity, illustrating that a gateway sign could take many forms, from a simple sign to a mural or a larger gateway feature.

Inspirational Gateway Signs



Fitchburg, MA Gateway Sign[20]



Northampton, MA Gateway Sign[21]



Luling, TX Gateway Sign[22]

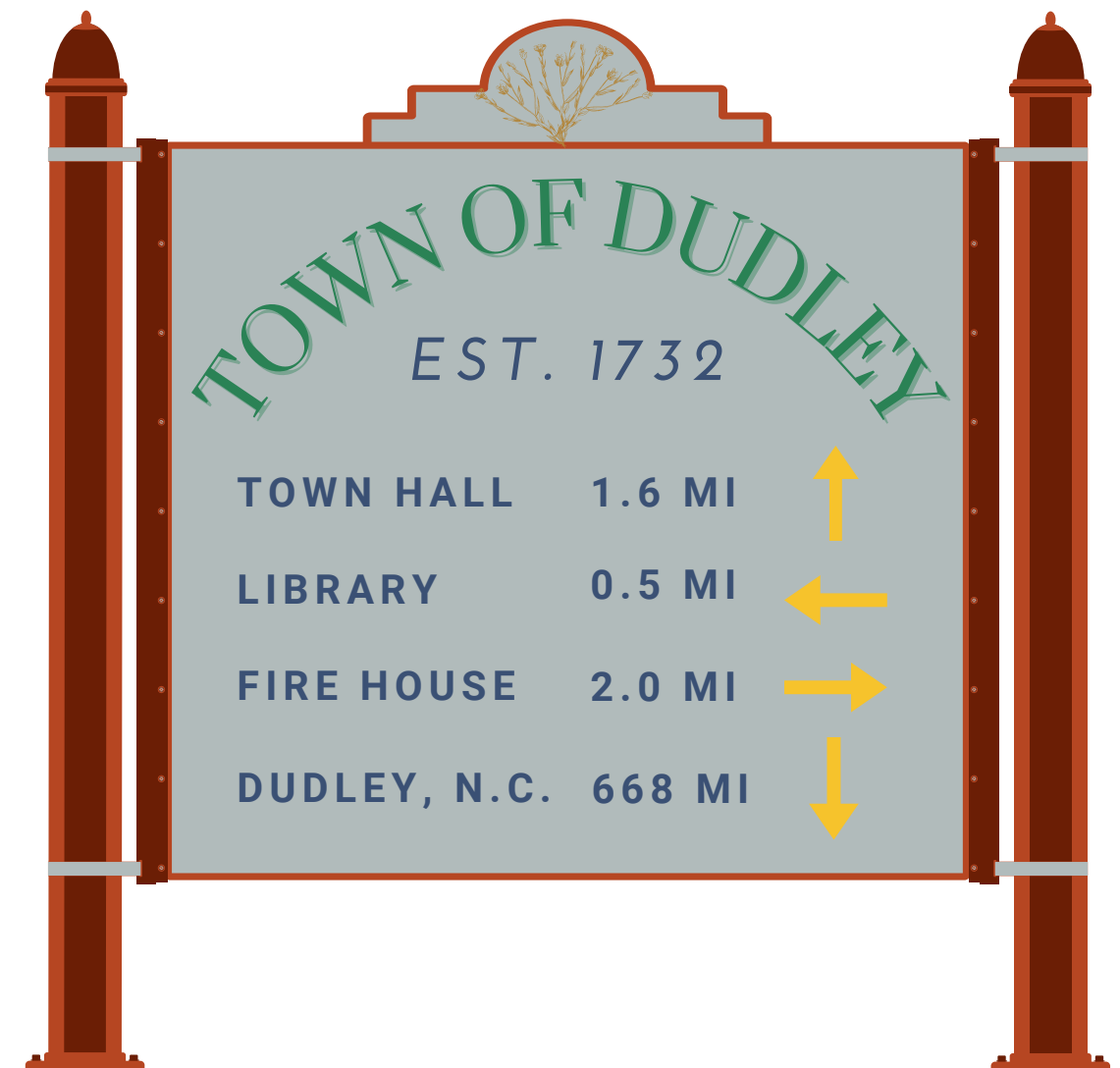
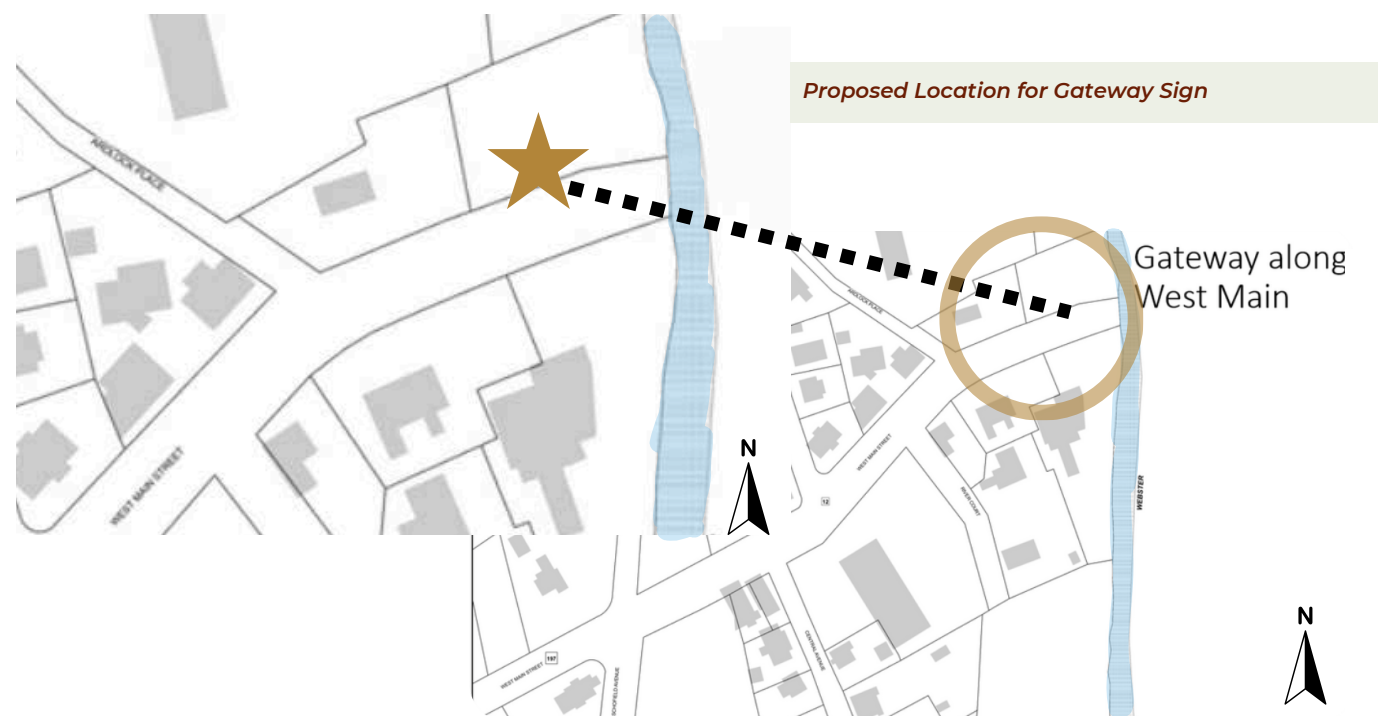
The gateway signs depicted above and left feature eye-catching designs that effectively represent their towns. By using bright colors and culturally significant elements, these signs capture attention and nod to the town's identity. These signs showcase the diversity of gateway sign designs, illustrating the various ways they can reflect a community's unique character.



DUDLEY GATEWAY SIGN

The addition of a gateway sign will provide a strong brand and focal point, shaping how guests perceive the Dudley Gateway Area. This visual anchor will serve as a foundation for establishing a cohesive identity and enhancing the overall image of the area.

The proposed location for the gateway sign is on the Main Street bridge, entering the Town of Dudley. The Great Bridge and French River hold significant historical importance to Dudley, particularly within the Gateway Area. Placing a gateway sign on the bridge connects this rich history with the future, emphasizing the Gateway Area's importance.





WAYFINDING

Wayfinding signage serves as a directional tool for motorists, pedestrians, and cyclists. Similar to gateway signage, wayfinding signage can significantly enhance a Gateway area's image, making it more cohesive, accommodating, and attractive. The Dudley Gateway: Revitalization Plan recommends the Town invest in designing and installing wayfinding signs throughout the Gateway Area.

In question 7 of the Dudley Revitalization Survey, respondents were asked to list communities they enjoyed visiting. The top responses included Putnam, CT, and Worcester, MA. Upon investigating these communities, the Project Team identified several common features, one of which was the presence of wayfinding signage.

The survey further asked: What is it about these communities that appeals to you? An impressive 76% of respondents mentioned a “walkable downtown area.” Based on these survey results and the characteristics of the mentioned communities, this plan recommends that the Town of Dudley incorporate wayfinding signage into its Gateway Area. Wayfinding signs enhance a neighborhood's walkability, which is crucial for attracting and retaining residents and visitors to the Dudley Gateway Area.

To ensure a consistent look, the design of the wayfinding signage should align with the proposed branding and gateway features recommended in this plan. The signage should present a uniform and

complementary style that creates a positive impression for visitors and residents. Wayfinding signage systems can benefit from distinct shapes that differentiate them from other road signs, focusing on clarity and ease of fabrication.



CMRPC Photo, 2024 Putnam Wayfinding Signage



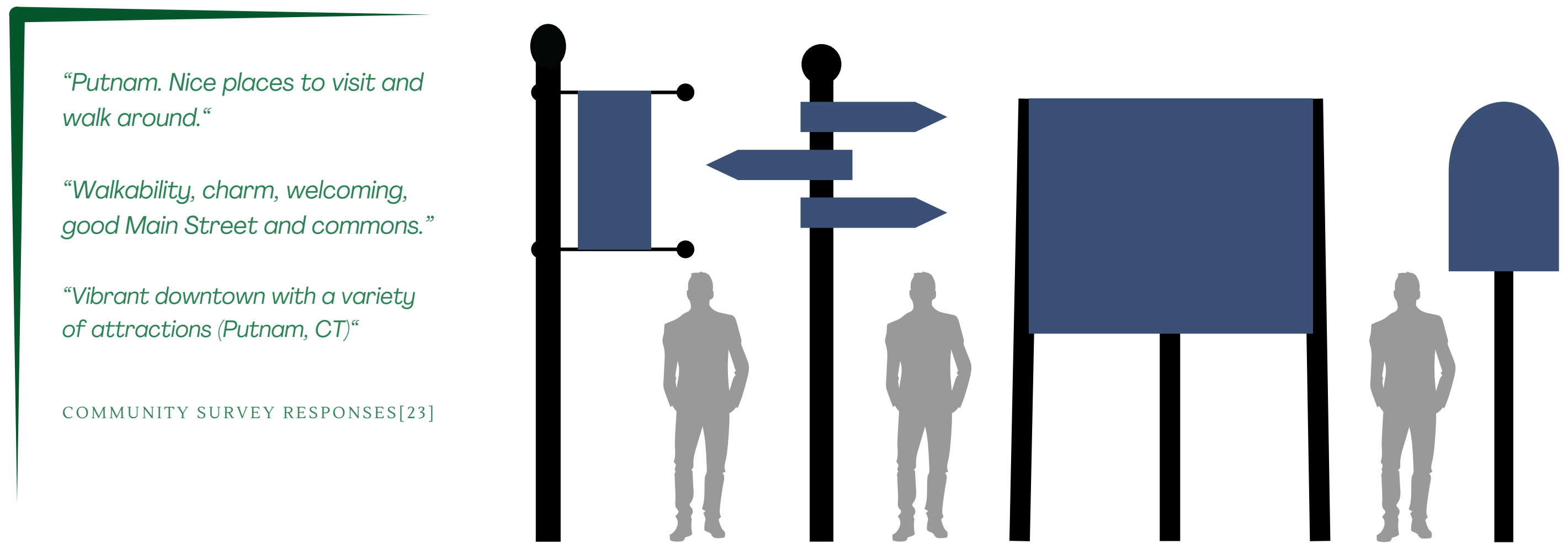
CMRPC Photo, 2024 Worcester Sidewalk Wayfinding

As demonstrated in the images above from Putnam, CT, and Worcester, MA, wayfinding signs effectively guide pedestrians to major locations within the area. These signs are easy to understand and not only provide clear directions but also expand knowledge of other destinations in the area that pedestrians might not have known about.



As a part of the planning process, the Economic Development Committee explored various color themes, types of signage, and proposed destinations. The suggested color themes were inspired by different aspects of Dudley: historical colors from the mill, community colors from the high school and college, and colors from the existing and established Dudley logo. The Economic Development Committee favored blending these themes to create a cohesive design.

Wayfinding signs help people navigate new spaces, find their destinations with minimal stress, and access information easily. Establishing wayfinding signage in the Dudley Gateway Area should include commonly visited public destinations. These signs should direct people from point to point and confirm their progress along the route. Suggested destinations for the signs include the town hall, library, firehouse, and other favorite places mentioned in the Dudley Revitalization Survey.



Graphic demonstrating the sizes and shapes of potential wayfinding signs. While the graphic is not to scale, it serves as an example of how wayfinding signs may look in terms of height.



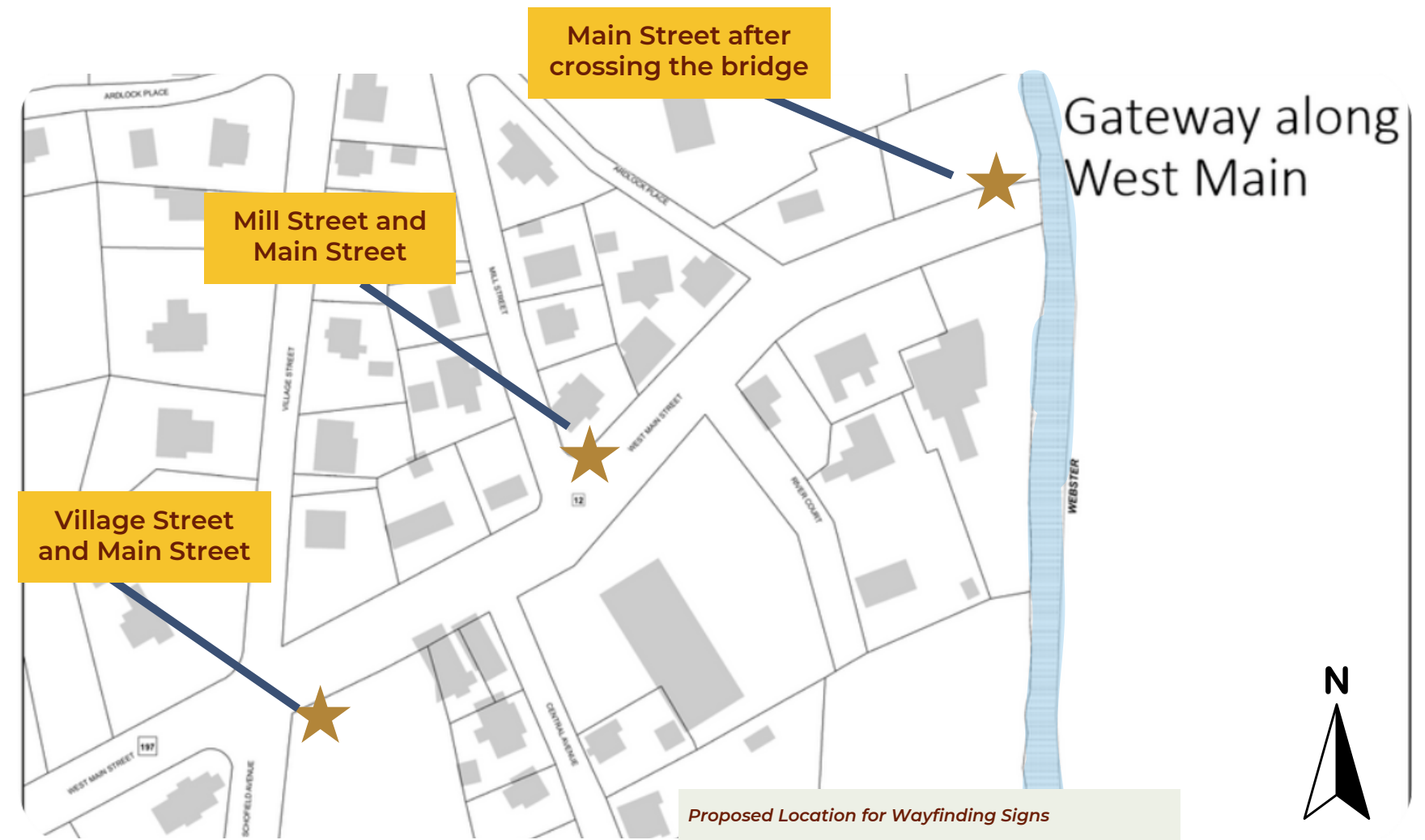
This plan suggests placing 2-3 wayfinding signs within the Gateway Area. This strategy will help develop the Gateway Area into a place that people want to visit, understand their surroundings, and appreciate what Dudley has to offer.

Elements to include on Signs:

- Town name
- Logo/marketing colors and theme
- 4-5 identified locations
- Distance to locations in miles
- Arrow directions to identified locations

TACTICAL URBANISM

Creating a new Gateway Area can be a time-consuming and resource-intensive process. Delays can discourage and create doubt about whether the project will ever be completed. In the Revitalization Survey, respondents identified lack of funding and support as the biggest challenges to revitalizing the Gateway Area. To address this, the Town of Dudley can incorporate tactical urbanism strategies to enhance and activate the Dudley Gateway Area effectively. Tactical urbanism involves short-term, low-cost, and scalable interventions that can quickly and affordably improve the project area. Examples include scattering lawnchairs in abandoned lots, painting colorful sidewalks, using low-cost materials to turn parking spots into pop-up parklets, and more. This approach can be executed by various stakeholders, including government entities, local businesses, nonprofits, and community groups. [24]





Benefits of Implementing Tactical Urbanism:

By executing tactical urbanism, Dudley can demonstrate progress and build momentum for further development, addressing concerns about funding and support while showcasing the Town's commitment to revitalizing the Gateway Area.

AFFORDABILITY

Tactical urbanism projects are typically inexpensive, making them feasible within limited budgets. This allows for more frequent and diverse interventions.

SPEED

These projects can be implemented quickly, providing immediate improvements and allowing the community to see tangible changes in a short period.

SCALABILITY

Small-scale projects can be expanded or adapted based on their success, ensuring that resources are used effectively.

ENGAGEMENT

By involving local residents and organizations in planning and execution, tactical urbanism fosters community pride and participation.

This recommendation aims to shift the current viewpoint that lack of funding and support will prevent revitalization efforts in the Gateway Area. Implementing tactical urbanism will provide immediate, visible improvements that can energize the community, attract visitors, and lay the groundwork for long-term development. This strategy aligns with the overall aspirations of the Dudley Gateway: Revitalization Plan, making it an ideal approach for rejuvenating the Gateway Area.

Q: What do you see as Challenges to Revitalizing the Gateway Area?

A: "Projects taking too long." [25]



Tactical urbanism traffic calming measures using bollards, cones, and curb extensions to slow down traffic. Also, the incorporation of plants.[26]



Throughout this plan, the suggested recommendations should incorporate strategies using tactical urbanism, as it is a powerful tool for placemaking within the Gateway Area. For example:

Streetscape Design

- Tactical crosswalks that are bold, eye-catching, and enhance pedestrian safety
- Traffic calming measures by using bollards, cones, and curb extensions

Trail Connections

- Community events by hosting guided walks, bike rides, or nature tours
- Incorporating mile markers and distance signs

Programming

- Organize temporary farmers markets, flea markets, or craft fairs to draw crowds and support local vendors.
- Façade Improvements
- Window displays with the use of temporary installations or themed displays to attract attention and beautify storefronts.
- Outdoor dining area, though converting parts of the street into dining areas for local restaurants

Public Art

- Creating large-scale, temporary murals on building exteriors or blank walls to quickly add visual interest and color.
- Organize events where artists create chalk art on sidewalks or streets, offering a vibrant, temporary addition to public spaces.



Tactical urbanism can be implemented by adding street furniture or placing planters with flowers. It can also be used as a community event to paint crosswalks or sidewalks. Both efforts are affordable and quick and enhance the beauty of the area.[27]



Tactical Urbanism Examples

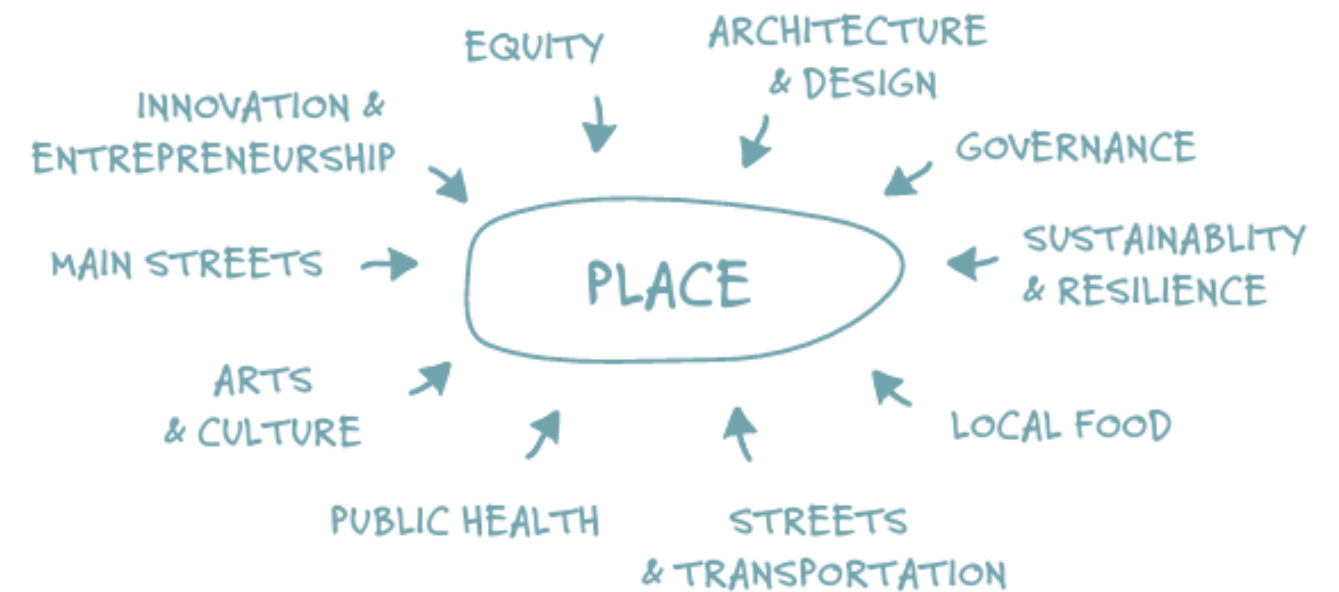


6 PLACEMAKING

Placemaking is a collaborative process that transforms public spaces into vibrant community hubs. It focuses on creating places that reflect the physical, cultural, and social identities of a community, encouraging interaction and fostering a sense of belonging. The goal is to maximize the shared value of public spaces, making them accessible, comfortable, and engaging for all.

Implementing placemaking in a town's gateway area can significantly enhance its appeal and functionality. By transforming underutilized spaces into attractive destinations, towns can boost local economies, promote social cohesion, and improve overall quality of life. Placemaking encourages diverse activities, which can attract visitors, support local businesses, and create a safer, more welcoming environment for residents and visitors alike. Through thoughtful design and community involvement, placemaking helps build stronger, more resilient communities.

In creating the Dudley Gateway: Revitalization Plan, we looked into how placemaking can have the most transformative impact across ten key issue areas: equity & inclusion; streets as places; architecture of place; innovation hubs; market cities; place governance; sustainability & resilience; rural communities; creative placemaking; and health. By focusing on these areas, we were able to develop recommendations that not only address these critical issues but also create a vibrant "placemaking" space at the Dudley Gateway Area [28].



"Sense of community- Dudley has no sense of community or town spirit"

COMMUNITY SURVEY RESPONSE[29]



STREETSCAPE DESIGN

Location

The focus area for streetscape improvements includes a portion of West Main Street from the French River Bridge westward to approximately 200 feet west of the intersection with Schofield Avenue. This gateway portion of West Main Street is under the jurisdiction of the Town of Dudley. The roadway becomes a state highway beyond this point as one travels in a westward direction. The length of the roadway within the project area is approximately 1,135 linear feet. The elevation at the Schofield Avenue intersection is 469 feet. With the west end of the project area at 477 feet, there is a total change in grade from the west end of the project area down to the bridge of 45 feet.

Existing Conditions

The condition of the existing roadway and pedestrian improvements varies along this stretch of roadway. The right-of-way is approximately 45 feet wide at the bridge and widens to 60 feet near Schofield Avenue. The intersection of West Main Street and Schofield is a signalized intersection. The signal lane has no turn pockets on Schofield Avenue. Dippin' Donuts is located at the northeast corner and is quite busy at peak hours, resulting in traffic queueing into the roadway on West Main Street. Striped crosswalks exist at this intersection, and there are ramps that could be improved. No other crosswalks exist in the project area, limiting safe pedestrian travel. Sidewalks exist on both sides of West Main Street west of Schofield Avenue. East of Schofield Avenue, there are curbs and sidewalks along

the north side of West Main Street. There are limited sections of sidewalk on the south side with truncated domes at the intersection of West Main Street and Central Avenue. A portion of the easternmost section of the project area (approximately 200 feet) lacks curbs and sidewalks. Without any designated curb cuts for driveways, motorists are free to enter and exit at any point along the frontage of the auto parts store and fuel station. As such, there are no safe areas for pedestrians to walk.

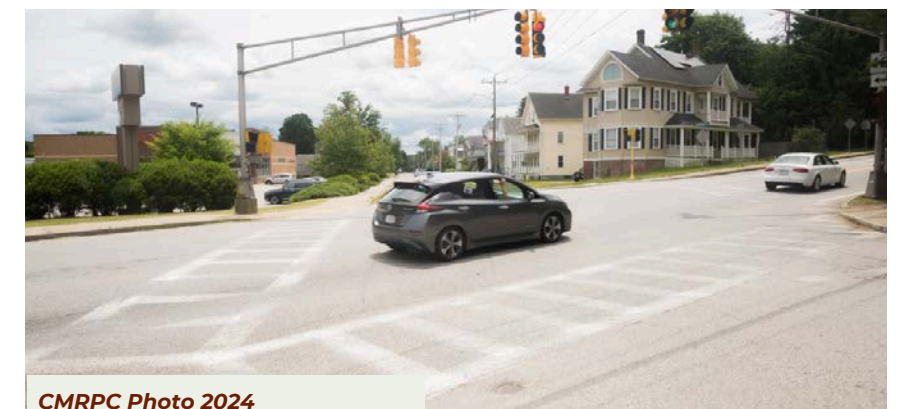
“Walkability is the single most important factor if you want people to frequent an area. That and parking.”

COMMUNITY SURVEY RESPONSE[30]



CMRPC Photo 2024

Facing Main Street and Village Street. High-traffic area with Dippin Donuts on the northeast corner.



CMRPC Photo 2024



Power poles exist along the north side of West Main Street with some wires extending across the roadway to service properties there. There is limited lighting along this stretch of West Main Street, yet some commercial properties have lighting near the roadway that can help to illuminate the street area (including Walgreens, Dippin’ Donuts, Dollar General, and Dunkin Donuts). One drain inlet is located in front of Dunkin Donuts. Aside from this drain, there are no stormwater improvements in the project area. Rainwater sheet flows down West Main Street towards the French River. Three fire hydrants exist in the project area.

The Massachusetts Department of Transportation (MassDOT) Bridge Inspection Management System (BIMS) indicates the condition of the French River Bridge is fair. Aesthetically, the railing is rusted, and repainting is warranted and recommended. The Town will need to identify a preferred paint color for the bridge railings. Other aesthetic considerations include building facades that could use updating (see Façade Improvement Program section), unsightly power lines, and the lack of vegetation. A combination of strategies is recommended to address the safety, functional, and aesthetic challenges in the project area.

Parking

While not striped as such, there is space for some limited street parking along West Main Street. Aside from street parking, the Town does not own property in the Gateway Area, making creating new parking areas difficult. Individual property owners have on-site parking, with Dollar General owning the largest parking area. Given the desire to improve the area's economic climate, additional parking will need to be identified. A parking study is recommended to identify potential parking for this mixed commercial and residential area.

When the conceptual streetscape plan was made, it was identified that 18 on-street parking spaces could be added on Main St. without interrupting the flow of traffic.



CMRPC Photo 2024



CMRPC Photo 2024

Q: What about communities appeals to you the most?

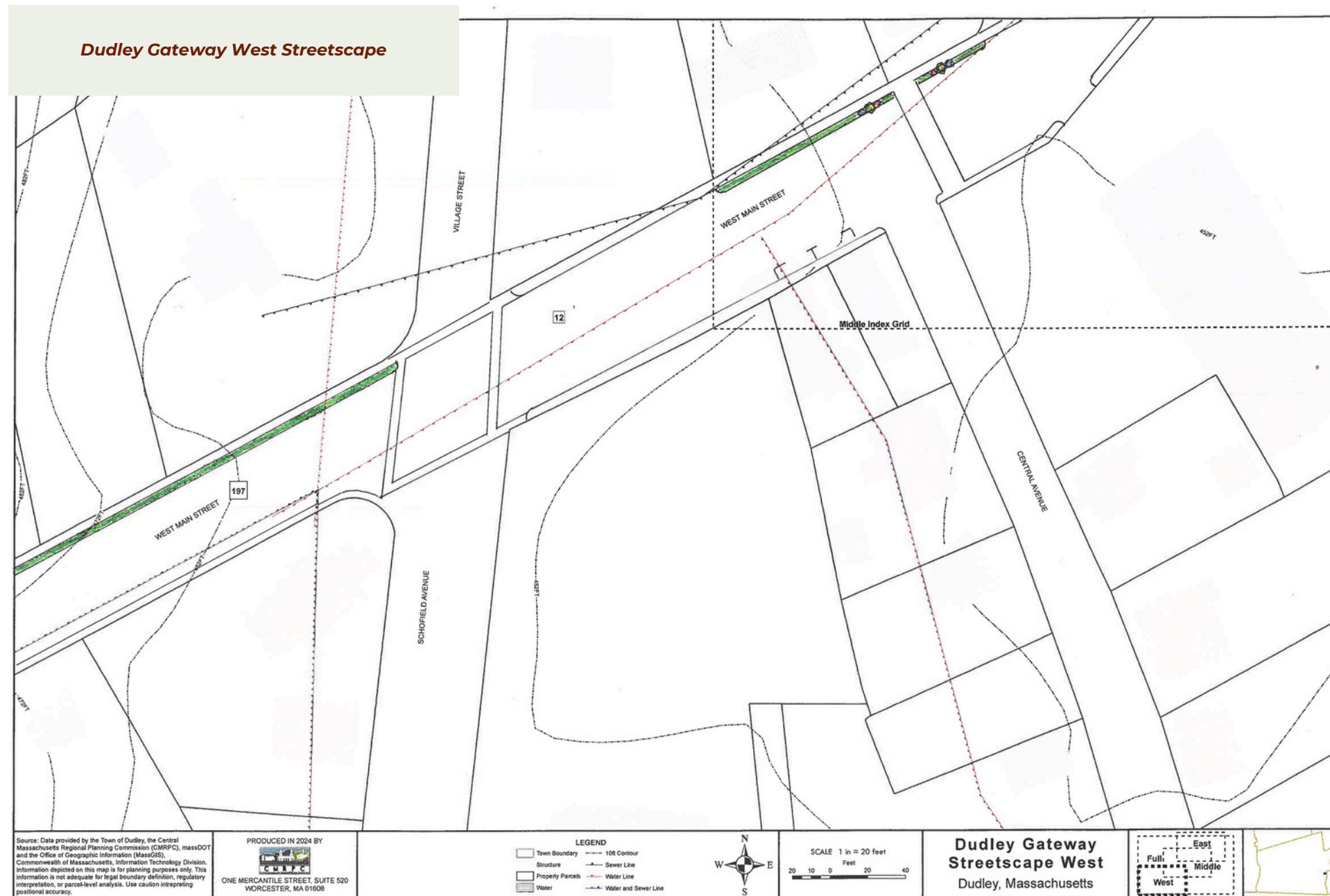
A: “Ample parking”

COMMUNITY
SURVEY
RESPONSE[31]



Conceptual Streetscape Improvements

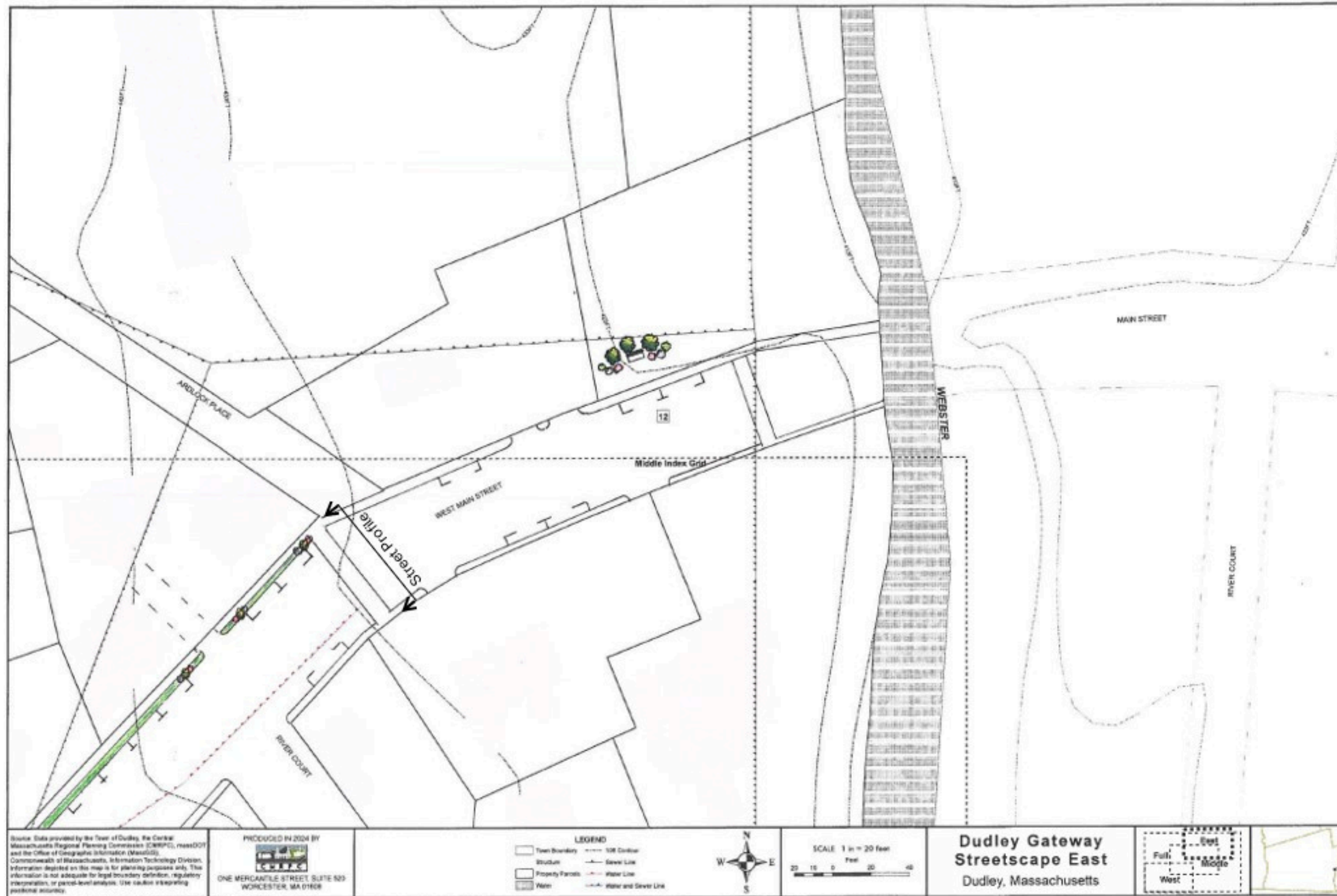
Addressing below-street infrastructure needs will enhance the project area's effectiveness and aesthetics. There is strong support for grounding power lines in the Town Planning Department and the EDC. Given the limited stormwater infrastructure along this section of roadway, stormwater drainage should be addressed with the redevelopment of this area. Curbing and sidewalks are necessary along the entire street frontage of the project area to provide safe access for pedestrians. In light of the Stevens Linen Mill redevelopment, consideration will need to be given to how the Gateway project will connect with the mill project. The Town is working with a consultant on a nearby infrastructure project that includes sewer updates and sidewalks that will intersect along the north side of Main Street. The final design for West Main Street will need to be coordinated with the design for cross streets.



The Dudley Gateway West Streetscape map shows the streetscape along the western edge of the project area and includes the intersection of West Main/Schofield. Because of traffic queuing at this intersection, no on-street parking is recommended near the intersection. Additionally, the volume of traffic queuing at Dippin Donuts is such that it backs up onto West Main Street. When an engineering consultant is identified to develop construction documents, the intersection and queuing will need to be analyzed. The right (eastern) portion of this segment includes some on-street parking closer to where West Main intersects with Mill Street and Central Avenue. Source: CMRPC, 2024.



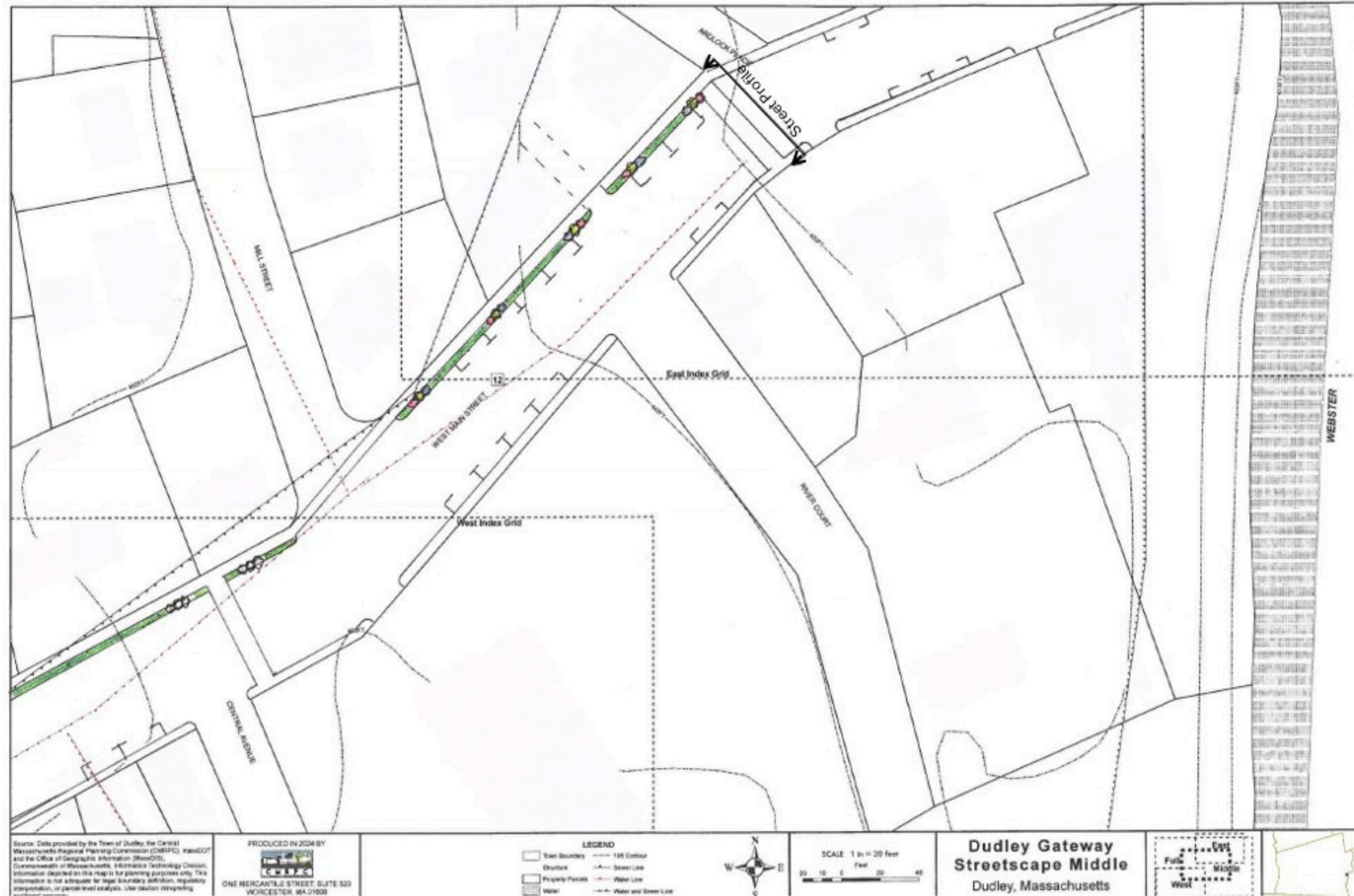
Dudley Gateway East Streetscape



The Dudley Gateway East Streetscape map shows the eastern portion of the project area, including potential pedestrian crosswalk locations, on-street parking, and planters to beautify the street and the area around the bench near the bridge. Source: CMRPC 2024.



Dudley Gateway Middle Streetscape



The Dudley Gateway Middle Streetscape map shows the middle portion of the project area, including potential pedestrian crossing locations, striped on-street parking, and landscape planters to beautify the area. The middle portion also includes arrows showing the area that the street profile depicts. Source: CMRPC 2024.

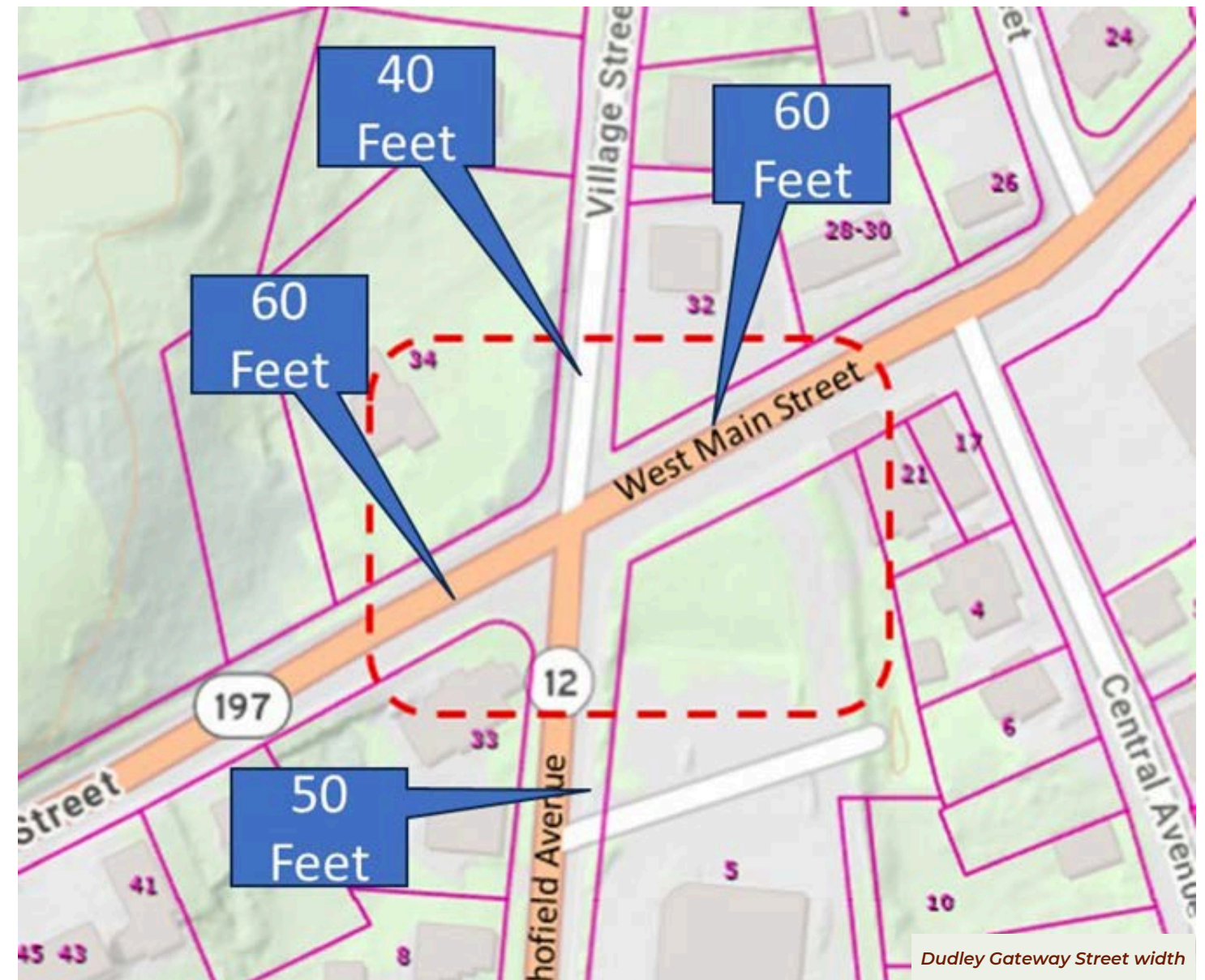


Conceptual Streetscape Improvements Cont.

Ornamental street lighting, similar to the lighting along West Main Street in Webster, is also desired by residents and recommended, as are amenities such as benches, trash cans, and bicycle racks. While these are physical improvements, implementing them will also improve aesthetics, economic development, and quality of life. Some residential property owners along West Main Street have landscaping, but most commercial properties do not. Adding landscaping to the area will soften the views and improve the overall aesthetics of the area. As with other components of this plan, landscaping can be phased in by initially introducing quicker and lower-cost features such as portable planters. These can provide greenery and color in the near term while later-phase plans are being finalized and funding is obtained. Street trees should be planted once other streetscape improvements are installed. Consideration may be given to selecting ornamental light standards that can accommodate hanging plant baskets.

To summarize, several streetscape improvements are recommended, including the following:

- Underground electric and other utility lines
- Drainage improvements
- Curbing, sidewalks, ADA ramps
- Ornamental lighting
- Amenities including benches, trash cans, bicycle racks
- Landscape improvements such as street trees and planters

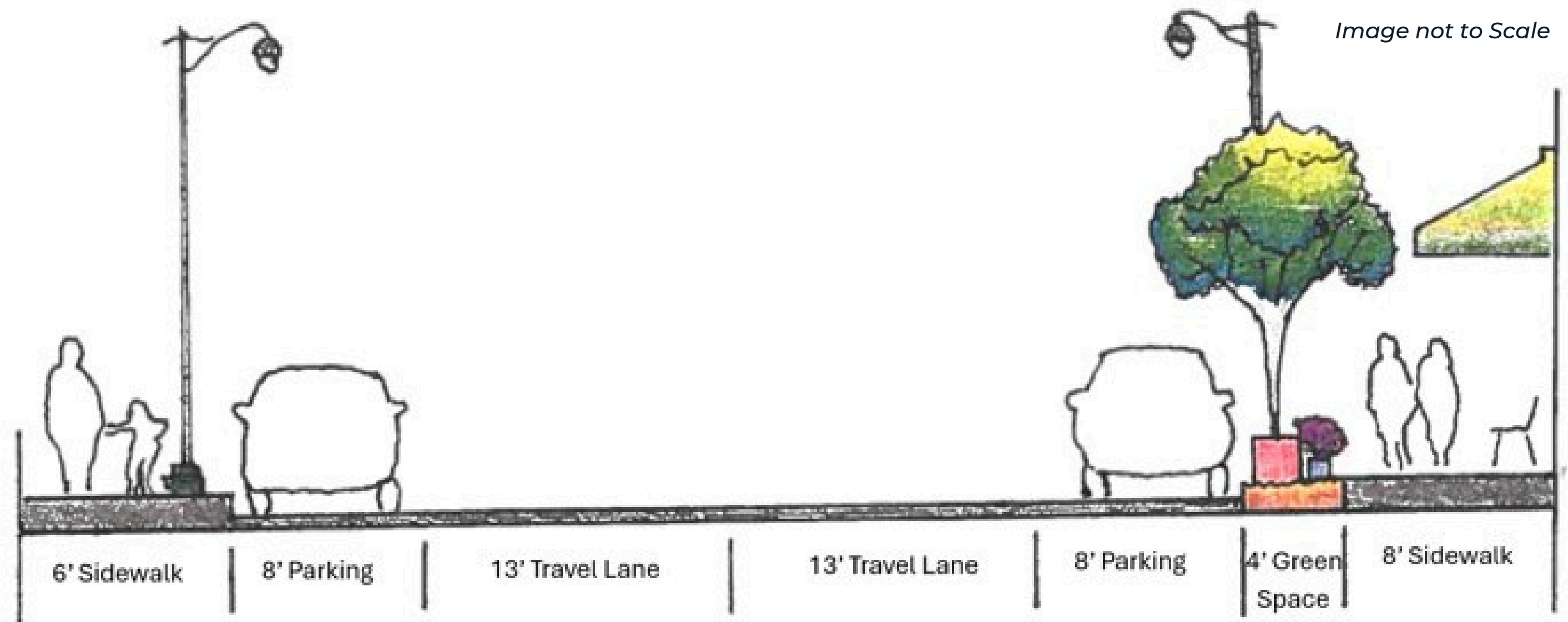


The image above outlines the width of the streets located within the Gateway Area. While some improvements have been completed at the intersection of West Main Street and Schofield Avenue, additional improvements are warranted. The limited right-of-way limits how much the intersection can be improved.



Dudley Gateway Street Profile

The below Dudley Gateway Street Profile shows what the street profile could be given there is approximately 60 feet of right-of-way at this section of West Main Street. The view is looking westward from the intersection with Ardlock Place. It includes wider sidewalks to allow for more walkable space, ornamental street lighting, benches and planters.

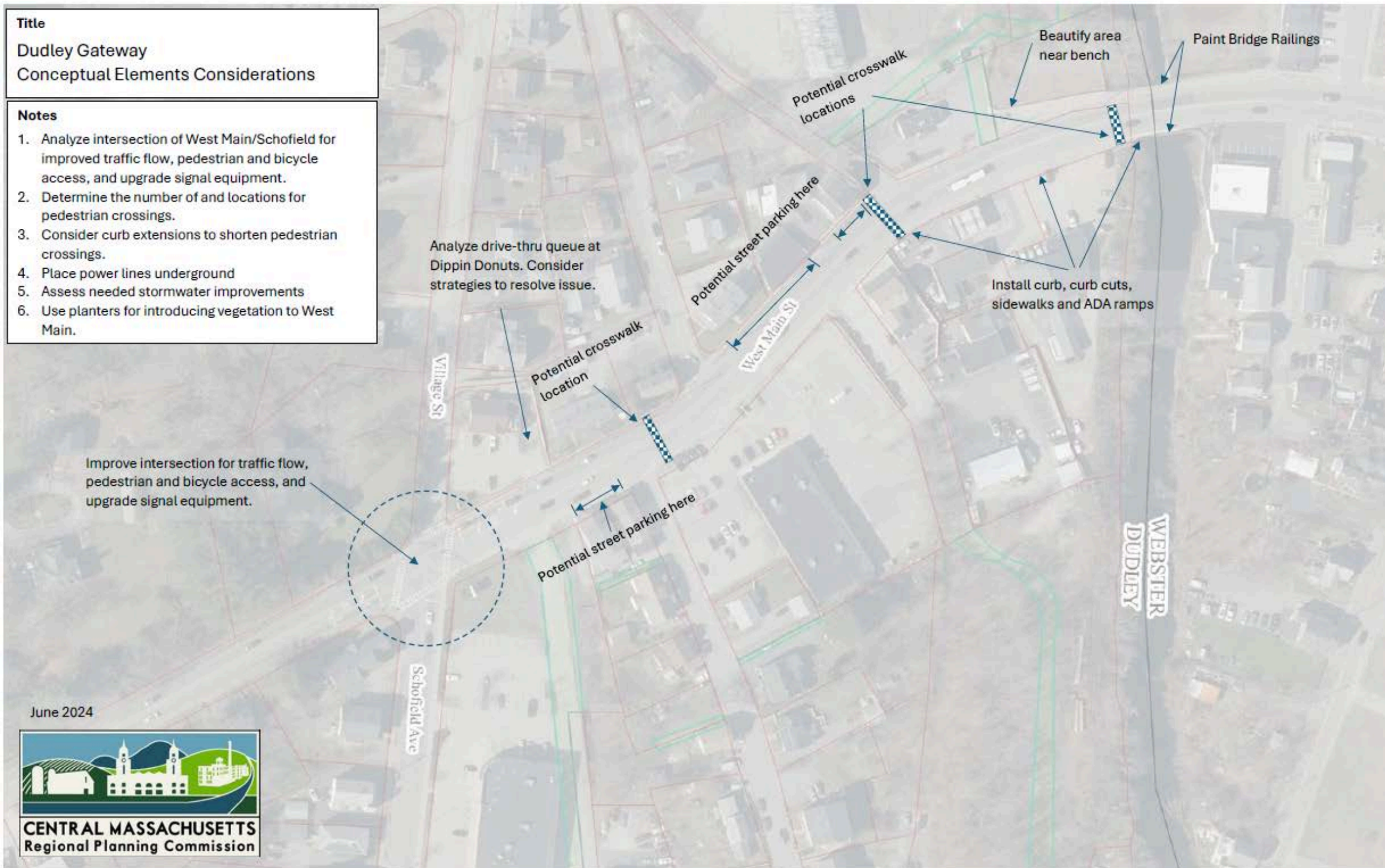


Source: CMRPC, 2024



Dudley Gateway Conceptual Elements Considerations

Title Dudley Gateway Conceptual Elements Considerations
Notes 1. Analyze intersection of West Main/Schofield for improved traffic flow, pedestrian and bicycle access, and upgrade signal equipment. 2. Determine the number of and locations for pedestrian crossings. 3. Consider curb extensions to shorten pedestrian crossings. 4. Place power lines underground 5. Assess needed stormwater improvements 6. Use planters for introducing vegetation to West Main.



The Conceptual Elements Considerations map identifies potential crosswalk locations, as well as potential on-street parking and notes identifying areas for improvement. Once the streetscape plan was developed, additional on-street parking locations were identified.

June 2024

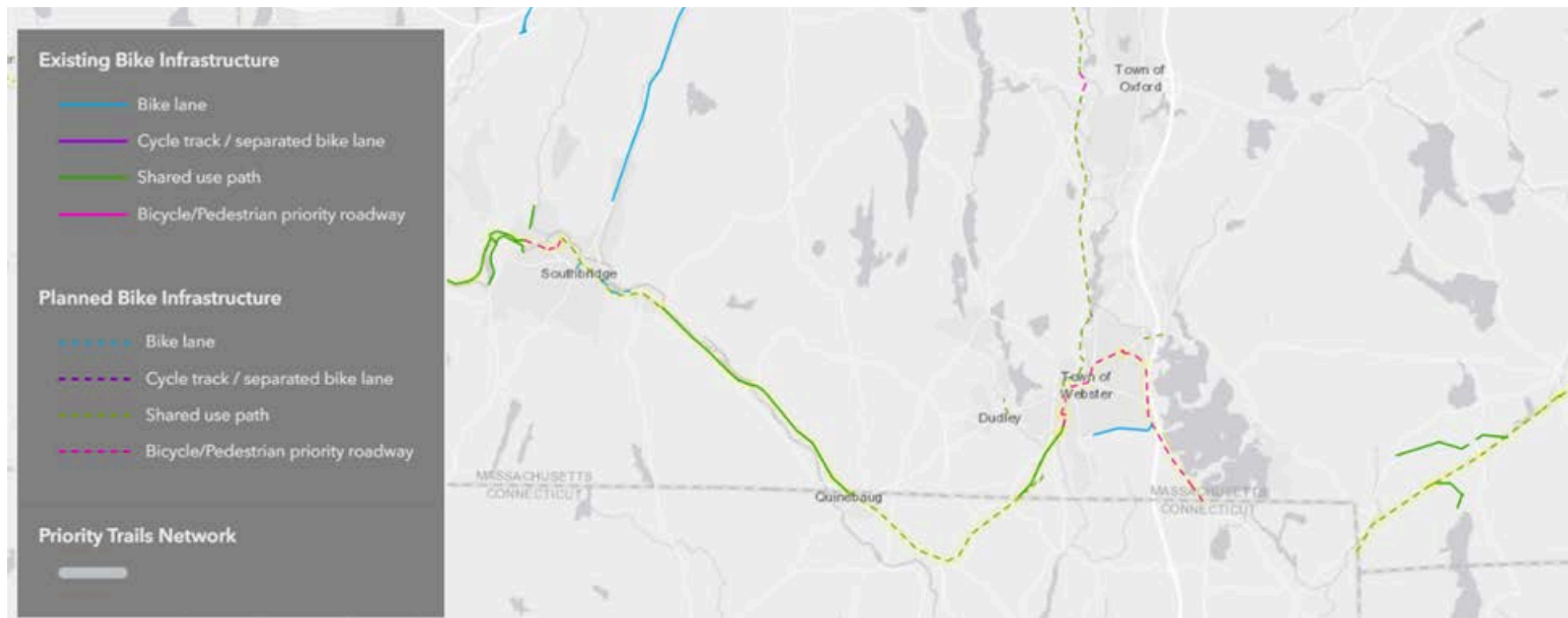




TRAIL CONNECTIONS

Trail connectivity is a key aspect of the revitalization of the Gateway Area, as the gateway is in proximity to two major trails, the French River Greenway and the Quinebaug River Valley Rail Trail. Survey respondents indicated that trails and outdoor recreational spaces are important assets in the town. Trail development can be a meaningful contributor to Dudley’s economic development strategy, especially when there is local connectivity to small businesses and other local attractions.

The Town of Dudley desires to extend local trails to connect to the larger network. Local trails include the Quinebaug River Valley Rail Trail, portions of which cross through Dudley, and the recently completed French River Greenway in Webster, which features a Riverwalk, park, and parking area within several blocks of the Dudley town line. The Quinebaug Rail Trail and the French River Greenway are part of the larger Midstate Trail plan that connects trails in Dudley, Oxford, and Webster communities to a larger trail network in Massachusetts, Connecticut, and Rhode Island (See Figure).



“More emphasis on nature, hiking, outdoorsmanship. I think we have a lot to offer, and this could become one of our identities.”

COMMUNITY SURVEY RESPONSE [33]

Massachusetts Priority Trail Network Connectivity, Existing, and Planned Bike Infrastructure from the MassDOT Interactive Priority Trails Network Vision Map. The focus area is Dudley, MA. Accessed in Spring 2024 [32]

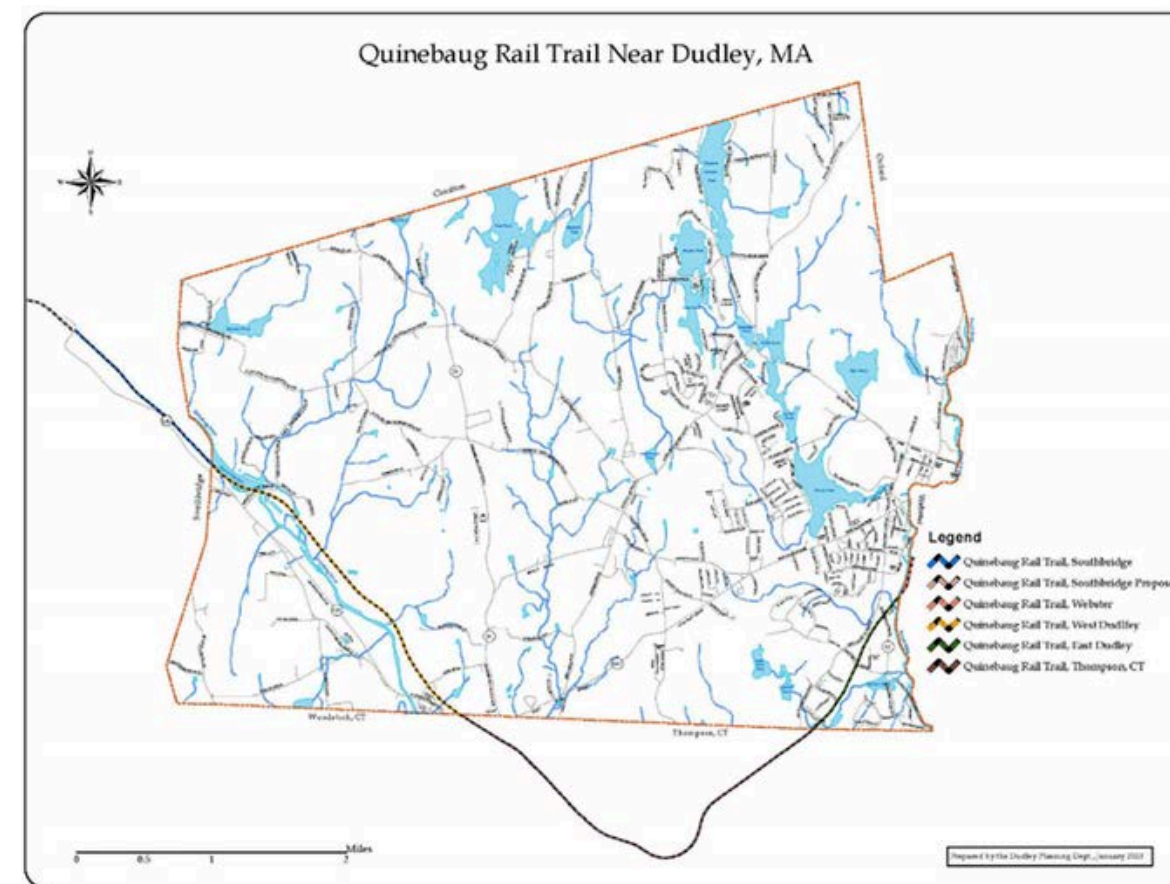


TRAIL CONNECTIONS

Gaps in trail connectivity include the West Main St corridor between the Wieloch Woods (DCLT) and the Webster/Dudley Gateway. To the north of West Main Street, opportunities to expand connectivity include Wieloch Woods and Tufts Branch Valley (both properties are owned by the Dudley Community Land Trust), Nichols College, and the town beach at Merino Pond. Continuing to implement complete street improvements, expanding the sidewalk network, and improving pedestrian accessibility in neighborhoods and high-traffic areas can complement efforts to improve trail connectivity.

Dudley received a 2023 MassTrails grant to pave the two sections of the Quinebaug Rail Trail within Dudley and partner with the developer of the Stevens Mill to improve the sidewalks in proximity to the Mill. Plans include a new sidewalk along Ardlock Place to West Main Street and a new Riverwalk along the French River, adjacent to the Mill (See Quinebaug Rail Trail Figure above). The Town was awarded a 2023 MassWorks grant to support these plans and build new sidewalks connecting the Mill to nearby commercial properties on West Main Street.

The Town can continue to build on these efforts by expanding local trail connectivity, including trail and pedestrian access to destinations, conservation land, and recreational areas. Incorporating existing trails and recreational areas in the Town’s wayfinding signage can encourage residents and visitors to explore Dudley’s outdoors and utilize the trails.



Quinebaug Rail Trail, Dudley (2024 Dudley Open Space and Recreation Plan). Focus area is Dudley, MA [34]



Preliminary Rendering for Walkway on Stevens Mill property along the French River

REVISIONS			
NO.	DATE	DESCRIPTION	BY
1	05/15/2022	ISSUED FOR PERMIT	JAK

BOHLER ENGINEERING
302 TOWNPARK ROAD
SOUTHBRIDGE, MA 01559
Phone: 508-845-0300
www.BohlerEngineering.com

J.A. KUCICH
PROFESSIONAL ENGINEER
LICENSE NO. 10000
EXPIRES 12/31/2024
BOHLER ENGINEERING, INC.
10000 STATE STREET
SOUTHBRIDGE, MA 01559

PROPOSED SITE PLAN DOCUMENTS
FOR
STEVENS MILL OWNER LLC
PROPOSED DEVELOPMENT
PARCELS LIST #02
1 MILL STREET
TOWN OF DUDLEY
WORCESTER COUNTY, MA

BOHLER ENGINEERING
302 TOWNPARK ROAD
SOUTHBRIDGE, MA 01559
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RIVERFRONT CONNECTION EXHIBIT

REVISION 1 - 05/15/2022

Preliminary Rendering for Walkway on Stevens Mill property along the French River 2022 by J.A. Kucich, Bohler Engineering.[35]



Establishing a trails subcommittee under the Conservation Commission would increase capacity for inventorying and mapping trails and open spaces. This subcommittee would also be responsible for reporting on conditions and identifying maintenance needs. These efforts will enhance the usage of the trails, ensuring they are well-maintained and enjoyable to residents and visitors.

Other recommendations included in the 2024 Open Space and Recreation Plan, including forming a new “Town Commons” (formerly the Fun Zone site) on West Main St, can also improve trail connectivity and increase walkability in Dudley.

“I would recommend leveraging our natural resources to attract visitors and residents to town, specially making our ponds more accessible for recreation like kayaking/boating and fishing. It would also be great to increase the number and type of recreational trails; the current revitalization of the rail trail that crosses Mill Road is a step in the right direction.”

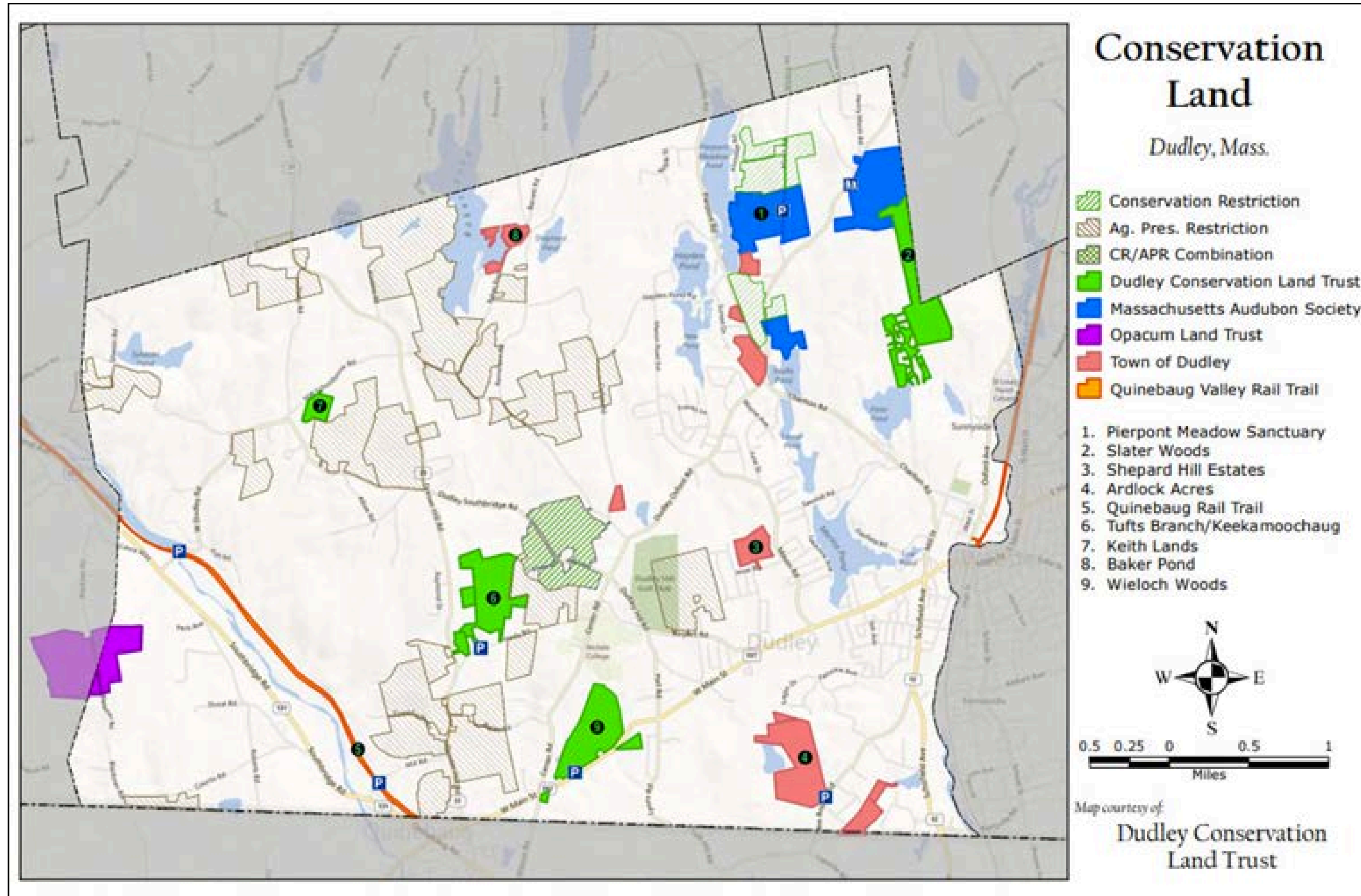
COMMUNITY SURVEY RESPONSE [36]

Trail Connections Recommendations:

- Improve signage and wayfinding to identify the location and access points for all publicly accessible conservation lands.
- Coordinate with the Dudley Land Trust and other agencies to make trail data publicly available on the same platforms and in the same formats.
- Maintain existing rail trails.
- Add sidewalks in high-traffic pedestrian areas and implement the Town’s Complete Streets plan.
- Inventory and map all open space trails, identifying their current condition and necessary maintenance.
- Develop connections between existing trails on town land and those of the Dudley Land Trust and Mass Audubon to create a long-distance trail network.



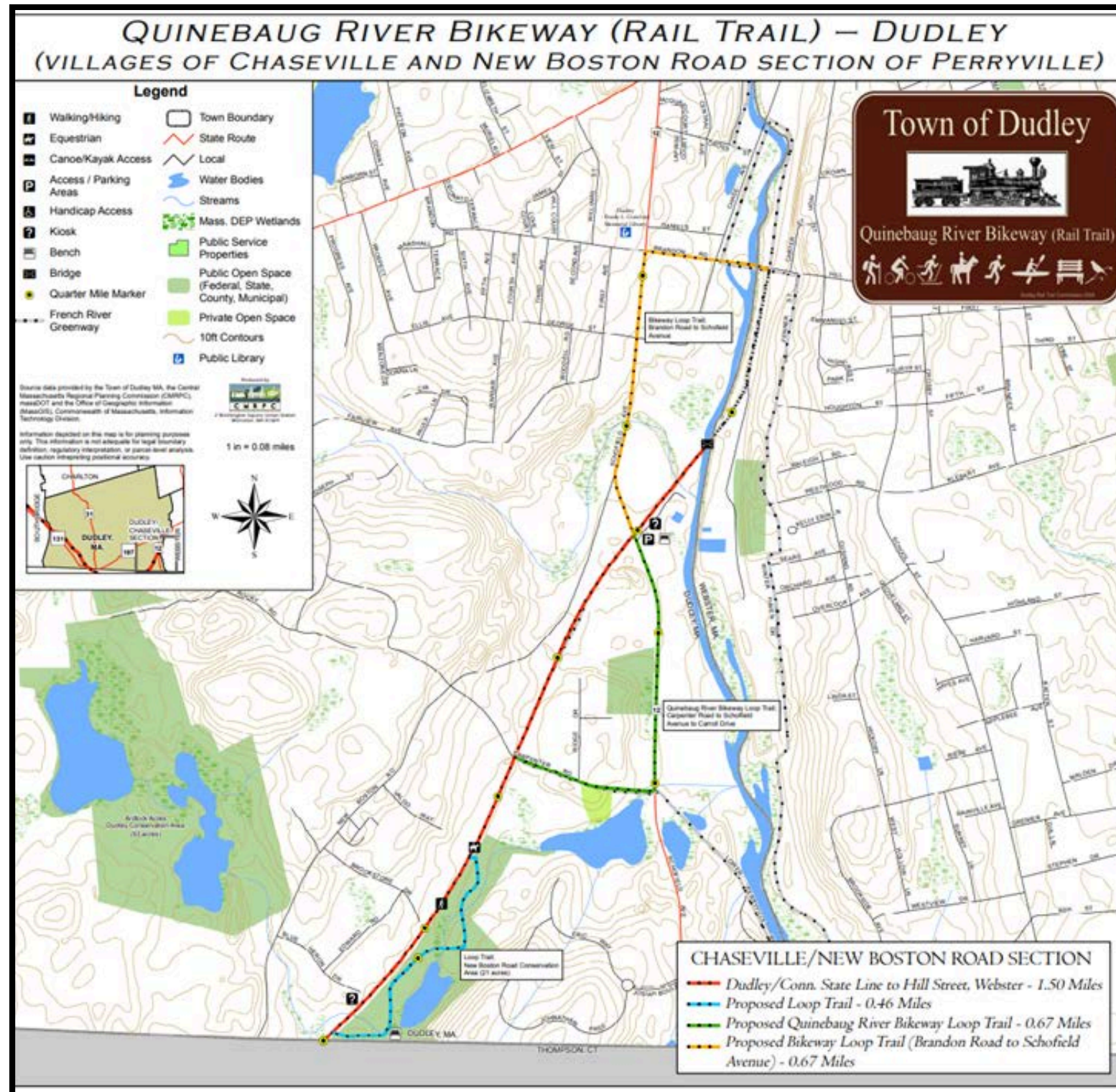
Existing Conservation Land



Dudley Conservation Land (Dudley Conservation Land Trust). This map shows opportunity to close the gaps in trail connectivity including the West Main St corridor between the Wieloch Woods (DCLT) and the Webster/Dudley Gateway. To the north of West Main Street, opportunities to expand connectivity include Wieloch Woods and Tufts Branch Valley (both properties are owned by the Dudley Conservation Land Trust).



Quinebaug River Bikeway/Rail Trail and Proposed Loop Trails



Proposed loop trails in southeast Dudley can offer increased neighborhood connectivity to the Quinebaug Rail Trail and the French River Gateway, particularly the Proposed Bikeway Loop Trail from Brandon Road to Schofield Avenue, providing active mobility access to the public library.



FACADE IMPROVEMENT PROGRAM

Many Dudley planning studies, including Master Plans, Historic Preservation Plans, and Economic Development Plans, recommend developing a Façade Improvement Program[37]. Façade improvement programs typically provide incentives to encourage property owners and businesses to improve the appearance of their buildings and property. Funding for such plans may be from grants, loans, tax incentives, or design assistance. Grants can be from Federal or State funding and intended for community and economic development. If available, housing and downtown revitalization funds or municipal revenue can fund the program.

Program Development

As with any new business, a plan needs to be developed to guide revitalization efforts. The plan will define parameters, processes, and scope, which is often limited to a specific geographic area identified in the narrative of the plan and outlined on a map. The plan will also include eligibility criteria for those seeking the types of improvements that can be supported. This may include historic rehabilitation, storefront improvements, adding awnings or canopies, signage and exterior lighting, gutters and downspouts, improving handicap accessibility, and window and door repair or replacement. Façade programs do not usually include interior work, landscaping, or parking unless a particular funding program allows them. The program may include design standards and a review and approval process.



Fort Mill, SC Façade Improvement Program in the downtown commercial district. [38]

“The revitalization of a neglected commercial district or residential neighborhood often begins with improvements to a single building or storefront.” [39]

[37] Dudley Plans and Reports <https://www.dudleyma.gov/planning-board/pages/plans-and-reports>

[38] How Façade Improvement Programs Can Benefit Your Community Amy Facca Oct. 2013 <https://plannersweb.com/2013/10/how-facade-improvement-programs/>

[39] Massachusetts Executive Office of Economic Development. Rapid Recovery Plan Program (RRP). Technical Assistance Resources: Toolkits. <https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program#additional-resources> Accessed April 11 2024.



FACADE IMPROVEMENT PROGRAM

The Massachusetts Department of Housing and Community Development (now known as the Executive Office of Housing and Livable Communities) consulted with Innes Associates Ltd to develop a detailed “Sign and Façade Rapid Recovery Program Toolkit” to help communities recover from the economic impacts of the COVID-19 pandemic. This toolkit includes step-by-step strategies for developing a façade improvement program and was heavily relied on for this section. Table 1.1, below, outlines the steps for developing a program. The Rapid Recovery Plan Program developed several other toolkits, including those for branding, wayfinding, and marketing, among other topics [40].

Steps for Developing a Façade Improvement Program (from the Sign and Façade Rapid Recovery Program Toolkit)		
<p>Step 1: Getting it Done</p>	<ul style="list-style-type: none"> • Clearly identify what you hope to accomplish • Document conditions • Build up inventory of photos for properties/structures, accessibility, safety 	<ul style="list-style-type: none"> • Identify your needs (building facades, signs, parking in front setbacks), document conditions • What do you hope to accomplish? • Accessibility and safety (ADA) • Maintaining line of sight • Excessive pavement, stormwater issues • Condition of sidewalks • Assessing storefronts – rating storefronts based on condition of doors, windows, transom, base, trim, interior display area, exterior lighting, sign(s) attached to building, awning
<p>Step 2: Bring others into the conversation – partners are critical to the success of your façade improvement program.</p>	<ul style="list-style-type: none"> • Municipal staff • Municipal boards • Downtown organizations, Chamber of Commerce, historical society, community development corporation, redevelopment authority • Knowledgeable community members 	<p>Goals:</p> <ul style="list-style-type: none"> • Build a program with a high likelihood of community support at adoption and funding • Identify property owners who are willing to participate in the first few projects • Create a working group of representatives to develop criteria for program • Which problems will the program address? • How will projects be chosen? • What are appropriate funding sources for the program and funding levels for each project? • Who will manage the program? (has town considered a Main Street Program?) • How long will the program last?



Steps for Developing a Façade Improvement Program Continued		
<p>Step 3: Develop the design guidelines – consider comments on survey</p>	<p>Considerations:</p> <ul style="list-style-type: none"> • Is area within a Historic District? Does it include a significant number of historic buildings? • Is the storefront condition a primary concern? • May only require cleaning up, painting, signs – consider minimal restrictions for minor work. Still, establish expectations. • Is the condition of the site a primary concern? • Stormwater issues • Introduce art into the building and sites • Safety for pedestrians and vehicles 	<p>Given the mix of building styles and ages, can design guidelines be developed that allow for these differences?</p> <ul style="list-style-type: none"> • Design Guidelines for improvements must be specific to make compliance easier. <p>Goals of Design Guidelines:</p> <ul style="list-style-type: none"> • Address concerns identified in Step 1 to produce consistent results in the physical and visual quality of the area. • Provide clear and specific information about how the guidelines can be met to aid in implementation. • Use graphical examples. • Pre-existing storefronts may remain. Consider if Design Review will be required. • Awnings
<p>Step 4: Develop criteria for participation</p>	<p>Demonstrated need:</p> <ul style="list-style-type: none"> • Deteriorating physical conditions • Energy efficiency 	<p>Desires:</p> <ul style="list-style-type: none"> • Outdoor dining • Community preferences • Types of assistance • Funding strategy (CDBG, Mass Development, Barr Foundation)
<p>Step 5: Authorize the program – approval at Town Meeting</p>		<ul style="list-style-type: none"> • Public presentation of the program, its components, and implications • Before-and-after photos showing types of improvements • One-page fact sheet for Town Meeting • An online PDF and/or video to explain the program



Steps for Developing a Façade Improvement Program		
Step 6: Funding our program	<ul style="list-style-type: none"> American Rescue Plan Act funding – if still available – must be encumbered or committed by December 31, 2024, but have until December 31, 2026, to be expended. CDBG, if eligible – need to be designated as a slum and blight area Massachusetts Downtown Initiative Commonwealth Places (match to crowd-sourced funds for placemaking) Low-interest loans or loan forgiveness program. Fundraising 	<ul style="list-style-type: none"> Community Preservation Act funding (if eligible). Redevelopment Authority when there is significant deterioration More complex improvements, including safety concerns and deterioration or lack of accessibility may benefit from leveraging funds from multiple programs such as the following: <ul style="list-style-type: none"> Massachusetts Historic Rehabilitation Tax Credit (Massachusetts Historical Commission) Underutilized Properties Program (Mass Development) Massachusetts Preservation Projects Fund (Massachusetts Historical Commission) Your community could also sponsor program that could provide funds to address issues that accompany deficiencies in façades, storefronts, and sites. Options include the following: <ul style="list-style-type: none"> Municipal Vacant Storefronts Program (Economic Assistance Coordinating Council). Downtown Management Entity Redevelopment Authority
Step 7: Sign up participants		<ul style="list-style-type: none"> Identify buildings that need the most help and identify owners who should be approached Encourage program as a way to fund building code violation repair
Step 8: Implement		<ul style="list-style-type: none"> Who is your project Manager? Municipal staff? Or another organization? Volunteers, CDC? What is the permitting process? Building permit, zoning, site plan review, SP? Consider streamlined permitting process. Are your legal agreements in place? That outline obligations, timelines and requirements for construction, maintenance, penalties for not following requirements, liens and bonds, and whether funds are a grant or a loan. Who is tracking and documenting the process? Track data, document process with before, during and after photos. How are you celebrating? Awards ceremony? Social media to promote the process, Online database of finished projects? Ribbon cutting?
Step 9: Measure your success!		<ul style="list-style-type: none"> Number of applicants over a certain amount of time Number of facades, storefronts, and/or sites improved within a specific timeframe Increase in visitors to the area Increase in sales at businesses that were improved Ability to extend program to other commercial areas in the community



Managing the Program for a Limited Term

In exploring the creation of a façade improvement program with the Economic Development Committee, concern was expressed that the Town does not have the staffing capacity to manage a façade improvement program or funding to hire a program manager. There was discussion about the possibilities of forming a nonprofit and whether the regional Chamber of Commerce might consider managing it. Given that the project area is relatively small, planners determined that such a program would not need to be in operation indefinitely but could operate on a limited-term basis with the goal of seeing improvements realized within a two-year period. Therefore, we recommend a program that is limited to two years. Funding for the program would need to provide for a program manager during this time period. The Director of Economic Development for the Central Massachusetts Regional Planning Commission has managed such a program for a community for a limited term. When funding is obtained, it may be feasible for the regional planning agency to assist with project management.

Identify Funding Options

The toolkit developed by the Commonwealth’s consultant, “[Sign and Façade Rapid Recovery Program Toolkit](#),” includes case studies of established programs in communities in Massachusetts, Connecticut, and New York. These case studies included a range of improvement categories such as correcting code violations, historic preservation, accessibility, installing energy efficient windows and doors, lighting, signage, painting, and others. Of the seven case studies, three communities received Community Development Block Grant funding, three were funded by the municipality, and one was funded through a Downtown District.

Community Development Planners at the Central Massachusetts Regional Planning Commission are assessing two neighborhoods in Dudley to determine if they qualify for Community Development Block Grant (CDBG) funding. Should the results of the Merino-Jericho Neighborhood Property Inventory and Assessment determine that Merino Village qualifies for CDBG funding, the area of this project will be eligible for Façade Improvement Funding through this program.

For communities that are members of the Main Street America program, a program of the National Trust for Historic Preservation, funding is available in the form of Façade Improvement Grants^[41] and a Historic Commercial District Revolving Fund. This program focuses on the revitalization of historic and older commercial areas^[42]. For more detailed information on potential funding sources, please see the section on “Making it Happen” below.



PUBLIC ART

Public art has long been used as a cornerstone in placemaking initiatives to drive urban regeneration, street beautification, and community engagement. Public art can manifest in many forms - murals, sculptures, and street art being some of the most common. These installations can be either temporary or permanent, abstract or explicit in communicating the histories, public issues, or more distinct characteristics of the place itself. By involving the community in the creation of public art, the process becomes more democratic and fosters social engagement and a deeper connection between residents and their town[43].

There are several opportunities for the implementation of public art in Dudley. One way is through collaboration with local art collectives to design and implement public art interventions. Boston, MA-based Artlifting is a public benefit corporation that works with local artists to curate thoughtful and comprehensive artwork packages. They have experience working with municipalities to create public art and are committed to collaborating with their clientele to create meaningful collections for public art projects. Small- and large-scale installations within Dudley can depict icons relating to the Town’s history, like the Stevens Linen Mill. Depictions of sheep, flax sheaves, or flax flowers can be used to create an image of Dudley, and those themes can be carried throughout the art installations to create a unified and recognizable identity for the Town.



Perry, NY Perry Chalk Art Festival [44]

“Paint night classes or other art classes”

COMMUNITY SURVEY
RESPONSE[45]

[43] Murals of a Mill Town - Windham Textile and History Museum - The Mill Museum High Street Mural Project | Epsiton Spires <https://millmuseum.org/murals-of-a-mill-town/c>

[44] Perry Main Street Chalk Art Festival 2024 <https://iloveperry.com/perrychalkartfestival/>

[45] Dudley Gateway Community Survey 2024 <https://cmrpc.org/wp-content/uploads/2024/07/Dudley-Gateway-survey-responses.pdf>



The first phase of this public art project can start with more temporary and small-scale initiatives. Events like Chalk It Up street fests give artists a plot of delegated space on sidewalks or parking lots to create colorful chalk art that livens the spaces and creates an opportunity to attract visitors who come to participate or watch the artists at work. Event organizers can choose themes that represent Dudley's history, the local flora and fauna, landmarks, or be completely abstract, allowing the artists' imaginations to run wild. These events also have opportunities for the presence of art competitions, food trucks, live entertainment, and marketplace vendors, all of which encourage community presence and can be a boost to the local economy.

The temporary nature of chalk is also an advantage, as the art pieces can be easily removed at the end of the event if more short-term interventions are deemed necessary. Other small-scale projects could include painting electrical transformer boxes or organizing design competitions for manhole covers, adding unique and artistic touches to everyday infrastructure that would be distinctive to Dudley.

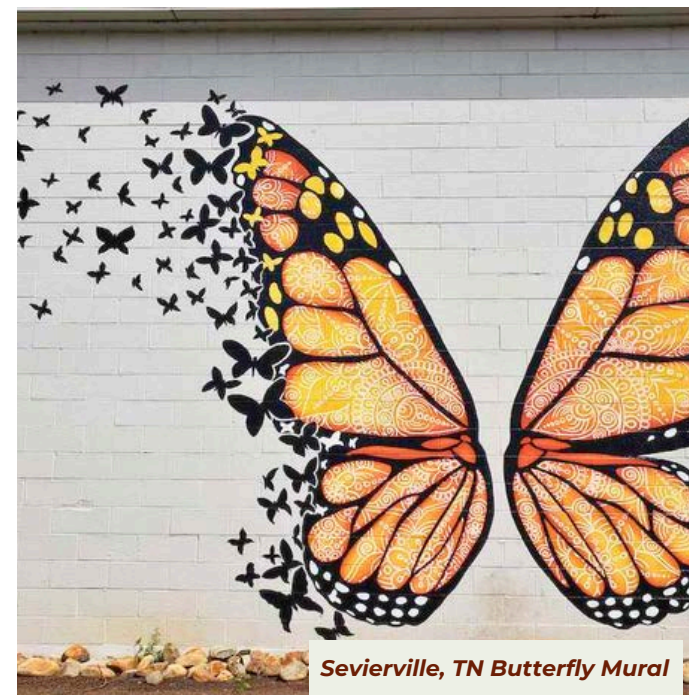


Black Swamp Arts Festival in downtown Bowling Green, Ohio [46]



On a more permanent scale, murals and wall art are effective ways of urban beautification and communication of town history and significance. With the prevalence of social media, murals have the added benefit of being shared globally, potentially attracting tourists to Dudley. For example, interactive murals such as paintings of butterfly wings that invite people to pose for photos, can become popular spots and bring in foot traffic to the town. Other murals can depict iconography that represents the community. In Downtown Lafayette, Louisiana, the city sponsored a local artist to create a mural that is a bright and colorful depiction of imagery reminiscent of South Louisiana. This mural is an attractive and commemorative display of the things that locals love about Lafayette and the reasons why tourists venture there in the first place. A mural like this in the Dudley Gateway Area might display local legends and lore or be a bright reminder of why people choose to live in the area. Geotagging and artist information painted on the mural can also encourage more engagement the to town, help boost foot traffic, and get locals excited about public art in Dudley.

Securing funding is crucial to implementing these public art projects successfully. Federal and State arts agencies such as the National Endowment for the Arts (NEA) and the Massachusetts Cultural Council offer grants specifically for public art projects. These grants can provide substantial funding for the planning and execution phases. The Project for Public Spaces has compiled a list of grant sources for public arts funding, which could be an asset to ensuring that these initiatives are supported in the long term.



The Butterfly Mural in Sevierville, TN, is a popular interactive art piece that encourages visitors to take photos with the painted wings, creating the illusion they are their own. This type of public art is perfect for gateway areas, attracting foot traffic and fostering community engagement. [47]



The Lafayette Downtown Mural is a prime example of public art in Lafayette, LA, enhancing the Public Art Walk and Wayfinding Street Art. This collaborative project incorporates symbols representing downtown events like the Sno-ball Festival, Po-boy Festival, Festival International, and Art Walk, celebrating the community's vibrant culture and traditions.[48]

Public art projects can serve as an impetus for increased community engagement and economic growth. Involving residents in the creation and curation processes can encourage a sense of ownership and pride in the town, as well as assembling a local knowledge of place. Having regularly organized events and installations can keep the community engaged and invested in the cultural development of Dudley. Public art also does well to attract tourists and increase foot traffic, which in turn boosts local businesses. The events and installations can create jobs for local artists and professionals and contribute to the local economy.



PROGRAMMING

Implementing programming events in the Gateway Area can significantly enhance its appeal and draw more people to visit. Hosting a variety of activities, such as community festivals, farmers' markets, outdoor concerts, and art exhibitions, can create a lively and engaging environment that attracts both residents and visitors.

As the public comes to enjoy these events, they will naturally explore the surrounding area and discover local businesses. This increased foot traffic can lead to higher patronage of shops, restaurants, and services, boosting the local economy. Additionally, regular programming can foster a sense of community, making the Gateway Area a central hub for social interaction and cultural exchange. By integrating programming events into the revitalization plan, we can transform the Gateway Area into a vibrant destination that supports local businesses and enhances the overall community experience.



Brookfield, WI Summer Event [49]



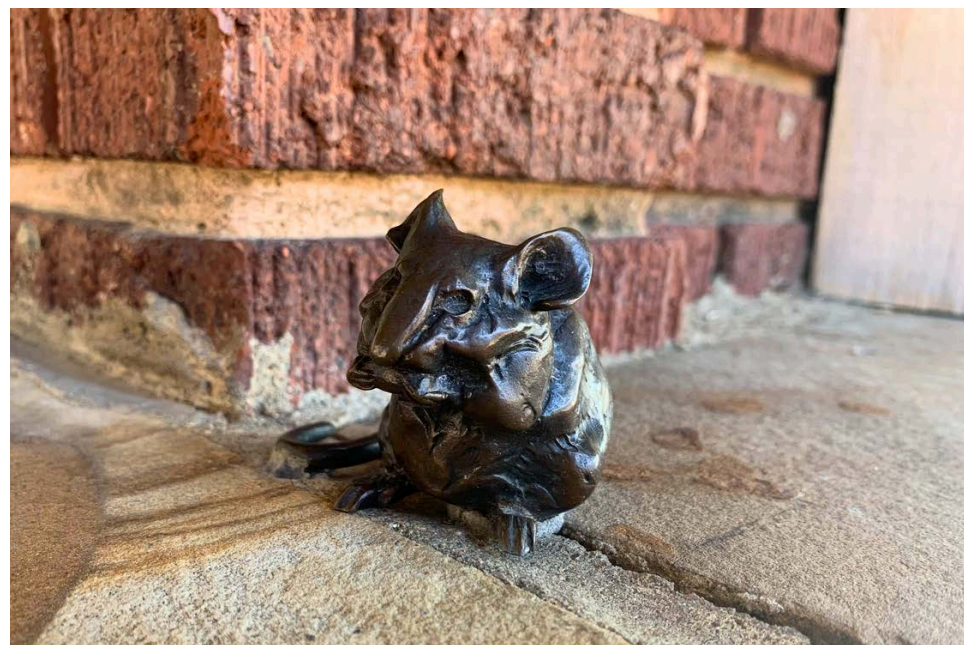
Dallas, TX Klyde Warren Park Event [50]



Activities to Bring People to the Dudley Gateway Area

Identifying activities that can attract people to the area is crucial for the success of the Dudley Gateway: Revitalization Plan. Drawing inspiration from successful examples in other communities can help create engaging experiences.

In Broken Arrow, OK, the town faced a declining downtown due to the rise of big-box stores. To rejuvenate the area, they transformed it into the vibrant "Rose District." They made various improvements and added exciting amenities, including a treasure hunt experience with bronze mouse sculptures representing characters from the children's book "Marmie the Mouse" along their main street. This fun experience drew people to the area and revitalized the downtown[51].



Marmie the Mouse is a character created to "live in the Broken Arrow Museum" in Broken Arrow, Oklahoma. Small statues can be found around the downtown district, creating an all-year scavenger hunt.



Broken Arrow, Oklahoma Rose District local market to boost downtown small business. New amenities, including new street lights, add to the area's charm.



In Webster, MA, along the French River Trail, the Town implemented recognitions of local wildlife, including etched granite representations of the spotted turtle[52]. This engaging and educational feature provided a unique learning experience for visitors.

Building on these examples, Dudley can implement similar activities to attract visitors to the Gateway Area. Suggestions for events include:

- **Art Walks:** Organize regular art walks showcasing local artists and their work, transforming public spaces into open-air galleries.
- **Farmers Markets:** Establish a weekly farmers market featuring local produce, crafts, and food vendors, creating a vibrant community gathering space.
- **Outdoor Concerts:** Host outdoor concerts and live music events to bring people together and create a lively atmosphere.

Revisiting Tactical Urbanism

Implementing programming events in the Gateway Area aligns perfectly with the principles of tactical urbanism. Tactical urbanism uses short-term, low-cost, and scalable interventions to activate public spaces and build community engagement. By hosting a variety of events, such as art walks, farmers' markets, and outdoor concerts, the Dudley Gateway can quickly become a vibrant hub of activity.

Programming events provide immediate and visible benefits, drawing people to the area and encouraging them to explore local businesses and amenities. This approach not only brings life to the space but also serves as a testbed for longer-term urban improvements. By observing which events and activities resonate most with the community, planners can make informed decisions about future developments. By integrating programming events with tactical urbanism, the Dudley Gateway Area can become a dynamic and welcoming destination, fostering community connections and economic vitality.



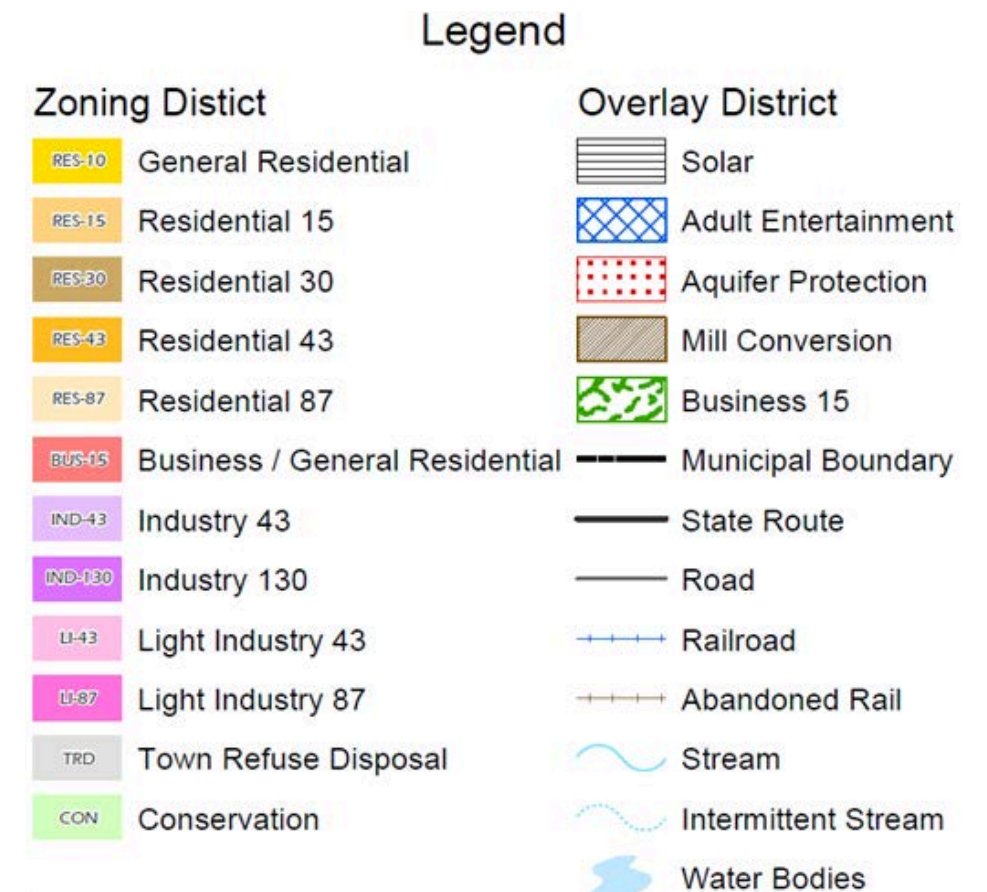
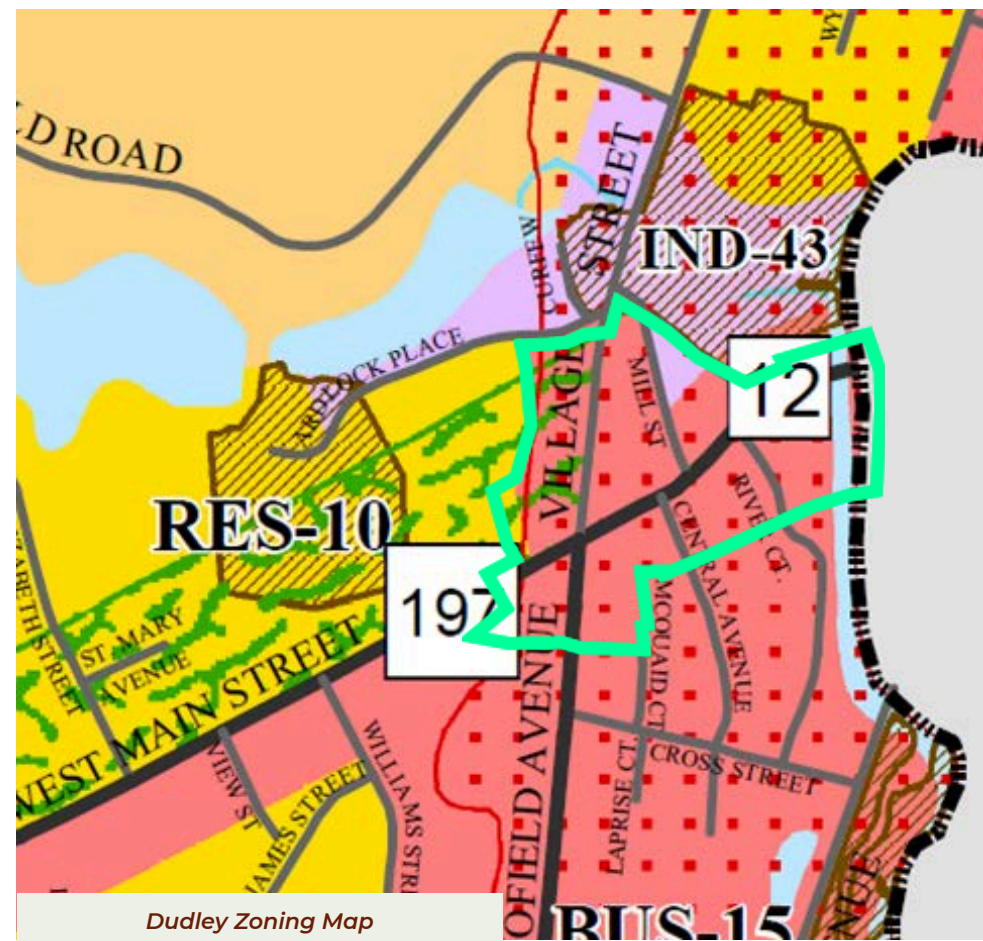
Webster Massachusetts' Riverwalk includes educational stone work along the path that include facts about the local ecosystem and memorials to local community members.



7 ZONING CONSIDERATIONS

As indicated on the below Zoning Map, the Gateway Area lies within the Business 15 District (Business or General Residential) as well as the Groundwater (Aquifer) Protection Overlay District. To the north lies the Stevens Linen Mill which makes up part of the area that is within the Mill Conversion Overlay District (with underlying zoning of IND 43, Industry).

For decades, many communities have used Traditional (Euclidian) Zoning, which has led to a separation of uses and sprawl-type development. This type of zoning does not allow for walkable neighborhoods. While the Gateway Area is currently developed, some of the properties are not in compliance with the current zoning requirement and are considered pre-existing non-conforming either due to lot size, or setback requirements. Should any properties be redeveloped in the future, having zoning in place that will encourage a mix of uses with narrower front setbacks and parking in the rear will facilitate the type of development that is more conducive to a walkable area.



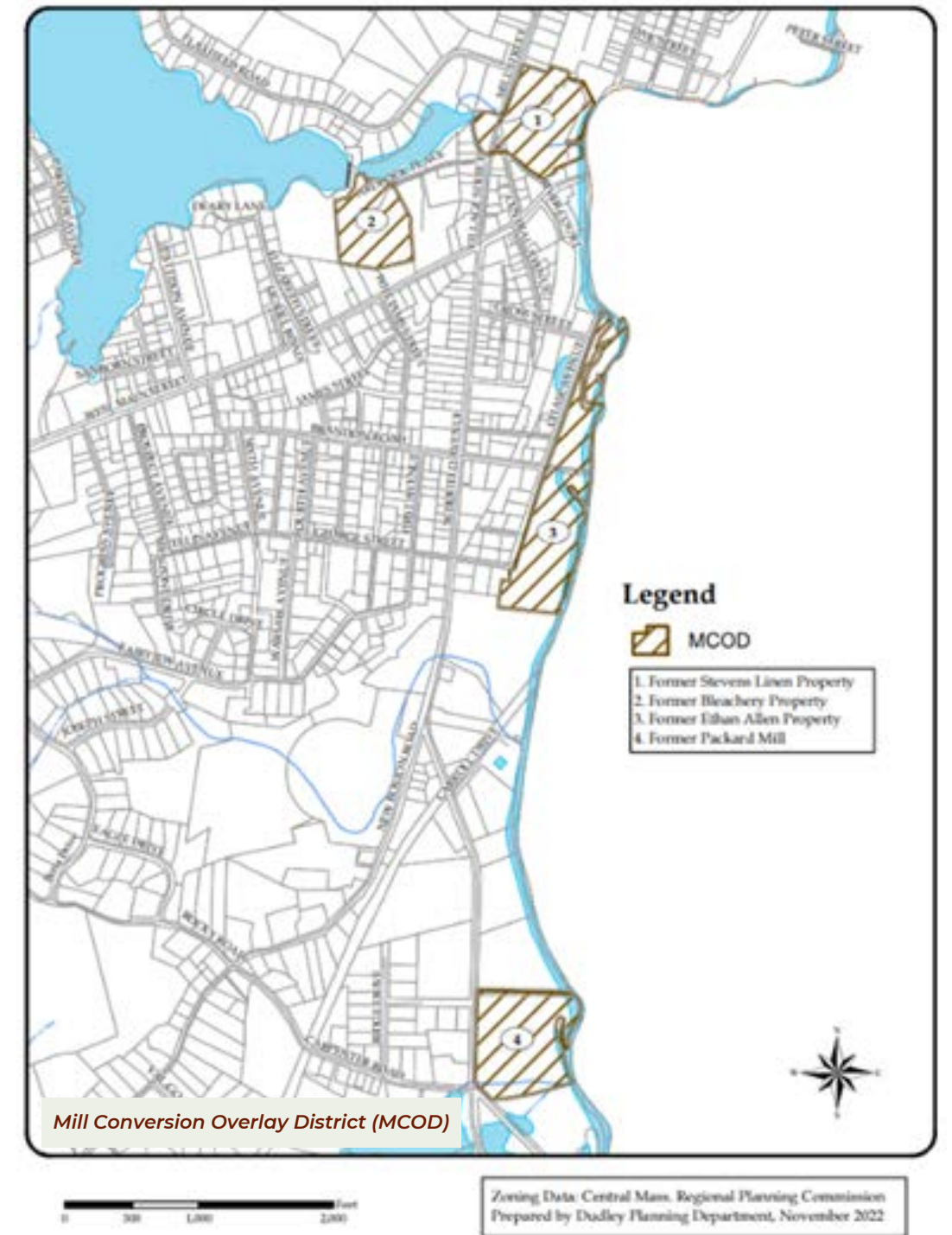


Mill Conversion Overlay

The Mill Conversion zoning overlay is intended to encourage the preservation, reuse, and renovation of historic mill properties and encourage mixed-use development while preserving the character of nearby residential and commercial neighborhoods. The overlay includes the former Stevens Linen property and requires the production of at least 10 percent (10%) of housing units to be restricted to low- or moderate-income tenants. Additionally, the overlay allows a 25 percent reduction in parking spaces upon approval by the Planning Board if it can be demonstrated that two or more uses within a single development can share parking spaces.



The Stevens Linen property, currently a vacant building within the Gateway Area, has the potential to become a thriving site for mixed-use development.





Density Requirement Table 2.04.02

The following standards are accessed within the Dudley Zoning Bylaw. The requirements apply to all uses, structures, and lots within the Town of Dudley, except where exempted or otherwise restricted.

MEASUREMENT	DISTRICT									
	RES 10	RES 15	RES 30	RES 43	RES 87	BUS 15	IND 43	IND 130	LI 43	LI 87
Minimum Lot Area (Square Feet)	10,000 ¹	15,000	30,000	43,560	87,000	15,000 ¹	43,560	130,630	43,560	87,120
Minimum Lot Frontage (Feet)	100 ²	100	100	150	150	100 ²	200	200	100	10
Minimum Front Yard (Feet) ³	20	30	35	40	40	20	45	45	30	50
Minimum Side Yard (Feet)	10	15	15	25	25	10	25	25	30	30
Minimum Rear Yard (Feet)	15	20	25	25	25	35	40	40	30	30
Maximum Lot Coverage (Percent)	50	30	20	20	20	20	65	65	65	65
Maximum Building Height (Feet)	45	35	35	35	35	40	40	40	45	45 ⁵

Recommendations

The following recommendations should be presented for the Planning Board to review. These recommendations aim to empower the Gateway Area and bring it into compliance with the current zoning requirements regarding lot size, frontage, and setbacks. We recommend that the Planning Board consider developing a Village Center Overlay District to accomplish this. More specifically, the overlay district should clearly identify the purpose and intent of the district. It should provide for flexibility in development to allow for a better overall design and to encourage walkability. As noted above, we recommend that front setbacks are minimized to bring buildings closer to the street and that any on-site parking is either to the side or rear of buildings. Consideration should be given to any potential street parking. Transparent storefronts that allow customers to see into the space are more inviting. While not a part of zoning, glass storefronts open the door for seasonal window display competitions in the district. The Central Massachusetts Regional Planning Commission has assisted other communities with Village Center bylaws and can amend such a bylaw to meet the needs in Dudley.



8 MAKING IT HAPPEN

The "Making It Happen" section of the Dudley Gateway Plan outlines the practical steps necessary to turn this vision into reality. This section includes cost estimates and potential funding sources, ranging from grants and public funding to private investments and community fundraising.

A comprehensive phasing plan is presented, outlining a step-by-step approach to implementation. This ensures that the development is managed efficiently and effectively, allowing for gradual and sustainable growth.

COST ESTIMATES

The cost estimate section of the Dudley Gateway Plan includes the financial requirements necessary to achieve the plan objectives. These estimates were thoughtfully developed through collaboration with staff from the Central Massachusetts Regional Planning Commission (CMRPC), who have expertise in planning, engineering, and project management. The process involved contacting various companies for pricing information and referencing cost estimates from similar projects. This comprehensive approach ensures that the estimates are realistic and grounded in industry standards. For a detailed insight into the created cost estimate sheet, please review the attached document.



Michigan Municipal League [53]



San Francisco Bike Coalition [54]



Graham Coreil-Allen in Baltimore, MD [55]



City of Erwin, TN Gateway and wayfinding signage [56]

[53] Photo by the Michigan Municipal League – <https://www.flickr.com/photos/michigancommunities/29032898966>

[54] Image from San Francisco Bicycle Coalition <https://smartgrowthamerica.org/understanding-the-fhwas-recent-complete-streets-report-and-its-role-in-transforming-roadway-safety-and-design/>

[55] Liberty, MO Historic Downtown Mill Street Experiment <https://www.historicdowntownliberty.org/mill-street-experiment>

[56] City of Erwin, TN Gateway and wayfinding signage, Bud Tymczynszyn <https://thomasparkavondale.wordpress.com/goals-and-initiatives/beautification/gateways-and-wayfinding/>



Dudley Gateway - Cost Estimate						
Phase	Item		Quantity	Price per unit	Subtotal	
Image and Identity	Gateway Sign	ea	2	\$7,750.00	\$15,500.00	
	Wayfinding Sign	ea	3	\$2,500.00	\$7,500.00	
	Marketing, and creation of brand and logo	ea	1	\$20,000.00	\$15,750.00	
					Subtotal	\$43,000.00
Underground Power Lines	Not yet designed. Estimate only.	lf	1,050	\$2,857	\$3,000,000.00	
				Subtotal	\$3,000,000.00	
Bridge Painting		sf	520	\$6,240.00		
Stormwater Improvements	Catch Basins (4' diameter)	ea	6	\$6,000.00	\$36,000.00	
	Storm Manhole (4' diameter)	ea	4	\$5,750.00	\$23,000.00	
	Concrete Drainage Pipe	lf	1,050	\$120.00	\$126,000.00	
Note: Not yet designed.					Subtotal	\$185,000.00
Streetscape Improvements	Granite Curb, Curb Cuts,	lf	220	\$100.00	\$22,000.00	
	Concrete Sidewalk	sf	1200	\$14.00	\$16,800.00	
	Accessible Curb Ramp	ea	12	\$2,500.00	\$30,000.00	
	Rapid Flashing Beacon (RFB)	ea	2	\$15,000	\$30,000.00	
	Ornamental Street Lighting	ea	10	\$9,150	\$91,500.00	
	Striped Crosswalks	lf	260	\$1.50	\$390.00	
	Bridge Painting	sf	520	\$12.00	\$6,240.00	
					Subtotal	\$171,130.00
Construction documents (for Storm and Streetscape)	15% of subtotal			\$356,130.00	\$53,420.00	
				Subtotal	\$224,550.00	

Miscellaneous Site Improvements	Bench	ea	2	\$950	\$1,900.00
	Trash Container	ea	2	\$850	\$1,700.00
	Bicycle Rack	ea	1	\$230	\$230.00
	Large Planters	ea	10	\$300	\$3,000.00
	Medium Planters	ea	20	\$200	\$4,000.00
	Potting Soil	cy	16	\$85.00	\$1,360.00
	Ornamental Trees	ea	10	\$250.00	\$2,500.00
	Ornamental Grasses	ea	10	\$20.00	\$200.00
	Bulbs	ea	300	\$4.00	\$1,200.00
	Potting Soil	cy	16	\$85.00	\$1,360.00
				Subtotal	\$17,450.00
Façade Improvement	Physical Improvements	ea	10	\$20,000	\$200,000.00
	Program Manager	Per year	2	\$20,000.00	\$40,000.00
				Subtotal	\$240,000.00
Trail Connections	To be determined when trail connections are determined.				
					Subtotal
Tactical Urbanism Public Art Interventions	Miscellaneous				\$5,000.00
					Subtotal
Public Art Interventions	Small scale	ea	6	\$1,000.00	\$6,000.00
	Large scale	ea	2	\$20,000.00	\$40,000.00
				Subtotal	\$46,000.00
				Total	3,761,000.00



POTENTIAL FUNDING SOURCES

The Potential Funding Source section outlines various opportunities to finance revitalization efforts. This section includes four tables that highlight potential funding avenues for streetscape improvements, trail connections, public art, and the façade improvement program. By identifying and leveraging these funding sources, the plan aims to facilitate access to the resources needed to implement the envisioned projects, ensuring a sustainable and successful transformation of the Dudley Gateway area.

Potential Funding Sources for Streetscape Improvements	
Source	Notes
Transportation Improvement Program (TIP)	This is a lengthy process, that if approved will take years to complete
Mass Downtowns Initiative Grant	
MassDevelopment	
MassDOT Shared Streets and Spaces	
MassWorks Infrastructure Program	
Community Project Funding	Formerly called “earmarks”
Complete Streets	

Potential Funding Sources for Trail Connections	
Source	Notes
Mass Trails Grant Program	
Mass Tourism	If providing link to tourism destination
Transportation Alternatives Program	Requires compliance with federal standards
Congestion Mitigation and Air Quality	Requires compliance with federal standards
Active Transportation Infrastructure Investment Program	Requires compliance with federal standards
Economic Development Administration	Requires compliance with federal standards
Community Project Funding	Formerly called “earmarks”



POTENTIAL FUNDING SOURCES

Potential Funding Sources for Public Art	
Source	Notes
National Endowment for the Arts	
Massachusetts Cultural Council	
New England Foundation for the Arts	https://www.pps.org/article/artfunding Includes information on various funding sources
Bloomberg Philanthropies	

Potential Funding Sources for Facade Improvement Program	
Source	Notes
American Rescue Plan Act funding	If funding is still available, it must be encumbered or committed by December 31, 2024, and expended by December 31, 2026
Community Development Block Grant	If deemed eligible
Massachusetts Downtown Initiative	
Commonwealth Places	A match to crowd-source funds for placemaking.
Low-interest loans or loan forgiveness program	
Fundraising	
Community Preservation Act funding	If eligible
Massachusetts Historic Rehabilitation Tax Credit	Massachusetts Historical Commission
Underutilized Properties Program	MassDevelopment
Massachusetts Preservation Projects Fund	Massachusetts Historical Commission
Municipal Vacant Storefronts Program	Economic Assistance Coordinating Council



PHASING STRATEGY

The Dudley Gateway Plan's phasing strategy serves as a strategic roadmap to guide the area's transformation in a structured and efficient manner. By breaking down the revitalization efforts into manageable phases, the plan ensures that initial improvements are affordable and quickly implemented, creating immediate impact and generating community support.

The ultimate goal is to gradually build on these early successes with more extensive and long-term projects, aligning with available funding and resources. This approach allows for steady progress and adaptation, ensuring that each phase builds upon the last to create a cohesive and vibrant Dudley Gateway. By following this phasing plan, we hope to establish the Dudley Gateway as a thriving, well-connected, and aesthetically pleasing area that attracts residents, visitors, and businesses, thereby enhancing the overall quality of life and economic opportunity in Dudley.

Phase 1: Quick and Low Cost Fixes			
Task	Time Frame	Cost Estimate	Description
Tactical Urbanism	Short-term	Low-cost	Implement short-term, low-cost scalable interventions to activate the Gateway area (e.g., pop-up parks, street furniture).
Crosswalk Striping	Short-term	Low-cost	Add visible crosswalks to improve pedestrian safety and draw attention to changes.
Logo and Marketing	Short-term	Low-cost	Develop and incorporate a well-designed logo and marketing strategy that reflects Dudley's character
Gateway Sign Design	Short-term	Mid-cost	Design and install a gateway sign to establish Dudley's identity and welcome commuters.

Phase 2: Planning and Coordination			
Task	Time Frame	Cost Estimate	Description
Formal Planning	Mid-term	Mid-cost	Develop detailed plans for future phases, including cost estimates and designs.
Wayfinding	Short-term to Mid-term	Mid-cost	Design and install wayfinding signs throughout the gateway area to improve navigation.
Trail Connections	Mid-term	Mid-cost	Connect and extend trails to larger networks, enhancing recreational opportunities like the Riverwalk.



PHASING PLAN

Phase 3: Medium-Term Enhancements			
Task	Time Frame	Cost Estimate	Description
Streetscape Design	Short-term to Long-term	Low-cost to High-cost	Phase streetscape improvements starting with lower-cost implementations while seeking funding for larger projects.
Public Art Interventions	Short-term to Long-term	Low-cost to Mid-cost	Collaborate with local art collectives to design and implement public art interventions.
Revisions to Zoning	Mid-term to Long-term	Low-cost to Mid-cost	Update zoning regulations to support mixed-use development and a walkable area.
Parking Criteria	Mid-term to Long-term	Low-cost	Incorporate parking criteria into zoning revisions.

Phase 4: Long-Term Enhancements			
Task	Time Frame	Cost Estimate	Description
Facade Improvement Program	Long-term	Mid-cost to High-cost	Establish a program to incentivize property owners and businesses to enhance building appearances.
Utility Undergrounding	Long-term	High-cost	Burying overhead utility lines to improve aesthetics and safety, which should be done before sidewalk and ADA ramp installations.
Sidewalks and ADA Ramps	Long-term	High-cost	Install new sidewalks and ADA-compliant ramps, ensuring all areas are accessible and safe.



9 CONCLUSION & RECOMMENDATIONS

The Dudley Gateway: Revitalization Plan represents a significant milestone in Dudley’s efforts to rejuvenate its Gateway Area, transforming it into a vibrant and interconnected destination. This plan has been meticulously crafted through collaboration between Dudley’s Economic Development Committee and the Central Massachusetts Region Planning Commission, drawing upon insights from previous studies and plans, data research, and community engagement.

Our vision for the Dudley Gateway is clear: to establish it as a premier destination characterized by its unique identity, historical richness, and community strength. This plan sets forth ambitious goals to foster sustainable growth, support local businesses and create a safe, inviting environment for residents and visitors alike. By prioritizing placemaking, tactical urbanism, and zoning considerations, we aim to enhance the area’s appeal and promote economic prosperity while preserving Dudley’s heritage.

Looking ahead, the Dudley Gateway: Revitalization Plan provides a detailed roadmap with cost estimates, funding strategies, and phased recommendations for implementation. Dudley is committed to realizing this vision, ensuring that the transformation of West Main Street into a thriving downtown hub not only enhances quality of life but also serves as a testament to the town’s resilience and future vitality.

Creating an Image & Identity Recommendations	
Logo and Marketing	Develop and incorporate a well-designed logo and marketing strategy that reflects Dudley’s character.
Gateway Sign Design	Design and install a gateway sign to establish Dudley’s identity and welcome commuters.
Wayfinding	Design and install wayfinding signs throughout the gateway area
Tactical Urbanism	Implement short-term, low-cost, scalable interventions to activate the Gateway area.

Placemaking Recommendations	
Streetscape Design	Phase streetscape improvements, starting with lower-cost implementations while seekign funding for larger projects.
Trail Connections	Connect and extend trails to larger networks, enhancing recreational opportunities like the Riverwalk.
Facade Improvement Program	Establish a program to incentivize property owners and businesses to enhance building appearances.
Public art Interventions	Collaborate with local art collectives to design and implement public art interventions.



Zoning Recommendations	
Develop a Village Center Overlay District	Clearly identify the purpose and intent of the district. Provide flexibility in development to allow for better overall design. Encourage walkability within the district.
Minimize Front Setbacks	Bring buildings closer to the street to enhance the village center atmosphere.
Locate On-Site Parking to the Side or Rear	Encourage the placement of on-site parking either to the side or rear of buildings to improve the streetscape.
Consider Street Parking Options	Explore the potential for street parking to support local businesses and improve accessibility.
Promote Transparent Storefronts	Encourage storefront designs that allow customers to see into the space, making the area more inviting.
Organize Seasonal Window Display Competitions	Utilize glass storefronts to host seasonal window display competitions, enhancing community engagement and aesthetic appeal.
Seek Assistance from the Central Massachusetts Regional Planning Commission	Collaborate with the Central Massachusetts Regional Planning Commission to tailor Village Center bylaws to meet Dudley's specific needs.



THANK YOU



Town of Dudley

-  **ADDRESS** 71 West Main Street, Dudley, MA 01571
-  **TELEPHONE** (508) 949-8000
-  **WEBSITE** www.dudleyma.gov



Central Massachusetts Regional Planning Commission

-  **ADDRESS** 1 Mercantile St STE 520, Worcester, MA 01608
-  **TELEPHONE** (508) 756-7717
-  **WEBSITE** www.cmrpc.org



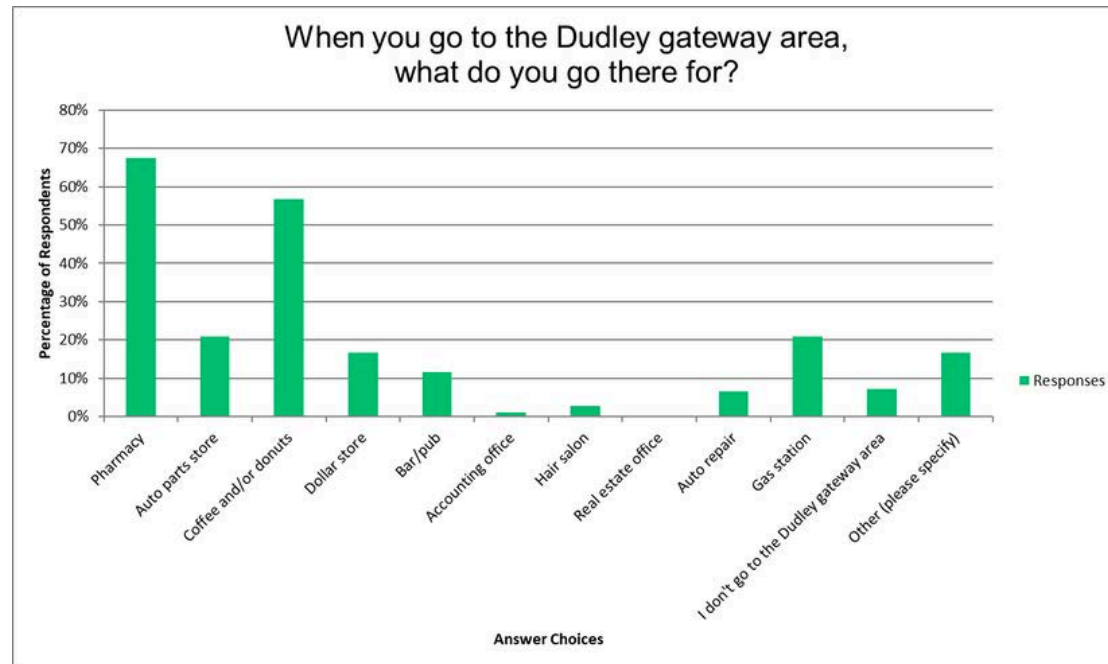
**Dudley Gateway:
Revitalization Plan**



10 APPENDIX

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

1. When you go to the Dudley gateway area, what do you go there for?



When you go to the Dudley gateway area, what do you go there for?		
Answer Choices	Responses	
Pharmacy	67.58%	198
Coffee and/or donuts	56.66%	166
Auto parts store	20.82%	61
Gas station	20.82%	61
Dollar store	16.72%	49
Bar/pub	11.60%	34
I don't go to the Dudley gateway area	7.17%	21
Auto repair	6.48%	19
Hair salon	2.73%	8
Accounting office	1.02%	3
Real estate office	0.00%	0
Other (please specify)	16.72%	49
		293
		11

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

When you go to the Dudley gateway area, what do you go there for?

Other (please specify):

- Dog grooming - Woofy's
- I live there
- Woofys Grooming
- Biking
- Live there
- Use it as a shortcut to speed to the highway
- On the way to my home.
- Pass through to get to Webster
- Home
- Dollar General
- On my way to the dentist in Webster
- groomer
- I live in this area
- Clean up trash
- Pass Through
- I live here survey confusing. Bottom line I would like to see pastry shop, cheese shop - anything g tasteful and please forget about another motorcycle repair shop and tattoo shops
- Dispensary
- Fix the Hill St bridge to reduce traffic on Main st
- I drive through the area to get to Webster
- Travel through to get to highway
- dispensary
- I drive through there frequently to get to home on Charlton Rd.
- Woofys dog groomer
- To get to Rt 395
- To get to Webster
- What is gateway place?
- Woofies
- Passing through
- Meet up with my running club
- home
- Most often passing through
- Live there
- I live here
- I live here
- to get to southbridge
- my house is here
- To get to the highway, Oxford, or Webster
- Visiting
- Going to Webster
- library
- On my way to the dump or mason rd school
- Work
- Library

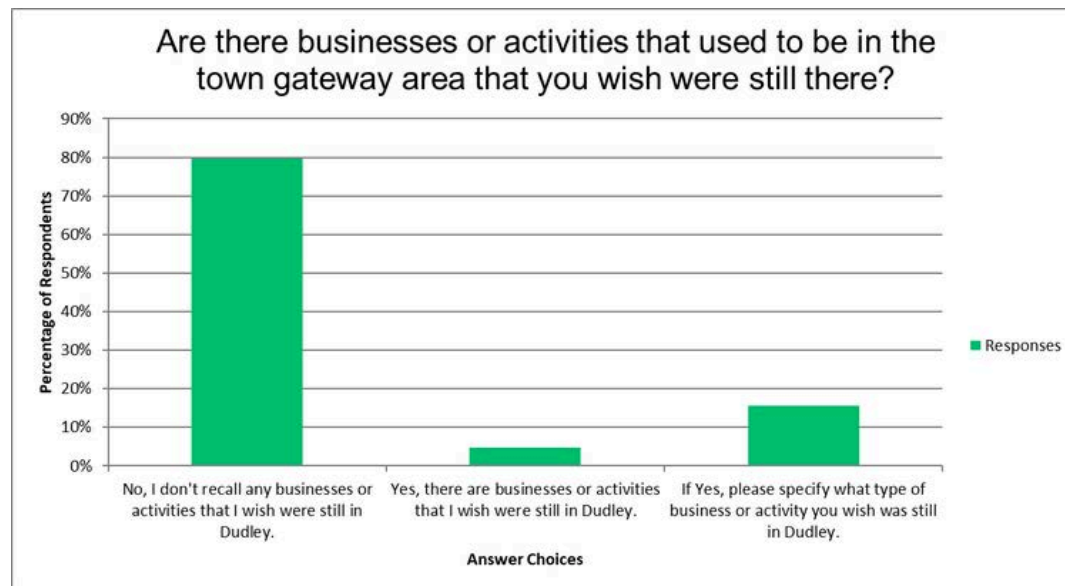


10 APPENDIX

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

To get to 395 or Webster stores.
 Dog groomer
 School pickup
 I live there
 Library

2. Are there businesses or activities that used to be in the town gateway area that you wish were still there?



If Yes, please specify what type of business or activity you wish was still in Dudley.

Place shop for everything. Use to have k mart but would also like to a cultural center. Would be great on Schofield ave. Great abandoned mill building. We need something for all ages and to bring people to Dudley.
 retail stores/boutique shops / breakfast place
 Jeans store
 Variety store. (Gadoury's)
 I did like the antique shop.
 Decent restaurants
 Places like the old variety store that used to be where part of the driveway is to Walgreen's and Zygg'i's.
 American car dealerships

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

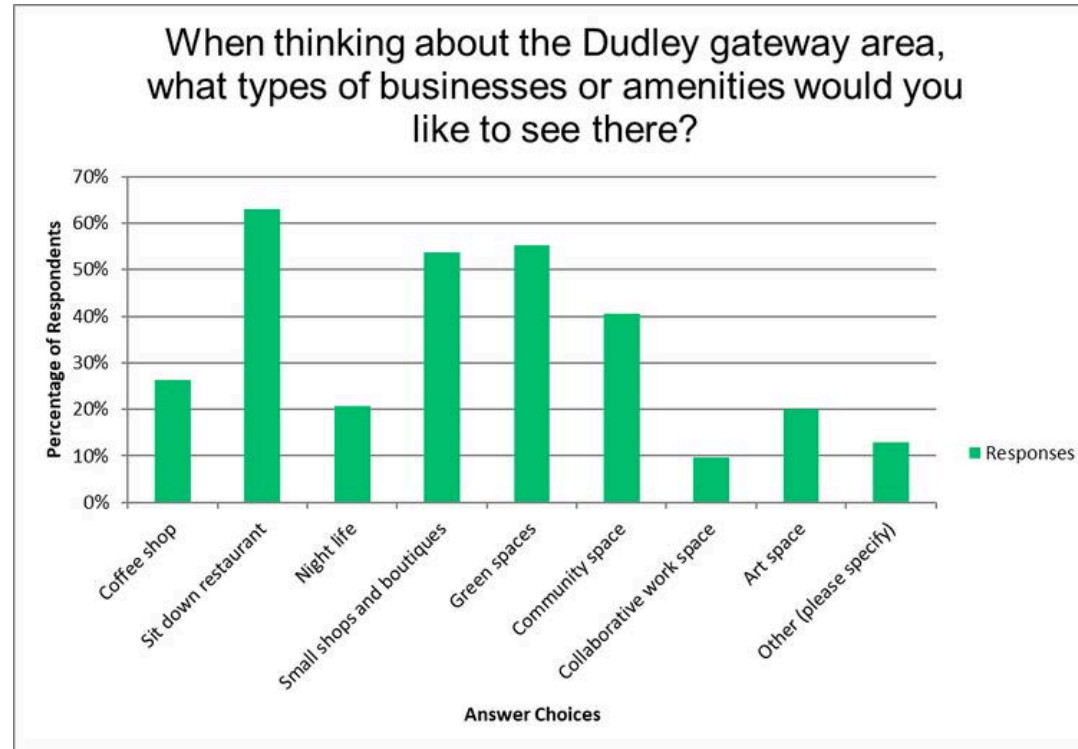
Ames,
 I miss the old store right on the Webster side that got tore down
 A nice restaurant like Saloon 6 or Black Dog on the main st. or Schofield Ave toward CT.
 Jeans warehouse
 The Coffee Cup
 Restaurants
 There used to be a linen factory
 Second hand Clothing & Accessories Shop (favorite!), Breakfast Shop, Cobbler, Antique Shop
 No idea what used to be there - relieved the tornado came through. Of course any harm to citizens is not ideal.
 Indoor go karts
 Fix the bridge at Hill St
 Rub and tug
 As
 Sign shop
 Antique store, shoe repair & a breakfast cafe
 Big lots
 The flea market was a fun spot to check out.
 Antique shop
 There used to be a shoe repair person there. No longer and I miss that
 Jeans Warehouse
 The linen outlet store
 Textile manufacturing
 Unsure, I moved to Dudley 13 yrs ago
 Family entertainment, good restaurants,
 Restaurants
 Parks for kids
 A nicer coffee shop! Something similar to the Rose Cafe in Webster.
 Not sure what used to be there but would love to see a grocery store and more upscale shopping and dining
 Coffee and breakfast place
 shoe cobbler
 Jean watehouse
 Family Dining
 A pharmacy other than Walgreens, a thrift store, a department store, an antique store, and a manufacturing/factory business
 Playgrounds accessible by foot
 another pharmacy



10 APPENDIX

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

3. When thinking about the Dudley gateway area, what types of businesses or amenities would you like to see there?
(Select all that apply.)

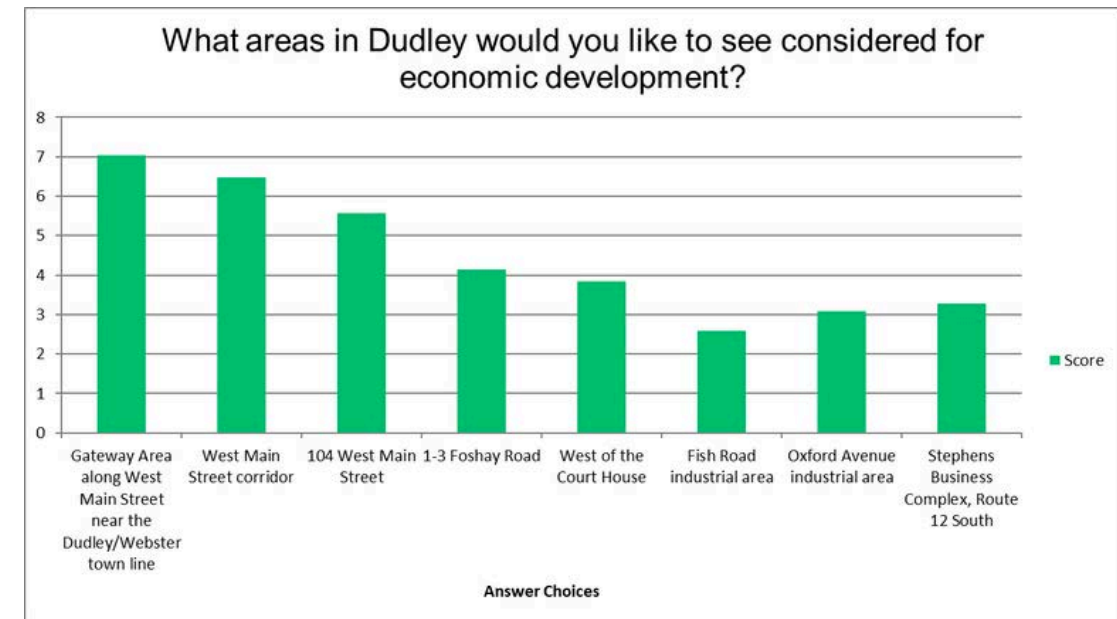


When thinking about the Dudley gateway area, what types of businesses or amenities would you like to see there?		
Answer Choices	Responses	
Sit down restaurant	62.99%	177
Green spaces	55.16%	155
Small shops and boutiques	53.74%	151
Community space	40.57%	114
Coffee shop	26.33%	74
Night life	20.64%	58
Art space	19.93%	56
Collaborative work space	9.61%	27
Other (please specify)	12.81%	36
	Answered	281
	Skipped	23

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

4. What areas in Dudley would you like to see considered for economic development?

For the purpose of this survey, economic development means encouraging new businesses and attracting residents to the area. Please use the locations on the map below to rank these locations in order of priority for economic development.

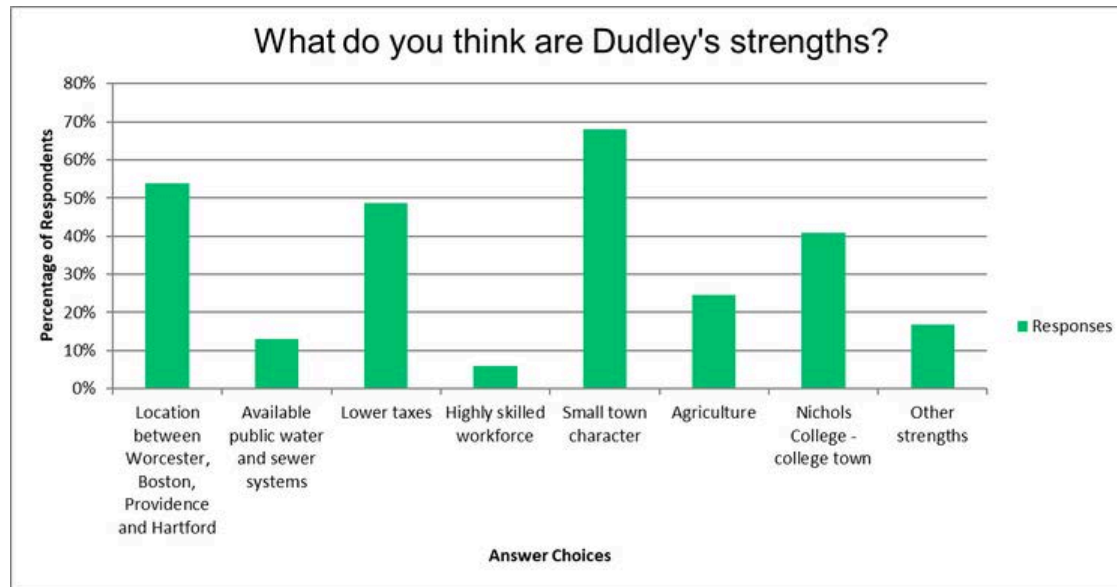




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APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

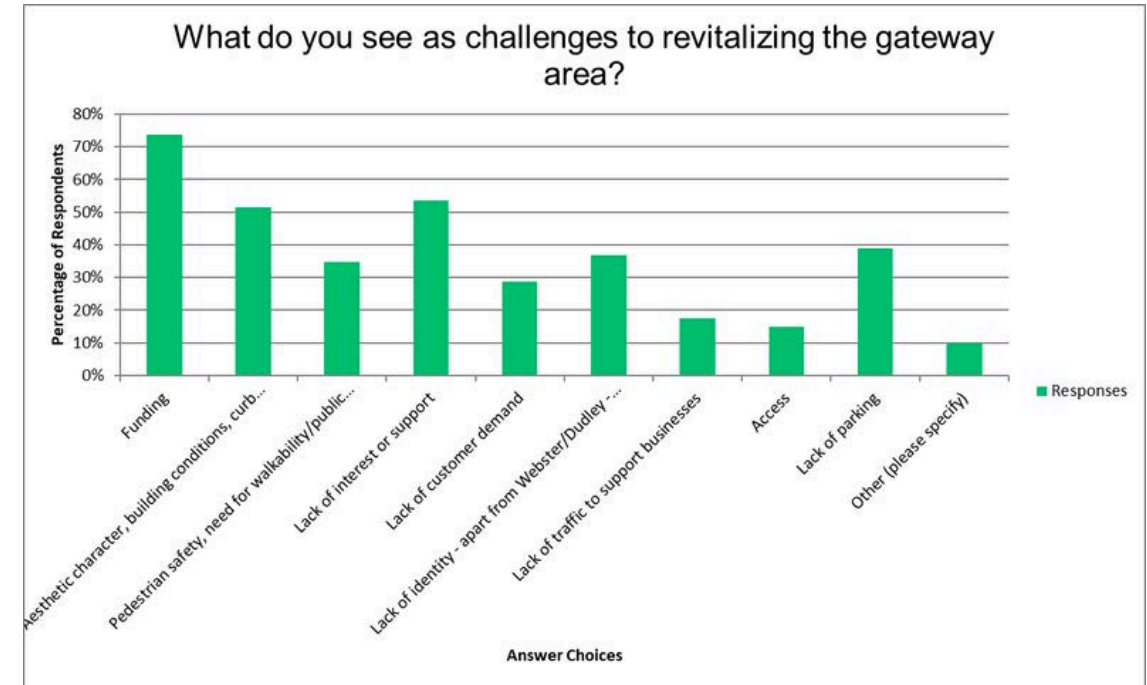
5. What do you think are Dudley's strengths?



What do you think are Dudley's strengths?		
Answer Choices	Responses	
Small town character	68.03%	183
Location between Worcester, Boston, Providence and Hartford	53.90%	145
Lower taxes	48.70%	131
Nichols College - college town	40.89%	110
Agriculture	24.54%	66
Available public water and sewer systems	13.01%	35
Highly skilled workforce	5.95%	16
Other strengths	16.73%	45
	Answered	269
	Skipped	35

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

6. What do you see as challenges to revitalizing the gateway area?



What do you see as challenges to revitalizing the gateway area?		
Answer Choices	Responses	
Funding	73.72%	202
Lack of interest or support	53.65%	147
Aesthetic character, building conditions, curb appeal	51.46%	141
Lack of parking	39.05%	107
Lack of identity - apart from Webster/Dudley - just Dudley	36.86%	101
Pedestrian safety, need for walkability/public access	34.67%	95
Lack of customer demand	28.83%	79
Lack of traffic to support businesses	17.52%	48
Access	14.96%	41
Other (please specify)	9.85%	27
	Answered	274
	Skipped	30



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APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

Other (please specify)

- Things to intise people to come here like Putnam. Nichols taking over everything in town and that has to stop . They pay no taxes and it takes away from the town
- Not well maintained. Need more trees. Better code enforcement.
- I would like to now where the water is coming from my water pressure is horrible already but keep raising my water bill
- The town itself is so single minded. They do no think towards the future only wish that prices and taxes and even mentalities remain the same as 1970.
- Sidewalks! Park, benches
- Family homes do not need to be disturbed by more traffic especially on town roads that do not support traffic going both ways or at Dead End roads.
- Constan water/sewer hikes, bogus elections regarding school fundinand poor dpw maintenance and pitiful, disregard for taxpayer concerns. Keep it up!
- John Gumpert
- Leave it alone
- Projects taking too long
- Hill st being closed
- Negative politics
- Lack of Main Street common
- Stop asking us for money
- West Main is too narrow for any additional development. This is not Oxford with a wide main street Traffic is crazy at certail times of the day.
- Lack of road infrastructure needed to handle increased traffic flow along West Main Street that would follow with an increase in residential/commercial locations in the area.
- We don't want our taxes increased for it
- Location. It's a landlocked town. No highway access. No really "main St feel".
- The dollar general
- Certain town officials who shut down existing businesses before setting up conditional operations to allow for meeting requirements but remaining open until confirmed are met
- committees usually cant get out of their own way so these things often end with something short sighted amd mediocre
- It's mind-blowing to me that we are a college town without ANY businesses adjacent to campus. This is the nicest part of town but the town's people only poo-poo on the college. I wish the rest of Dudley looked like campus! Most college towns are great places to live precisely because of the students and the businesses they support but Dudley is only one dollar store and smoke shop after the next. Trash everywhere, poor roads, it's disgusting.
- Please don't.
- waste of tax payer \$
- We all know with our recent tax issues that people will not want to use tax dollars to revitalize the area. It needs to be through grants and/or donations to get the people behind it.
- Drug users, litter, poor property conditions
- Giving to much to nichols where they don't pay town tax

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

7. When you think about communities that you like to go to, what communities come to mind?

Responses	Answered	Skipped
Marlborough...Clinton....Sturbridge.....	198	106
Putnam		
Auburn, Putnam CT		
Worcester		
Worcester, Springfield. Metro Boston area		
Putnam		
Uxbridge		
Putnam, Grafton, Milbury, Westboro & Northboro		
Sturbridge Ma		
Worcester		
northampton		
A unique experience, Putnam, Sturbridge		
Putnam!! We should that town as a good model for some ideas		
Putnam!		
Places were police are allowed to enforce the kaw		
Sturbridge		
In our immediate area - Southbridge - Oxford		
Putnam		
Putnam CT, Oxford		
Small WELCOMING and charming		
Putnam. Nice places to visit and walk around.		
quiet		
Woodstock Ct		
PUTNAM CT, OXFORD MA		
Cape Cod		
Sturbridge		
Putnam, CT		
Northampton, MA		
Hudson, MA		
Cape Cod towns		
Progress and investment in their community and services.		
Putnam ct		
Worcester, Sutton, Southbridge, Woodstock, Putnam		
Putnam CT		
Plymouth, Lexington, Concord, Salem, Sturbridge, Princeton		
Putnam		
Any town with a competent town government & departments.		



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APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

Auburn, Millbury, Worcester and Providence
 Putnam CT, Newport, RI
 Franklin, Plymouth, Hudson
 Putnam CT
 Putnam, Pomfret, Woodstock, Thompson
 Sturbridge, Millbury
 Agricultural, not densely populated, good police & fire services.
 Oxford, Auburn
 Woodstock, Ct.
 Putnam, CT
 Putnam, killingly
 Sturbridge, MA
 Worcester for restaurants. Putnam for restaurants. Milbury blackstone for shopping and movie theater.
 Putnam, CT, Southbridge, Sturbridge
 Putnam Ct
 Millbury
 Grafton
 Uxbridge
 Whitinsville,
 Putnam, CT
 Woodstock, VT
 Great Barrington, MA
 Worcester, Northampton
 Oxford, Southbridge, Ogunquit, ME (favorite)
 Putnum CT.
 Putnam, Ct
 Wolfboro, NH
 Newport, RI
 Northampton, Millbury, Charlton, Auburn
 I like to go to the Bradley Theater in Putnam but parking is nearly non-existent. I would not want that in Dudley.
 Sturbridge, Putnam, Auburn
 Quiet woodsy areas with limited traffic. Areas where you can walk and not worry about being run over by some dipwad driver
 Putnam, CT
 New Hampshire
 Putnam CT, Mystic CT, Sutton MA, Sturbridge MA
 Daytona Beach
 Putnam, Sturbridge
 Putnam CT
 Auburn
 Putnam

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

Putnam, Sturbridge
 Community green spaces
 Sturbridge
 Community area park, picnic tables, trails
 Putnam, Woodstock
 Putnam
 Putnam and Worcester
 Putnam, Ct., Sturbridge, Cohasset, Hingham, Wellesley
 Putnam down town areas, walking and parking
 West Hartford ct
 Manchester ct
 Towns towards Boston, towns with a common, towns with a public park with a playground. Dudley doesn't feel like it has a center or a core, it feels like a pass-through, a hallway
 Dudley. Home.
 Charlton, Oxford
 Green spaces, with near by restaurants, bars and shops to occupy a day with out spending loads but with options to do fun activities
 Worcester
 Putnam CT
 Milford NH
 Shrewsbury, Marlborough, Northborough, Westborough
 Putnam
 Western Massachusetts
 Lee, Lenox, Sherburne Falls
 Sutton
 Auburn, Putnam
 Vibrant downtown with a variety of attractions (Putnam, CT)
 Sturbridge
 Sturbridge
 Putnam Webster
 Walkability, charm, welcoming, good Main Street and commons,
 Concord, ma
 Fix the problems we already have
 Sturbridge, Putnam CT, (we go to Boston often as we have no restaurants aside from reheat frozen foods, Back Bay, Seaport, North End)
 Freeport, ME; White River Jct, VT; Milford, CT
 Putnam, CT and Westerly, RI. Basically, any town with thriving local commerce and great shops. Lean into your college town vibe - it's completely unexplored territory. The millennial-set are leaving the cities, so give them something to do.
 Provincetown to get some ass.
 Putnam, Providence, Worcester

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

Westboro Northboro
 Community
 Shopping, restaurants, parks for kids and adults
 Oxford, Auburn
 Putnam, CT
 Auburn, Millbury, Shrewsbury, West Boylston, Northboro
 Putnam. CT
 West Hartford, Georgetown (DC) , natick, shrewsbury
 Charlton and Oxford
 Putnam CT historical area
 They have a beautiful down town.
 Dudley Oxford Sturbridge Portsmouth nh kittery me Jefferson nh Brattleboro vt
 Keene N H ,
 Shrewsbury, lots of bike trails to go on
 Communities that have a town center with little shops to go to. Not chains or 5 pizza places in a 2 mile radius. Putnam, Oxford, Dayville, Sturbridge, Woodstock.
 Sturbridge, Hudson, Athol (for a low income town, lots of shops with community support)
 Putnam, CT, Auburn, MA
 Putnam...Webster should be better than Putnam
 Boston, Worcester, Westborough, Northborough, Millbury, Auburn
 Putnam, Woodstock, Worcester, Sturbridge
 Sturbridge
 They have a visible real downtown area and a Town Common. Dudley has neither. Unless the Town Common is on Center Road. Also sidewalks are needed on Dresser Hill Road. It is dangerous to walk on the street because cars speed up and down it like crazy.
 Uxbridge is great. It looks and feels like a nice town, not just a crappy extension of another crappy town. There's also a sense of community as a result of the activities. I like communities with shops and restaurants like Sturbridge.
 Walkable communities, kid and dog friendly, safe, different options for things to do
 Business, restaurants, and charm
 Putnam
 Woodstock
 Cape cod, Natick, south shore
 Putnam, Sturbridge, Worcester
 I think Putnam Main St is a great community. They have plenty of shops, community events, restaurants, small businesses.
 communities that offer outdoor activities for the whole family
 Iniquity ME area
 Newburyport MA
 Gloucester MA and RI



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APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

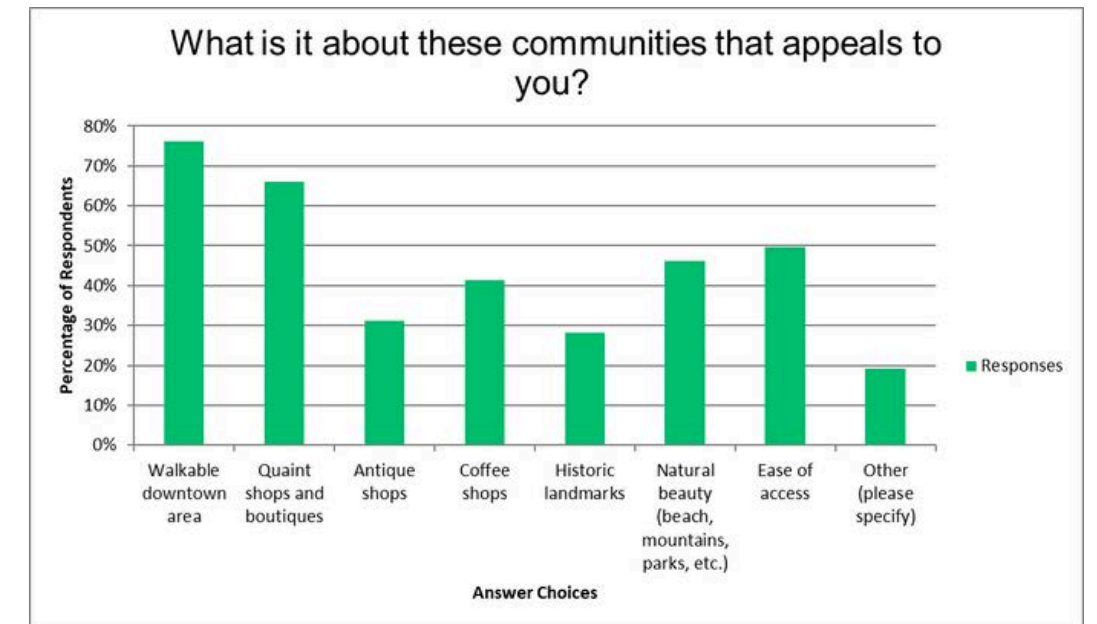
Natick, Foxboro, anywhere with things for children to do
 Auburn, Putnam
 Uxbridge, Millbury, Sutton, Douglas, all of Rhode Island, Putnam, West
 Brookfield, Charlton Boylston Lancaster, Ashby, Townsend, New Hampshire.
 Northbridge, Natick, Hopkinton, Shrewsbury
 Putnam CT
 Sturbridge, Charlton, Worcester, Hudson, Marlboro
 Hudson
 Putnam, Killingly, Oxford, Sturbridge
 Woods and space.
 Nothing is in Dudley.
 Webster, Putnam, Worcester
 Sturbridge, Putnam
 Chepachet ri
 Franklin – beautiful small town feel but incredible community and amenities as
 well as school system
 Sturbridge, Webster
 Walkable downtown with variety of restaurants, cafes, and shops. Frequent
 events/activities like farmer's markets, festivals (Putnam has done a great job
 with this! Love how they also display art outside vacant buildings) green spaces
 Hudson
 OXFORD
 Mystic, CT
 Sturbridge and Putnam, CT
 Why compare to another, make it our own.. be us not them
 Putnam antique district
 Aesthetically pleasing ones down town Putnam
 All Dudley has is liquor stores, pizza and super markets.
 We need nice restaurants and stores like a target to fill some of these empty
 buildings
 Putnam's center with the restaurants, theater, and shops.
 quiet, low crime, a place to go riding in the woods and be legal
 Oxford parades and functions held on their town common
 Downtown Putnam is obviously great for restaurants. Quaint scattered
 shops/farm stores in Woodstock.
 Small town charm, parks, playgrounds, trails to walk or hike
 Safe, clean, family friendly, attractive, shops and food.
 Shrewsbury
 Locally Downtown Putnam. Not as local Kennebunkport, Newport
 Salem,
 Nearby Putnam!
 Sturbridge, Auburn

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

Putnam, Worcester, Sturbridge
 Lots of things to do, interesting dining
 Putnam
 Putnam, Sturbridge
 Putnam
 Worcester
 Putnam, Sturbridge
 Putnam, CT
 Putnam
 Suburban Boston
 Places that host free events for the community
 Cape Cod
 Barre
 Sturbridge MA, Putnam Ct.
 Sturbridge
 Woodstock CT
 Worcester, Millbury, Putnam, Oxford, Sturbridge
 Auburn, Oxford, Putnam, Millbury, Worcester, Sturbridge, Woodstock
 Putnam, Killingly/Dayville, Webster
 Killingly/Dayville, Webster
 Communities with better shopping than dollar stores.
 Portsmouth, NH
 Burlington, VT
 Oxford, MA, Putnam CT.
 Communities with town commons, community centers and town centers that
 have a sense of cohesiveness and networking between the entities. If they can't
 be in physical proximity to each other then at least having signage or branding
 that indicates this is a public space for use by the residents of Dudley.
 Southboro, shrewsbury, Pembroke
 Sturbridge, Brookfields
 Millbury, Westborough, shrewsbury, Oxford
 Putnam CT
 Woodstock and Pomfret CT.
 I enjoy walking to shops and exploring the town. It would be great to have access
 to antique shops, coffee shops, small stores, etc.
 Oxford, pascoag ri, putnam
 Putnam, CT
 Sturbridge, MA
 Oxford has an amazing community presence. They do town wide events
 frequently that are great success. They make sure to promote these events
 widely and frequently and to out of town people as well. Their downtown area is
 easily accessible, kept up nicely and usable for the public all the time.
 Oxford, Charlton, Brookfield

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

8. What is it about these communities that appeals to you?



Answer Choices	Responses
Walkable downtown area	76.17% 195
Quaint shops and boutiques	66.02% 169
Ease of access	49.61% 127
Natural beauty (beach, mountains, parks, etc.)	46.09% 118
Coffee shops	41.41% 106
Antique shops	31.25% 80
Historic landmarks	28.13% 72
Other (please specify)	19.14% 49
	Answered 256
	Skipped 48

Other (please specify)

Parking
 a variety of stores
 Restaurants Brewery
 Affordable, quaint restaurants, theater.
 Respect for residents and police allowed to do there jobs



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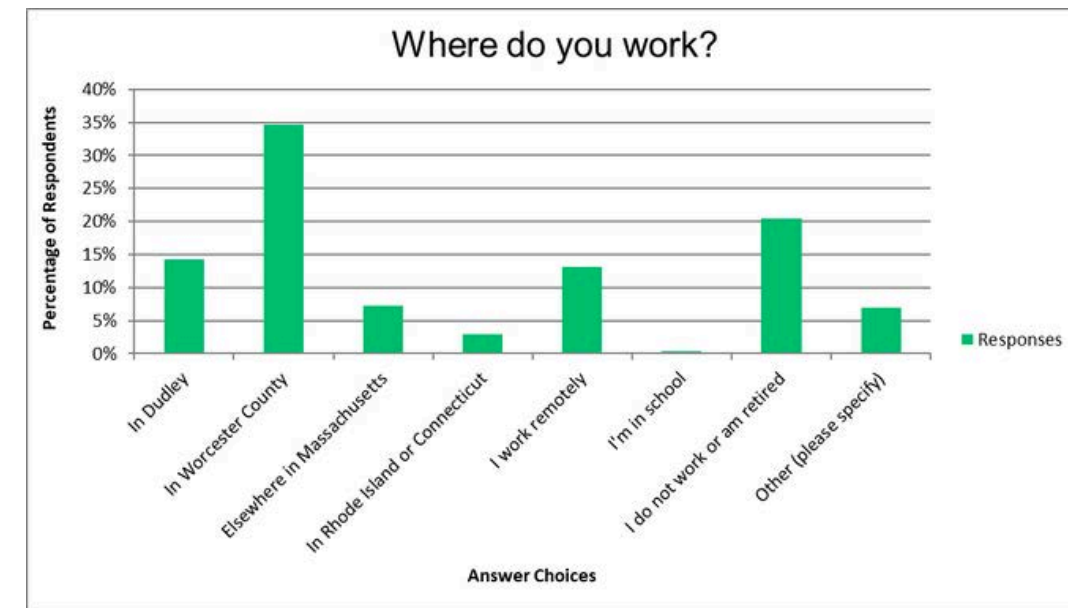
APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

- Restaurants and OSV Pomfret, Thompson, and Woodstock in particular have done a great job maintaining their old New England character. We have some of this with the hill and the Black Tavern. Putnam has become a destination due to its concentrated area with the revitalized K-mart plaza that started in the 1990's, and the downtown now has lots of great eateries, shops, and music & theater venues.
- Ample parking
- Restaurants
- Bars and restaurants
- Less corruption and less taxes
- The rusted bridge
- Energy in downtown, good restaurants, pretty natural setting
- Anything g tasteful - PLEASE no more tattoo and motorcycle shops.
- Sense of community- Dudley has no sense of community or town spirit compared to Southbridge, Charlton, or Oxford Restaurants
- Restaurant/ Bars
- Clean
- Leave the town alone
- Fine Dining, Casual Dining, Farm to Table Restaurants Strip clubs. Diverse restaurants and bars A theater Access to new housing developments, stores, restaurants, forward-thinking local government
- They're playgrounds and family-friendly areas aren't neglected pieces of scrap. Oxford has a splash-pad. The playground at the police station and the public beach at Merino Pond are an embarrassment.
- Restaurants
- Pickle ball courts
- Parking
- Restaurants, other amenities
- Things for children to do
- Walkability is the single most important factor if you want people to frequent an area. That and parking.
- Variety of things to do
- Nothing
- Shopping, dining, medical services
- Farmers market
- Restaurants and stores within minutes and clean!!!
- Shopping, walking trails
- Restaurants
- Nothing to say
- a place with alot of woods and trails to ride on
- Clean and safe

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

- Restaurants
- restaurants
- Yankee Spirits
- Walking/bike trails, shopping, quality restaurants
- Walking and bike trails, good restaurants
- Community parks, playgrounds, and lakes
- Community centers
- Restaraunts

9. Where do you work?



Where do you work?		
Answer Choices	Responses	
In Worcester County	34.67%	95
I do not work or am retired	20.44%	56
In Dudley	14.23%	39
I work remotely	13.14%	36
Elsewhere in Massachusetts	7.30%	20
In Rhode Island or Connecticut	2.92%	8
I'm in school	0.36%	1
Other (please specify)	6.93%	19
	Answered	274
	Skipped	30

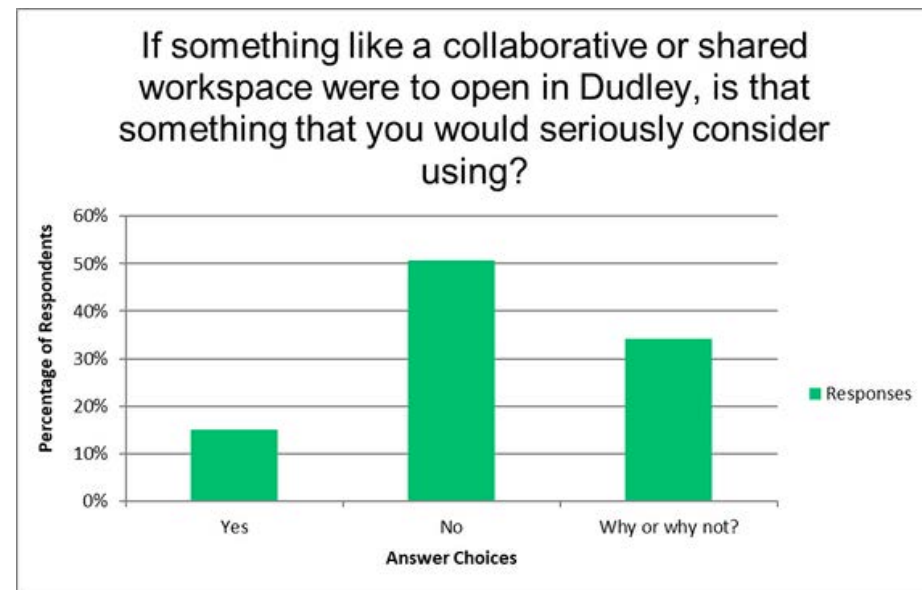


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APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

10. If something like a collaborative or shared workspace were to open in Dudley, is that something that you would seriously consider using?

(Note: A collaborative work space is a shared work space that allows people to rent a small office where many amenities are shared with other people renting there.)



Why or why not?

- Not needed for my family I have a nice office at home and would not be reimbursed from work not in my job field but i'm sure others would.
- Retired
- Not something I need
- not a business owner
- Like where I work now
- How would this be appealing to the general public, especially on weekends?
- We have spaces in town that are empty fill those first
- I can work remote from my home
- My career does not need a work space
- Great idea, but it's not for me with my line of work.
- Idk
- I prefer privacy
- Doesn't apply to my job
- Not applicable to my career
- Not indicative of my job

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

- Retired but agree with the idea
- I can't do my job remotely; otherwise, I might consider a WeWork style location.
- to many current vacant properties
- It's a good idea since many people work from home and that may get them out of the house and into the community
- Retired
- Not needed
- Because I have a home office, and am no longer actively working
- Retiring
- Retired
- retired - previously worked from home and have the equipment I need
- I don't need this, but others might.
- I'm retired. I wouldn't use it.
- Sometimes finkel odor can be overwhelming
- My office is in auburn
- No personal need
- N/A
- Could attract trashy shops
- No need
- My career doesn't apply to this I have no need. As a service provider or user? I don't have a business I work in a privately owned office. Fix the problems we already have
- No need!! Work not conducive to this type of space; might consider for creative space if (pottery, baking, etc)
- Home is better. When I do work from home, I have a great home office setup already
- Don't have that type of business Work in school Community hall area for events I would use it but I don't see the demand for that in town
- No need for a workspace - retired.
- Retired
- I work remotely
- I work for construction company
- I work from home - I don't need shared workspace.
- N/A
- I have an office space. I will work there. If not I will work at home.



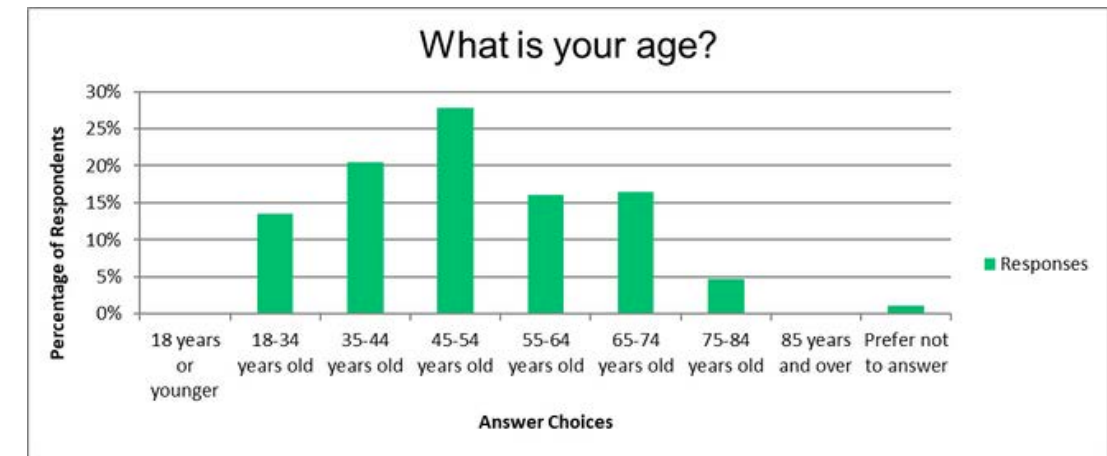
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APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

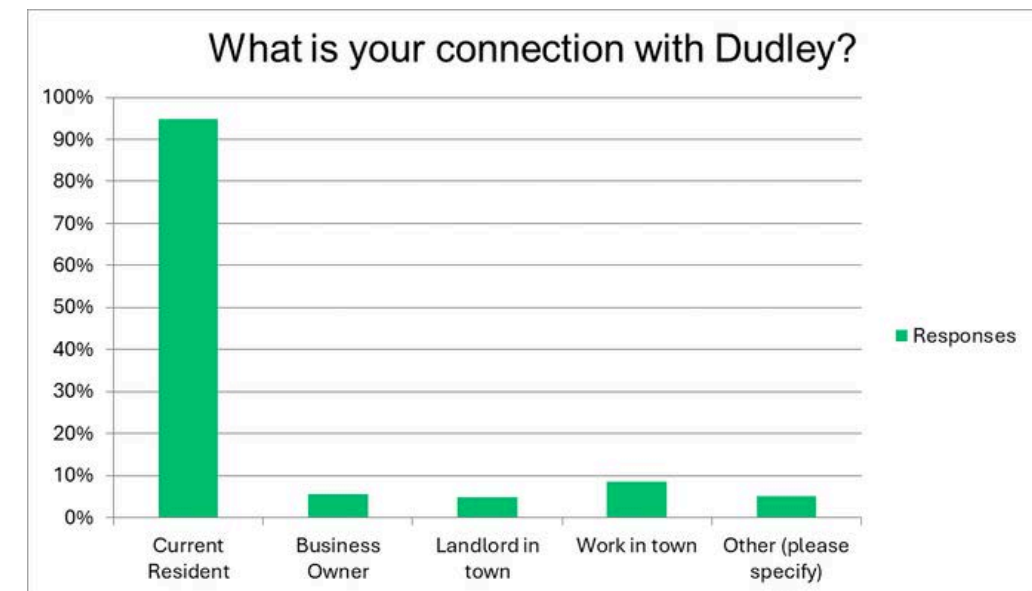
- I have a home office.
- Not needed.
- I don't need an office space, but I would go to it to do visit the businesses if they offered services or sold goods
- No interest
- Retired
- I am not working any more. Collaborative artist space I might use
- I own a home daycare. But if I could find a way to use it I will no need
- Retired
- I would have no need
- I work from home
- I WFH two days a week and I don't want to pay for something I can do at the comfort of my home. It's an idiotic idea.
- Irrelevant to my needs
- It would depend on who or what the workspace was used for
- No need for my job
- Happily retired
- Not needed
- Not needed for me personally
- Too remote
- Job not conducive to a shared workspace
- RETIRED
- Not feasible
- I work in a Dental office
- Retiree, but I think it sounds like a decent idea.
- Tight budget, but my husband works remotely, so may consider for the future
- N/A
- Have a home office
- no longer work
- I work from home, with a set up provided by my employer
- I am retired
- Makers Space for Woodworking, Welding would be great
- Don't need it
- It would not benefit me for my work, but if it could be open for very short term rentals like a conference room for club meetings I would be interested.
- don't have the need for it.
- No. Look at what is happening in Boston with commercial office space losing tenants and loss of tax revenue. Collab spaces are a trend and by the time Dudley gets this project underway, we'll be on the tail end of said trend.

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

11. What is your age?



12. What is your connection with Dudley? (Select all that apply)





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APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

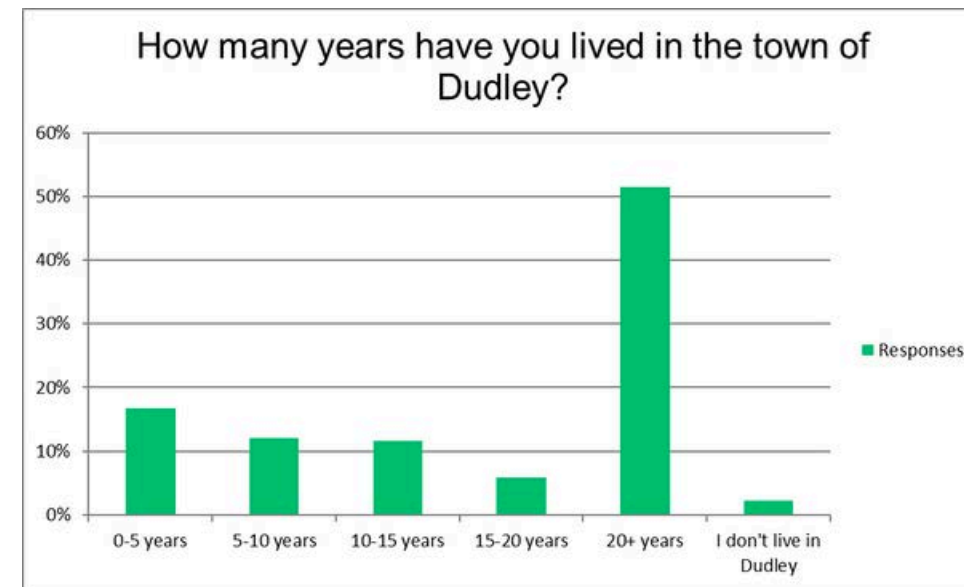
What is your connection with Dudley?		
Answer Choices	Responses	
Current Resident Work	94.87%	259
in town Business	8.42%	23
Owner Landlord in	5.49%	15
town Other (please	4.76%	13
specify)	5.13%	14
	Answered	273
	Skipped	31

Other (please specify)

- Former resident Lived here since birth, taught in regional school system for 40 years
- I have lived in Dudley most of my life. Hate to see the town grow into something it is not. I like my quiet area. Fish Road Volunteer All of the above
- Life long resident
- Lived here all my life
- Family owns business and rental property
- Family there and returning to live there within the year
- Former resident
- Grew up in dudley
- Lived in Dudley for 50 years. Webster now.
- Nichols Student, introduced to community
- Resident of Webster

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

13. How many years have you lived in the town of Dudley?



14. Please tell us about anything we did not cover in this survey or any additional comments you have. (Optional)

Responses	Answered	Skipped
Need some things that just don't exist in southern Worcester county....a sonic restaurant...chick fil a....outside seating restaurants...retro arcade	21	23
Community theater with art studios and get little places to eat and conversation. Something to attract people		
The last few years our small town keeps upping the tax rate and is going to price out the citizens if it keeps doing this. People on a fixed income can not accommodate this large increase in taxes easily.		
Fish Road should NOT be considered a suitable area to put a business. It is a narrow windy road and it's mostly residential. There are no sidewalks and no places to park.		
Development of town beach, its hidden but should be promoted as a communitrt asset that requires a big refresh. Lack if youth programs like swimming lessons, no camp or summer rec program		
The process needs to realize that Dudley is a destination. We are not Off a major interstate. Often mentioned people would like to see franchised businesses in Dudley. That is a longshot. Because franchised businesses want to be located in highly visible areas off of major interstates. Anything new needs to accommodate the community itself and surrounding communities.		
-Are residents invited and willing to serve on the revitalization committee?		



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APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

Take care of residents and stop letting the college run the part of town next to the college how many times do people have to call for a officer be out around hall rd are it's a racetrack

It would be great to have more green areas and parks. Clean up and maintain the beach behind Mason road. A coworking space would also be great! And if space allows, revitalizing the gateway area and down by cumbies/fire station.

It is not government's job, either by law, intent or mandate to put a finger on the scale of commercial economics. Businesses should thrive or fail because they do so naturally. I would not support any tax dollars, local, state or federal to support this.

I would love to see an updated Senior Center. Other towns have great programs that I use all the time. Dudley is so limited. Our library could be used more. I wonder if citizens know it's there. No sign on West Main that indicates a library is close by. Also something could be done with the old Library. However, that intersection is a mess with the donut shop traffic.

Looking forward to what might come out of this interest.

fix the bridge on hill street PLEASE

Crime

Completing the rail trail connections together would be a welcomed experience

Dudley does need to encourage more businesses to come to town in order to increase tax revenue and attract more residents to move here. We also need to have a more central town square or town common on West Main Street somewhere where town events can be held all year to create a sense of community. (The grange events are difficult to get to and access since they are so close to Nichols College- in terms of parking, and convenience to main roads. Another option for green open spaces could be a community garden.

We need a playground for children and a safe place for teens. We need more parks and walking trails or rail trails that connect.

I am a women and a mom of teenagers

I am extremely concerned about any economic development that threatens the rural and agricultural nature of Dudley. I would much rather deal with a reduction in town services and/or an increase in taxes than have our town ending up looking like Webster with endless strip malls and the 1:5 ratio of auto parts stores to residents they have there.

I would recommend leveraging our natural resources to attract visitors and residents to town, especially making our ponds more accessible for recreation like kayaking/boating and fishing. It would also be great to increase the number and type of recreational trails; the current revitalization of the rail trail that crosses Mill Road is a step in the right direction.

It would also be great if we could make it easier for farms and homesteads to sell their products as this would be a great step forward in making Dudley's existing agriculture more of a centerpiece. Consider the small farm stores in neighboring towns that seem to do well: there's one in Charlton (just off Dresser Hill) where they sell their own beef & other farm products; Woodstock Dairy on Child Hill Road is fantastic; Morning Glory farm on Rt 97 in Pomfret not only does CSA-style produce but also makes small-batch pizzas at different times of the year right on the premises; and New Boston Beef in the Fayban section of Woodstock is sells their own beef and is about to open a small restaurant as well. I see no reason why something similar couldn't work for Dudley.

Thanks for taking the time to read this.

Feel like folks just drive through town and don't really feel inspired to stop.

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

Better management of funding/finances.

Subsidized Housing

Clean the waterway in the Gateway area. I'd love to see a joint effort with Webster to rejuvenate that entire Main St (Webster) corridor leading into the Dudley Gateway. All of Main Street in Webster is very depressed- looking and restaurants and small businesses don't seem to thrive there at all. It would benefit everyone if the two towns could work together on this.

We need a solution for the traffic around Dippin Donuts. So many people trying to go to the drive thru that it clogs traffic in the area

The donut shop near dollar general is a dangerous area. (Traffic)

This will impact traffic on schofield ave, drivers allready drive on that street as if it was a speed way, something should be done about the excessive speeding on this street rather than worrying about curb appeal

Adamantly opposed to anything that works against the rural character of the town.

Driving on West Main St is a mess. Improve the flow. Make it safer for those entering the donut shop to get in/out without obstructing traffic. I dislike the bar(s) and dollar store(s) in the area.

Not notifying the towns people about this survey. I just found out from my neighbor. Not good people pleasing.

Manage your budgets ans stop over spending. You're killing us taxpayers.

Cleaning up nip bottles, and opening the playground

Do something with the Dudley beach

Too much building, destroying woods and the character of this small town.

We don't need any more dollar stores. If we do not attract new businesses, it would be nice to improve the aesthetics of those we have and add green space.

Leave town as a quiet town! That's what makes it good! Town does not need more apartments!!!

Leave us alone

If apartments are coming we need far more restaurants, activities, and grocery stores to support the apartments. Also more programs to help with drug addiction or more accessible.

Walking trails appeal to young children, adults and elderly.

Fix the Hill St bridge to reduce traffic on Main Street

I find Dudley to be a good town, but not a welcoming town for its residents. There is no incentive to open a business, build a home, create a better space. The restrictions and hoops are insane. We have amazing residents, the police, emt's, fire dept are top notch. Taxes and cost of living are making it impossible to thrive or grow in Dudley.

Too many empty buildings. Either knock them down or lower rent so businesses can go in. Make dudley money. Give dudley residents somewhere to go.

Fix the problems we already have rather than proposing new ones.

Bring in better restaurants!!

I think the area could grow, however there needs to be a reason for other businesses to want to grow around it. You need a centralized starting point that will attract other businesses and expand out from there.

Our infrastructure has been underserved for decades, and now we are suffering the problems that has led to as our population increases



10 APPENDIX

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

What can be done to develop the property across from Marty's Cheap Booze? Could we get him to change the sign? Is Cheap Booze what we want people to associate with Dudley????

We seriously need to focus on long term economic development and budgeting. The school system comes in every year begging for more money & often times that includes key staff reductions and hiring more admin bloat. We need to focus on where our tax payer dollars are going to before we just go blowing any more money. Let me make myself clear. The town of Dudley needs to seriously re think its position on school of choice / low income housing etc. the old Dudley I grew up in is no longer. It's clear the decay has begun and the only cause we can point to is the low income not contributing population. We must reverse course immediately before we think about expansion projects

There's no recreational places (playgrounds, splash pads, etc.) to take my kids in Dudley so I have to go to surrounding towns.

College disturbing the residents with a PA system that radiates through most of Dudley Center. No noise ordinance in this town.

It's no longer a quaint peaceful quiet town. You're welcome to come listen to the game calls and music in my backyard on weekends most of the time college is in session.

I will say I lived in Webster for almost 15 years before moving to Dudley and have never been updated and notified about things in town or community as I am since moving to Dudley great small town community

I feel this is not the first time this subject has been approached.... need to follow through

Dudley is a very friendly, family community. Lots of potential to make it a destination for food, shopping & farm to table businesses.

Would love to see space for all walks of life, kids, middle age and older folks can gather and spend time. Shops, ice cream, coffee, diner

It would be great to get more sidewalks on west main st, and adding a grant for the homeowners on

West main to add curb appeal (the city should approve every piece so money isn't being spent irrationally), dead tree removal (there are so many on west main and in residents yards), the memorial day parade should go as far as dudley town hall, work with local companies to do these services so everyone wins, the town spends less money/ local economy grows, big town hall yard sale throughout the summer weekends at a fee to raise money for these projects and community events. Help set up people to volunteer a yard cleanup raffle. Our yard was a hoarders house flip but they didn't fix the yard, it's taken two years and thousands of dollars and we're only halfway through. The street could look much better.

More emphasis on nature, hiking, outdoorsmanship. I think we have a lot to offer, and this could become one of our identities

Unsure why this is an issue

I believe there are a large group of elderly and then youngsters. There should be help in all forms for elderly and something for all age groups of k through 12 to do. Business wise

Please bring commerce into town.

Improve what we already have, don't add more and leave the rest to rot.

Clean up downtown. Too many Empty businesses.

There is a lot of resistance/divisiveness in town which limits collaboration and financial support.

Dudley needs things we don't have to leave town for or nearby ct residence who have no options would use. Hardware store, pub style restaurant. Bakery, deli.

APPENDIX | DUDLEY GATEWAY – SURVEY RESPONSES

What to do to bring more traffic to West Main Street

Fix the bridge on Hill Street

i think this a waste of tax payer \$. more places like a legal spot where kids can ride dirtbikes and atvs would keep kids out of trouble these days

One thing I have ALWAYS thought Dudley was lacking was a "center". I know we have the area by the Black tavern, but every other local town has a discernible center with a common and/or bandstand. This is part of a town's identity. When I first moved to town I spent weeks searching for the center only to realize that there wasn't one. Are geographical center is somewhere around the intersection of Dudley Southbridge Road and Center Road/Dudley Oxford Road. I've always wished the college would donate the land where the President's House used to be to become Dudley's center.

Nothing in Dudley is a Destination to draw folks in. This will likely always be the case, therefore energy should be focused on serving those who live here/ pass through here.

So happy to learn about this worthwhile endeavor!

Thank you for seriously considering ways to improve Dudley's future. It is a shame that we currently need to go elsewhere for most of our shopping, dining options, entertainment, and activities. It would be wonderful to have some of those things available within Dudley, and to start to bring in some revenue for the town so we don't have to worry about cutting essential services. I think this project and others like it would make Dudley a much more desirable place to live long-term.

Need to charge the collage taxes

A functioning playground for school age children

Would love to see new housing with the old mills.

I want the Dudley Gateway Area to have character and small town charm. I don't like that it now it just feels like a wide spot along the state road between Webster and Southbridge

Would love to see the walking trails given some upkeep (ie) rake leaves and sticks, cut back brush, remove broken bits of asphalt.

Have concerns about funding for this ambitious plan since residents of the town don't want to seem to fund anything including essential services.

I like the premise but the concern is getting the right combination of public and private funding with the current interest rate environment, ie Stephens Mill. Additionally, would love to see the rail trails better maintained.

Working families and the elderly are the people of our town who could most benefit from a revitalized and connected downtown. Walking paths, sidewalks and trails are vital to creating connections

The town lacks a "downtown" area - just sort of sprawls along the main street.

Accessible Options for children and family recreation within town would be wonderful

We have bigger fish to fry at the moment. We need to make sure the town can afford what it already has.

Traffic in the Gateway Area is awful with two coffee shops whose drivethrus are too small and have connections to multiple streets. Dippins exits into a blindspot, and Dunkin had people trying to squeeze in from both West Main and the side street by the mill.

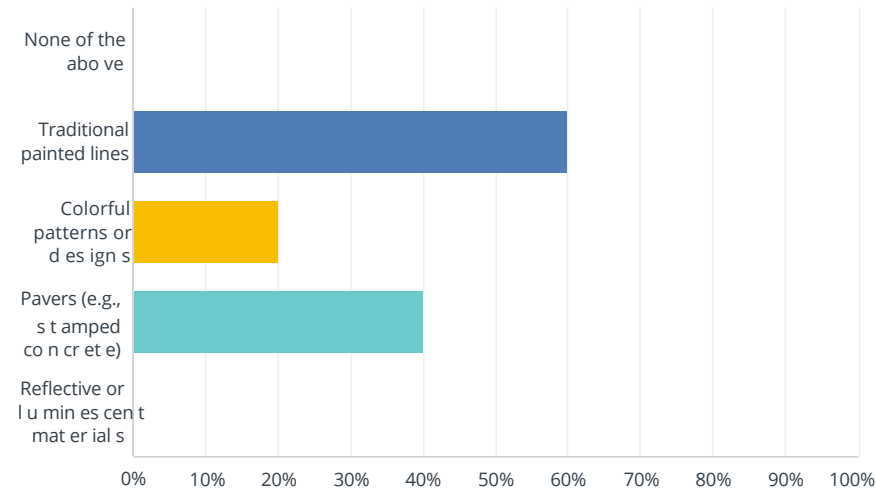


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Dudley Gateway EDC Vision

Q1 What type of materials would you prefer to see used for crosswalks in the Gateway area?

Answered: 5 Skipped: 0

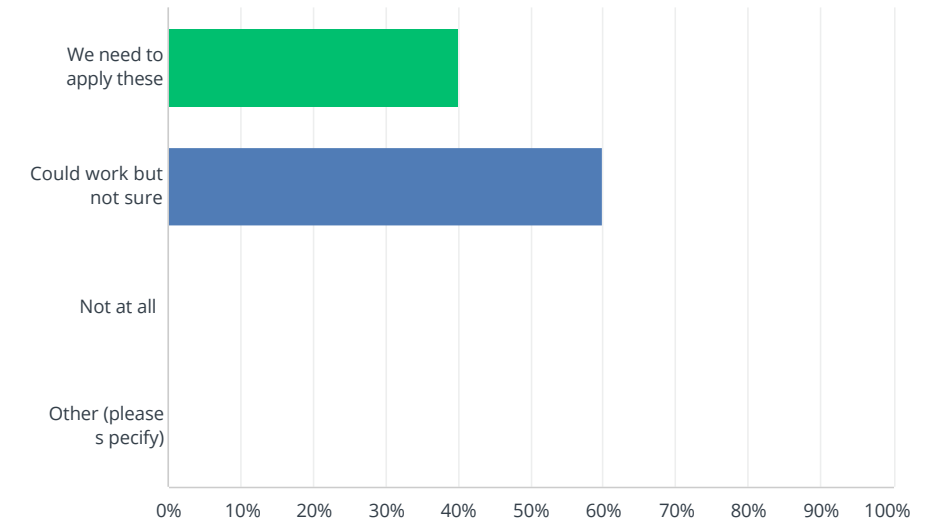


ANSWER CHOICES	RESPONSES	
None of the above	0.00%	0
Traditional painted lines	60.00%	3
Colorful patterns or designs	20.00%	1
Pavers (e.g., stamped concrete)	40.00%	2
Reflective or luminescent materials	0.00%	0
Total Respondents: 5		

Dudley Gateway EDC Vision

Q2 What is the committee's opinion on curb extensions?

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
We need to apply these	40.00%	2
Could work but not sure	60.00%	3
Not at all	0.00%	0
Other (please specify)	0.00%	0
TOTAL		5

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

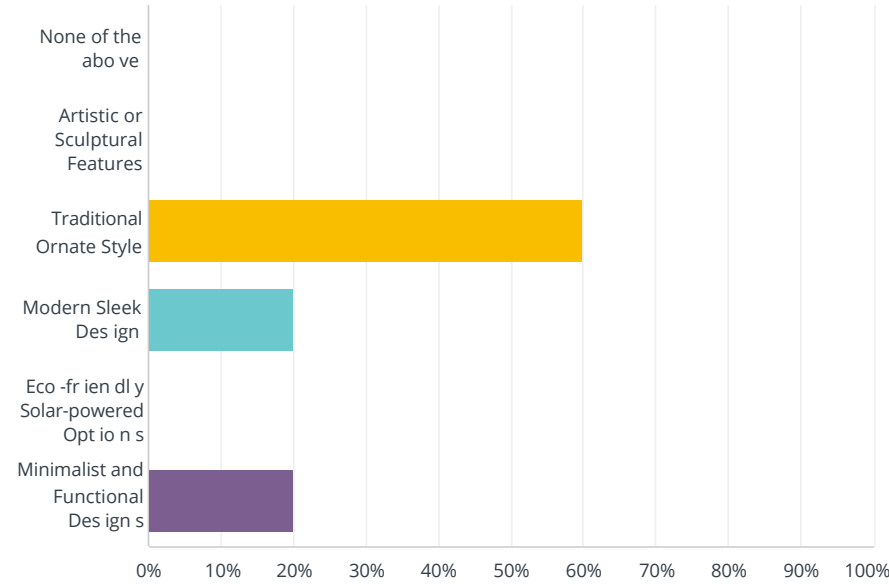


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Dudley Gateway EDC Vision

Q3 What type of lighting or post design would the committee prefer to see in the Gateway area?

Answered: 5 Skipped: 0

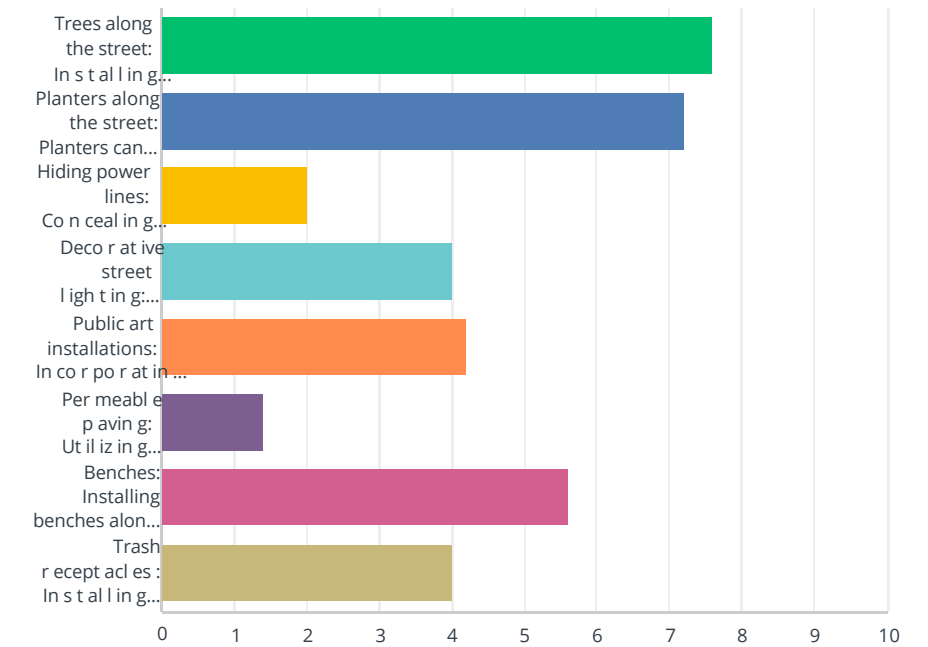


ANSWER CHOICES	RESPONSES
None of the above	0.00% 0
Artistic or Sculptural Features	0.00% 0
Traditional Ornate Style	60.00% 3
Modern Sleek Design	20.00% 1
Eco-friendly Solar-powered Options	0.00% 0
Minimalist and Functional Designs	20.00% 1
Total Respondents: 5	

Dudley Gateway EDC Vision

Q4 What type of landscape/beautification features would you prefer to see along the streets of the Gateway area? (Please rank with the top (1) being the highest preference and the bottom (5) being the lowest preference)

Answered: 5 Skipped: 0





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Dudley Gateway EDC Vision

	1	2	3	4	5	6	7	8	TOTAL	SCORE
<p>Trees along the street: Installing trees along the sidewalks can enhance aesthetics, provide shade, and improve air quality. However, it may require cutting into the sidewalk for planting, periodic maintenance (e.g., pruning), and consideration of overhead power lines. Estimated cost: New Trees 3-3.5 cal. - \$2,000.00 unit cost (including planting and initial maintenance).</p>	00% 3	00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5	7.60
<p>Planters along the street: Planters can add greenery and color to the streetscape while allowing flexibility in plant selection. Placement may require cutting into the sidewalk for installation and regular maintenance for watering and plant care. Estimated cost: \$2000 per planter (including installation and initial planting).</p>	40.00% 2	40.00% 2	20.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	5	7.20
<p>Hiding power lines: Concealing overhead power lines can improve the visual appeal of the area and create a more attractive skyline. However, this may involve significant infrastructure work, including burying cables underground, which could be costly and require coordination with utility companies. Estimated cost: \$2 million to \$6 million per mile of power lines buried (depending on local conditions and utility company requirements).</p>	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	20.00% 1	40.00% 2	5	2.00
<p>Decorative street lighting: Installing decorative street lighting fixtures can enhance the ambiance of the area during the evening hours, improving safety and</p>	0.00% 0	0.00% 0	20.00% 1	20.00% 1	20.00% 1	20.00% 1	20.00% 1	0.00% 0	5	4.00

Dudley Gateway EDC Vision

<p>aesthetics. However, this may involve coordination with local utilities for installation and potential disruption to sidewalks for wiring. Estimated cost: \$5,500-\$7,000 per light fixture (including installation and wiring).</p>										
<p>Public art installations: Incorporating public art installations along the streets can add cultural value and visual interest to the Gateway area. This may include sculptures, murals, or interactive art pieces. Costs can vary widely depending on the scale and complexity of the artwork, as well as any necessary permits or approvals. Estimated cost: Varies depending on the specific artwork and installation requirements.</p>	0.00% 0	0.00% 0	20.00% 1	40.00% 2	0.00% 0	20.00% 1	20.00% 1	0.00% 0	5	4.20
<p>Permeable paving: Utilizing permeable paving materials for sidewalks and crosswalks can help manage stormwater runoff, reduce flooding, and improve water quality. While initially more expensive than traditional paving materials, permeable paving can provide long-term environmental benefits. Installation may require cutting into existing pavement and proper drainage planning. Estimated cost: \$10 to \$40 per square foot (including materials and installation).</p>	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	40.00% 2	60.00% 3	5	1.40
<p>Benches: Installing benches along the streets can provide resting spots for pedestrians and enhance the overall comfort of the area. Placement should consider accessibility and pedestrian flow, and installation. It may require coordination with local authorities for</p>	0.00% 0	20.00% 1	40.00% 2	20.00% 1	20.00% 1	0.00% 0	0.00% 0	0.00% 0	5	5.60



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Dudley Gateway EDC Vision

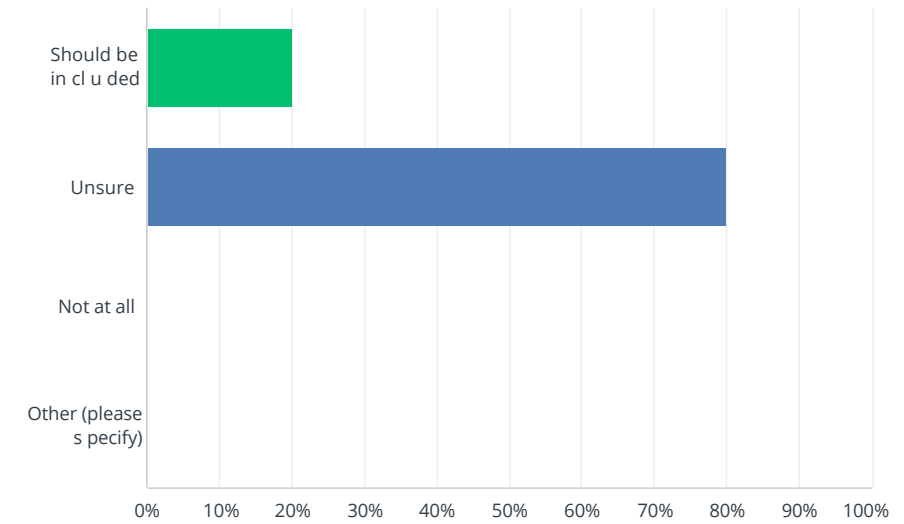
permits. Estimated cost: \$1,500 to \$2,000 per bench (including installation).

	0.00%	0.00%	0.00%	20.00%	60.00%	20.00%	0.00%	0.00%	
Trash receptacles:	0	0	0	1	3	1	0	0	5
Installing trash receptacles along the streets can help maintain cleanliness and promote proper waste disposal. Placement should consider high-traffic areas and pedestrian convenience, and installation may require coordination with waste management services. Estimated cost: \$2,500 to \$4,500 per trash receptacle (including installation).									

Dudley Gateway EDC Vision

Q5 How do you feel about the inclusion of awnings or other projections, such as pendant signs, extending over the right-of-way? (Please note that building code mandates a vertical clearance of eight feet.)

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES
Should be included	20.00% 1
Unsure	80.00% 4
Not at all	0.00% 0
Other (please specify)	0.00% 0
TOTAL	5

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	



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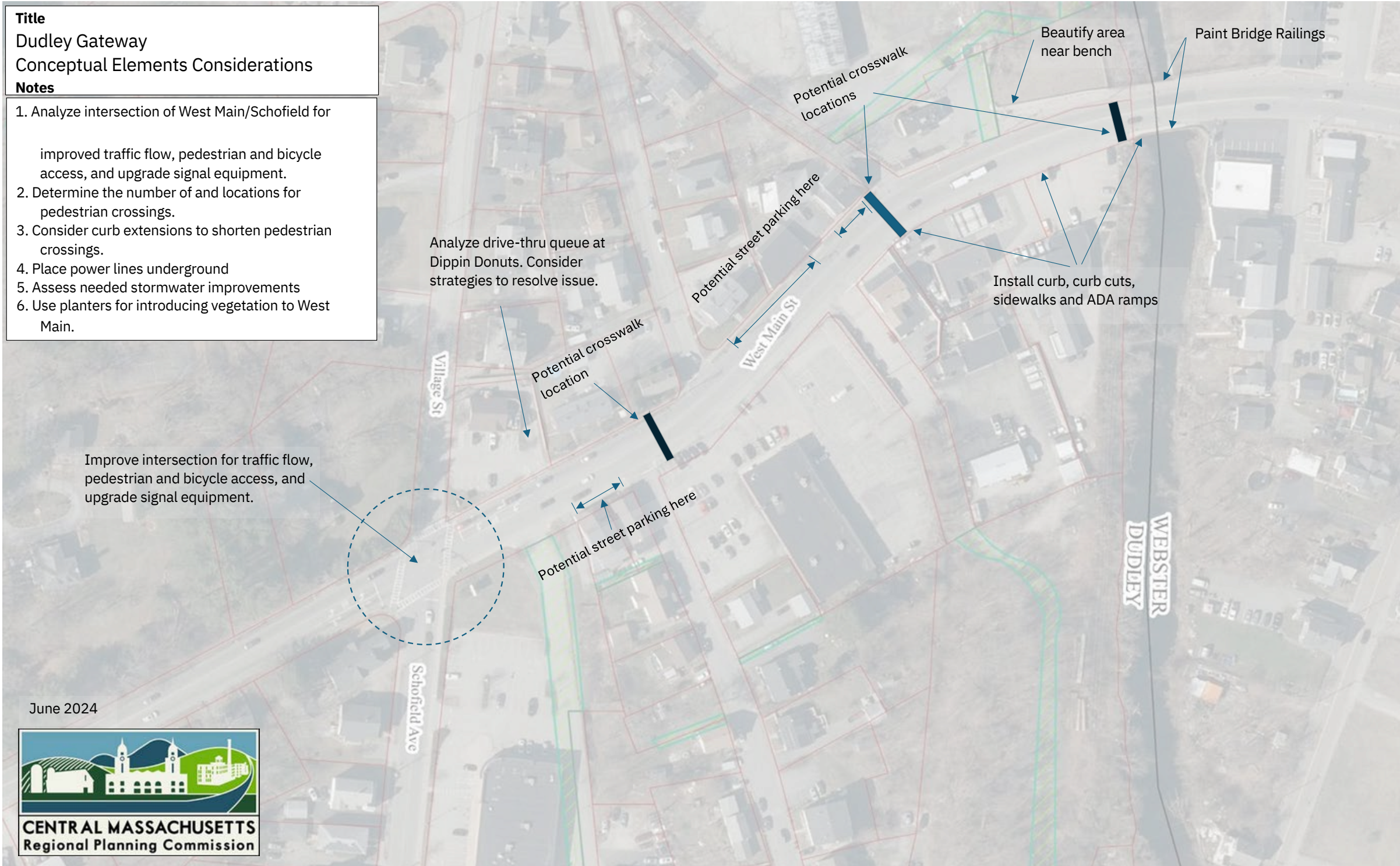
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- [7] Fitchburg, MA Gateway Sign <https://www.northcentralmass.com/north-central-massachusetts-chamber-of-commerce-leads-effort-to-replace-welcome-sign-at-important-gateway-in-fitchburg/> Accessed April 11, 2024.
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<https://onekeyresources.milwaukeeool.com/en/tactical-urbanism#:~:text=Though%20the%20techniques%20it%20describes,York%20based%20architect%20Mike%20Lydon> Accessed April 11, 2024.
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- [12] "The Case for Healthy Places" by Project for Public Spaces (2016)
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- [15] Massachusetts Executive Office of Economic Development. Rapid Recovery Plan Program (RRP). Technical Assistance Resources: Toolkits. <https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program#additional-resources-> Accessed April 11 2024.
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10 APPENDIX

Title Dudley Gateway Conceptual Elements Considerations
Notes 1. Analyze intersection of West Main/Schofield for improved traffic flow, pedestrian and bicycle access, and upgrade signal equipment. 2. Determine the number of and locations for pedestrian crossings. 3. Consider curb extensions to shorten pedestrian crossings. 4. Place power lines underground 5. Assess needed stormwater improvements 6. Use planters for introducing vegetation to West Main.



June 2024





10 APPENDIX

Dudley Gateway - Cost Estimate						
Phase	Item		Quantity	Price per unit	Subtotal	
Image and Identity	Gateway Sign	ea	2	\$7,750.00	\$15,500.00	
	Wayfinding Sign	ea	3	\$2,500.00	\$7,500.00	
	Marketing, and creation of brand and logo	ea	1	\$20,000.00	\$15,750.00	
					Subtotal	\$43,000.00
Underground Power Lines	Not yet designed. Estimate only.	lf	1,050	\$2,857	\$3,000,000.00	
					Subtotal	\$3,000,000.00
Bridge Painting		sf	520	\$6,240.00		
Stormwater Improvements	Catch Basins (4' diameter)	ea	6	\$6,000.00	\$36,000.00	
	Storm Manhole (4' diameter)	ea	4	\$5,750.00	\$23,000.00	
	Note: Not yet designed. Concrete Drainage Pipe	lf	1,050	\$120.00	\$126,000.00	
					Subtotal	\$185,000.00
Streetscape Improvements	Granite Curb, Curb Cuts,	lf	220	\$100.00	\$22,000.00	
	Concrete Sidewalk	sf	1200	\$14.00	\$16,800.00	
	Accessible Curb Ramp	ea	12	\$2,500.00	\$30,000.00	
	Rapid Flashing Beacon (RFB)	ea	2	\$15,000	\$30,000.00	
	Ornamental Street Lighting	ea	10	\$9,150	\$91,500.00	
	Striped Crosswalks	lf	260	\$1.50	\$390.00	
	Bridge Painting	sf	520	\$12.00	\$6,240.00	
					Subtotal	\$171,130.00
	Construction documents (for Storm and Streetscape)	15% of subtotal			\$356,130.00	\$53,420.00
					Subtotal	\$224,550.00
Miscellaneous Site Improvements	Bench	ea	2	\$950	\$1,900.00	
	Trash Container	ea	2	\$850	\$1,700.00	
	Bicycle Rack	ea	1	\$230	\$230.00	
	Large Planters	ea	10	\$300	\$3,000.00	
	Medium Planters	ea	20	\$200	\$4,000.00	
	Potting Soil	cy	16	\$85.00	\$1,360.00	
	Ornamental Trees	ea	10	\$250.00	\$2,500.00	
	Ornamental Grasses	ea	10	\$20.00	\$200.00	
	Bulbs	ea	300	\$4.00	\$1,200.00	
	Potting Soil	cy	16	\$85.00	\$1,360.00	
				Subtotal	\$17,450.00	
Façade Improvement	Physical Improvements	ea	10	\$20,000	\$200,000.00	
	Program Manager	Per year	2	\$20,000.00	\$40,000.00	
				Subtotal	\$240,000.00	
Trail Connections	To be determined when trail connections are determined.					
				Subtotal		
Tactical Urbanism Public Art Interventions	Miscellaneous				\$5,000.00	
					Subtotal	\$5,000.00
	Small scale	ea	6	\$1,000.00	\$6,000.00	
Large scale	ea	2	\$20,000.00	\$40,000.00		
				Subtotal	\$46,000.00	
				Total	3,761,000.00	



10 APPENDIX

Steps for Developing a Façade Improvement Program		
As outlined by the Massachusetts Executive Office of Housing and Livable Communities (formerly the Department of Housing and Community Development) ¹		
<p>Step 1: Getting it Done</p>	<ul style="list-style-type: none"> Clearly identify what you hope to accomplish Document conditions Build up inventory of photos for properties/structures, accessibility, safety 	<ul style="list-style-type: none"> Identify your needs (building facades, signs, parking in front setbacks), document conditions What do you hope to accomplish? Accessibility and safety (ADA) Maintaining line of sight Excessive pavement, stormwater issues Condition of sidewalks Assessing storefronts – rating storefronts based on condition of doors, windows, transom, base, trim, interior display area, exterior lighting, sign(s) attached to building, awning
<p>Step 2: Bring others into the conversation – partners are critical to the success of your façade improvement program.</p>	<ul style="list-style-type: none"> Municipal staff Municipal boards Downtown organizations, Chamber of Commerce, historical society, community development corporation, redevelopment authority Knowledgeable community members 	<p>Goals:</p> <ul style="list-style-type: none"> Build a program with a high likelihood of community support at adoption and funding Identify property owners who are willing to participate in the first few projects Create a working group of representatives to develop criteria for program Which problems will the program address? How will projects be chosen? What are appropriate funding sources for the program and funding levels for each project? Who will manage the program? (has town considered a Main Street Program?) How long will the program last?

¹ Massachusetts Executive Office of Housing and Livable Communities and Innes Associates Ltd. Sign and Façade Toolkit. <https://www.mass.gov/doc/sign-facade-toolkit/download>. Accessed April 11, 2024.

<p>Step 3: Develop the design guidelines – consider comments on survey</p>	<p>Considerations</p> <ul style="list-style-type: none"> Is area within a Historic District? Does it include a significant number of historic buildings? Is the storefront condition a primary concern? May only require cleaning up, painting, signs – consider minimal restrictions for minor work. Still, establish expectations. Is the condition of the site a primary concern? Stormwater issues Introduce art into the building and sites Safety for pedestrians and vehicles 	<p>Given the mix of building styles and ages, can design guidelines be developed that allow for these differences?</p> <p>Design Guidelines for improvements must be specific to make compliance easier.</p> <p>Goals of Design Guidelines:</p> <ul style="list-style-type: none"> Address concerns identified in Step 1 to produce consistent results in the physical and visual quality of the area. Provide clear and specific information about how the guidelines can be met to aid in implementation. Use graphical examples. Pre-existing storefronts may remain. Consider if Design Review will be required. Awnings
<p>Step 4: Develop criteria for participation</p>	<p>Demonstrated need:</p> <ul style="list-style-type: none"> Deteriorating physical conditions Energy efficiency 	<p>Desires:</p> <ul style="list-style-type: none"> Outdoor dining Community preferences Types of assistance Funding strategy (CDBG, Mass Development, Barr Foundation)
<p>Step 5: Authorize the program – approval at Town Meeting</p>		<ul style="list-style-type: none"> Public presentation of the program, its components, and implications Before-and-after photos showing types of improvements One-page fact sheet for Town Meeting An online PDF and/or video to explain the program



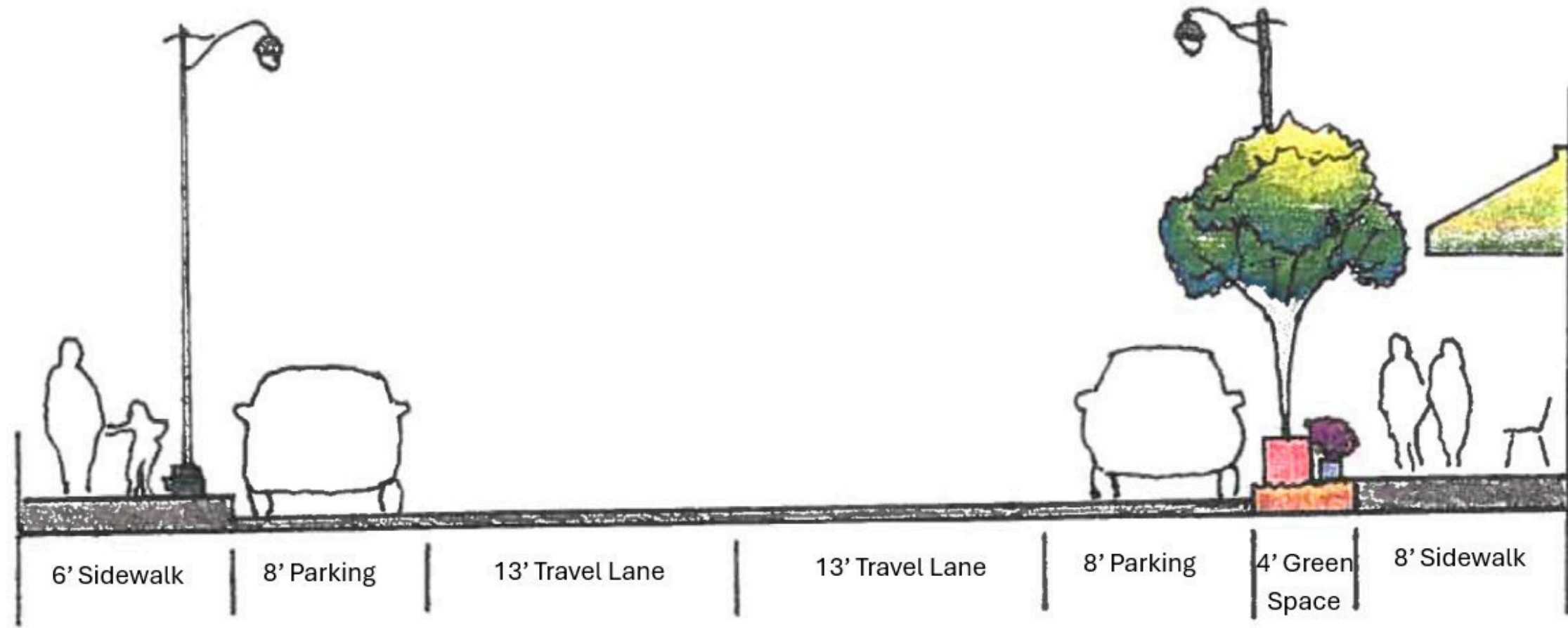
10 APPENDIX

<p>Step 6: Funding our program</p>	<ul style="list-style-type: none"> American Rescue Plan Act funding – if still available – must be encumbered or committed by December 31, 2024, but have until December 31, 2026, to be expended. CDBG, if eligible – need to be designated as a slum and blight area Massachusetts Downtown Initiative Commonwealth Places (match to crowd-sourced funds for placemaking) Low-interest loans or loan forgiveness program. Fundraising 	<ul style="list-style-type: none"> Community Preservation Act funding (if eligible). Redevelopment Authority when there is significant deterioration More complex improvements, including safety concerns and deterioration or lack of accessibility may benefit from leveraging funds from multiple programs such as the following: <ul style="list-style-type: none"> Massachusetts Historic Rehabilitation Tax Credit (Massachusetts Historical Commission) Underutilized Properties Program (Mass Development) Massachusetts Preservation Projects Fund (Massachusetts Historical Commission) Your community could also sponsor program that could provide funds to address issues that accompany deficiencies in façades, storefronts, and sites. Options include the following: <ul style="list-style-type: none"> Municipal Vacant Storefronts Program (Economic Assistance Coordinating Council). Downtown Management Entity Redevelopment Authority
<p>Step 7: Sign up participants</p>		<ul style="list-style-type: none"> Identify buildings that need the most help and identify owners who should be approached Encourage program as a way to fund building code violation repair

<p>Step 8: Implement</p>		<ul style="list-style-type: none"> Who is your project Manager? Municipal staff? Or another organization? Volunteers, CDC? What is the permitting process? Building permit, zoning, site plan review, SP? Consider streamlined permitting process. Are your legal agreements in place? That outline obligations, timelines and requirements for construction, maintenance, penalties for not following requirements, liens and bonds, and whether funds are a grant or a loan. Who is tracking and documenting the process? Track data, document process with before, during and after photos. How are you celebrating? Awards ceremony? Social media to promote the process, Online database of finished projects? Ribbon cutting?
<p>Step 9: Measure your success!</p>		<ul style="list-style-type: none"> Number of applicants over a certain amount of time Number of facades, storefronts, and/or sites improved within a specific timeframe Increase in visitors to the area Increase in sales at businesses that were improved Ability to extend program to other commercial areas in the community



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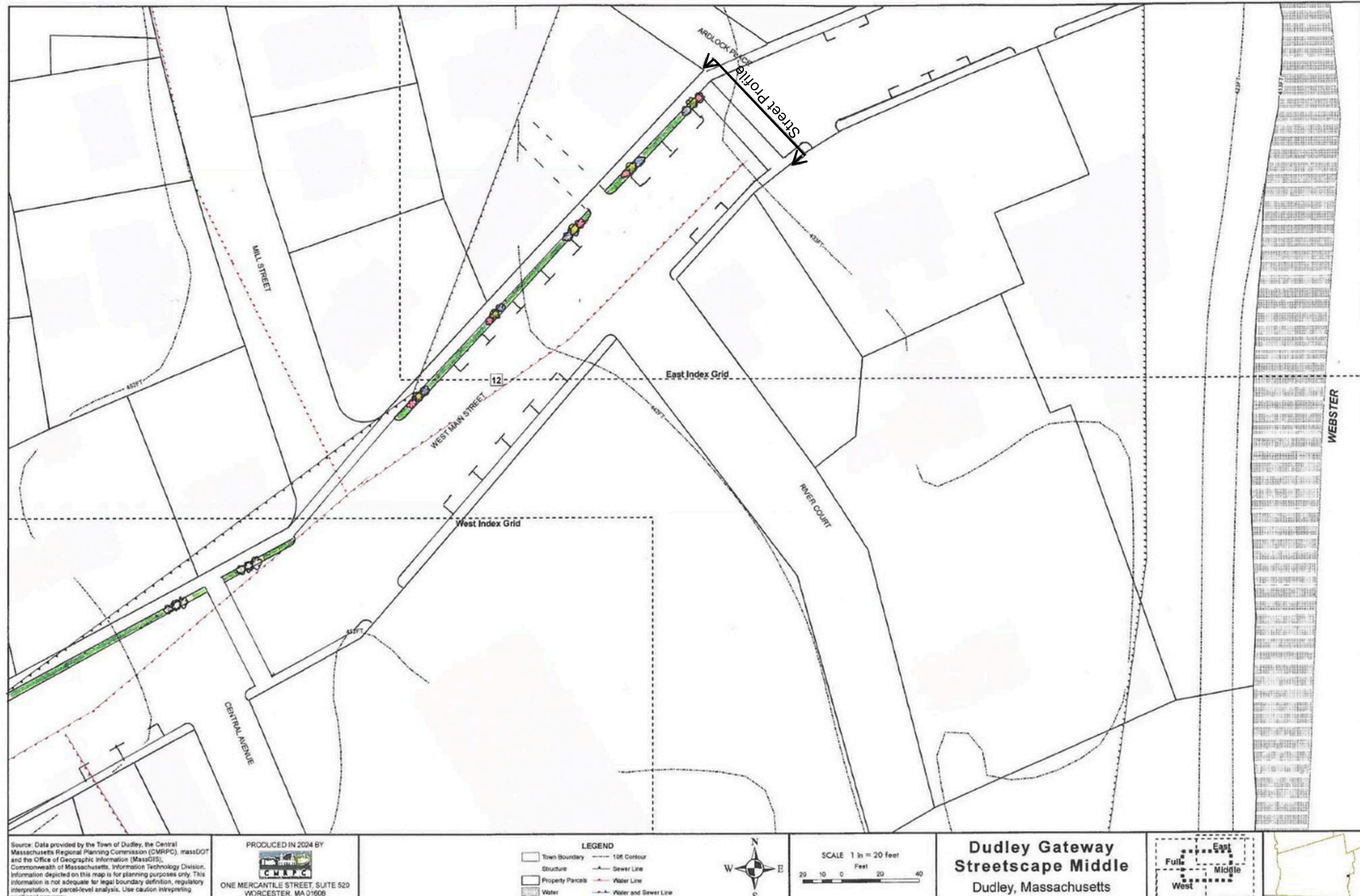


Street Profile

NOT TO SCALE














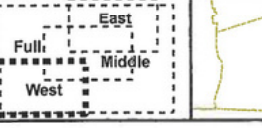
10 APPENDIX





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<p>Produced by the Town of Dudley, the Central Planning Commission (CMRPC), massDOT Geographic Information (MassGIS), Massachusetts, Information Technology Division. For this map is for planning purposes only. This is not to be used for legal boundary definition, regulatory or engineering level analysis. Use caution interpreting.</p>	<p>PRODUCED IN 2024 BY  ONE MERCANTILE STREET, SUITE 520 WORCESTER, MA 01608</p>	<p>LEGEND</p> <ul style="list-style-type: none">  Town Boundary  Structure  Property Parcels  Water  10ft Contour  Sewer Line  Water Line  Water and Sewer Line 		<p>SCALE 1 in = 20 feet</p> 	<p>Dudley Gateway Streetscape West Dudley, Massachusetts</p>	
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Dudley Economic Development Committee Meeting Notes In

June 25, 2024

attendance:

- Kelsey Buccelli
- Ellen Laprise
- Jo-ann Szymczak
- Jonathan Androlewicz
- Dr. Robin Frkal
- Bill Scanlan

Absent:

- Todd Donohoe
- Mark Marzeotti
- Ricky Bowden

Jane presented the two formats for the final report layout with the first one being a landscape format and the second being a portrait format. Jo-ann likes the second one. Kelsey said that they will probably all have different preferences. The group suggested we choose whichever layout is the most effective. Jane provided updates to

the committee on the following:

- Streetscape – offset intersections, lack of curb and sidewalks in some locations, makes it challenging to delineate on street parking. The area in front of Napa and the gas station have no curbing or sidewalks. After reviewing with the CMRPC engineer, staff estimated that approximately eight parking spaces could be striped on the street.
- Jane recommended a parking study and implied that the CMRPC transportation division could complete that.
- There is only one drain inlet in the project area, and it is in front of Dunkin Donuts. Stormwater improvements will need to be considered with the new streetscape plans.
- The CMRPC engineer estimates that placing electric underground could cost \$3 million.
- An alternative to placing trees in the ground is to use large pots. The south side of the street has narrow setbacks and retaining walls that really limits tree placement there. The north side of West Main has more space for street trees; however, the power lines are on the north side.
- The Interim Highway Director indicated that the signal equipment for the signal light at West Main and Schofield is quite old and recommends that the equipment is updated with street updates.

Bill noted that the right-of-way seemed pretty wide and thought that more parking could be found along the street. Jane noted that when a consultant comes on board, they can get more accurate dimensions. Given the existing conditions, staff did not see a lot of parking available along the street. Bill asked what a street profile would look like and if we get sense of what a street section would look like.

As far as a façade improvement program goes, Jane revisited how the meeting where we discussed this was a difficult one as it pointed out the work involved in having to develop such a program and to hire a program manager. The town does not have staff or funding to do so. Jane updated the committee and told them that with the limited size of the area, we recommend that the program is limited term and possibly for two years. Jane learned that CMRPC staff has temporarily managed and implemented a façade program for another community. We would need to identify funding to manage it.

Regarding zoning, many properties in the Gateway area are expected to be pre-existing non-conforming. Seeing the area is built out, will it matter if zoning is changed to accommodate a walkable, mixed-use village center? While there are existing structures in the area, an owner may want to redevelop in the future, and it would be good to have zoning in place. The town could consider either minor amendments or developing a village center overlay district. Bill asked if we had examples of village center zoning. Jane stated that CMRPC has done several and will send some.

Regarding signage and an image for the area, Jane commented that using the historic name of “Merino Village, A Village of Dudley” for the area is one option. Robin liked the idea of using Merino Village. Others liked A Village of Dudley. Bill wondered about what signage the Quinebaug/Shettucket might have in place for village signage in that corridor. He mentioned the Heritage Corridors of Blackstone Valley and The Last Green Valley. Is there a standard for signage in this corridor? That may be a resource the town can tap into.

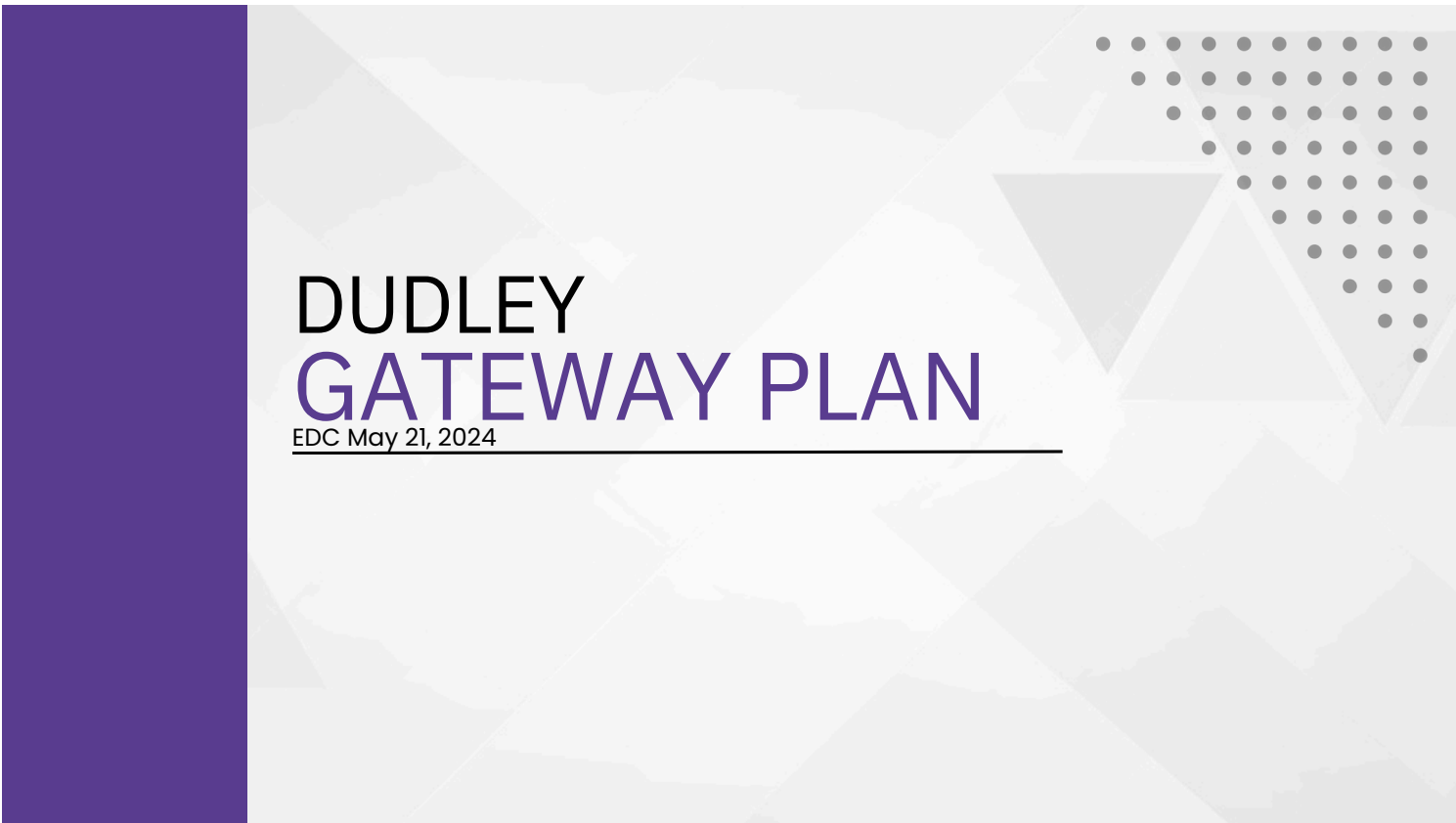
Bill asked about landscaping and improving the visual appearance of the area. Jane responded that, in the near term, planters could be used to introduce plants. Street trees are an option for the long term. There are challenges to placing trees in the ground. The south side of the street does not appear to have space for trees due to retaining walls and limited setbacks for existing structures (such as at Woofy’s). Bill asked if there are smaller trees that could work there. Jane added that the power company may not allow it if it is in their easement.

Bill asked if there is a committee in town who could water the plants and take care of them. Ellen suggested that the Womens’ Club may be a possibility. Jonathan suggested that the Corrections Facility may be able to do it. They could contact the sheriff’s department in Webster to see if they could bring a crew out to help. Ellen added that drought tolerant plants should be used. After discussion, the committee decided that pots are preferred (as another issue with street trees is that roots can impact the sidewalk).

The two options for report layout were revisited. The committee decided that landscape format would be best to accommodate plans that will be in the document. Victoria asked if the committee was okay with the colors, font, and if there are specific photos they would like to see in the document. Kelsey asked for a font that is a little larger and more readable. The committee suggested that staff check with the historic society or the library for historic photos.



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GATEWAY PLAN REVIEW

EOHLC deemed that the \$10,000 for the Welcome Sign noted within the Gateway contract is not an eligible expense.

Foundational Wayfinding Initiative

The new task is to focus mainly on the

- Logo
- Marketing
- Wayfinding

Questions to ask:

- What destinations should be included?
- What color theme should be used?
- Preference for sign types

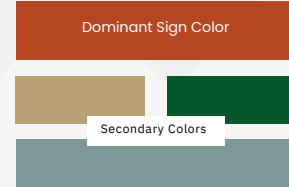
Deadline for Project: June 30th, 2024



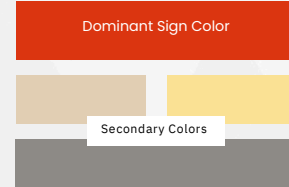
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GATEWAY PLAN COLOR THEME

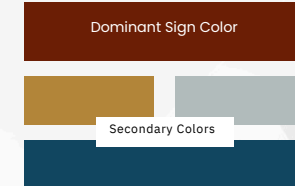
HISTORIC COLORS



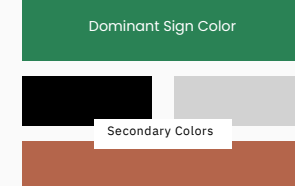
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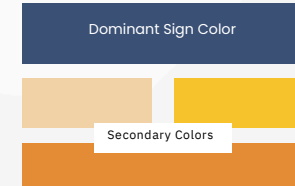
COMMUNITY COLORS



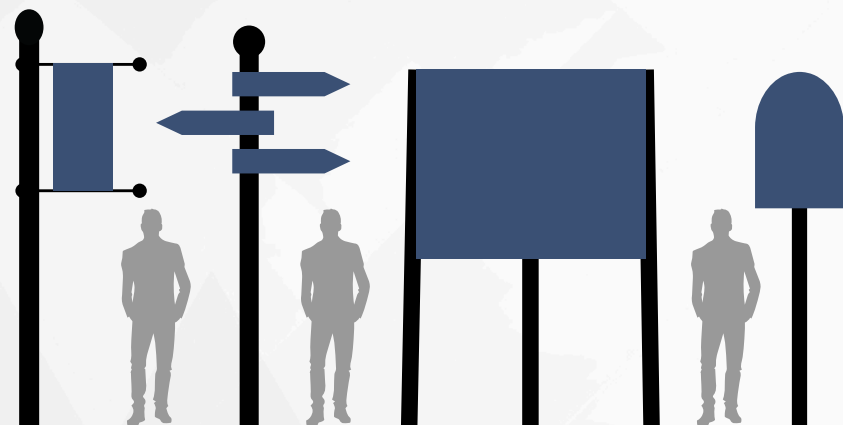
COMMUNITY COLORS



EXISTING IDENTITY VARIATION



GATEWAY PLAN SIGNAGE PREFERENCE



Wayfinding signage systems can benefit from using distinct shapes to differentiate them from other road signs. When choosing sign shapes, consider the following:

- **Clarity:** Rectangular shapes that resemble state-owned roadway signs to prevent confusion about regulations associated with specific shapes, such as STOP signs.
- **Fabrication:** The complexity of the shape affects both the ease of fabrication and the cost of producing the sign.



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GATEWAY PLAN PLACEMAKING STRATEGIES

Tactical Urbanism Efforts

Goal: to establish placemaking in efforts that are fast and low-cost fixes. To get people to notice that improvements are happening.

Crosswalks:

- Traditional painted lines
- Pavers (e.g., stamped concrete)



Sidewalk reconstruction:

- ADA-compliant sidewalks
- Compliant curb ramps



Facade Improvement Program:

- Limited term
- Goal to get as many facades improved in a certain amount of time
- Works on requests/applications from property owners and facilitates the process from working with vendors/contractors to working out payments/grants/loans.



GATEWAY PLAN UPCOMING

- Developing Conceptual Streetscape Design - **In Process**
- Develop sign and facade improvement design guidelines - **In Process**
- Develop a trails and walkability plan - **In Process**
- Develop Summary Report - **Not Started**



GATEWAY PLAN NEWS

Submitted a request for Community Project Funding to the Congressman for District 1. For a temporary modular bridge.

Request: \$2,500,000

Know more information June, 2024

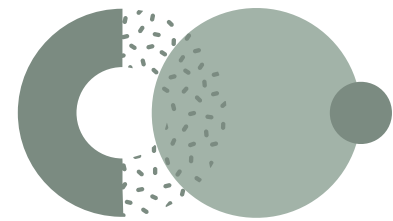




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DUDLEY GATEWAY PLAN

March 19th, 2024



Review Survey Results



Create Gateway Design



Discuss Facade Improvement

Agenda



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Survey Insights

The survey went live on February 10, 2024, and is still open to the public

As of March 15th, there has been 223 total responses to the survey

**Dudley Gateway
A Revitalization Survey**

The Town of Dudley Economic Development Committee (EDC), the Town Planner, and the Central Massachusetts Regional Planning Commission (CMRPC) are embarking on a plan for revitalizing the area of Dudley along West Main Street from around Schofield Avenue to the Webster town line known as the "Gateway Area" as shown on the map below. This plan will be guided by the Webster-Dudley 2020 Corridor Study and the Dudley Economic Development Plan.

The Gateway Plan will help guide how this area of Dudley may be revitalized in the future, and we want to hear from you. A survey has been developed to request the opinions of anyone who lives, works, goes to school, or operates a business in Dudley, and all are invited to participate. The survey results will be discussed at an upcoming EDC meeting.

To participate in the survey, please use this link: <https://www.surveymonkey.com/r/DudleyGateway> or scan the QR Code:

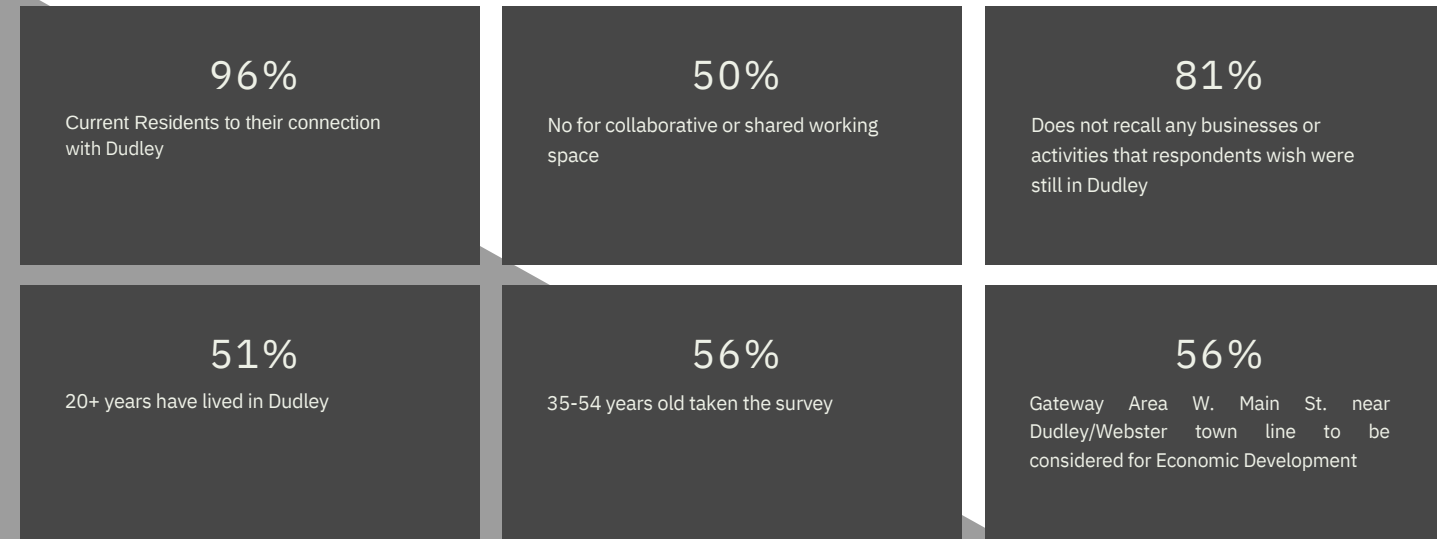
Please complete the survey by March 15, 2024

To use the QR Code, turn on your phone camera, hover over the QR Code, and click on "Open survey" when the message appears.

If you do not have a computer or internet access, paper copies of the survey can be found at Town Hall, the Library, Senior Center, and local businesses.

For questions or information, please contact:
Wynick, Central Massachusetts Regional Planning Commission at wynick@cmrpc.org
Kendall, Town Planner, Town of Dudley at planner1@dudleyma.gov

Quick Findings





10 APPENDIX

Additional Comment highlights

- “We need a solution for the traffic around Dippin Donuts. So many people trying to go to the drive thru that it clogs traffic in the area.”
- “If apartments are coming we need far more restaurants, activities, and grocery stores to support the apartments. Also more programs to help with drug addiction or more accessible.”
- “I find Dudley to be a good town, but not a welcoming town for its residents. There is no incentive to open a business, build a home, create a better space.The restrictions and hoops are insane. We have amazing residents, the police, emt’s, fire dept are top notch. Taxes and cost of living are making it impossible to thrive or grow in Dudley.”
- “I think the area could grow, however there needs to be a reason for other businesses to want to grow around it. You need a centralized starting point that will attract other businesses and expand out from there.”

- “A functioning playground for school-age children”
- “Thank you for seriously considering ways to improve Dudley's future. It is a shame that we currently need to go elsewhere for most of our shopping, dining options, entertainment, and activities. It would be wonderful to have some of those things available within Dudley, and to start to bring in some revenue for the town so we don't have to worry about cutting essential services. I think this project and others like it would make Dudley a much more desirable place to live long-term.”
- “I want the Dudley Gateway Area to have character and small town charm. I don't like that it now it just feels like a wide spot along the state road between Webster and Southbridge.”
- “Fix the bridge on Hill Street.”

Additional Comment highlights



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Gateway Features & Signage Area examples

- 01 Worcester, MA
- 02 Shrewsbury, MA
- 03 Maynard, MA
- 04 Leicester, MA
- 05 Ashland, MA
- 06 Holliston, MA
- 07 Hudson, MA
- 08 Guthrie, OK
- 09 Inglewood, TX
- 10 Washington Village, Sunderland, England

Worcester, MA

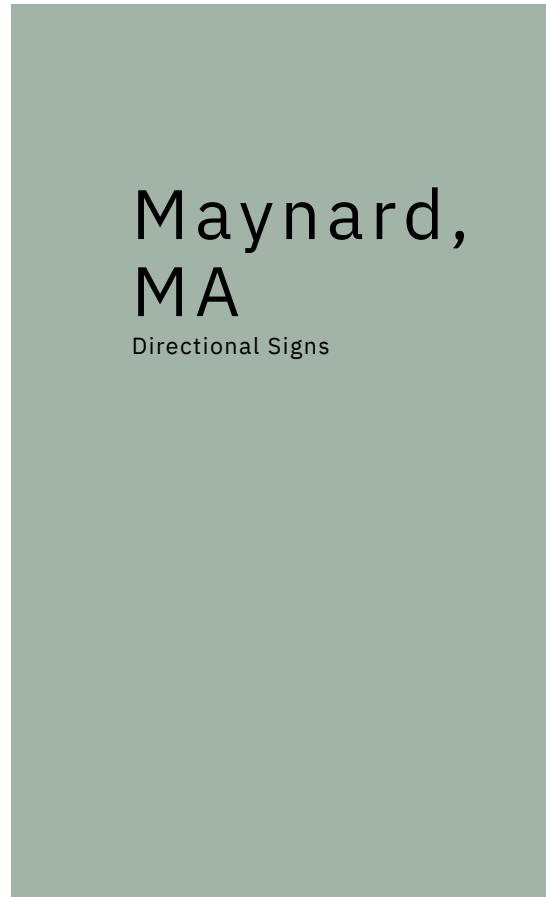




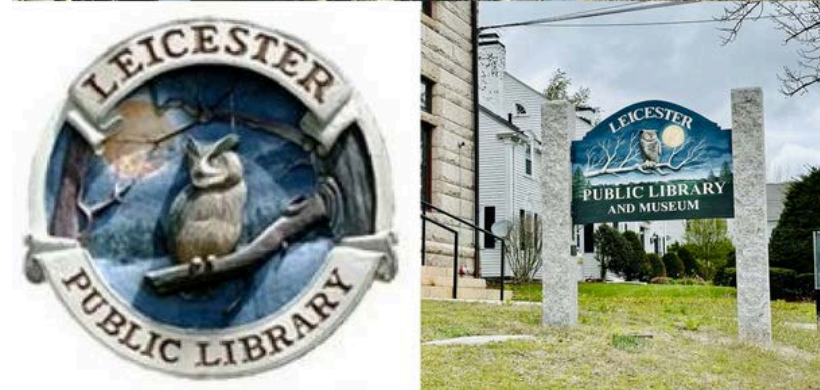
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Shrewsbury, MA
Wayfinding Signgs



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Leicester, MA

The signage theme is with wood carving signs



Ashland, MA

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Holliston, MA



Consistent design theme throughout town

Hudson, MA





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Guthrie, OK

Inglewood, TX



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Washington
Village,
Sunderland,
England



Marlborough,
MA

Uses old artifacts that are significant to the town within their gateway feature



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Streetscape and Pedestrian Improvements

Examples and Considerations



Oxford, MA

Three-Phased Improvements:

Main Street Pedestrian Improvements - \$188,000

Church Street Improvements - \$198,000

Fremont St & Sigourney St - \$180,000



Project elements: Enhanced solar-powered LED street lighting and bollards at mid-block crossings, ADA compliant sidewalk, stormwater drainage, roadway reconstruction

Funded by: MassDOT Shared Streets and Spaces

MassDOT Complete Streets grant award and local roadway rehabilitation funding

<https://oxfordma.us/450/Main-Street-Pedestrian-Safety-Improvements>



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Northbridge, MA



Downtown Improvements:

Enhanced overall visual quality with urban design and streetscape improvements, as well as pedestrian safety vehicle circulation and parking improvements

Project elements: Sidewalk reconstruction, ADA compliant sidewalks and compliant curb ramps

Funded by: MassDOT Shared Streets and Spaces
MassDOT Complete Streets grant award

[Streetscape Improvements - Weston & Sampson \(westonandsampson.com\)](#)

Ashland, MA



Downtown Improvements:

Streetscape and pedestrian improvements

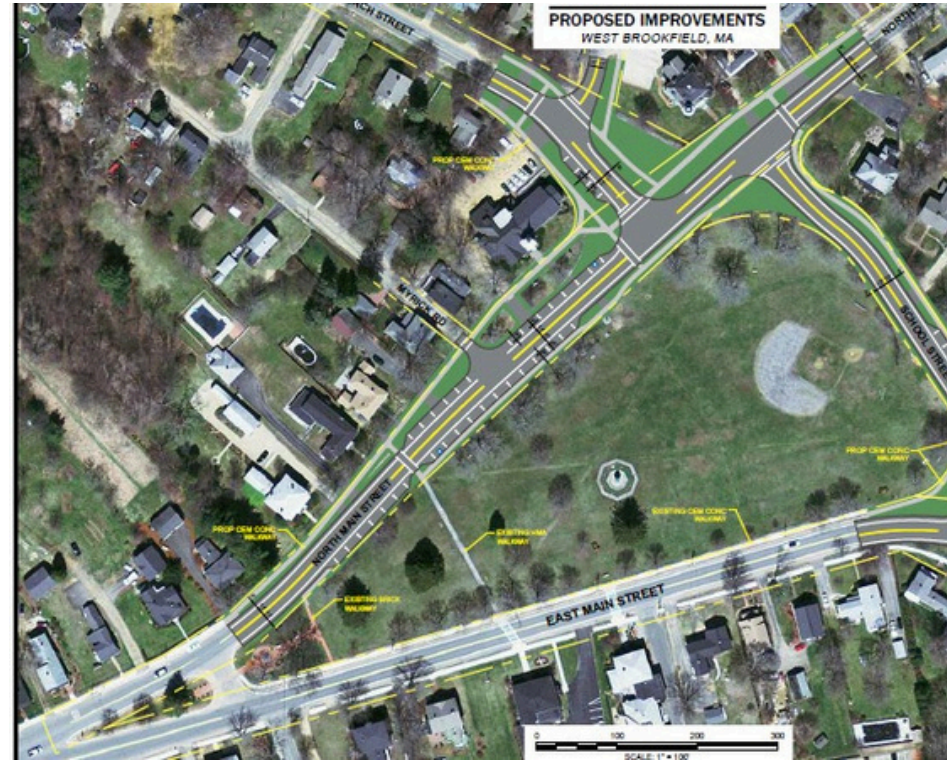
Project elements: Sidewalk reconstruction, ADA compliant sidewalks and compliant curb ramps

Funded by: MassDOT Complete Streets funding

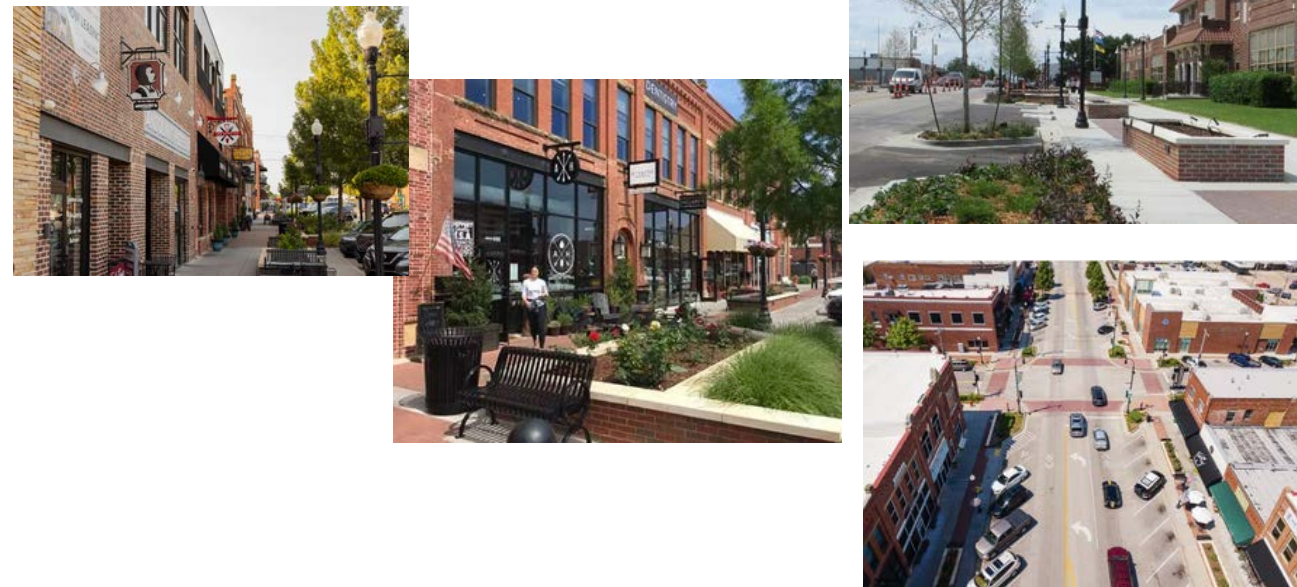
<https://www.ashlandmass.com/882/Downtown-Revitalization>

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West
Brookfield

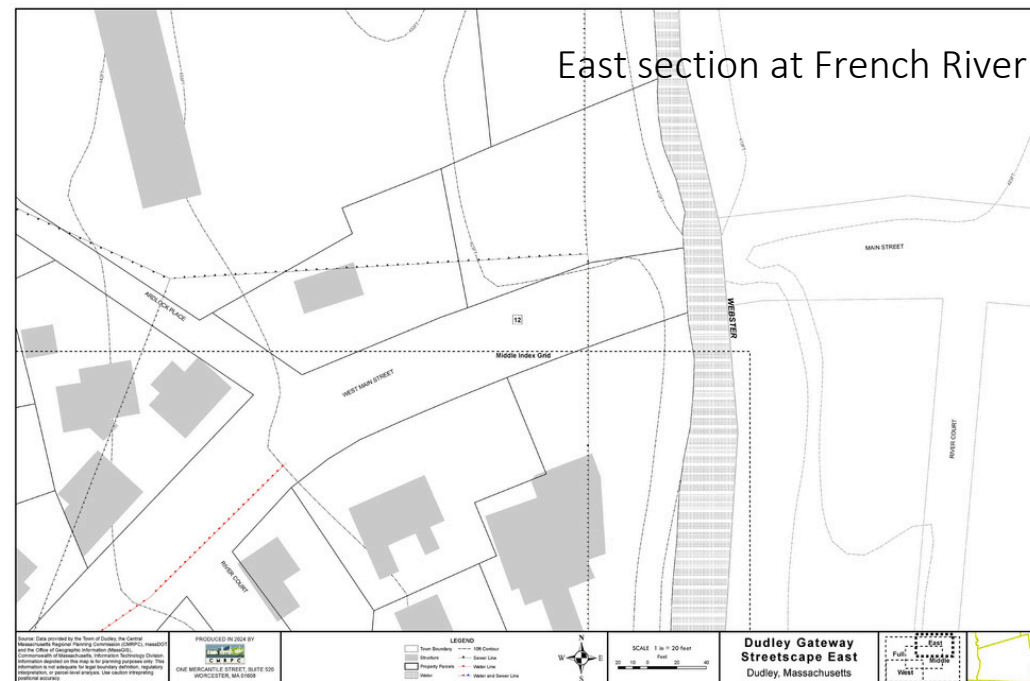
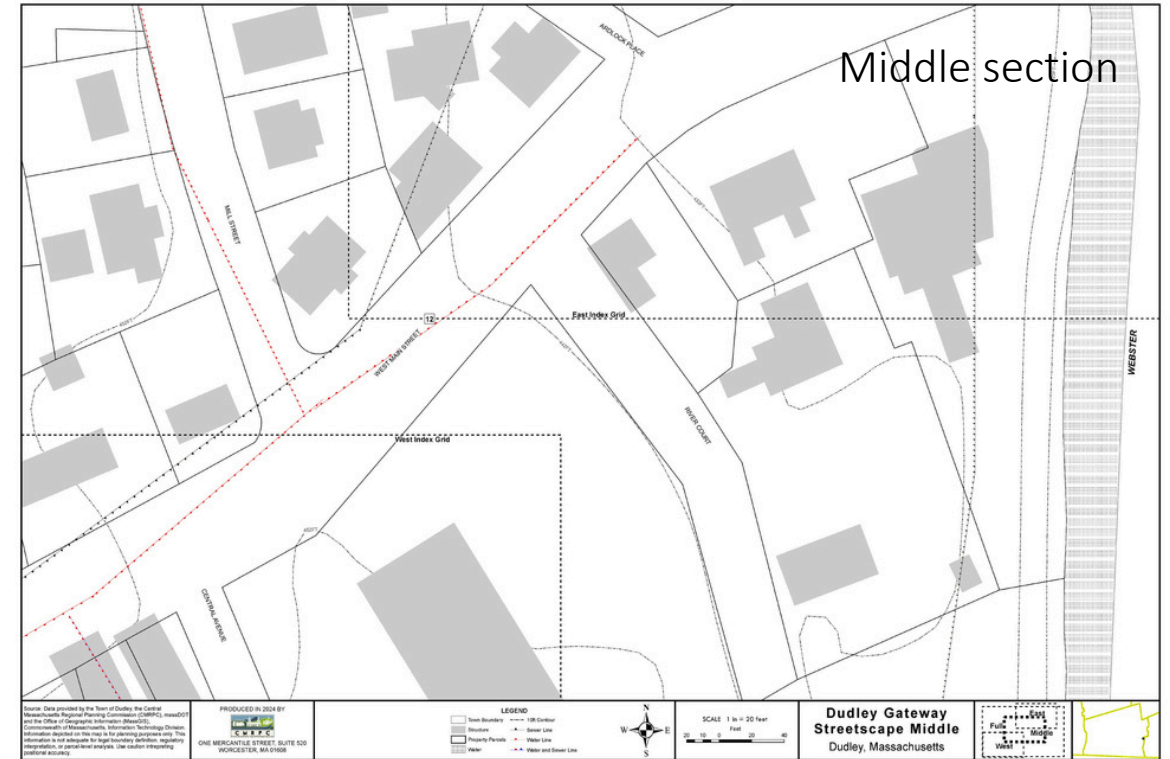
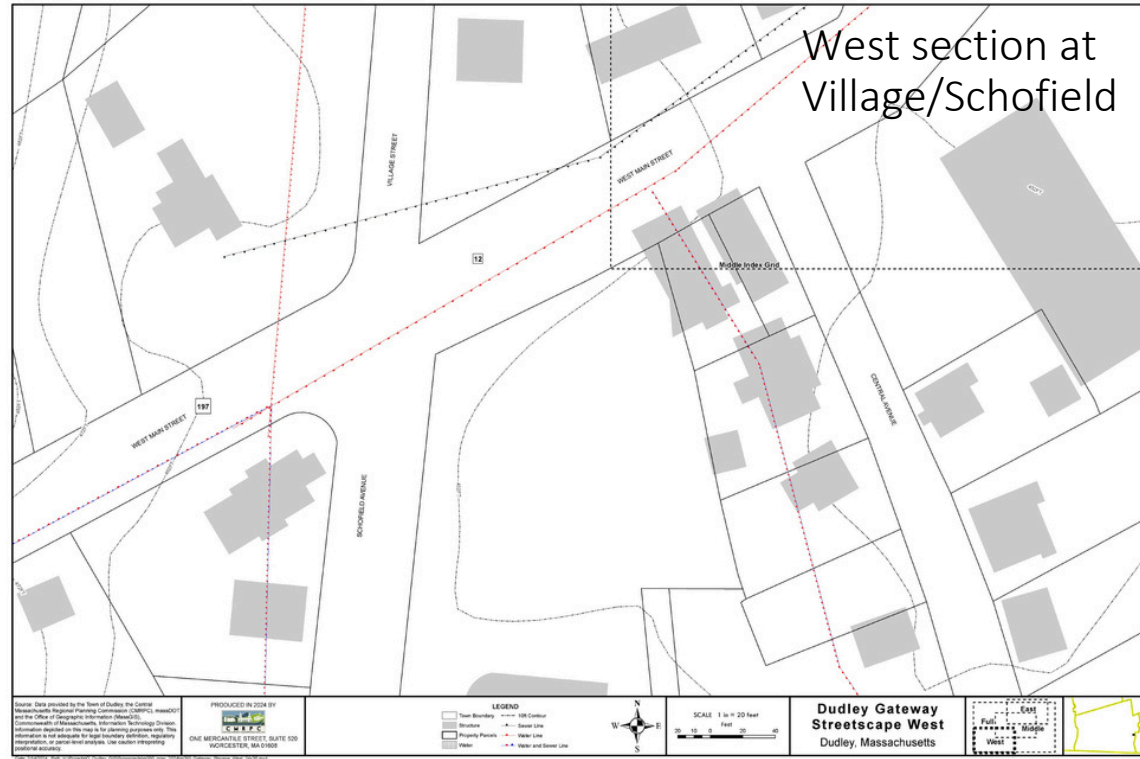


Broken Arrow, OK





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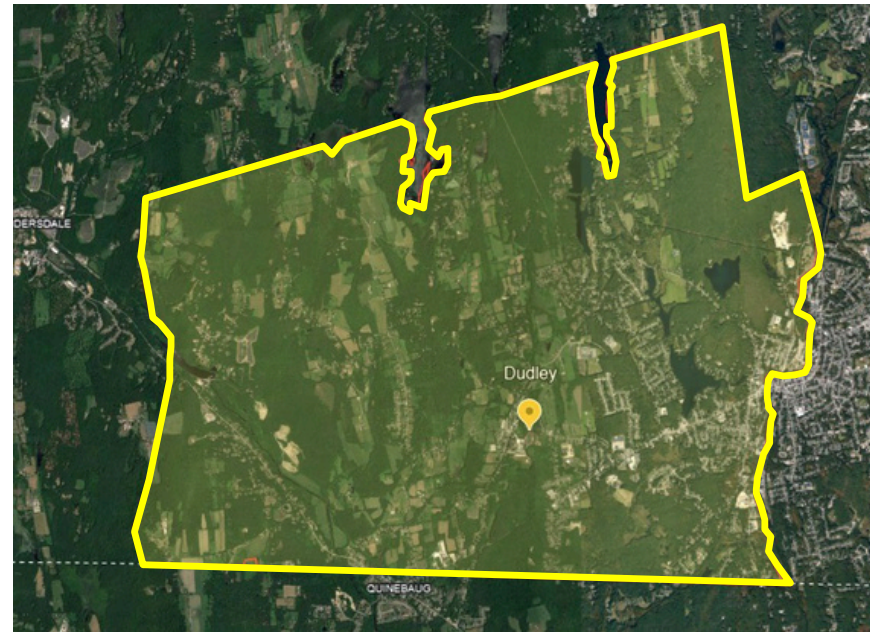


What elements would Dudley like to see on West Main?



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Town of Dudley, MA GATEWAY PLAN



Background & Key Focus Areas:



In 2020 CMRPC created a comprehensive Webster-Dudley Corridor Study. This study focused on enhancing the economic development, municipal policies, and overall cohesion of these two neighboring communities along the French River.



From the findings and recommendations of the study for the Gateway Neighborhood Corridor we know there is an emphasis on the need for zoning amendments, promote mixed-use development, pedestrian and bike-friendly streetscape improvements, and the redevelopment around the area.

1. Zoning Amendments
 - Assessing zoning regulations
 - Meetings with Town Boards
 - Potential creation of new zoning districts
2. Placemaking
 - Forming a working group
 - Developing marketing and image strategy
 - Design Enhancements
3. Gateway feature design
 - Conceptual streetscape design
 - Sign and façade improvement guidelines
4. Walkability and Bikability
 - Enhancing pedestrian and bicycle-friendly features
 - Connecting to nearby trails and expanding the network
5. Dudley's Revitalization
 - Enthusiastic commitment to improving W. Main Street
 - Focusing on quality of life amenities and economic growth

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Report Structure and Process

1. Evaluation of the existing built environment and characteristics of

main Gateway, Corridors, and Core

- Visit Main focus area W. Main St to Village St to Mill St. to Ardlock Pl.
- Currently in the process, the first meeting is to dive deeper on this first structure

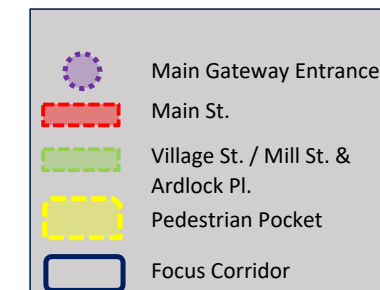
2. Provide general guidelines and recommendations for improvement of the Gateway Corridor

3. Provide strategies, costs and funding sources for the implementation of the Gateway Corridor improvement recommendations

Our Main Focus Corridor Location

Explain what they are missing/show/ could be improved

- Corrido Improvement
- Concepts
- Landscape Typology





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Current Zoning:



- BUS-15 Business/
General Residential
- IND-43 - Industry
- Study Area

Mill Conversion Overlay :

- Covers the Former Steven's Linen/Toltec Property.
- Intended to encourage the preservation, reuse, and renovation of historic mill properties and encourage mixed-use development while preserving the character of nearby residential and commercial neighborhoods.
- Allows a 25% reduction in parking spaces upon approval by the Planning Board if it can be demonstrated that two or more uses within a single development can share parking spaces.
- Requires the production of a minimum of 10 percent of housing units be restricted to low- or moderate-income tenants.

Locations of Corridor

- Corner on Village St. and Main St.
- North of the Walgreens
- A big patch of grass could be a potential area for beautification.
- Create a pedestrian pocket
- Need to see if Walgreens owns the land or if it is owned by the Town
 - Where is ROW line?



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Street ROW



- The image was sent by CMRPC Robert R..
- ROW width as noted in the MassDOT Road Inventory File.
- This intersection is owned by the town.
 - MassDOT ownership of 197 stops just to the west of this photo.

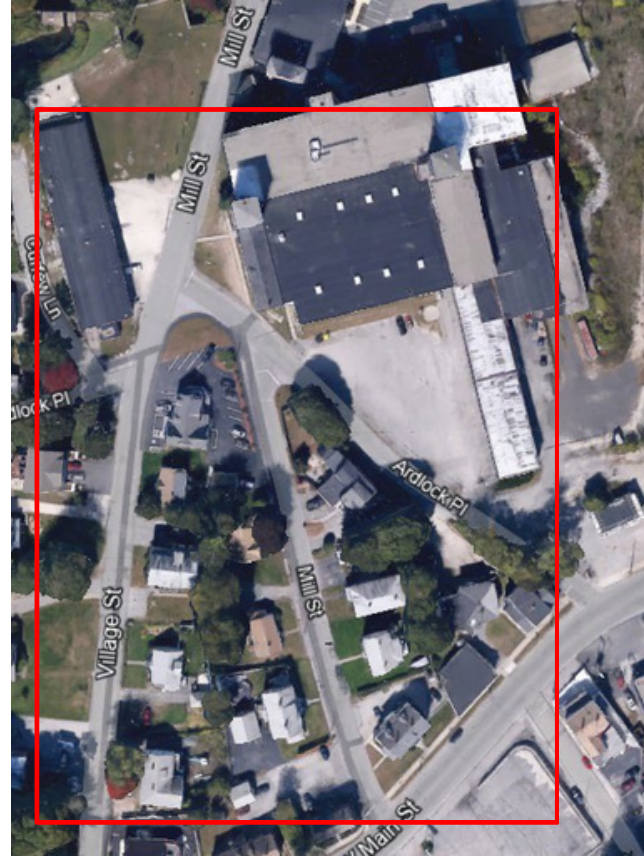
Locations of the Corridor cont.



- Main St. entering east Coming from Webster
- There is little to no lighting
- A cement patch with a single bench facing towards the street (Seen in yellow)
- Existing overgrown Riverfront



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Locations of the Corridor cont.

- Village St. / Mill St. and Ardlock Pl.
- Little to no sidewalks
- Need beautification



Locations of the Corridor cont.

- W. Main St. to Village St.
- High vehicle speeds posed a safety hazard for local residents and pedestrians on an arterial roadway located near residential homes and some commercial retail
- Drive-thru coffee shop add traffic congestion and spillover into Main Street
- Focus on
 - Complete Streets;
 - Beautification;
 - Gateway;
 - Zoning Bylaw Amendments

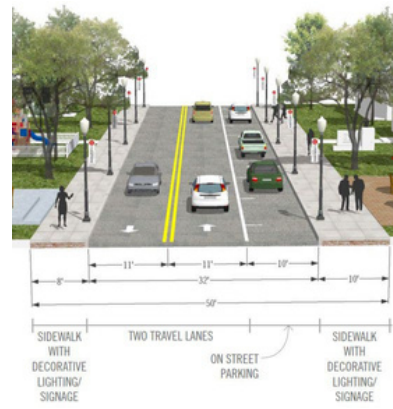


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Goals:



- Create a sense of place
 - Improve aesthetics
 - Improve safety and walkability
 - Provide desired uses and amend zoning, as needed, to allow for these uses
 - Transparency of glass storefronts
 - Increase economic opportunity
 - Design Gateway features to let people know they've arrived in Dudley
- Is there a place for the community to gather for events? Like a town common or plaza?
- What are your desired uses?



Goals:

- Streetscape
 - Safe pedestrian walks and crosswalks
 - Adequate on-street parking – “teaser parking” in front of businesses
 - Landscape – street trees
 - Look into reaching out to Back of Street Tree planting
 - Benches, bike racks, trash cans
- Have any suggestions?





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Goals:



- Connectivity
 - Trail connections
Coordinate with Camden Partnership for their trail location(s)
- Other considerations
 - Underground electric
 - Lighting
 - Parking – are there locations to create additional parking?
 - Funding to replace bridge
- Any Suggestions?

Goals:

- Buildings
 - Façade improvement program
 - Design guidelines
 - Require transparency in glass storefront
- Any Suggestions?

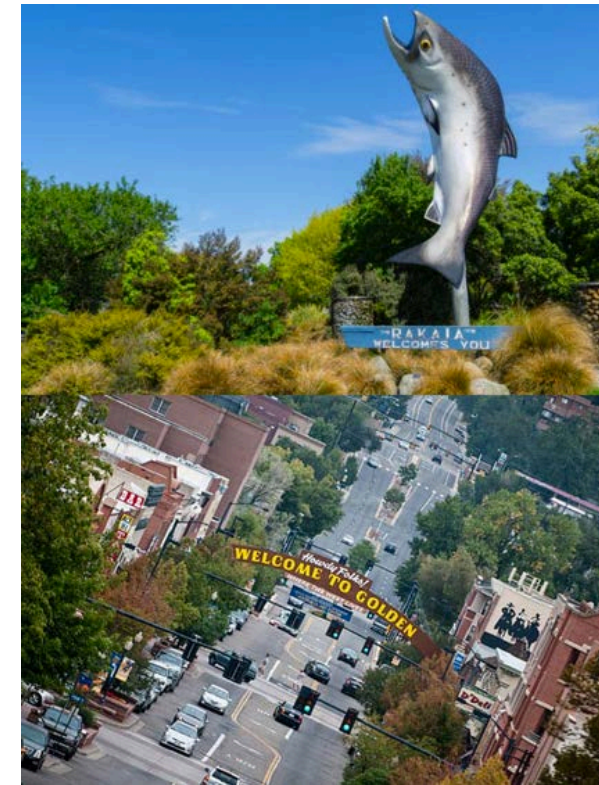




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Goals:

- Gateway features
 - Minimum of two locations
 - o At bridge on Main Street – entering Dudley
 - Consider gateway feature on bridge
 - o At intersection of W Main/Schofield – Walgreen’s property?
 - o Any Suggestions?



Goals:

- Marketing/Image
- What is Dudley known for?
 - Textile industry – wool and linen
 - Agriculture
- What does Dudley want to be known for?
 - A historical event?
 - Anyone famous from Dudley?



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Goals:

- Vision

- What is your vision for Dudley?

- Is there a town or downtown that you really like? What town comes to mind?
- What is it about that place that appeals to you?



Examples of Creating a New Image:

- [Willimantic, CT](#) is known for its textile mills and has the nickname of "[Thread City](#)." When a bridge was planned to be replaced in Willimantic, designers planned to put sculptures of large spools of thread on top of the bridge. An architect suggested they add another element to the bridge. He noted the "[Battle of the Frogs](#)" in 1754, and that [discussion led to the addition of frogs on top of the spools](#).



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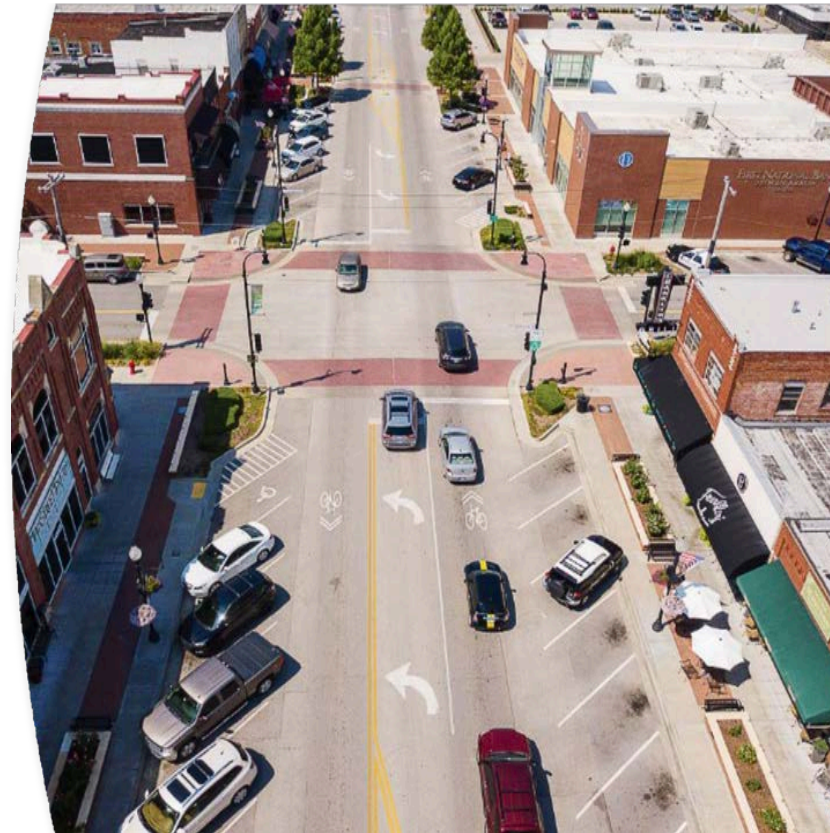
Examples of Creating a New Image:

- [Webster, MA – Riverwalk along the French River](#) – recognition of wildlife in the area including the spotted turtle that is etched in granite.



Examples of Creating a New Image:

- [Broken Arrow, OK](#), faced a declining downtown due to the rise of big box stores. To rejuvenate the area, they transformed it into the vibrant "[Rose District](#)" with wider sidewalks, beautiful planters, pedestrian-friendly features, improved intersections, decorative lighting, and exciting amenities like a pavilion, splash pad, and music. They also used a marketing video to attract visitors. They added character with "Marmie the Mouse," a mouse-themed children's book and bronze mouse sculptures along Main Street for a fun treasure hunt experience.



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Examples of Creating a New Image:

Graceful Arts
Gallery and Studios



- Alva, OK – Downtown was struggling to survive. The school budget issues required cuts, and the arts were the first to go. The State of Oklahoma had funding for arts and cultural programs. A non-profit was formed to provide arts to the community. Funding came from the state and person who had grown up there who contributed funding to keep the program going. [Graceful Arts](#) was the catalyst for revitalizing downtown.

Examples of Creating a New Image:

- Radnor, Pennsylvania - Due to the construction of a new highway in Philadelphia, the Radnor Township embarked on enhancing the appearance and experience of the highway corridor. The aim was to create a cohesive and distinctive atmosphere along the old Lancaster Turnpike and the new Interstate 476. This involved incorporating sculptures, street furniture, landscaping, and interpretive elements to not only beautify the area but also to guide travelers and instill a sense of pride among residents. The design concept draws inspiration from the stone landscapes of Wales, the historical roots of Radnor's Quaker settlers, and the traditional features of America's oldest turnpike.



10 APPENDIX

Ideas Using Art to Create Placemaking

- [Could reach out to ArtLifting, based in Boston.](#)
 - ArtLifting is about creating opportunity, empowerment, and validation. ArtLifting offers
 - curation services that are thoughtful and comprehensive. Our curator will develop a cohesive artwork package based on your design concepts, color palette, wall sizes, values, and budget. Our team will work with you to develop a unique artwork collection that fully aligns with your vision.
 - Has experience with working with municipalities creating public art and understands the town being passionate about adding meaning to your community. ArtLifting is a unique resource to achieve your goals. By including ArtLifting Artists in your public art projects, you
 - are demonstrating the importance of making opportunities accessible to artists of all abilities and providing a deeper connection to the community. Public Art brings people together. Therefore, the artists selected and the artworks displayed must represent the diversity of people and perspectives.
 - They will work with you to understand your vision and requirements and advise on an approach. Public Art projects are highly collaborative and are expected to include architects, design professionals, community members, and third-party fabricators to create large-scale installations.

Brainstorm Time

- With the Stevens Linen Mill being a big part of the town's history, maybe if the town wants something playful, they could consider a theme related to "sheep" or "spinning wheels."
- The linen mill used flax, a theme with sheaves of flax or blue flax flowers could be an option. Local ponds provided waterpower, and granite was used to build the mill, quarried and transported by oxen.
- There was also a bell in one of the towers that rang to call people to work and announce a nine o'clock curfew for well-behaved children.





10 APPENDIX

Future Work: Focus of Primary Corridor Recommendations

- Phase one: Land Use and Zoning to accommodate compact and mixed-use development.
 - Could be a new zoning district or a village center overlay
- Phase two: Get a conceptual plan/design for a streetscape project for the 2-3 block segment that wants to be focused on.
 - With a conceptual design, Dudley can then get estimates for full civil engineering to complete the project at a later phase
- Pedestrian, Bicycle and Multi-modal Connectivity
- Landscape and Streetscape Improvements
- Green Infrastructure
- Placemaking (Artwork, Signage, etc.)



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