

CHAPTER 2: LAND USE

KEY DATA

During the public engagement process, Lakeville's residents continually expressed their desire to protect and maintain the town's semi-rural character. Lakeville is a quiet "bedroom community", blessed with features like beautiful open spaces and natural landscapes, a first-rate regional school system, a dedicated public safety community, and a variety of transportation options. During the public workshops, many residents indicated that they moved to town because of these amenities and plan to remain in town as long as time permits.

Of particular importance to Lakeville's residents, is the management of future growth – especially in areas that are environmentally significant. Currently, residential uses (most of which are single-family homes) account for the majority (49%) of Lakeville's land area, followed by institutional uses (21%), vacant land (17%), open space and recreational uses (5%), industrial (2.5%), and agriculture (2%). Commercial, office, and mixed-use properties make up the remaining percentages. Generally speaking, the commercial and industrial areas are located along major roadways while the residential, institutional and open space uses are spread throughout town. There are some areas in town that have potential to be smaller, village-style neighborhoods; however, zoning changes will need to happen in order to produce that type of land use. The following actions, described below, aim to retain Lakeville's small-town character while making modest improvements that will help the senior population stay in their homes, produce walkable and bikeable areas, connect open spaces, and produce sustainable economic development.

GOAL 2-1: MAINTAIN LAKEVILLE'S SEMI-RURAL CHARACTER BY ENCOURAGING GROWTH THAT MATCHES ITS SURROUNDINGS.

The Big Picture: One of the most common comments from the numerous Master Plan public workshops was the desire to see Lakeville grow, but not at the expense of its small town character and culture. This is a common theme for growing communities across Massachusetts and New England, as a whole. Various techniques are available to towns seeking to "grow in the right places and in the right way."

STRATEGY 2-1-1: FOCUS FUTURE, LARGE SCALE BUSINESS GROWTH TO KEY LOCATIONS ALONG ROUTE 18, ROUTE 44, AND ROUTE 105.

Description: Lakeville's existing commercial corridors are already well positioned for growth due to their existing Business and Industrial zoning districts, highway access, and some supportive infrastructure (such as municipal water service from Taunton along parts of Route 18, Route 44 and Route 105). Moreover, this Master Plan and prior planning efforts (such as 2005 Master Plan and the town's 2013 Priority Development Areas) have identified sites along Routes 18, 44, and 105 as

appropriate for more intensive commercial growth. In order to attract large-scale, high-value growth these key locations, the Planning Board should:

- Revisit commercial and industrial zoning language to provide incentives for business growth (for example, reducing parking requirements, allowing for increased densities, or clarifying process and procedures). The Board can also consider changing the zoning in some key locations that are experiencing undesirable, low-value commercial development.
- Participate in the Commonwealth's Chapter 43D Expedited Permitting Program on key eligible sites such as the Dewey's Bowling Alley property and large properties along Route 18.¹
- Ensure sufficient water and wastewater capacity by working in partnership with neighboring Taunton and Middleborough and participating in infrastructure programs such as MassWorks.²

Responsible Parties: Planning Board, Board of Selectmen, Town Administrator

Performance Measures:

- By the end of calendar year 2022, Lakeville will adopt Chapter 43D Expedited Permitting on at least one eligible site in partnership with at least one local landowner.
- By the end of calendar year 2022, the Planning Board will hold public "listening sessions" with local business-owners to receive their input on ways to improve the Town's existing commercial and industrial zoning and permitting procedures.
- The Board of Selectmen will continue to work with their counterpart chief elected officials in Middleborough and Taunton to pursue essential water and wastewater capacity for key development sites along Routes 18, 44, and 105.

Example Success Stories:

- North Carver Water District and the Carver Redevelopment Authority
- Wareham Business Overlay District and the Rosebrook Business Park

Complementary Action: The Planning Board should pursue this Strategy **in concert with** Economic Development Goal 4-1: Focus on Redevelopment Opportunities at the Former Lakeville State Hospital and Dewey's Bowling Alley Sites; Economic Development Goal 4-2: Support The Local Business Community While Encouraging New Development in Appropriate Areas in Town.

¹ See Economic Development Strategy 4-1-2.

² Lakeville's 2016 *State Hospital and Route 105 Redevelopment Study* states (on page 32) that "A critical component to the redevelopment of the former hospital site is water and wastewater infrastructure and service. Reestablishing water and sewer service is crucial to attracting scalable, high value development."

STRATEGY 2-1-2: DEVELOP DESIGN GUIDELINES FOR THE COMMERCIALLY ZONED AREAS TO ENSURE NEW DEVELOPMENT MATCHES THE COMMUNITY CHARACTER.

Description: Design guidelines are simple documents; they use images and text to describe numerous site and building characteristics ranging from architecture and materials to site planning and stormwater management. In so doing, they provide clear and predictable expectations for development in certain areas (such as the targeted commercial growth areas described above) or under certain conditions. Planning Boards typically embed design guidelines in their Rules and Regulations governing Site Plan Review. Boards can adopt and subsequently amend these documents at public hearings – no Town Meeting votes are required. Numerous municipalities, such as nearby Westport and Carver,³ have example guidelines that can be adapted to meet Lakeville’s unique needs. It is also important to note that design guidelines can improve visual street appeal, minimize entry/exit points on busy roadways (such as Routes 18, 44, and 105), create more usable internal circulation on parcels (including pedestrian and bike access), and encourage high-quality development that increase the local tax base.

Responsible Parties: Planning Board

Performance Measures: The Planning Board will create and adopt design guidelines for Site Plan Review in commercial and industrial zoning districts by the end of calendar year 2022.

Example Success Story: Carver’s Spring Street Innovation District; numerous design guidelines that accompany large-scale 40R developments across the Commonwealth.

STRATEGY 2-1-3: HIRE A TOWN PLANNER TO HELP GUIDE FUTURE DEVELOPMENT IN TOWN AND TO LEAD NEW, LONG-RANGE PLANNING INITIATIVES.

Description: During public workshops, citizens acknowledged that, in order to achieve many of the town planning goals in this plan, Lakeville needs full-time, professional planning staff. Coordinating day-to-day operations (such as applications, Site Plan Review, and Plans) and complex planning issues (such as marijuana bylaws) leaves no time for the long-range planning initiatives described in this document. Securing a full-time, AICP-qualified⁴ planner is an essential first step to ensuring that the 2020 Lakeville Master Plan creates meaningful change in town.

Responsible Parties: Planning Board, Town Administrator, and Town Meeting

Performance Measures: The town will fully fund and fill a full-time Town Planner position by end of calendar year 2021.

³ Carver’s 2014 *Spring Street Innovation District*, created to encourage moderately scaled business development at a new interchange with Route 44, has accompanying design guidelines that describe all aspects of desirable – and undesirable – commercial development, including but not limited to Architecture & Building Design, Site Features, Layout, & Stormwater Management, and Landscaping, Buffers, & Screening.

⁴ American Institute of Certified Planners

Example Success Story: Nearby Wareham fully funded their Town Planning position beginning in 2017. Since then, the town has made significant strides in long-range planning, including adopting Chapter 43D, creating a Redevelopment Authority, completing a vacant property inventory and redevelopment plan for their downtown, and conducting a comprehensive review of local zoning.

Complementary Actions: Open Space and Recreation Strategy 6-1-1: Hire a Full-Time Conservation Agent to Help Identify and Protect Important Areas in Town.

GOAL 2-2: UTILIZE EFFECTIVE ZONING PRACTICES AND OTHER REGULATIONS TO SHAPE LAKEVILLE’S FUTURE GROWTH.

The Big Picture: One of the main tools in the “town planning toolbox” is zoning. Zoning bylaws literally shape where and how a town grows. Lakeville’s existing zoning includes four base zoning districts – Residential, Business, Industrial, and Industrial-B – and three overlay districts – the Mixed-Use Development District (covering the State Hospital site), the Planned Special Purpose District (covering Ocean Spray Headquarters), and the Chapter 40R Smart Growth District (covering the area immediately adjacent to the MBTA Commuter Rail Station). The base Residential zone covers 86.4% of town and is, by far, the most influential land use policy in Lakeville.⁵ It is followed by the Industrial zone (8.5%), the Business zone (4.0%), and the Industrial-B zone (1.1%). In order to enable and incentivize the type of “small town, mixed-use” development outcomes that residents and officials describe as desirable for Lakeville, the town should consider adding more flexible, creative zoning in key locations.

⁵ The minimum lot size in the Residential zone is 70,000 s.f., or 1.6 acres. In other words, for every 10 homes built in this zone, Lakeville converts 16 acres of land into suburban residential development.

STRATEGY 2-2-1: CREATE ZONING DISTRICTS THAT ENCOURAGE MIXED-USE VILLAGE TYPE DEVELOPMENT IN SPECIFIC LOCATIONS.

Description: During public workshops, residents identified specific areas in Lakeville where mixed-use, village-type development should take place; these potential “villages” are located at the intersections of Route 105 and Vaughn Street, Route 18 and Precinct Street, and Routes 18 and 79. Village-type development is characterized by traditional New England building patterns that include small building setbacks, moderate building heights and lot coverage, traditional architecture, and clustering of amenities within a walkable area. In order to achieve these zoning changes at Town Meeting (which requires a two-thirds majority vote), significant public outreach to property owners (using clear educational documents and neighborhood meetings) should demonstrate that the current zoning bylaw does not allow those development types desired by the Town in these locations. In other words, civic engagement to educate residents, stakeholders, and community leaders is essential to successfully amending the zoning bylaw to realize these desired development outcomes.

Responsible Parties: Planning Board

Performance Measures: The Planning Board will undertake the civic engagement effort described above. Based on these community meetings, the Board will bring zoning amendments with desired dimensional, use, and optional design guidelines to Town Meeting by the end of calendar year 2025.

Example Success Stories: Example bylaws that enable Village-Style development are available throughout Massachusetts. The Purpose and Intent sections of these bylaws clearly state that they seek “to encourage these traditional development patterns,” “to manage growth,” and “to allow residential, commercial, recreational, and institutional uses within close proximity.” Some of these bylaws also provide incentives (such as density bonuses or reduced requirements) for the provision of traditional design or affordable senior housing. Higher density zoning changes can also expand the local tax base while preserving open space; in other words, by absorbing development demand, these Village-Style areas provide an alternative to sprawl development and the costs it imposes on town services. The Planning Board can conduct a “literature review” of bylaws from similar communities that have produced development outcomes that are appropriate for Lakeville.

Complementary Action: The Planning Board should pursue this Strategy **in concert with** Housing Strategy 3-1-1: Modify the Existing Zoning Bylaw to Allow Low Density Multi-Family Housing in Appropriate Locations.

STRATEGY 2-2-2: UPDATE THE TOWN'S SIGN BYLAW TO ENCOURAGE TYPES THAT COMPLEMENT THE RURAL, HISTORICAL AND NATURAL CHARACTERISTICS OF LAKEVILLE.

Description: The town's sign bylaw regulates many aspects of signage that residents and business owners can display on their property. This important part of the zoning bylaw controls items such as the size, shape, height, placement, number, and illumination characteristics of signs in town. A *thorough* sign bylaw serves to communicate location, encourage compatibility with nearby land uses; and, importantly, it protects the physical appearance of a roadway, neighborhood, or community. In addition, a *current* sign bylaw needs to be consistent with the 2015 *Reed v. Gilbert*⁶ U.S. Supreme Court case, which required sign bylaws to be "content neutral." In other words, a municipality's sign bylaw can regulate signage but cannot violate free speech by creating laws that discriminate between, for example, commercial or residential signage. Therefore, in order to protect the character of Lakeville, an update to the current sign bylaw that provides a more thorough description of allowed signage with "content-neutral" language is needed.

Responsible Parties: Planning Board

Performance Measures: The Planning Board will present an updated sign bylaw to Town Meeting by the end of calendar year 2022.

Example Success Story: The town of Reading recently adopted a comprehensive sign bylaw that includes detailed definitions, descriptions, and drawings of allowed signs. It is also considered to be consistent with the "content neutrality" requirement from the *Reed v. Gilbert* decision.

Complementary Action: Land Use Goal 2-1: Maintain Lakeville's Semi-Rural Character by Encouraging Growth That Matches Its Surroundings; Economic Development Goal 4-2: Support The Local Business Community While Encouraging New Development in Appropriate Areas in Town.

STRATEGY 2-2-3: INVESTIGATE A TRANSFER OF DEVELOPMENT RIGHTS (TDR) BYLAW.

Description: Transfer of Development Rights (TDR) is a zoning mechanism that uses real estate market forces to permanently protect land. It can be a confusing, complex concept when you get into the details (which this plan is about to do). The main idea is that a community can encourage development where it wants by allowing property-owners to trade the ability to build on their land. Under TDR, "open space is permanently protected [through a conservation restriction] for water supply, agriculture⁷, habitat, recreation, or other purposes via the transfer of some or all of the development that would otherwise have occurred in these sensitive places to more suitable locations. [Then], other locations, such as city and town centers or vacant and underutilized properties, become more vibrant and successful as the development potential from the protected resource areas is transferred to them. In essence, development rights are 'transferred' from one district (the 'sending area') to another (the 'receiving area'). Communities using TDR are generally

⁶ *Reed et al. v. Town of Gilbert, Arizona et al.*, 576 U.S. __ (2015)

⁷ See Strategy 4-3-1: Utilize Existing Massachusetts Department of Agricultural Resources (MDAR) Programs and the Agricultural Preservation Restriction (APR) Program.

shifting development densities within the community to achieve both open space and economic goals without changing their overall development potential.”⁸

Responsible Parties: Planning Board

Performance Measures:

- By the end of calendar year 2023, the Planning Board creates a simple user-guide that explains the TDR process in easy-to-understand writing and clear diagrams. A simple and straightforward TDR user-guide can overcome confusion and help build support by clarifying TDR’s goals and the fact that it is a voluntary, free-market tool. This civic engagement effort would greatly improve the bylaw’s likelihood of passing Town Meeting vote.
- Second, by the end of calendar year 2024, the Planning works with the public to map TDR sending and receiving areas. To aid in this selection process, the Board can consult GIS analysis, basic buildout estimates, and the Town’s 2013 Priority Development Areas (PDAs) and Priority Protection Areas (PPAs). Build-out estimates can identify parcels containing remaining development potential and can also assist in identifying land in appropriate “receiving” areas that can accommodate transferred growth.
- Third, by the end of calendar year 2025, the TDR bylaw passes town meeting. In order to ensure use of the bylaw to the greatest extent possible, Lakeville should consider sophisticated TDR features. For example, the Town could consider allowing sending area owners to “bank” their development rights by selling them to a state entity or a non-profit conservation agency, which holds them for resale to owners in receiving areas; this removes the need for owners to buy and sell directly to each other and simplifies timing in the TDR market. Lakeville could also incentivize TDRs by increasing densities or reducing requirements in exchange for preserving farmland (in the sending area) or for providing affordable housing (in the receiving area).

Example Success Stories: Montgomery County, MD; Seattle, WA; Falmouth, MA.

Complementary Actions: Strategy 4-3-1: Utilize Existing Massachusetts Department of Agricultural Resources (MDAR) Programs and the Agricultural Preservation Restriction (APR) Program; Strategy 6-1-3: Rekindle Partnership Efforts Between Private Landowners, Land Conservation Groups, and State and Local Governments to Enable Future Open Space Acquisitions.

⁸ Massachusetts Smart Growth/Smart Energy Toolkit TDR Module.

STRATEGY 2-2-4: ADOPT AN OPEN SPACE RESIDENTIAL DESIGN (OSRD) BYLAW.

Description: OSRD bylaws, also known as “cluster” bylaws, are a common method of balancing growth and land conservation in Massachusetts. Numerous communities have OSRD bylaws that are, in essence, a simple method of planning residential growth that conserves more open space in a new subdivision. Typically, these subdivisions include the same number of homes as a conventional subdivision would.⁹ However, through compact site design and efficient infrastructure construction (e.g. roadways and stormwater/water/wastewater management), OSRD developments distribute those units over less land area. The remaining undisturbed land area is conserved in perpetuity for conservation, open space, or agricultural uses.¹⁰

Responsible Parties: Planning Board

Performance Measures:

- By the end of calendar year 2020, the Planning Board conducts a “literature review” of comparable OSRD bylaws from around the Commonwealth. This will serve as a “buffet of options” to potentially include in the Town’s draft bylaw.
- By the end of calendar year 2021, the Planning Board edits the existing draft OSRD bylaw and brings it to Town Meeting.

Example Success Story:

- Caldwell Farm, Newbury, MA; Old North Mill, Hopkinton, MA; Woodbury Ridge, Bellingham, MA

Complementary Action: Land Use Goal 2-1: Maintain Lakeville’s Semi-Rural Character by Encouraging Growth That Matches Its Surroundings.

⁹ Some OSRD bylaws, such as the one in nearby Seekonk, MA, provide bonus housing units for the provision of affordable housing.

¹⁰ In reality, the purpose and intent of OSRDs can be quite broad. For example, the “Conservation Subdivision Design” Bylaw in Carver, MA states that its purpose is: “to encourage the preservation of open land for its scenic beauty and to enhance agricultural, open space, forestry, and recreational use; to preserve historical and archeological resources; to protect the natural environment; to protect the value of real property; to promote more sensitive siting of buildings and better overall site planning; to perpetuate the appearance of Carver’s traditional New England landscape; to allow landowners a reasonable return on their investment; to facilitate the construction and maintenance of streets, utilities, and public services in a more economical and efficient manner; and to promote the development of housing affordable to low and moderate income families.” Carver Zoning Bylaw, Section 3800, page 80.

CHAPTER 3: HOUSING

KEY DATA

Similar to many other communities in the Commonwealth and nationwide, Lakeville's demographics reflect common trends of smaller, older households as the "Baby Boom" generation retire and become empty nesters. U.S. Census data indicates that between 2000 and 2016, that the percentage of Lakeville households that included a person over the age of 65 increased by 10%, Lakeville's median age increased by 6 years (38 to 44), and the percentage of households that have children under the age of 18 decreased by 9%. These trends have been linked with increasing demand for smaller, more manageable homes on smaller lots with lower maintenance needs that are close to town services and village centers. Currently, Lakeville's housing stock is primarily single-family homes (approximately 94% of total homes) with two-family condominiums (about 2% of the total) being the next highest percentage. Over half (52%) of residential properties in Lakeville were built between 1980 and 2010 coinciding with the population boom in the 1990s.

According to public input and current sales data, Lakeville is a challenging place to find affordable homes for first time homebuyers or the senior population. Home sales prices are above average compared to the region, neighboring towns, and the state. Additionally, Lakeville has a low proportion of rental housing, accounting for only 13.9% of the town's housing stock. While this number is low, it has increased dramatically in recent years due to the construction of two large apartment complexes; Kensington Court (100 units) and Sterling Place (104 units).

A quarter of Lakeville's owner households and two-thirds of rental households are cost burdened, defined as spending more than 30% of their income on housing costs. Public workshop participants continually raised concerns that the housing needs of both the senior population and young families are not being met with existing housing options. Therefore, the community wishes to promote housing growth in appropriate locations to meet these needs while also preserving Lakeville's semi-rural character.

Affordability analyses show that very few housing units (15.3%) are affordable to households earning less than 80% of the area median income (\$81,000 for a family of four in 2016); this is the affordability standard for units on the state Subsidized Housing Inventory (SHI). According to M.G.L. Chapter 40B, a municipality which has 10% of its year-round housing on the SHI (or is making steady progress toward that goal) is successfully meeting the affordable housing needs of these moderate- and low-income residents. This enables a community, through its Zoning Board of Appeals, to deny Chapter 40B comprehensive permit applications. Currently, Lakeville has 274 units on the SHI, or 7.1% and is making progress towards the 10% threshold; however, with new 2020 Census housing numbers, the town will likely need to continue efforts into the future.

GOAL 3-1: ENCOURAGE MORE VARIETY IN THE TOWN'S HOUSING STOCK TO MEET THE NEEDS OF FIRST-TIME BUYERS AND THE SENIOR POPULATION.

The Big Picture: “How can Lakeville produce more housing types that are affordable to more types of households?” This was a key question that residents posed during several Master Plan workshops. Cities and towns across Massachusetts struggle to answer this question while balancing growth and conservation goals with the needs of community members – particularly seniors and young families. Several strategies are available to Lakeville to achieve this goal. It is important to note that the town should pursue them in a coordinated fashion. In other words, there is no one “silver bullet” to create more varied housing that serves more household types in Lakeville.

STRATEGY 3-1-1: MODIFY THE EXISTING ZONING BYLAW TO ALLOW MODERATE DENSITIES AND MULTI-FAMILY HOUSING IN APPROPRIATE LOCATIONS.

Description: In Land Use Goal 2-2, this plan noted that the base Residential zoning district covers 86.4% of town. The minimum lot size in this district is 70,000 s.f., or 1.6 acres. By requiring this much land – and its associated value – to be embedded in the cost of producing each unit of housing, Lakeville’s zoning bylaw makes it very difficult to produce smaller, affordable housing types. The town should consider significantly reducing this requirement in strategic locations in town. These include areas along the Route 105 corridor, the Route 18 corridor, and the potential “villages” at the intersections of Routes 18 & 79 and Routes 18 & 105.

Responsible Parties: Planning Board

Performance Measures: The Planning Board will undertake the civic engagement effort described above in Land Use Strategy 2-2-1. Based on these community meetings, the Board will bring zoning amendments with desired dimensional, use, and optional design guidelines to Town Meeting by the end of calendar year 2025.

Example Success Story: Numerous suburban communities across the Commonwealth have zoning bylaws that allow moderate housing densities. For example, in nearby Mansfield’s Residence 3 district, detached single-family homes require 10,000 s.f. lots; two-family homes (“duplexes”) require only 7,500 s.f. The Planning Board can conduct a “literature review” of bylaws from similar communities that have produced development outcomes that are appropriate for Lakeville.

Complementary Action: The Planning Board should pursue this Strategy **in concert with** Land Use Strategy 2-2-1: Create Zoning Districts that Encourage Mixed-Use Village Type Development in Specific Locations.

STRATEGY 3-1-2: WORK IN PARTNERSHIP WITH LOCAL DEVELOPERS TO BUILD SENIOR HOUSING WITH A VARIETY OF HOUSING UNITS.

Description: This Master Plan's data survey and civic engagement process clearly identified senior housing as a need for Lakeville. A wide variety of safe, well designed, and affordable age-friendly and age-restricted housing developments are present throughout Massachusetts. A team of town representatives can collaboratively explore questions of location, densities, architecture and design, and market and real estate pressures with local developers; this process, which should include an affirmative and transparent public process, should lead to zoning changes that allow and incentivize senior housing in Lakeville.

Responsible Parties: Board of Selectmen, Council on Aging, Planning Board, Town Administrator, Building Commissioner

Performance Measures: The Planning Board will reach out to known local developers to survey their interest in building senior housing in town. Based on these meetings, by the end of calendar year 2023, the Board will bring a model bylaw to Town Meeting enabling age-friendly, age-restricted housing developments in districts that it deems to be appropriate.

Example Success Story: Sudbury's Incentive Senior Development bylaw, adopted in 1998 to provide discounted housing development opportunities for seniors. It allows for up to four dwelling units per buildable lot in exchange for dedicated open space, occupancy requirements (age 55+), and unit resale and price restrictions. Projects must not alter the character of the zoning district. Since its inception in Sudbury, 96 units have been approved (2017 statistic).

GOAL 3-2: CONTINUE TO INCREASE THE NUMBER OF UNITS ELIGIBLE FOR THE SUBSIDIZED HOUSING INVENTORY (SHI) BY IMPLEMENTING THE 2017 HOUSING PRODUCTION PLAN.

The Big Picture: Lakeville's 2017 Housing Production Plan (HPP)¹¹ details the town's efforts to proactively create subsidized housing that meets the requirements of M.G.L. Chapter 40B §§ 20-23 and the Department of Housing and Community Development (DHCD) 760 CMR 56.00 regulations. This detailed, specialized plan includes numerous strategies ranging from adopting an Inclusionary Zoning Bylaw to establishing an Affordable Housing Partnership. Pursuing these Strategies will help increase the share of Lakeville's year-round housing stock that is eligible for the State's Subsidized Housing Inventory (SHI). SHI units may be created in multiple ways, including with 40B Comprehensive Permits, through the donation of municipally-owned land, or through the use of local funds. Once Lakeville has 10% of its stock on the SHI or meets other production thresholds to "certify" its HPP,¹² it can exert more control of "40B" developments in town. This Master Plan supports all aspects of the town's 2017 HPP.

¹¹ Available at https://www.lakevillema.org/sites/lakevillema/files/uploads/lakeville_hpp-updated_final_draft.pdf

¹² DHCD has created a method for measuring a community's progress toward reaching its 10% Chapter 40B

CHAPTER 4: ECONOMIC DEVELOPMENT

KEY DATA

Lakeville's residents, business owners, and town officials recognize that a successful business community is an integral part of a healthy community. Local businesses provide jobs, contribute to the tax base, and influence Lakeville's character. Public workshop participants preferred smaller, local firms over big-box style commercial development. In other words, they want Lakeville's existing character to be reflected in future economic growth.

In general terms, Lakeville's economy is healthy, but growth is slow. Between 2006 and 2016, the number of local jobs grew 1.8%, from 3,170 to 3,227. That growth rate was much lower than surrounding communities such as Middleborough (8.4%) and Freetown (7.5%) as well as Plymouth County (6.5%) and the Commonwealth (8.5%) but was in line with the 27-community SRPEDD region (1.8%). During this same period, the industries that experienced the highest growth rates were (1) retail trade, (2) manufacturing, (3) construction, (4) arts, entertainment, and recreation, and (5) health care and social services.

Future growth opportunities exist at the former State Hospital site, the adjacent bowling alley site, and along Route 18 while smaller scale service type businesses, like those found along the Route 105 corridor, can be encouraged in the other village nodes in town.

GOAL 4-1: FOCUS ON REDEVELOPMENT OPPORTUNITIES AT THE FORMER LAKEVILLE STATE HOSPITAL AND DEWEY'S BOWLING ALLEY SITES.

The Big Picture: When a town pursues local "economic development," it seeks to create jobs and expand its tax base through various infrastructure investments and policy initiatives. By undertaking further actions and activities, Lakeville will build upon existing competitive advantages of the above stated sites – namely previous planning, existing business-friendly zoning, highway and transit/commuter rail access, and potential connections to municipal water and wastewater in neighboring communities. The former Lakeville State Hospital and Dewey's Bowling Alley sites are therefore key to expanding Lakeville's economic footprint and commercial tax base. The Strategies below seek to highlight the importance of these sites in a number of ways.

goal. If, during a 12-month period, a community produces SHI eligible affordable housing equal to 0.5% or 1% of its year round housing stock, its HPP may be "certified." Certification means that the town's Housing Production Plan has met its regional need for affordable housing for one year (by meeting the 0.5% threshold) or two years (by meeting the 1% threshold). Lakeville would need to produce 19 or 39 units to meet the 0.5% or 1% goals, respectively. If a community has a certified HPP within 15 days of the opening of the local hearing for a 40B Comprehensive Permit, a denial of the permit by the Zoning Board of Appeals (ZBA) may be upheld by the state Housing Appeals Committee.

STRATEGY 4-1-1: REFOCUS AND REINVIGORATE LAKEVILLE'S EXISTING ECONOMIC DEVELOPMENT COMMITTEE (EDC) TO WORK WITH LAND OWNERS AND PRIVATE DEVELOPERS TO FIND A WAY FORWARD ON THESE CRITICAL SITES.

Description: Building on the Town's previous planning work, such as the *2016 State Hospital and Route 105 Redevelopment Study*, and acknowledging changes in ownership, leadership, and market conditions, this plan recommends refocusing and reinvigorating the EDC to focus primarily on these two sites. This specialized, standing committee can consist of local business-owners and elected and appointed officials who work in partnership with the sites' property owners. The EDC can hold regular meetings that discuss balancing the needs of land owners and developers with those of the community as a whole. Regular, collegial communication can lead to improved outcomes for all parties. The committee can focus on necessary infrastructure, expedited permitting such as Chapter 43D, and other issues specific to these vital redevelopment projects.

Responsible Parties: Board of Selectmen, Economic Development Committee

Performance Measures: By the end of calendar year 2020, the Board of Selectmen reassembles and reinvigorates the existing EDC.

Complementary Action: The Planning Board should pursue this Strategy **in concert with** Land Use Strategy 2-1-1: Focus Future, Large Scale Business Growth to Key Locations along Route 18, Route 44, and Route 105.

STRATEGY 4-1-2: EXPAND THE EXISTING CHAPTER 43D DISTRICT TO INCLUDE THE DEWEY'S BOWLING ALLEY PROPERTY.

Description: Chapter 43D is a tool that facilitates commercial, industrial, or mixed-use development on specific properties. It is a voluntary, local option. In other words, towns must "opt-in" through Town Meeting and property-owners must "opt-in" through written approval. The program creates a "streamlined permitting process" that promotes transparency and predictability for local permits. It also guarantees permitting decisions - "Yes" or "No" - on pre-determined priority development sites (PDS) within 180 days. The program also provides online site marketing to increase the visibility of the development opportunities and the town's business friendly regulatory framework. The town should work with the Dewey's Bowling Alley property owner to include that site in the existing State Hospital 43D district, originally approved in 2013.

Responsible Parties: Board of Selectmen, Economic Development Committee

Performance Measures: By the end of calendar year 2021, the Town amends the existing Chapter 43D district to include the Dewey's Bowling Alley property as a PDS site.

Example Success Story: Numerous PDS sites in cities and towns across the Commonwealth.

Complementary Action: The Planning Board should pursue this Strategy **in concert with** Land Use Strategy 2-1-1: Focus Future, Large Scale Business Growth to Key Locations along Route 18, Route 44, and Route 105.

GOAL 4-2: SUPPORT THE LOCAL BUSINESS COMMUNITY AND FACILITATE NEW LOCAL DEVELOPMENT IN APPROPRIATE AREAS IN TOWN.

The Big Picture: A major theme at public workshops was the importance of improving the town's relationship with existing local businesses and increasing the likelihood that new businesses would chose to locate in Lakeville. Citizens and business-owners alike want the town to create clear, reliable channels of communication to make it easier to do business in Lakeville. Town government can pursue various commonsense strategies to achieve this goal.

STRATEGY 4-2-1: ENHANCE THE EXISTING ECONOMIC DEVELOPMENT GUIDE TO FACILITATE ALL TYPES OF BUSINESS DEVELOPMENT.

Description: Businesses need clear expectations and predictability from local government to succeed. Successful local businesses are key to Lakeville's fiscal stability, economic health, and town character. Town governments can work collaboratively with existing and prospective business-owners in order to establish partnerships that identify clear and fair expectations while recognizing private economic realities. One way to do this is to update and improve the town's existing Economic Development Guide. Many communities in the region and in MA have created user-friendly guides that feature numerous easy-reference flyers or simple graphics that describe how to do business in town. Maintaining and circulating this resource can improve the process of navigating local government requirements.

Responsible Parties: Board of Selectmen, Town Administrator, Building Commissioner, various Town Departments

Performance Measures: By the end of calendar year 2022, the town will update and widely distribute its Permitting Guide.

Example Success Story: The Town of Dedham Business Guide; the City of Attleboro's Business and Permitting Guide; the Town of Mansfield's Business Guide, Market Profile, and "Who Can I Call?" Flyer; neighboring Middleborough's Permitting Guide and Marketing Brochure.

STRATEGY 4-2-2: CREATE ZONING DISTRICTS THAT ENCOURAGE MIXED-USE VILLAGE TYPE DEVELOPMENT, COMPLEMENTED BY BICYCLE AND PEDESTRIAN AMENITIES, IN SPECIFIC LOCATIONS.

Description: Please see Land Use Strategy 2-2-1: Create Zoning Districts That Encourage Mixed-Use Village Type Development in Specific Locations. Zoning that enabled – and even incentivizes – mixed use developments foster more compact, walkable areas where small, local businesses thrive.

GOAL 4-3: CONTINUE TO SUPPORT, PROTECT, AND IMPROVE LAKEVILLE'S AGRICULTURAL ECONOMY.

The Big Picture: Numerous workshop comments identified the important role agriculture plays in Lakeville's history and culture. Unfortunately, in the period from 2006 to 2016, the industry has seen a dramatic decrease in the number of jobs in town; falling from 229 jobs in 2006 to 15 jobs in 2016, a 93% decline. In part, because of that reduction, Lakeville residents stressed the importance of these lands as a way to preserve the semi-rural character of the town. Lakeville has several strategies at its disposal to protect and promote agriculture for future generations. For example, most farming-related properties in town are given temporary, conditional property tax reduction and protection by Massachusetts General Laws Chapters 61 and 61A. Moreover, the town's plan to bring forward a Right-to-Farm bylaw for Town Meeting approval clearly demonstrates its long-term support of farming in Lakeville. However, with the industry facing more and more competition from other sources and with the aging of some farmers whose families don't have plans for continued farming, the future of agriculture is in question.

STRATEGY 4-3-1: UTILIZE EXISTING MASSACHUSETTS DEPARTMENT OF AGRICULTURAL RESOURCES (MDAR) PROGRAMS AND THE AGRICULTURAL PRESERVATION RESTRICTION (APR) PROGRAM.

Description: The Agricultural Commission and Planning Board can help Lakeville's farmers to participate in numerous programs provided by the Massachusetts Department of Agricultural Resources (MDAR). These include the Massachusetts Farm Energy Program (MFEP), the Agricultural Energy Grant Program (Ag-Energy), Agricultural Environmental Enhancement Program (AEEP), and the Farm Viability Program. All of these existing programs can help local farmers reduce energy use, identify renewable energy options, and develop innovative strategies with farm viability plans.

Additionally, the existing Massachusetts Agricultural Preservation Restriction (APR)¹³ program provides opportunities for farmers to conserve their land, or under the APR Improvement Program (AIP)¹⁴, help to sustain active commercial farming on an existing APR property.

Responsible Parties: Agricultural Commission, Board of Selectmen

Performance Measures: The Agricultural Commission will develop promotional materials for local farmers by the end of calendar year 2023.

Complementary Action: Strategy 2-2-3: Investigate a Transfer Of Development Rights (TDR) Bylaw.

¹³ APR is a voluntary program that is intended to offer a non-development alternative to farmers and other owners of "prime" and "state important" agricultural land who are faced with a decision regarding future use and disposition of their farms. Towards this end, the program offers to pay farmland owners the difference between the "fair market value" and the "agricultural value" of their farmland in exchange for a permanent deed restriction which precludes any use of the property that will have a negative impact on its agricultural viability.

¹⁴ The AIP requires participants to work with MDAR to develop a Farm Improvement Plan (FIP) derived from a business analysis process for the existing APR property. Participants commit to implementing an improvement strategy identified in the FIP.

STRATEGY 4-3-2: PROVIDE EDUCATIONAL PROGRAMS AIMED AT HELPING LOCAL FARMERS UNDERSTAND AND UTILIZE THE M.G.L. CHAPTER 61 PROTECTIONS.

Description: In the early 1970s, the Massachusetts Chapter 61 programs were established to provide landowners the ability to protect water resources and wildlife habitats, continue the practice of agriculture, sustain the sense of rural character, and to provide outdoor recreation in exchange for property tax reductions. To be classified as farm land under Chapter 61A, the land has to be “actively devoted” to agricultural or horticultural use.¹⁵ Under some conditions, the town also has “right of first refusal” to purchase any Chapter 61 lands that are in the process of being converted from its protected use. The Agricultural Commission should ensure that – to the greatest extent possible – qualified farms in Lakeville utilize this program.

Responsible Parties: Agricultural Commission, Board of Selectmen

Performance Measures: By the end of calendar year 2021, the Agricultural Commission expands its website content and produces user-friendly guides to disseminate to local farmers. The Board of Selectmen promotes these activities and materials at appropriate meetings and events.

Example Success Story: The Town of Concord and Town of Norton Chapter 61 informational materials.¹⁶

STRATEGY 4-3-3: ACTIVELY MARKET THE LOCAL FARMING COMMUNITY IN LAKEVILLE.

Description: Public workshop participants expressed a desire to promote their agricultural economy as part of their town’s character. Connecting the public and future farmers with the existing farming community is an essential part of ensuring their longevity. Various techniques ranging from web-based marketing to annual events can demonstrate the vitality of Lakeville’s farming community and economy. The Agricultural Commission can highlight the local farms with promotional materials – such as a “Living Near a Farm” brochure or by holding a regular farmer’s market that provides Lakeville’s residents an opportunity to learn more about these farms and support them by purchasing their goods.

Responsible Parties: Agricultural Commission

Performance Measures: By the end of calendar year 2021, the Agricultural Commission will investigate expanding the farmer’s market into the winter season.

¹⁵ “Actively devoted” means the land must be used (1) primarily and directly for agricultural or horticultural production, or (2) in a manner necessary and related to that production; in other words, in a manner that directly supports or contributes to the production, including farm roads, irrigation ponds, land under farm buildings.

¹⁶ Concord: <https://concordma.gov/DocumentCenter/View/251/Chapter-61A-Agricultural-Information-PDF>
West Newbury: https://www.wnewbury.org/sites/westnewburyma/files/uploads/approved_rofr_2-22-16.pdf
Norton: <https://www.nortonma.org/assessor/pages/chapter-61a>

CHAPTER 5: NATURAL & CULTURAL RESOURCES

KEY DATA

According to many Lakeville residents, the town's natural resources, historic buildings, and scenic landscapes are extremely special assets worth protecting and preserving for generations to come. The Town's previous Master Plan does an excellent job describing Lakeville's natural and cultural resources and how growth competes with efforts to maintain the town's character. It states that "beyond providing a pleasant environment in which to live and work, these resources literally sustain the community by providing clean drinking water, flood control, and other critical ecosystem services." Additionally, the town's current Open Space and Recreation plan echoes those sentiments and emphasizes the importance of protecting these important areas. This master plan element seeks to continue the work of protecting - and even promoting these assets through the following actions.

GOAL 5-1: UPDATE LAKEVILLE'S PRIORITY PROTECTION AREAS WITH PARTICULAR EMPHASIS ON HABITATS, AGRICULTURE, AND WATER RESOURCES.

The Big Picture: Cities and towns across Massachusetts have designated Priority Development Areas (PDA) and Priority Protection Areas (PPA) as simple mapped areas describing where (and how) they would like to develop land and where (and why) they would like to protect land. In turn, the Commonwealth considers these priority areas when reviewing various grant applications (such as MassWorks and LAND grants). Lakeville first completed this work in 2008 and updated it in 2013; for more information, please see the *Lakeville South Coast Rail Corridor Plan: Five-Year Update of Community Priority Areas* document available in the Appendix. In 2013, the Town used geographic information systems (GIS) data (such as BioMap2 Habitats, zoning districts, and parcels) to make precise and accurate PDA and PPA boundaries and to clarify the purpose of their designations. With five more years passed, all of these characteristics can be updated again using new data and insights from new participants. As Lakeville completes development projects, infrastructure investments, and zoning changes in and around PDAs, it makes sense to adjust their boundaries to reflect the new "reality on the ground;" similarly, as land conservation is advanced within and around PPAs, their boundaries should also change.

Responsible Parties: Planning Board, Conservation Commission, Board of Selectmen, Open Space Committee, other municipal boards, local interest and advocacy groups, and the general public

Performance Measures: The town updates its priority areas by the end of calendar year 2023.

GOAL 5-2: COMPLETE AND IMPLEMENT A HISTORIC PRESERVATION PLAN.

The Big Picture: Communities across Massachusetts have created plans dedicated to preserving and promoting their local history. The scope and format of Historic Preservation Plans vary by and can be specialized for every community. According to the Massachusetts Preservation Planning Division, “the first step in a community’s preservation planning process is to identify, describe and locate buildings, structures, objects, areas, burial grounds, landscape features, and sites that are of historical, architectural, or archaeological importance to the community, the state, or the nation. A comprehensive inventory of a town’s historical assets serves as the basis for all future preservation activities.” Lakeville’s Historical Commission has significant documentation, organization and local knowledge to support the development of a preservation plan and with recent town funding, is poised to produce achievable strategies to manage the town’s important historical assets moving forward. That said, implementing the final plan will be critical to preserving Lakeville’s history, and the Historical Commission will need the town’s support in that endeavor.

Responsible Parties: Historical Commission, Board of Selectmen, Town Administrator

Performance Measures: By the end of calendar year 2023, the Historic Commission will begin to implement the final Historical Preservation Plan.

GOAL 5-3: CONSIDER CREATING HISTORIC DISTRICTS WHERE APPROPRIATE.

The Big Picture: Many cities and towns designate historic districts with varying levels of regulatory protection (from zoning and demolition delay bylaws to form-based codes overseen by a Local Historic District Commission). During the Lakeville Master Plan public workshops, participants agreed that the town’s history and character are essential to protect and promote moving forward. Although there are no designated historic districts in Lakeville, several areas do have a concentration of historic structures and sites. Considering the rich history of Lakeville, the Historical Commission and Historical Society should continue to work with the Town Administrator and the Planning Board to consider historic district designations and/or zoning amendments.

STRATEGY 5-3-1: SUPPORT THE HISTORICAL COMMISSION'S EFFORTS TO DESIGNATE THE AREA AROUND THE ROUTE 18 & ROUTE 105 INTERSECTION AS THE TOWN'S FIRST HISTORIC DISTRICT.

Description: The Lakeville Historical Commission has identified several areas in town that have historical significance. In particular, the Route 18 & Route 105 area, the Tack Factory Neighborhood, and the Pierce Avenue area are among the most important in Lakeville from a historic preservation perspective. The area around the Route 18 and Route 105 intersection, used for the very popular annual Arts & Music Festival and home to Dickran Diran Square, the Old Town Hall, and the Old "Carnegie" Library is a cultural center of Lakeville. Historic Districts preserve the unique characteristics of structures within their boundaries by providing a mechanism for local oversight that guides architectural design of renovations and new construction in a way that complements the character of the district. If designated as a historic district it, would be the first such district in town.

Responsible Parties: Historical Commission, Board of Selectmen

Performance Measures: Based on a finalized Historic Preservation Plan (anticipated 2023), the Historic Commission brings forward a Historic District designation article at town meeting by the end of calendar year 2023.

GOAL 5-4: CONTINUE TO SUPPORT THE EXISTING AND FUTURE HISTORIC AND CULTURAL EVENTS IN TOWN.

The Big Picture: Many public workshop participants were proud of their town and its culture and history. Lakeville is lucky to have several volunteer groups willing to plan, support, and run cultural events in town such as the annual Arts & Music Festival and the Lakeville Lions Club Touch-a-Truck event. The town should continue to support these ongoing and successful cultural activities by undertaking the actions below.

STRATEGY 5-4-1: WORK WITH THE GROUPS SUCH AS THE ARTS COUNCIL TO DETERMINE ACTIONS THAT THE TOWN CAN UNDERTAKE TO SUPPORT MORE CULTURAL EVENTS.

Description: Public workshop participants identified the annual Lakeville Arts & Music Festival, organized by the Lakeville Arts Council, as an essential, cherished event that should be maintained for future generations of Lakeville residents. The day-long festival includes a wide variety of local crafters selling their goods, agricultural groups sharing the practice of farming, non-profit organizations educating the public, and several local musicians entertaining the crowds. The town should continue to do all it can to support this event by coordinating related efforts and available resources while working with other local groups to encourage other types of events that bring the community together.

Responsible Parties: Board of Selectmen, Town Coordinator

Performance Measures: By the end of calendar year 2021, the Town Coordinator will have completed a plan for sustaining existing and creating more local cultural activities.

STRATEGY 5-4-2: SUPPORT EFFORTS TO INVESTIGATE THE POSSIBLE MERGING OF THE TOWN'S HISTORICAL COMMISSION AND HISTORICAL SOCIETY.

Description: The Lakeville Historical Commission is responsible for identifying and protecting the town's significant historical, archaeological and cultural resources. Generally, as an official town entity, the Commission is responsible for administering the local demolition delay bylaw, which prevents the demolition of historic structures, maintaining the historic Old Town House, developing an inventory of significant areas and structures, and educating the public about the importance of preserving historic resources. Meanwhile, the Lakeville Historical Society, founded in 1970 as a private non-profit organization, maintains the Lakeville Historical Museum and an extensive collection of historical artifacts. Limited funds, shrinking membership, and a lack of available space have challenged the Historical Commission's efforts to achieve their goals. With many of the members also being on the Historical Society and considering that many of their goals align, the time may be right to consider a merger of the two groups to ensure their survival and the greatest possible benefit to Lakeville.

Responsible Parties: Historical Commission, Historical Society, Board of Selectmen

Performance Measures: By the end of calendar year 2024, a final decision will be made on the possible merger of these two groups.

CHAPTER 6: OPEN SPACE & RECREATION

KEY DATA

Lakeville contains significant open spaces and undeveloped land. Place names such as “Betty’s Neck,” “Loon Pond,” “Clear Pond Park,” and the “Ted Williams Camp” – not to mention the “Assawompset Ponds” that give Lakeville its name – are well known open spaces in town. The Massachusetts Department of Conservation Services (DCS) defines “open space” as “conservation land, forested land, recreation land, agricultural land, corridor parks, and amenities such as small parks, green buffers along roadways, or any open area that is owned by an agency or organization dedicated to conservation;” additionally, the term can also refer to undeveloped or underutilized parcels “with particular conservation or recreation interest” – of which there is significant acreage in Lakeville.¹⁷ Therefore, for the purposes of this Master Plan, “open space” will be used with this broad meaning, referring to existing conservation areas as well as to land with future conservation potential. Much of the open space in town is actively in – or in support of – forest or agricultural and is, therefore, granted conditional protection by Massachusetts General Laws Chapters 61 and 61A.¹⁸ Strategies such as agricultural preservation, direct investments, continued participation in the Chapter 61 programs, and coordinated land conservation efforts will all be necessary in order to maintain the viability of open spaces in town. Additionally, public workshops throughout the Master Plan process emphasized the importance of continuing to expand and improve open space networks, particularly in areas with strategic habitat, recreational, or water resource protection roles to play in Lakeville.

GOAL 6-1: INCREASE LOCAL EFFORTS TO PRESERVE OPEN SPACE AND HABITATS IN TOWN.

The Big Picture: In order to maintain the areas of natural beauty and environmental value in town, continued efforts need to be made toward actively pursuing open space conservation. The Commonwealth of Massachusetts has numerous state programs that support these efforts. However, town-level action and leadership is often required – along with partnerships with local agencies and non-profits – for the benefits of these programs to be fully felt in a community. In other words, Lakeville should pursue the following local strategies to support local open space planning.

¹⁷ DCS’s Open Space and Recreation Planner’s Workbook - <http://www.mass.gov/eea/docs/eea/dcs/osrp-workbook08.pdf>

¹⁸ “During the past several decades, constitutional amendments approved by the citizens of Massachusetts have authorized three programs which require cities and towns to reduce assessments of farm, forest and open space lands, provided the owners make a commitment to keep their lands in one or more of those uses. These programs were motivated in large part by rising property values, which were forcing farmers and forest landowners to sell their land because of the increasing tax burden. These tax reduction programs are known as Chapter 61—the Forestland Act; Chapter 61A—the Farmland Assessment Act; and Chapter 61B—the Recreational Land Act.” Mount Grace Land Conservation Trust, Conservation and Land Use Planning under Massachusetts’ Chapter 61 Laws, 2007

STRATEGY 6-1-1: HIRE A FULL-TIME CONSERVATION AGENT TO HELP IDENTIFY AND PROTECT IMPORTANT AREAS IN LAKEVILLE.

Description: Lakeville has a part-time conservation agent who helps enforce the Wetlands Protection Act and who pursues other conservation-related activities in town; however, this reduced time (compared to a full-time position) prevents the town from pursuing long-range planning and conservation goals, such as grant funding, acquiring open space, and implementing the Open Space and Recreation Plan. These are areas of concern that the public raised during public workshops. In short, a full-time employee is necessary for many of the town's open space-related goals to be achieved.

Responsible Parties: Board of Selectmen, Town Administrator, Conservation Commission, Open Space Committee, Planning Board

Performance Measures: The town will fully fund and fill a full-time Conservation Commission position by end of calendar year 2021.

Example Success Story: Several neighboring (e.g. Middleborough) and nearby (e.g. Norton) communities have full-time conservation agents. Some even have more than one staff member.

Complementary Action: Strategy 2-1-3: Hire a Town Planner to Help Guide Future Development in Town and to Lead New, Long-Range Planning Initiatives.

STRATEGY 6-1-2: INITIATE EFFORTS TO ADOPT THE COMMUNITY PRESERVATION ACT (CPA) AS A WAY TO PROTECT PRIORITY AREAS IN TOWN.

Description: As of the date of this plan, just over half (176 out of 351) of the communities in Massachusetts have adopted the Community Preservation Act (CPA), which, according to the state Community Preservation Coalition is "allows communities to create a local Community Preservation Fund for open space protection, historic preservation, affordable housing, and outdoor recreation. Community preservation monies are raised locally through the imposition of a surcharge of not more than 3% of the tax levy against real property, and municipalities must adopt CPA by ballot referendum. Each CPA community creates a local Community Preservation Committee (CPC) upon adoption of the Act, and this five-to-nine member board makes recommendations on CPA projects to the community's legislative body."¹⁹ In order to create a local CPC and access a dedicated funding source for open space preservation (and other projects), Lakeville's Board of Selectmen, Planning Board, Conservation Commission, and other local champions should work in partnership with the state Community Preservation Coalition and the state Attorney General's Office to initiate the

¹⁹ Massachusetts Community Preservation Coalition (CPC) - <https://www.communitypreservation.org/about>; please note that "the CPA statute also creates a statewide Community Preservation Trust Fund, administered by the Department of Revenue (DOR), which provides distributions each year to communities that have adopted CPA. These annual disbursements serve as an incentive for communities to pass CPA."

process of adopting the CPA by presenting to Town Meeting a vote to place the CPA vote on the local election ballot.²⁰

Responsible Parties: Board of Selectmen, Planning Board, Conservation Commission, and other local champions.

Performance Measures: By the end of calendar year 2025, Lakeville adopts the CPA.

Example Success Story: Numerous cities and towns in the region and across Massachusetts have adopted CPA and pursued CPA projects in their communities.²¹

STRATEGY 6-1-3: REKINDLE PARTNERSHIP EFFORTS BETWEEN PRIVATE LANDOWNERS, LAND CONSERVATION GROUPS, AND STATE AND LOCAL GOVERNMENTS TO ENABLE FUTURE OPEN SPACE ACQUISITIONS.

Description: The well-known and well-loved Betty's Neck property serves as a prime example of the type of creative thinking and active partnerships that are often required to preserve land when there are scarce resources set aside for this purpose. According to Lakeville's 2013 Open Space and Recreation Plan, over 475 acres of land on the Assawompset and Pocksha Ponds, including Betty's Neck, were protected in 2002 through direct acquisition and conservation restrictions. This was made possible by "a joint effort of state and local governments, nonprofit organizations, and private parties."²² Lakeville must continue this type of coalition-building in order to conserve other tracts of open land in town with high conservation, habitat, water resource protection, recreation, and other values. High priority properties for acquisition include Lakeville's golf courses, 2013 community Priority Protection Areas (PPAs), undeveloped shoreline on the ponds, and others.

Responsible Parties: Open Space Committee, Conservation Commission, Planning Board, local champions and regional partners

Performance Measures: By the end of calendar year 2024, the town will have another Betty's Neck type success story.

Example Success Story: Lakeville's own Betty's Neck and other preservation examples such as recently acquired lands abutting the Assonet Cedar Swamp, Poquoy Brook, and Vigers Conservation Area.

Complementary Actions: Land Use Strategy 2-2-4: Adopt an Open Space Residential Design (OSRD) Bylaw; Land Use Strategy 2-2-3: Investigate a Transfer Of Development Rights (TDR) Bylaw.

²⁰ Secretary of the Commonwealth of Massachusetts - <http://www.sec.state.ma.us/ele/elecpcpa/cpaidx.htm>; please note that this is one of two methods, the other being a ballot petition, to place a vote to adopt CPA on a local election ballot. This Master Plan recommends this method because it is more common (used by approximately two-thirds of existing CPA communities) and because it involves public support from elected officials and local champions in advance of the ballot question.

²¹ Massachusetts CPC - <https://www.communitypreservation.org/map>

²² This coalition included the cities of Taunton and New Bedford, the Massachusetts Executive Office of Environmental Affairs (now EOEAA), the State Legislature, SRPEDD, the Trust for Public Land, and the Decas family (well-known cranberry growers).

GOAL 6-2: UPDATE THE TOWN'S 2013 OPEN SPACE & RECREATION PLAN.

The Big Picture: Municipal Open Space and Recreation Plans (OSRPs) must be updated every 7 years. Lakeville's most recent OSRP, completed in 2013, is approaching an update. In addition to guiding the town's conservation efforts, this specialized plan also facilitates grant applications (such as PARC or LAND grants, which require up-to-date OSRPs) and provides the town with an opportunity to streamline and modernize its open space planning. For example, an updated plan could make efforts to be graphically engaging, concise (e.g. only including information that is vital to decision-making) and interactive (e.g. including links to story maps, photos, videos, and current data).²³

Responsible Parties: Conservation Commission, Open Space Committee, Planning Board, local champions and regional partners

Performance Measures: The town updates its OSRP by the end of calendar year 2021.

GOAL 6-3: CONTINUE EFFORTS TO PROMOTE THE VALUE OF AND ACCESS TO OPEN SPACES IN LAKEVILLE.

The Big Picture: Some contiguous open space networks already exist in Lakeville. As the 2013 OSRP points out (and as any updated OSRP will similarly emphasize), these networks can be linked and expanded by focusing future land acquisitions and improvements, such as new trails, trailheads, signage, and facilities, to strategically located properties. The strategies below seek to knit these networks together and increase awareness of and access to Lakeville's open spaces.

STRATEGY 6-3-1: EXPLORE THE CREATION OF MORE RECREATIONAL TRAILS WITHIN EXISTING PROTECTED OPEN SPACE, CONNECTING THEM TO EXISTING TRAILS IN TOWN.

Description: In order for the public to enjoy open space and recreation areas, they need to know where they are, how to safely and comfortably access them, and their importance beyond recreation. One simple recommendation from the Master Plan public workshops was to improve the trail system in town. Massachusetts provides several grant and loan programs, such as the MassTrails Program and Greenways & Trails Program, for the creation of well-planned trails and trail planning across the Commonwealth. Any update to the OSRP should identify target areas, such as Betty's Neck or Ted Williams Camp, that have existing trails and high priority for additional access.

Responsible Parties: Open Space Committee, Conservation Commission

Performance Measures: Based on an updated OSRP (anticipated 2022), Lakeville applies for MassTrail's grants for high priority trails and improvements, refining applications until successful by the end of calendar year 2023.

²³ Modern GIS mapping and analysis – combined with public input – can identify areas where special consideration should be given to conservation; this “layering of information” can also identify the main role a given open space asset plays in Lakeville and how that role can shift or evolve over time. For example, a property originally acquired for passive recreation (walking paths or scenic value) may now be more valuable because of the role it plays in protecting drinking water resources or mitigating flooding or storms.

Example Success Story: Mansfield's Veteran's Memorial Multipurpose Path, Lunenburg's Trail Safety Improvements, Waltham's Wayside Rail Trail, and numerous other recipients of MassTrails grants.

Complementary Action: Open Space Goal 6-2: Update the Town's 2013 Open Space & Recreation Plan

STRATEGY 6-3-2: ENHANCE THE OPEN SPACE COMMITTEE WEBPAGE TO PROVIDE RESIDENTS AND VISITORS A PLACE TO FIND AND ENJOY PUBLIC OPEN SPACES IN TOWN.

Description: The Lakeville Open Space Committee's town webpage can be improved to list of community playgrounds, hiking and walking trails, locations to swim and fish, and family entertainment venues. This web page can centralize all of the town's assets so the public can easily know where they are and how to access them. According to public input, helpful features may include (1) identifying the town department/committee and a point of contact that manages the site, (2) hours of operation (if applicable), (3) area maps with parking locations, (4) pictures of the sites for visual reference, and (5) a mapping feature that can provide directions for interested visitors. More advanced features may include interactive maps with easy to understand icons that identify open spaces, clarify their level of public access, and describe activities allowed there. Finally, the website can serve as a forum for discussion; this type of web presence can help publicize these valuable areas while communicating their needed maintenance.

Responsible Parties: Open Space Committee, Board of Selectmen

Performance Measures: An updated Open Space Committee town webpage, including many of the desired features, by the end of the OSRP update, anticipated in 2022.

Example Success Story: City of Cambridge Community Development Department webpage²⁴

²⁴ <https://www.cambridgema.gov/CDD/parks>

CHAPTER 7: SERVICES & FACILITIES

KEY DATA

In general, a public facility is any municipally owned property that is intended for public use or is a structure that provides a municipal service. This typically includes buildings, parks, playgrounds, roadways, utilities, and cemeteries. Municipal governments are responsible for monitoring the condition and future needs of these facilities while providing the necessary human resources to meet the demands for town services.

Lakeville is well served by core municipal services and facilities and continues to invest in its critical public facilities. In 2019, the town completed a new 12,000 s.f., \$8.8 million new Police Station on the Ted Williams Camp campus and began significant renovations to the historic Town Hall, improving accessibility and moving critical town services to the first floor. Most of the other town facilities are in a state of good repair; however, the notable exceptions include the Highway Department administration building, the Fire Department, and the Assawompset Elementary School. Meanwhile, accessibility improvements need to be made to the Historical Museum and the Senior Center may need an addition in the coming years to accommodate needed services.

Looking into the future, Lakeville has several needs to address in order to ensure that essential town services continue to meet the demand. Working together as a community, Lakeville can replicate the successful Police Station project model for other needed facilities in town.

GOAL 7-1: CONTINUE EFFORTS TO MEET THE NEEDS OF LAKEVILLE'S FIRE DEPARTMENT.

The Big Picture: Public safety workers and first responders are the backbone of the community. Many of them are town residents, willing and ready to risk their lives to ensure the safety of others. In turn, municipal governments work hard to ensure that these departments have the necessary staff and equipment to keep themselves and the public safe. The recent construction of a new Police Station is an example of Lakeville's commitment to public safety – now, attention should turn to the Fire Department and their facility and staffing needs.

STRATEGY 7-1-1: INVESTIGATE AN EXPANSION OF/UPGRADE TO THE EXISTING FIRE STATION.

Description: The current 6,500 s.f. Fire Department headquarters (offices and garage) is located next to the historic Town Hall on Bedford Street. Although, the location is centrally located, the Fire Department lacks adequate space for staff, supplies, and equipment. In fact, the previous Master Plan (published in 2005) stated that “while the building is functional, it lacks certain facilities including formal living and sleeping space for firefighters, facilities for female firefighters, wide bay doors, and storage space.” This situation is still true; moreover, with increasing demands placed on the Department, the need for improvements is readily apparent. As such, the Fire Department, with support from the town, should update the 2007 Needs Assessment Study to determine its long-term facility, equipment, and staffing needs.

Responsible Parties: Fire Department, Town Administrator, Board of Selectmen

Performance Measures: The town will update the 2007 Needs Assessment Study by the end of calendar year 2020.

Example Success Story: Town of Wakefield Public Safety Building Feasibility Study, June 2017; Town of Carver Police Department Overview Report, January 2018

STRATEGY 7-1-2: CONSIDER PROVIDING ADDITIONAL FULL-TIME STAFF TO MEET INCREASING DEMANDS.

Description: According to the Lakeville Fire Chief, “Lakeville Firefighters are truly the most committed and dedicated responders I have ever encountered. They are an unstoppable force; a group of people who understand the importance of their work. They are not motivated by money or recognition; they just serve. They are the heart and soul of our Department; we are nothing without them.” The department is manned 24 hours a day, seven days a week; however, the typical shift only has three firefighters due to building constraints. One full-time Fire Chief and twelve full-time firefighters staff the Fire Department and the remainder of the force includes 25 volunteers that respond to emergencies on an as needed basis. Demands on the department have increased steadily since 2014, totaling over 2,000 incidents in 2018. Most of those incidents involved Emergency Medical Service (EMS) or rescue calls, followed by motor vehicle accidents, and lastly, fire calls. As this trend continues, the Fire Department will need to hire additional full-time staff to continue to provide a necessary standard of care; however, this can only be accomplished with more building space.

Responsible Parties: Fire Chief, Town Administrator, Board of Selectmen

Performance Measures: The town will initiate a Fire Department Needs Assessment study by the end of calendar year 2020.

Complementary Action: Strategy 7-1-1: Investigate an Expansion/Upgrade to the Existing Fire Station.

GOAL 7-2: PROVIDE MUNICIPAL FACILITIES THAT MEET THE NEEDS OF THE ENTIRE COMMUNITY.

The Big Picture: In addition to public safety facilities and services, a community must seek to provide for the needs of its citizens in a variety of ways. Most communities place special emphasis on services for its seniors, youth, and disabled residents. The strategies below seek to support these populations.

STRATEGY 7-2-1: SUPPORT THE COMMUNITY'S EFFORTS TO IMPROVE/UPGRADE THE ASSAWOMPSET ELEMENTARY SCHOOL.

Description: The Town of Lakeville is in a regional school district with the neighboring town of Freetown. There are a total of five (5) schools in the district, four (4) of which are located in Lakeville; the Assawompset Elementary School, the George R. Austin Intermediate School, the Freetown-Lakeville Middle School, and the Apponequet Regional High School. Looking into the future, all of these facilities will need improvements and upgrades, in fact, the school district is planning heating and cooling improvements at the Middle & High schools in the near term. That said, the Assawompset Elementary School, first built in 1949, and added onto in 1954, 1963 and 1988, is the facility with the highest need for improvements. The Freetown-Lakeville school district has twice submitted a Statement of Interest (SOI) to the Massachusetts School Building Administration to receive improvement funds and has twice been denied. Recognizing the need, the town recently invested over \$500,000 worth of projects that included LED lighting, building management systems, weatherization, masonry repairs, new VCT flooring in numerous classrooms, painting, aluminum trim work, electrical upgrades and repaved parking lots and driveways. Going forward, the town will need to work with the school district to identify other sources of funding in order to keep the school functioning for years to come.

Responsible Parties: Freetown-Lakeville School Committee, Town Administrator, Board of Selectmen

Performance Measures: By the end of calendar year 2023, the Freetown-Lakeville School District will have investigated other Massachusetts School Building Authority (MSBA) funding programs as possible alternatives.

STRATEGY 7-2-2: SUPPORT THE HIGHWAY DEPARTMENT'S EFFORTS TO IMPROVE/UPGRADE THEIR ADMINISTRATION BUILDING.

Description: The Highway Department is responsible for the maintenance of numerous town facilities, namely the cemeteries, parks, roadways, culverts, catch basins, town buildings' grounds and parking lots, and town vehicles. These responsibilities put a significant strain on the small staff, aging machinery, and sub-standard facilities. Of concern is the current administration building. Built in 1995, this modular structure suffers from a leaking roof, lack of office space, a failing heating system. Although the Highway Department has done their best to maintain the aging and deteriorating structure, a complete replacement of the structure is needed. As of the writing of this plan, the Superintendent of Streets, along with the Town Administrator are actively soliciting bids for a new structure.

Responsible Parties: Superintendent of Streets, Town Administrator, Board of Selectmen

Performance Measures: By the end of calendar year 2020, the Highway Department will have a new administration building.

STRATEGY 7-2-3: INVESTIGATE THE POSSIBILITY OF EXPANDING THE CURRENT SENIOR CENTER TO PROVIDE ADDITIONAL SERVICES IN THE FUTURE.

Description: Lakeville's Senior Center, located on the Ted Williams Campus, is one of the most utilized structures in town. Constructed in 2003, the 6,000 square foot facility provides a wide variety of services for the elder Lakeville population while also serving as a popular meeting space for many municipal boards and committees. The Council on Aging staff runs a local medical and general errand transportation program, operates a Meals on Wheels program, provides daily activities and educational/health programs and much more. However, looking into the future, with an aging population, the need for an adult day health program and supplementary exercise programs is anticipated. These additional services cannot be accommodated in the current facility, and therefore, will require an expansion. Wisely, the original construction plans included the possibility of an expansion and the needed land was set aside to accommodate the future construction. The Council on Aging Director will need to work with the town to determine when an expansion would be needed and how that type of construction would be funded.

Responsible Parties: Council on Aging Director, Town Administrator, Board of Selectmen

Performance Measures: The Council on Aging will determine if and when a possible expansion may be necessary by the end of calendar year 2027.

STRATEGY 7-2-4: CONSIDER WAYS TO SUPPORT THE HISTORICAL SOCIETY AND REMEDY ACCESSIBILITY ISSUES AT THE LAKEVILLE HISTORICAL MUSEUM.

Description: The Lakeville Historical Museum needs improvements to allow visitors with accessibility challenges to access the facility. Unfortunately, the structure is owned and operated by the Historical Society, which is a non-municipal entity. That ownership presents challenges as the town budget and Capital Improvement Plan are meant for municipal structures or assets. That said, without these improvements, Lakeville's Historical Museum not only loses the opportunity for increased visitations but also continues to pose risks to current and future visitors.

Responsible Parties: Historical Society, Historical Commission, Board of Selectmen

Performance Measures: By the end of calendar year 2023, the town will allocate funds to remedy accessibility issues at the Historical Museum.

STRATEGY 7-2-5: PURSUE AN AMERICANS WITH DISABILITIES (ADA) TRANSITION PLAN AND MAKE NECESSARY IMPROVEMENTS TO MUNICIPAL FACILITIES.

Description: ADA Self-Assessments and Transition Plans are a municipality's way of diagnosing problems with accessibility and making a "plan of care" to correct them. Funded by the Massachusetts Office on Disability (MOD), these plans are the first step to making both physical improvements and changes to the provision of services that ensure that all Lakeville's residents can access the broadest possible range of community resources. Lakeville should pursue and obtain a grant from MOD to create these documents and begin the process of making ADA improvements throughout town.

Responsible Parties: ADA Coordinator/Town Administrator, Board of Selectmen, Council on Aging

Performance Measures: The town receives and ADA planning grant and completes its initial planning by the end of calendar year 2021. Lakeville subsequently pursues investments and improvements recommended in the Transition Plan.

GOAL 7-3: CONTINUE TO BALANCE EFFORTS TO PROVIDE COMMUNITY SERVICES WHILE MINIMIZING INCREASES IN THE RESIDENTIAL TAX BURDEN.

The Big Picture: Towns across the Commonwealth struggle to balance the competing needs to maintain or increase services with fiscally responsible budgeting. Lakeville's public outreach process highlighted the needs of seniors, providing needed transportation, and additional volunteers for programs, such as "Meals on Wheels". Additionally, workshop participants described the Ted Williams Camp as a special place – appreciating the fact that Lakeville is lucky to have such a wonderful asset and acknowledging that its maintenance requirements are substantial. Meanwhile, the public also expressed a strong desire to keep Lakeville on sound financial footing, ensuring that improvements continue to take place where necessary but not with an open checkbook. Therefore, balancing the needs of the community while minimizing the increase in the residential tax burden will be an essential part of Lakeville's future. In this regard, the relationship between this Master Plan element and the Economic Development element (the goal of which is to expand the town's commercial tax base) is incredibly important.

STRATEGY 7-3-1: CONSIDER PROVIDING MORE STAFF TO SUPPORT THE MAINTENANCE NEEDS OF THE TOWN AND THE TED WILLIAMS CAMP.

Description: The Ted Williams Camp is one of the jewels of Lakeville. Originally purchased by the town in 1986, the camp has been transformed into a sizable recreational facility for all ages. In the spring, summer, and fall, organized sports such as the Lakeville Little League, Pop Warner football, Babe Ruth baseball, and Freetown-Lakeville soccer use this facility. Many residents enjoy other activities such as horseshoes, fishing, hiking, basketball, and tennis. That said, this 124-acre site, with all of its fields and facilities, takes a great deal of time and resources to maintain. During the busiest seasons, staff from the Highway Department is relocated to the Ted Williams Camp in order to help maintain the enormous facility. That relocation leaves the Highway Department down a staff member, making maintenance of the other town facilities more challenging. The town should work closely with the Highway Department and the Parks Commission to work out an arrangement that works for both entities.

Responsible Parties: Superintendent of Streets, Parks Commission, Town Coordinator, Town Administrator

Performance Measures: By the end of calendar year 2021, the Highway Department and the Parks Commission will add additional staff to support the spring and fall seasons.

STRATEGY 7-3-2: PURSUE ALL APPROPRIATE FEDERAL AND STATE GRANT OPPORTUNITIES.

Description: Small towns like Lakeville find it challenging to provide all of the necessary town services on a limited budget. Continually turning to the taxpayer to solve the issues is not always a successful endeavor. Therefore, these towns must explore all appropriate federal and state grant funding opportunities in order to “bridge the funding gap”.

Responsible Parties: Town Coordinator, Town Administrator

Performance Measures: By the end of calendar year 2020, the town will have a future grant application plan in place that identifies opportunities and intentions.

STRATEGY 7-3-3: INVESTIGATE PARTNERING WITH LOCAL COLLEGES & UNIVERSITIES TO DEVELOP A REGULAR INTERNSHIP PROGRAM.

Description: In the current climate of shrinking budgets and economic competition, city and town governments must continually “do more with less.” One way of supplementing current municipal operations is by utilizing college interns. Lakeville is well positioned to seek out these possible individuals, being close to colleges and universities such as Bridgewater State University, Bristol Community College, Massasoit Community College, UMass Dartmouth, Wheaton College, and many others. This type of partnership benefits the town while giving college students a real-life, local government working experience.

Responsible Parties: Town Coordinator, Town Administrator, Board of Selectmen

Performance Measures: The town will develop an internal regular internship program by the end of calendar year 2023.

STRATEGY 7-3-4: SUPPORT THE COUNCIL ON AGING’S EFFORTS TO PROVIDE TRANSPORTATION OPTIONS TO THE TOWN’S ELDER RESIDENTS.

Description: Lakeville’s Council on Aging (COA) currently operates a GATRA vehicle to provide transportation to medical appointments for the senior population in town. Those trips can be local (nearby communities) or as far as Boston. In addition to this service, the COA manages a separate volunteer transportation program and a Meals on Wheels program that services approximately 50 Lakeville residents, both of which are continually short staffed. The COA provides an incredibly important service to the elder population and the town should support them to actively improve the mobility of both its disabled and senior citizens in a cost-effective manner.

Responsible Parties: Board of Selectmen, Council on Aging Director

Performance Measures: By the end of calendar year 2021, the town will identify specific ways to assist the COA.

CHAPTER 8: TRANSPORTATION & CIRCULATION

KEY DATA

Lakeville is a suburban, generally auto-centric (“relying mostly on cars for travel”) community with few known safety or congestion issues. The town benefits from its close proximity to regional and interstate highways as well as an active commuter rail station. Routes 105, 44, 79 and 18 serve as the main access roadways in town, connecting smaller roadways to highways such as Interstate 495, Route 140 and Route 24. In terms of safety, over the 5-year reporting period (2011-2015), there were 1,078 reported vehicular crashes in Lakeville, 6 of which resulted in fatalities. Most of the crashes occurred at the intersections along Route 18 – the town’s busiest roadway.

From the perspective of pedestrians and bicyclists, Lakeville’s facilities could be improved. There are no dedicated bicycle facilities in the town; however, the section of Route 105 from Route 18 to Middleborough has wide paved shoulders (greater than 5 feet) that are popular with bicyclists. Except for a large section of sidewalk along Route 105 (in that same section), there are very few sidewalks in Lakeville. During the public workshops, residents expressed their desire to improve walking and biking conditions in town and highlighted the Apponequet Regional High School and the Ted Williams Camp property as future investment areas. That said, the town is actively working on bringing bicycle and pedestrian improvements to the majority of Route 79, using a combination of local, state, and federal funds.

Lakeville has direct access to commuter rail service to Boston through the Middleborough/Lakeville Line and seasonal service to Cape Cod through CapeFlyer service. Phase 1 of the South Coast Commuter Rail project involves relocating the current station in Lakeville less than a half-mile away, to Middleborough. Impacts of this proposed project are still unknown; however, direct train service will no longer be provided to the current Lakeville station. Additionally, the town has limited access to dedicated fixed route transit service through the Greater Attleboro-Taunton Regional Transit Authority (GATRA). GATRA provides two fixed route services to the Middleborough/Lakeville Commuter Rail Station – the “Middleborough Shuttle” and the “Wareham-Middleborough-Lakeville Train Connector.” Although GATRA provides a flag service (meaning anyone can “flag” or wave down a bus along its designated route), the route only travels a very small distance in Lakeville.

GOAL 8-1: IMPROVE TRAFFIC SAFETY AND REDUCE CONGESTION THROUGH VARIOUS LOW-COST BEST PRACTICES.

The Big Picture: Ensuring the safety of the traveling public is a top priority for Lakeville. Like many communities, there are areas in town that regularly experience congestion and safety issues, typically in the afternoon when residents return home from work. Low-cost techniques, such as speed enforcement, enhanced signage, street lighting, and others can improve conditions in these areas.

STRATEGY 8-1-1: CREATE A TRAFFIC SAFETY COMMITTEE THAT WOULD MEET REGULARLY TO REVIEW DOCUMENTED SAFETY ISSUES, CERTAIN TYPES OF PROPOSED DEVELOPMENTS AND OTHER TRANSPORTATION RELATED ISSUES IN TOWN.

Description: In addition to the major routes in town, Lakeville has other busy roadways such as Precinct Street, Howland Road, and Highland Road. Without proper roadway design and speed enforcement, the town's roadways and neighborhoods can be places where vehicular speeding occurs. Traffic calming techniques can help to reduce travel speeds and increase roadway safety for all users – particularly pedestrians who live and work in these areas. However, without a formal process that residents can use to inform town officials of a safety concern, the issues may go unnoticed and may never be resolved. As such, Lakeville should consider establishing a Traffic Safety Committee that would be charged with addressing these types of traffic safety concerns.

Responsible Parties: Board of Selectmen, Town Administrator, Planning Board, Building Department, Police Department, Fire Department, Highway Department, School Department

Performance Measures:

- Formal authorization from the Board of Selectmen for a Traffic Safety Committee
- Establishment of easy reporting techniques, such as online mapping, for the public to highlight safety concerns.
- Committee meets on a regular basis to hear residents' concerns, identify potential low-cost improvements, and to identify funding to pay for the improvements.
- Continued implementation, increased public safety education, and regular speed enforcement

Example Success Story: Towns of Grafton, Halifax, and Boxborough Traffic Safety Committees.

STRATEGY 8-1-2: WORK WITH MASSDOT TO CONDUCT ROAD SAFETY AUDITS (RSA) ON STATE-OWNED ROADWAYS AND INTERSECTIONS THAT HAVE HIGH NUMBERS OF CRASHES.

Description: In Lakeville, the Massachusetts Department of Transportation (MassDOT) owns and maintains Route 18, a portion of Route 105, and County Street. In short, they are responsible for ensuring that issues with these roadways are identified and resolved to ensure the safety of the traveling public. During the Master Plan process, the intersections of Route 18 & Route 79, Route 18 & Route 105, and Route 18 & Highland Road were identified as high crash locations. One way to improve conditions at these types of locations is to perform a Road Safety Audit (RSA) – a multi-disciplinary team-based assessment of the intersection that identifies a wide variety of potential improvements. In order to improve safety at these locations, the town should work with MassDOT to conduct these Road Safety Audits (RSAs) in the near term.

Responsible Parties: Superintendent of Streets, Police Chief, Town Administrator

Performance Measures: The town will partner with MassDOT to conduct a Road Safety Audit (RSA) at one of the Route 18 high crash locations by the end of calendar year 2023.

GOAL 8-2: PROVIDE MORE BICYCLE, PEDESTRIAN AND TRANSIT FACILITIES WHERE APPROPRIATE.

The Big Picture: Communities across the nation and the Commonwealth are recognizing the impacts that an auto-centric lifestyle has on public health, community growth, economic sustainability, and quality of life. There are countless examples of municipalities making commitments to providing more walking and biking options that have led to a healthier and more connected society that supports local, nearby businesses that are clustered together in a village-type atmosphere. In other words, the old way of designing roadways to only accommodate automobiles is changing and communities like Lakeville, although the terrain and roadway network make it challenging, are finding ways to accommodate bicycles, pedestrians, and public transportation.

STRATEGY 8-2-1: INVESTIGATE PARTICIPATION IN THE MASSDOT COMPLETE STREETS FUNDING PROGRAM.

Description: A prominent visioning theme was the desire to improve the safety and appearance of the transportation network by providing more walking and biking options. A “Complete Street” seeks to do just that – it provides safe and accessible options for all travel modes (walking, biking, transit, and vehicles) and for people of all ages, abilities and income levels. Aspects of Complete Streets can include signage and wayfinding, sidewalks, bike lanes, landscaping and streetscaping. It is important to note that Complete Streets is not a one-size fits all approach; rather, it is about finding what interventions that fit the character of specific areas in town. By participating in MassDOT’s Complete Streets Funding Program to create a policy and prioritization plan, the town can utilize the State grant funds to identify and construct improvements in specific locations.

Responsible Parties: Highway Department, Town Administrator, Board of Selectmen, Planning Board

Performance Measures:

- Conduct investigation of Massachusetts Complete Streets Funding Program
- Develop a webpage that includes information about the local initiative and ways the public can participate
- Develop and adopt of a Complete Streets policy, followed by submission to MassDOT for approval
- Determine Complete Streets needs and develop a prioritized list of infrastructure projects. Technical assistance available (up to \$35,000 to develop the plan).
- Apply for construction funding to implement the Complete Streets infrastructure projects on the Prioritization Plan.

Example Success Story: Town of Agawam Complete Streets Program, Town of Maynard Complete Streets Program

STRATEGY 8-2-2: COMPLETE A TOWN-WIDE BICYCLE AND PEDESTRIAN PLAN.

Description: Dedicated bicycle and pedestrian facilities, such as bike lanes, and supplementary bicycle infrastructure, such as sharrows, signage, sidewalks and parking are lacking in Lakeville. In most cases, bicyclists must share the road with vehicles and most of the roadways are not properly signed or marked for this use. Additionally, other than the sidewalks on Route 105 and in small isolated subdivisions, there is no pedestrian network in Lakeville. In order to clarify the future bicycle and pedestrian priorities of Lakeville, the town should create a town-wide Bicycle and Pedestrian Plan that provides for a safe and visible bicycle and pedestrian network between neighborhoods, schools, parks, community centers, and employment centers. This plan will allow residents and business owners to identify areas of concern and help communicate investment priorities moving forward.

Responsible Parties: Planning Board, Town Coordinator, Town Administrator

Performance Measures: The town will create a Bicycle & Pedestrian Plan by 2025

Example Success Story: Town of Grafton Bicycle and Pedestrian Plan, Town of Bedford Pedestrian and Bicycle Plan

STRATEGY 8-2-3: INVESTIGATE UPDATING THE TOWN'S SUBDIVISION RULES AND REGULATIONS TO REQUIRE MORE BICYCLE AND PEDESTRIAN FACILITIES.

Description: The purpose, requirements, and details of the Subdivision Control Law in Massachusetts are outlined in M.G.L.c. 41, sections 81K through 81GG. All communities in the Commonwealth are responsible for establishing Rules and Regulations that govern the Subdivision of Land for the Planning Board's use when considering a subdivision application. Generally, Lakeville's Subdivision Rules and Regulations highlight administrative details (authority, fees, etc.), provide the procedure for submission and approval of plans and outline the design and construction standards. In terms of bicycle and pedestrian infrastructure, the Rules and Regulations currently only require a five-foot sidewalk be constructed on one side of the road in all subdivisions. There is no mention of bicycle facilities such as bike lanes, pavement markings, signage or lighting that would create a safer and more comfortable experience for both users. During the public workshops, many residents indicated a desire to have better bicycle and pedestrian connectivity – in many cases, that starts with connecting those subdivisions to the main roadways or even linking the subdivisions together via off-road trails. As such, the Planning Board should investigate modifying the Subdivision Rules and Regulations to include more bicycle and pedestrian facilities that will eventually help to create a more connected community.

Responsible Parties: Planning Board

Performance Measures: By the end of calendar year 2024, the Planning Board will develop updated subdivision rules and regulations.

STRATEGY 8-2-4: ENGAGE WITH THE GREATER ATTLEBORO-TAUNTON REGIONAL TRANSIT AUTHORITY TO INVESTIGATE FUTURE PUBLIC TRANSPORTATION OPTIONS FOR LAKEVILLE.

Description: The Greater Attleboro-Taunton Regional Transit Authority (GATRA) provides fixed route and demand response public transportation in twenty-eight (28) member communities in Southeastern Massachusetts. Currently, Lakeville receives very limited public transportation service; the only route connects the Middleborough/Lakeville MBTA Commuter Rail station to Wareham via Route 105 and Route 28 in Middleborough. Lakeville's Council on Aging uses a GATRA vehicle to operate the town's demand response service for the disabled and senior population, providing transportation to medical appointments. During the public process, Lakeville's senior residents continually indicated the need for alternative transportation options to allow folks that don't have a vehicle or simply can't drive anymore to get around. As such, the town should engage with GATRA to identify areas that could be served by public transportation to meet the needs of an aging population.

Responsible Parties: Town Coordinator, Town Administrator, Board of Selectmen

Performance Measures: The town will initiate discussions with GATRA by the end of calendar year 2023.

STRATEGY 8-2-5: CONTINUE COMMUNICATION AND COORDINATION EFFORTS WITH THE MBTA REGARDING THE FUTURE OF COMMUTER RAIL SERVICE.

Description: In 2017, MassDOT announced plans to accelerate the planned extension of commuter rail service to Fall River & New Bedford by splitting the South Coast Rail project into two phases. Known as the “Middleborough Alternative” or “Phase 1”, the new commuter rail service will extend the Middleborough branch of the Old Colony Line using the 7.5 mile Middleborough Secondary Line. Although this option provides service sooner and less expensive than Phase 2, the Middleborough/Lakeville station will no longer have train service; rather, the new station will be located entirely in Middleborough, less than 2 miles away. Preliminary plans are being developed to provide shuttle service for patrons that park at the Middleborough/Lakeville station parking lot; however, specific details are readily available. Considering the future plans for Phase 2, the commitment made by Lakeville to create a 40R development zoning adjacent to the existing station, and, the amount of private development that has occurred as a result, the town should continue advocacy efforts with the Commonwealth to ensure the sustainability of the area.

Responsible Parties: Board of Selectmen, Town Administrator

Performance Measures: By the end of calendar year 2022, the town will engage with the MBTA regarding the future of the commuter rail station.

GOAL 8-3: ENSURE EFFICIENT AND SAFE FREIGHT MOVEMENT IN TOWN.

The Big Picture: Although most Lakeville’s taxes are derived from residential property, the industrial and business properties also provide much needed revenue to the town. Lakeville’s industrial and business parks (Great Ponds Industrial Park, Lakeport Industrial Park, Lakeville Business Park) rely on the proximity to and availability of the major routes in town, namely Route 18 and Route 44. As growth continues along these major routes in adjacent communities, the chances of increased congestion, and as a result, an increase in crashes at these park entrances may increase. For the parks to remain viable and stable, their access and egress points need to be reliable and safe. Therefore, ensuring that roadways such as Route 18 and Route 44 continue to operate, at a minimum, in their current condition is paramount for the continued success of these important economic development sites in town.

STRATEGY 8-3-1: WORK WITH MASSDOT TO REGULARLY CONDUCT TRAFFIC COUNTS ON STATE NUMBERED ROUTES (ROUTE 18, ROUTE 44, AND ROUTE 105) IN TOWN.

Description: As the Massachusetts Department of Transportation (MassDOT) owns and maintains Route 18, Route 44, and a portion of Route 105, it is their responsibility to ensure safe and efficient travel along those roadways. For decades, the Middleborough Rotary has made economic development challenging due to excessive delays and safety issues; however, the recent modifications have dramatically changed the operations of this critical intersection. As a result, the potential for the previously undervalued land along Route 44 and Route 18 near the rotary may turn over and generate more truck traffic along these facilities. To stay ahead of this possible issue, the town should regularly request that MassDOT conduct traffic counts on these important roadways to monitor their conditions and to identify and mitigate issues they may develop.

Responsible Parties: Board of Selectmen, Town Administrator

Performance Measures: The Board of Selectmen will begin regular requests of MassDOT to conduct traffic counts on the state controlled roadways in town by the end of calendar year 2023.

GOAL 8-4: MAINTAIN AN ACTIVE ASSET MANAGEMENT PROGRAM.

The Big Picture: Similar to public facilities, a municipal asset is considered to be an item purchased by a community that is used to provide a town service. Larger examples include town vehicles, construction equipment, public safety equipment and apparatus, and many others. Like all communities in the Commonwealth, Lakeville has many assets that are needed for the regular maintenance of the community. Maintaining an accurate inventory of these assets and replacing them when needed is a challenging but critical part of local government.

STRATEGY 8-4-1: CONTINUE TO UPDATE THE HIGHWAY DEPARTMENT'S PAVEMENT MANAGEMENT PROGRAM.

Description: The Highway Department's Pavement Management Program was last updated in 2016 and needs an update. At the time, the town hired an outside consultant to survey the condition of the town's roads and to develop a future improvement plan. Since that time, the Highway Department has made steady progress implementing the plan; this summer was an example of that progress as the needed section of Precinct Street from Montgomery Street to Route 79 was repaved. As facilities like Precinct Street are improved and as other roadways deteriorate, the pavement management program needs to be updated to accurately reflect existing conditions. Therefore, the town should support the Highway Department's efforts to fund an update to the program.

Responsible Parties: Highway Department, Town Administrator, Board of Selectmen

Performance Measures: The town will fully fund an update to existing Pavement Management Program by the end of calendar year 2020.

Example Success Story: City of Somerville Pavement Management Program

STRATEGY 8-4-2: INVESTIGATE OTHER ASSET MANAGEMENT PROGRAMS TO IDENTIFY, INSPECT, REPAIR OR REPLACE TOWN EQUIPMENT.

Description: Local government assets can take many forms, such as snow plowing equipment, fire trucks, police cruisers, computer systems, lawn tractors, catch basins, and street signs. Many of these items are already catalogued, maintained, and replaced by their respective departments in an organized and easy to use, computer system; however, there are some that remain undocumented. These computer systems provide the user with the ability to store critical information (date of purchase or installation, dates of inspection, condition, etc.) about the asset, query certain information, and to produce future improvement plans. Catch basins and street signs are examples of assets that each community in the Commonwealth is required to maintain a knowledge of their locations and conditions – using a digital system makes this requirement easier to manage.

Responsible Parties: Town Administrator, Board of Selectmen

Performance Measures: By the end of calendar year 2024, the town will investigate other asset management program software systems.