



If you wait for tomorrow,  
tomorrow comes. If you don't wait  
for tomorrow, tomorrow comes.



Senegalese Proverb

North Brookfield Community Survey  
and SWOT exercise  
Data Presentation  
5/18/2006

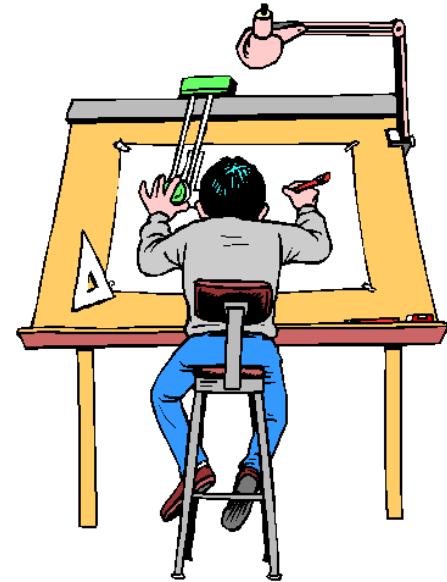
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**GOAL – Your Interest, Your Involvement  
and Your Communication**



# Master Plan 7 Chapters

- Community Facilities and Services
- Housing
- Transportation
- Economic Development
- Open Space and Recreation
- Land Use and Zoning
- Implementation Plan



**Our choices: Change is a fact of life. We can plan for change before it happens or we can react to change as it happens to us**

## **SUMMARY - Master Plan 7 Chapters**

- **Community Facilities and Services** (in draft form)  
Coordinated government leadership with common goals and plans acceptable to the people of the town, 5-10yr capital plan, performance measures, citizen access and participation.
- **Housing** (in analysis stage)  
Types of housing needed, locations, controls, low income regs.
- **Transportation** (data gathering by CMRPC)  
Isolated citizens, need for public transportation, alternatives
- **Economic Development**  
How do we pay for it all. Residential 92% Business 4%, Jobs
- **Open Space and Recreation**  
What to protect and how to protect. How can we enjoy North Brookfield.
- **Land Use and Zoning**  
What control measures are effective for our desires. Protect vs. Develop
- **Implementation Plan**  
How do we make it all happen? People, Structure, Priorities, Involvement

**Change is inevitable; We want to be in front of change guiding and influencing rather than in back of change reacting and adapting.**

# North Brookfield Vision of the Community Forum

## SWOT Exercise

### Strengths – Weaknesses – Opportunities - Threats

#### ❑ PUBLIC FORUM 1 HELD MARCH 4, 2006

#### ❑ 45 Participants divided into 3 teams

	❑ Strengths	Weaknesses	Opportunities	Threats	Total
❑ Team 1	19	17	18	14	68
❑ Team 2	20	21	18	19	78
❑ Team 3	40	23	20		20
103					

❑ 249

❑ Each participant selected one Strength, one Weakness,

❑ One Opportunity and one Threat out of the 249 items generated.

## Strengths:

- Rural character, natural beauty, open spaces (13)
- Small town feel (6)
- Public safety, Emergency Services (4)

## Weaknesses:

- Zoning Bylaws (6)
- Public Apathy (5)
- Latent [no plan] Capital Expenditures (5)

## Opportunities:

- Revitalize Downtown/Better use of Main St (7)
- Aztec Property (6)
- Master Plan Process (3)
- Capital Budgeting/Planning (3)

## Threats:

- Uncontrolled development/Growth (6)
- Lack of Coordination between municipal departments
- Public Apathy (3)

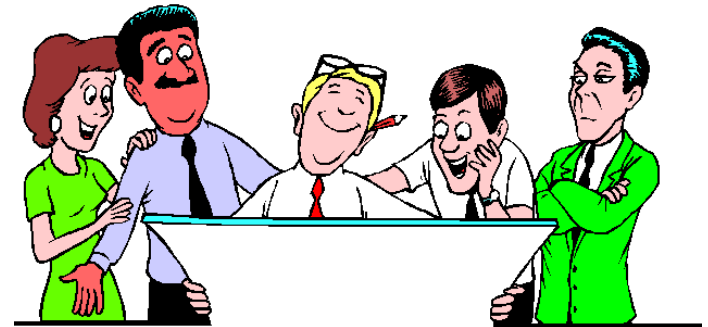
Lack of Planning Vision (3)

Tax Base (3)

## SWOT Exercise Results



Only Three Reactions  
Fight –Escape - Utilize



# North Brookfield Community Survey

## Scope

**19 questions – specific master planning topics**

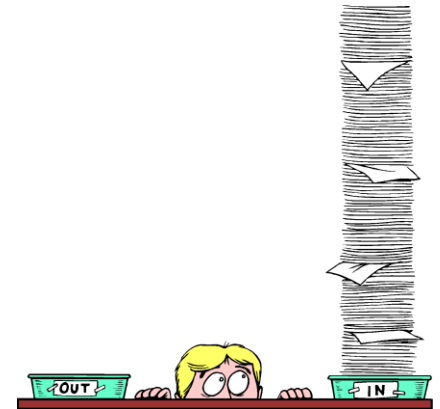
**Sent to 1842 households.**

**642 returns**

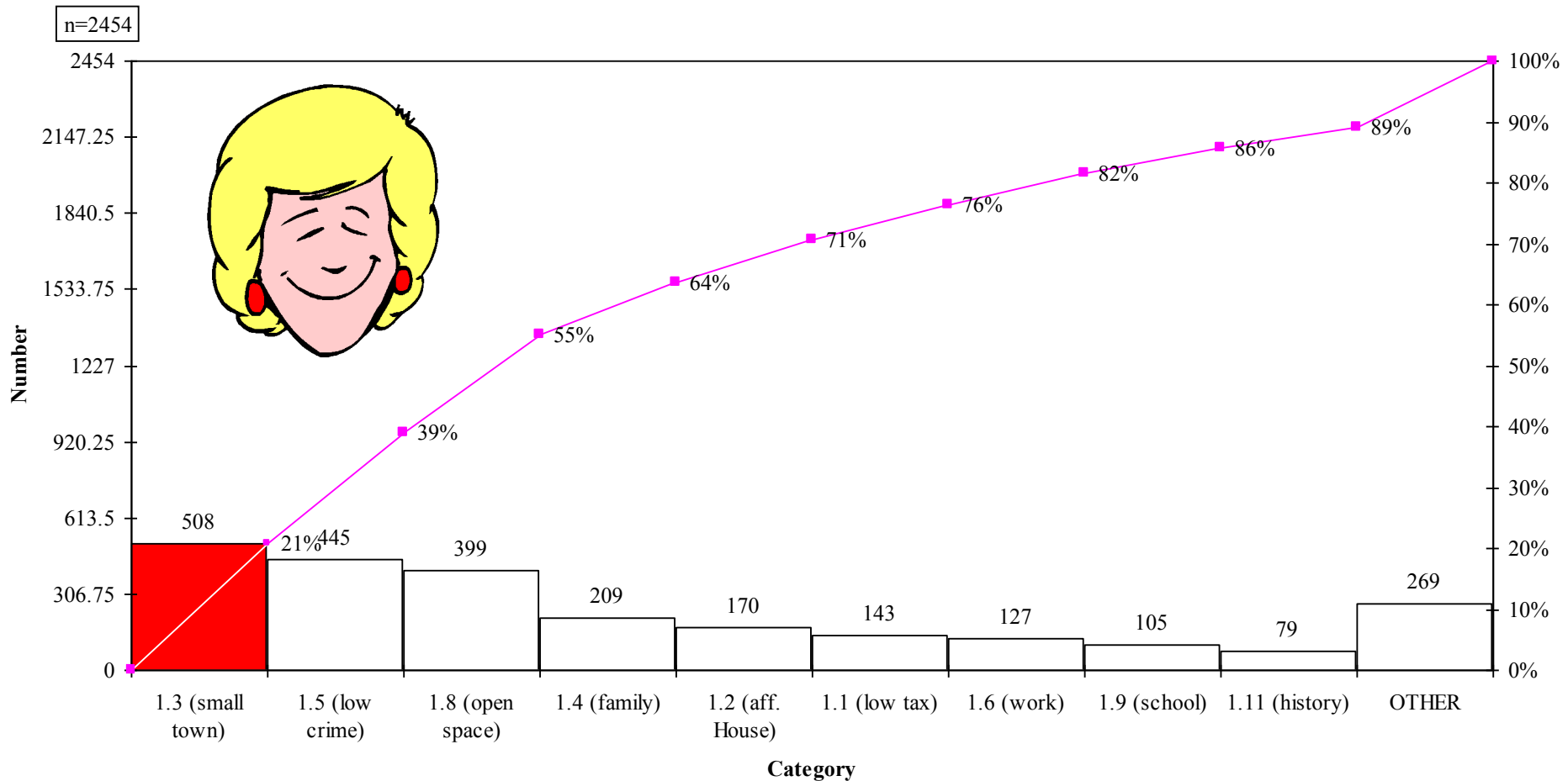
**Response rate 35%**

**Analysis base - 135,000 data points**

**Focus - Housing, Economic Development, Zoning, Open space use, Quality of Life preferences, Assessment of Municipal Government**



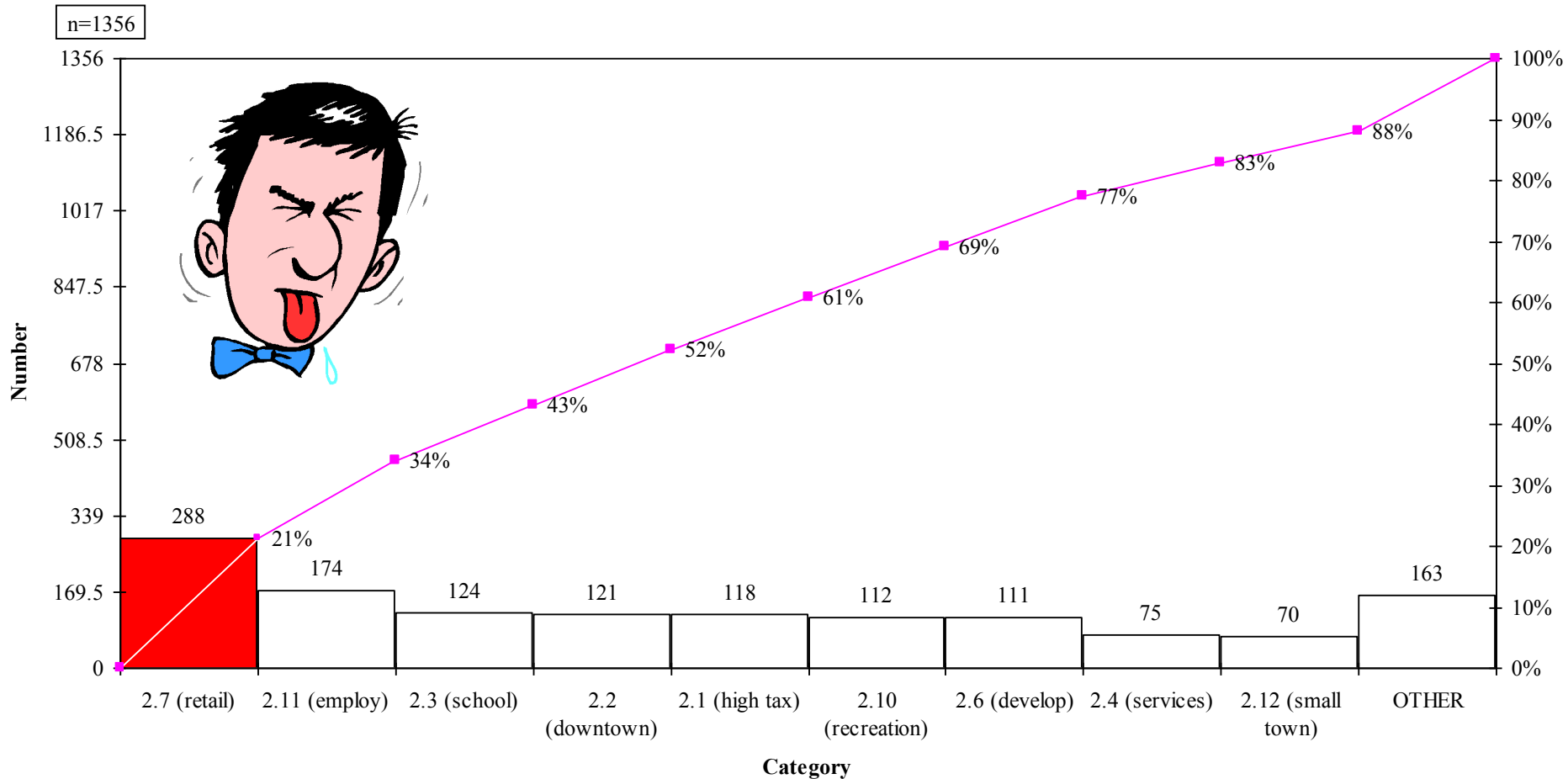
## Like about living in North Brookfield



**Small town atmosphere, Low crime rate and Open space** are the most desirable and determine the fundamental description of what is to be protected in the master plan.

How to protect? Can protection be affordable? What to include in Plan?

## Dislikes about living in North Brookfield



Clearly the lack of retail stores is the strongest dislike followed by a lack of employment. Schools appear too high on the responses compared to typical surveys.

Which can be changed? How? Which cannot be changed?

# Economic Development Part I – Business

1

4

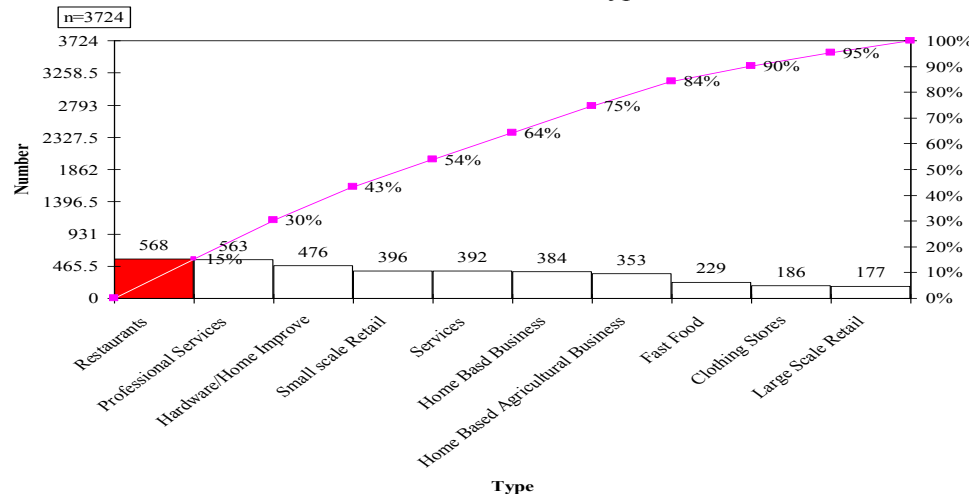
3

5

2

BUSINESS TYPE	Main Street Downtown	E. Brookfield RD. Gilbert St	Rt 67 North Rt 148 North	South Main Rt 148 South	Rt 67	TOTAL BY BUSINESS TYPE
Restaurants	218	81	98	66	105	568
Professional Services	204	95	94	83	87	563
Hardware/Home Improve	274	54	57	38	53	476
Small scale Retail	211	53	47	38	47	396
Services	217	47	47	42	39	392
Home Based Business	78	75	79	80	72	384
Home Based Agricultural Business	44	63	91	66	89	353
Fast Food	71	42	35	28	53	229
Clothing Stores	87	26	25	18	30	186
Large Scale Retail	17	38	41	21	60	177
TOTALS BY LOCATION	1421	574	614	480	635	

Business Types



**Key Question is where should business be located.**

**How do we protect open space?**

**Presently zoning allows home building within a business zone. Does this impact either the business or the home? Should the zoning be changed to keep homes and businesses in separate zones?**

# Economic Development Part II – Industry

4

1

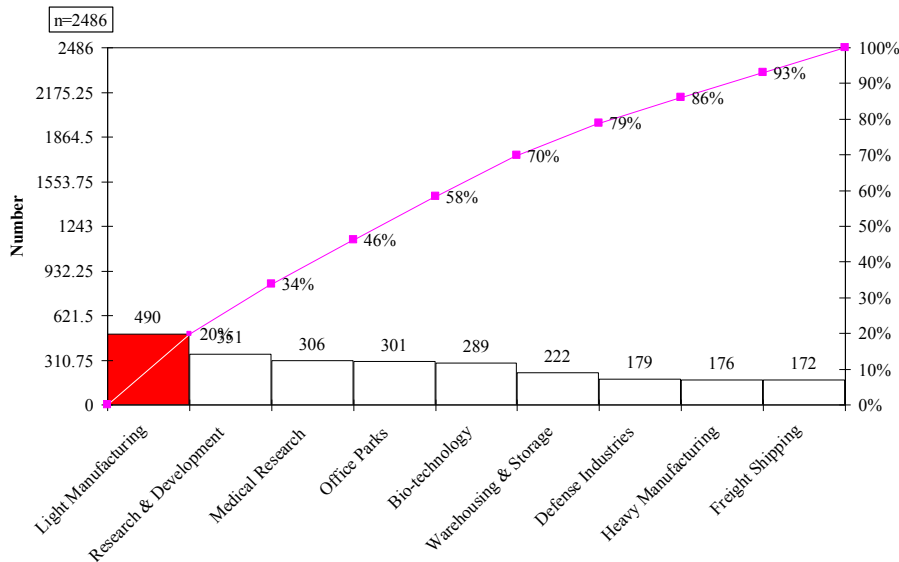
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3

1

INDUSTRY TYPE	Main Street Downtown	E. Brookfield RD. Gilbert St	Rt 67 North Rt 148 North	South Main Rt 148 South	Rt 67	TOTAL BY INDUSTRY TYPE
Light Manufacturing	52	156	97	76	109	490
Research & Development	49	105	80	34	83	351
Medical Research	45	74	63	44	80	306
Office Parks	43	72	63	50	73	301
Bio-technology	35	72	64	44	74	289
Warehousing & Storage	18	48	50	37	69	222
Defense Industries	19	36	40	28	56	179
Heavy Manufacturing	19	39	39	31	48	176
Freight Shipping	20	37	39	25	51	172
TOTALS BY LOCATION	300	639	535	369	643	

Industry Types



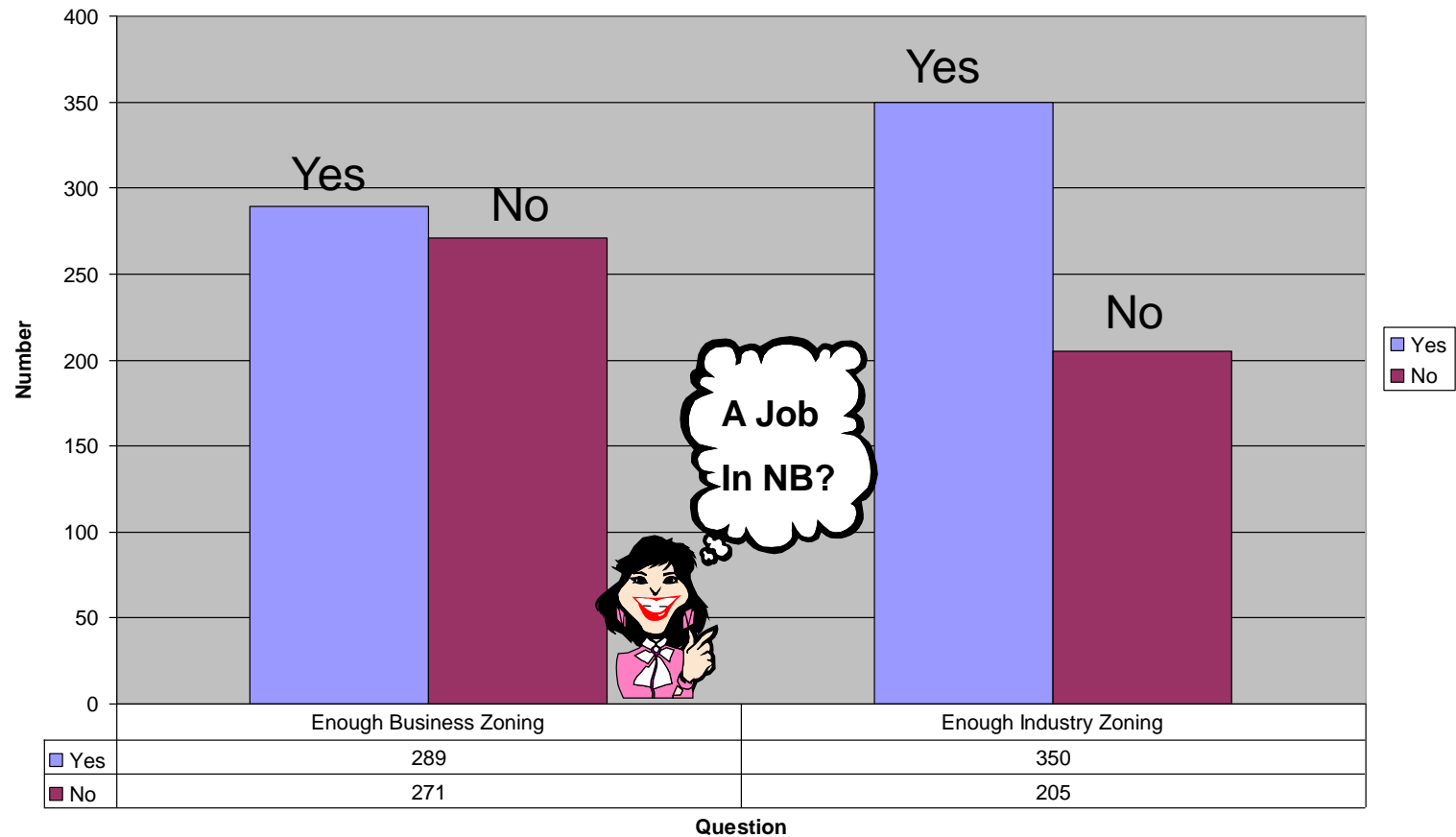
**A significant number of people left this question blank. Is there a desire to not have industry locate in North Brookfield?**

**Where should Industry locate?**

**How do we protect open space?**

# Economic Development Part III – Zoning Implications

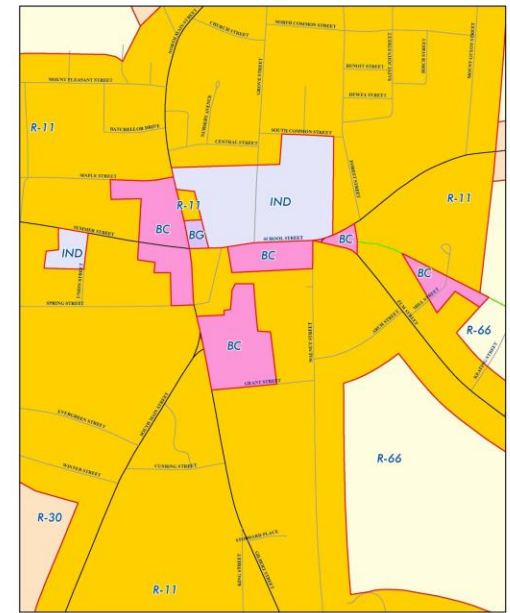
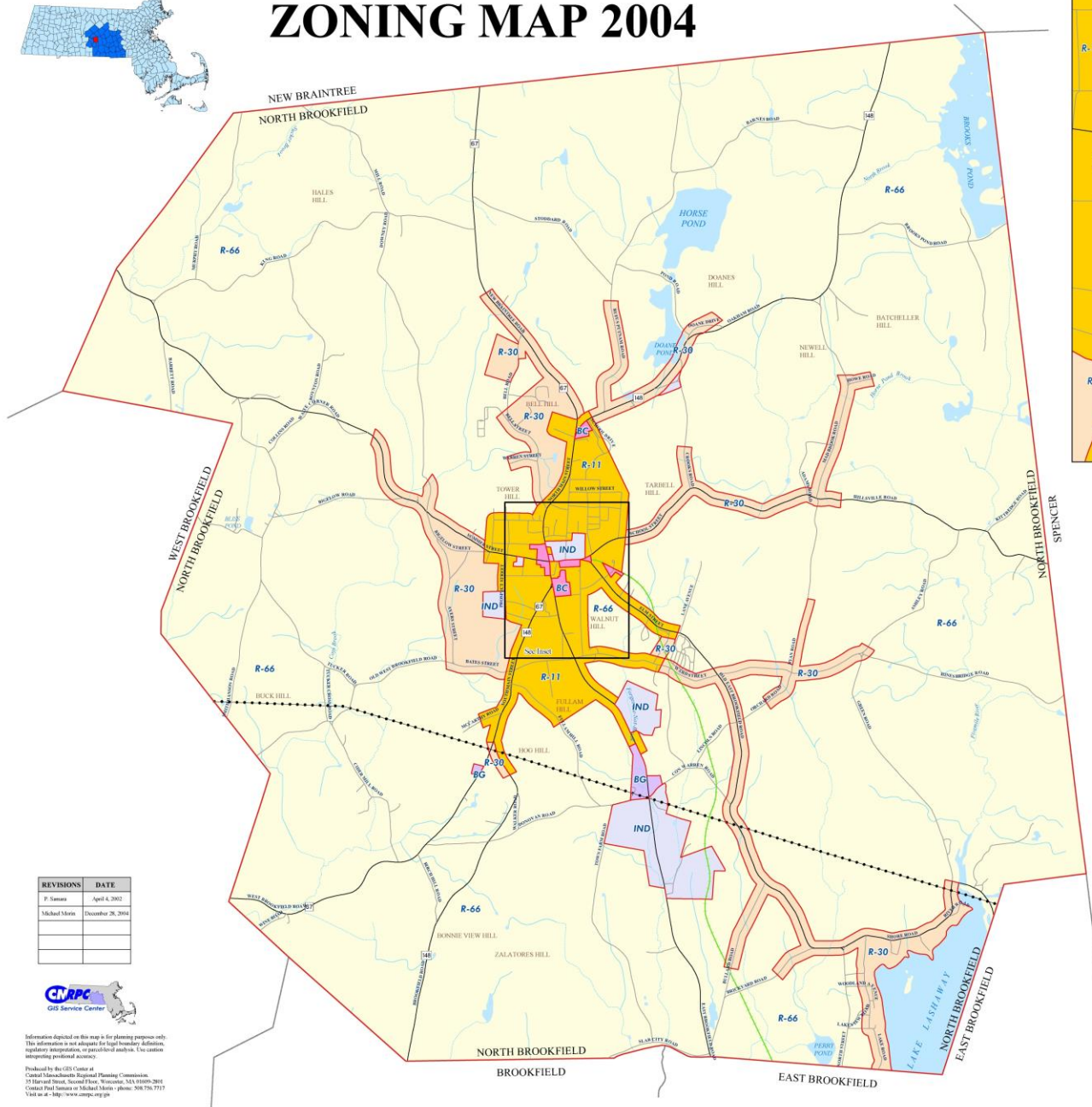
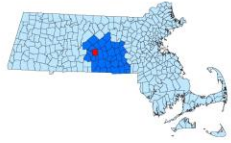
Does North Brookfield have enough land zoned for Business and Industry/



**Tax base depends heavily on homes 92%(use to be 87%) and very little on business 4%. This trend will drive home property taxes and apartment rents higher due to a dependence on residential property. Should business and industry be promoted? How do we protect the open space desires of the residents?**

# TOWN OF NORTH BROOKFIELD

## ZONING MAP 2004



**North Brookfield Town Center**

Inset Scale 1 : 3,500



### Legend

- BC - Central Business Zone
- BG - General Business Zone
- IND - Industrial Zone
- R-11 - Central Residence Zone
- R-30 - Open Residence Zone
- R-66 - Rural Residence Zone
- Local Road
- Arterial Road
- Abandoned Rail
- Transmission Line
- Stream
- Intermittent Stream
- Water Body

REVISIONS	DATE
P. Simon	April 4, 2002
Michael Moran	December 28, 2004



Information depicted on this map is for planning purposes only. This information is not adequate for legal boundary definition, regulatory interpretation, or parcel-level analysis. Use caution interpreting professional accuracy.

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Central Massachusetts Regional Planning Commission  
30 Harvard Street, Second Floor, Worcester, MA 01609-2001  
Contact Paul Simon or Michael Moran - phone: 508.735.7717  
Visit us at: <http://www.cmapc.org>

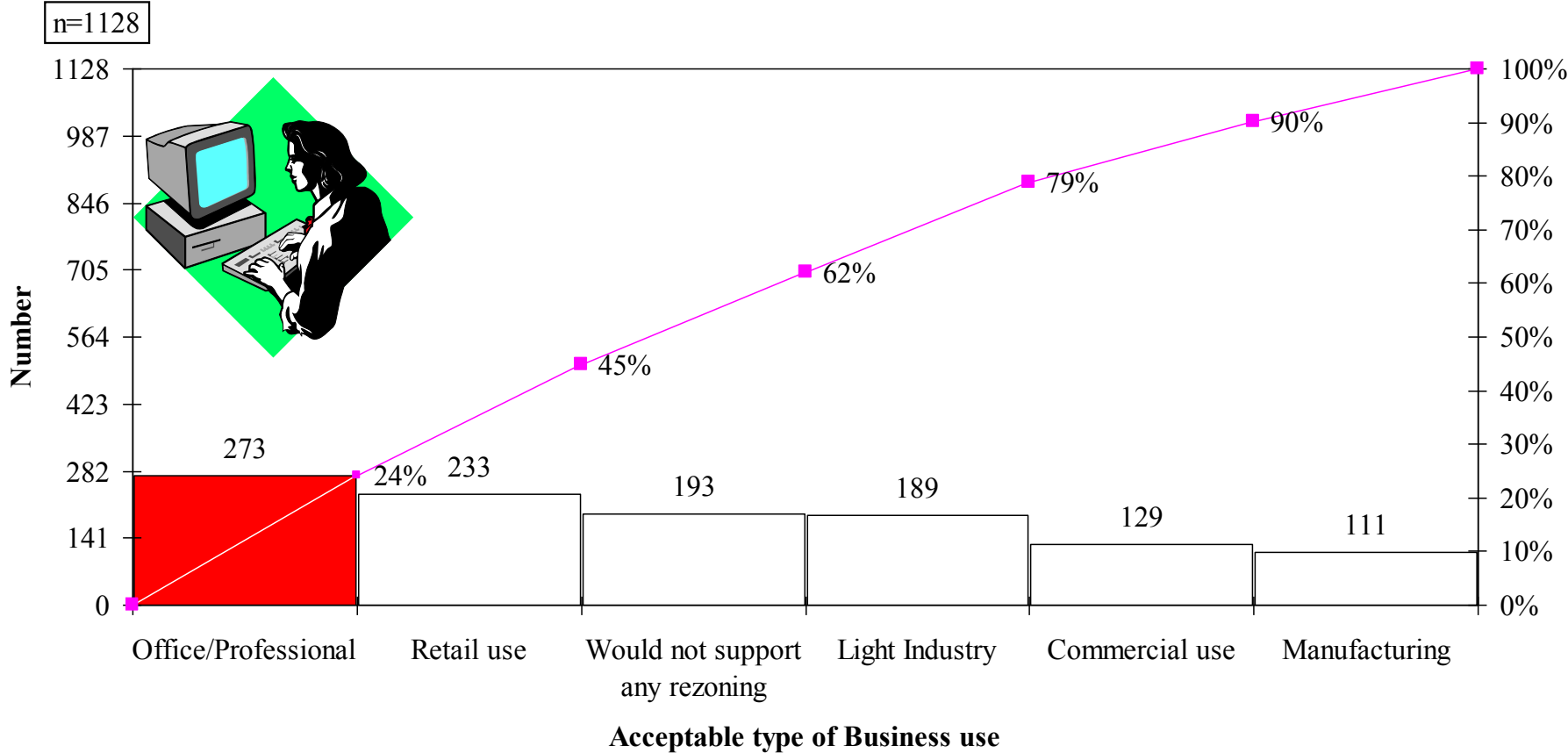


1 : 12,000 One Inch = 1,000 Feet  
2,000 1,000 0 2,000  
Feet

Map Production  
December 2004  
Source:  
Zoning developed by CMAPC.  
Other data provided by MassGIS and Mass Highways

# Economic Development Part IV – Zoning Changes to encourage Business/Industry

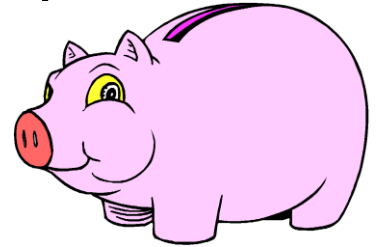
Would you support rezoning current residential land?



# Economic Development Part V – Business/Industry Advantages & Disadvantages

## Benefits of encouraging Business and Industry:

- More tax revenue to help ease residential tax burden – 390
- More in-town jobs – 384
- More Tax revenue to help improve town services - 320



## Disadvantages of encouraging Business and Industry:

- More Truck Traffic – 318
- More Automobile traffic – 315
- Loss of open space – 288



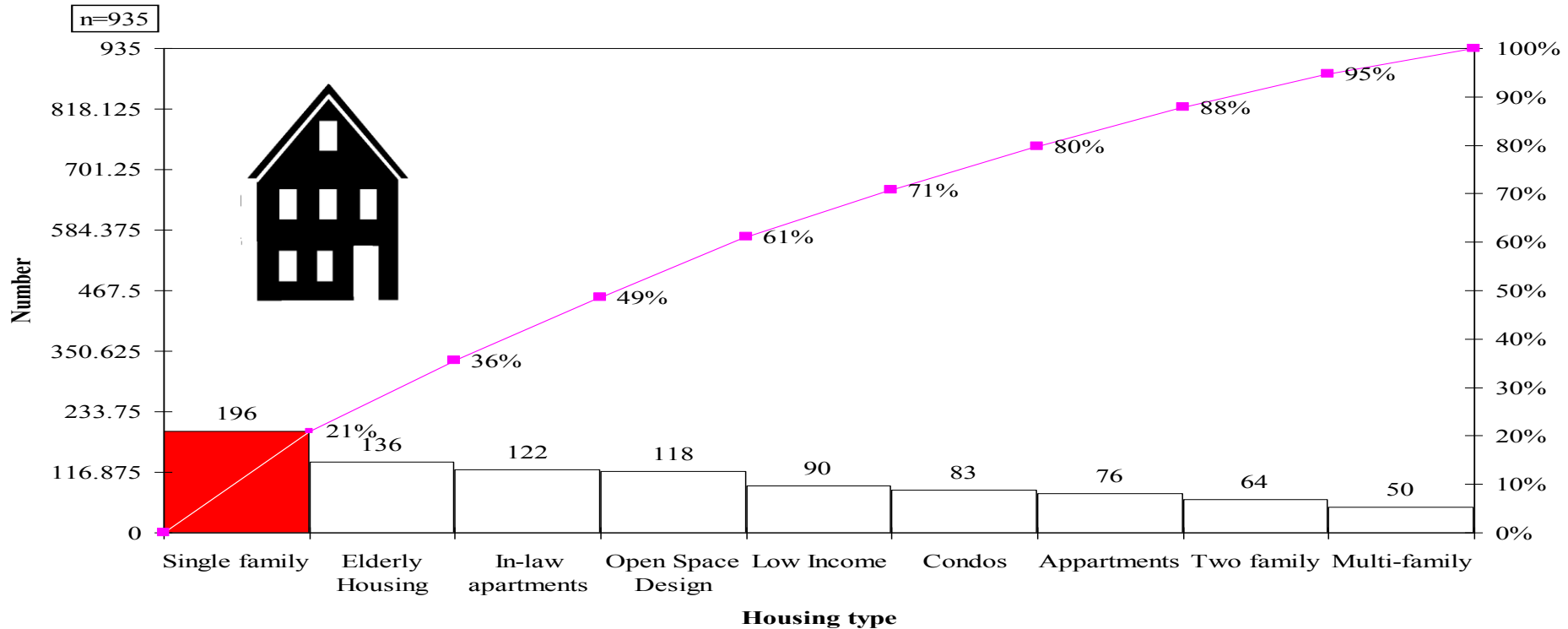
**Tough decisions ahead in trying to balance the need for a broader tax base from the inclusion of business and industry and the affordable limits of residential Taxes.**

**How do we get more jobs in town?**

**Are we willing to use some of our open space for business and industry? How much ? Where?**

# Housing Issues - Desired Housing types

What type of housing does North Brookfield need more of?



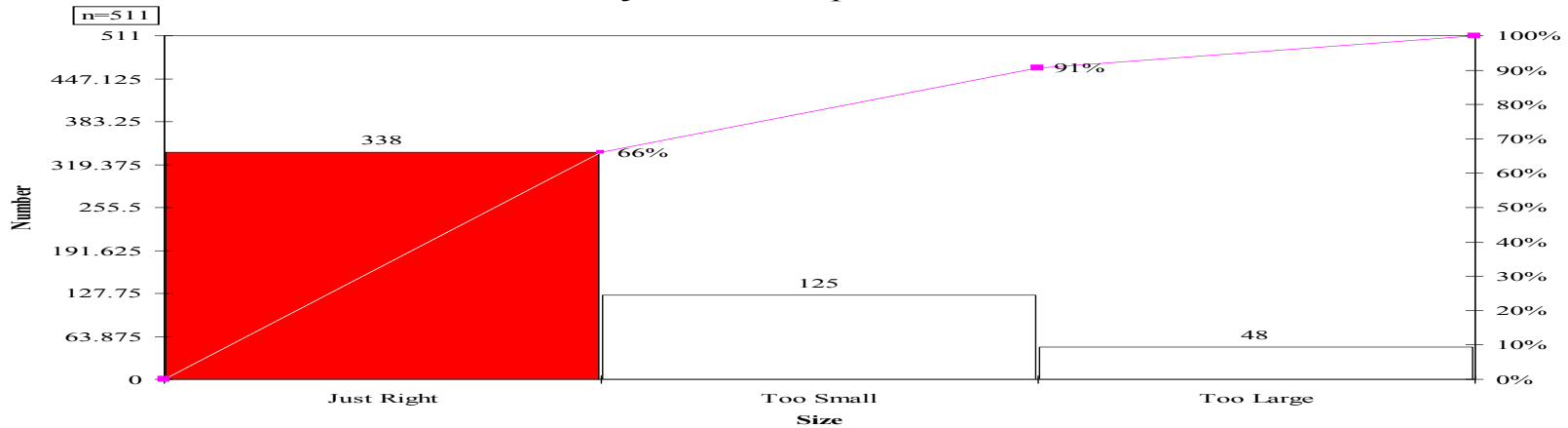
Do you favor low/moderate income housing by allowing zoning for the construction/conversion of buildings?

YES – 281 (52%)      NO – 260 (48%)

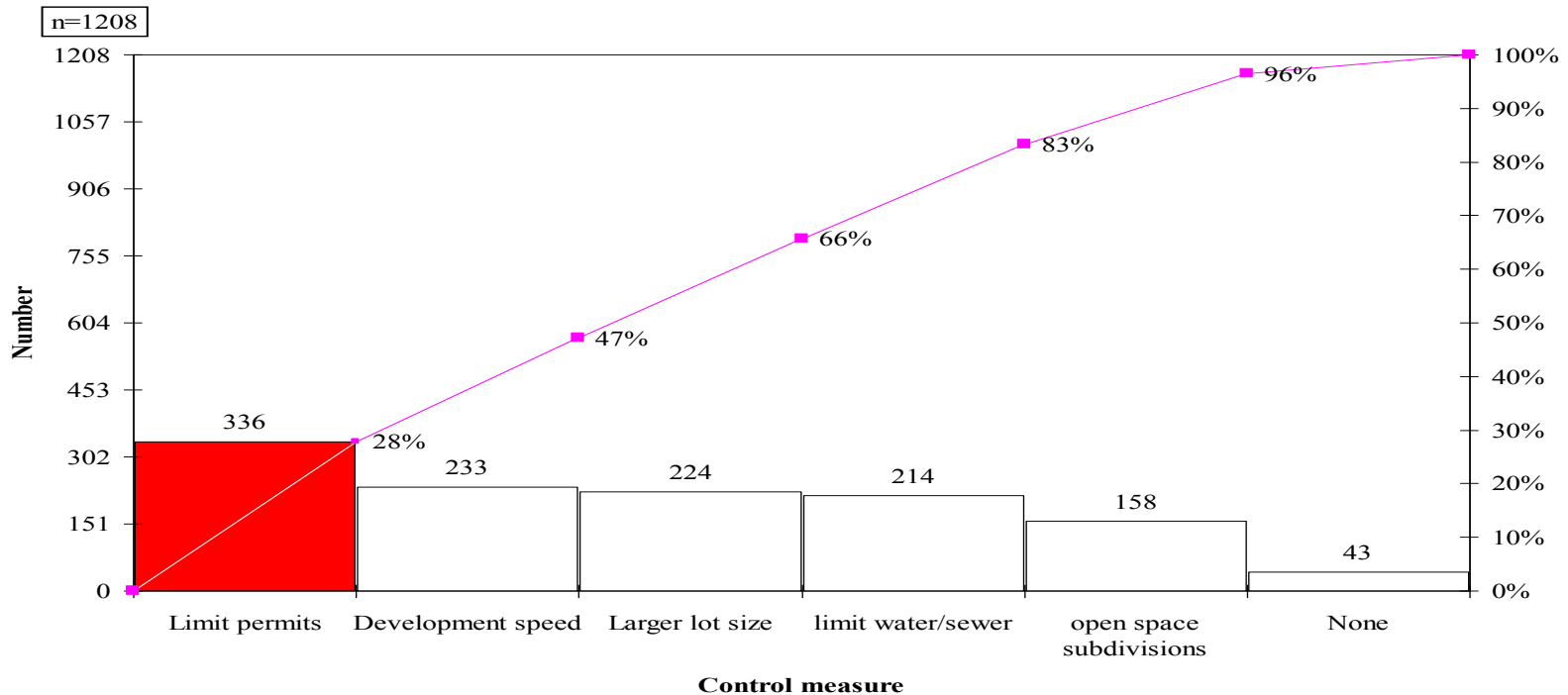
Is single family housing the only answer?

# Land Use Issues – Lot size/Growth Control

What do you think of present lot size?

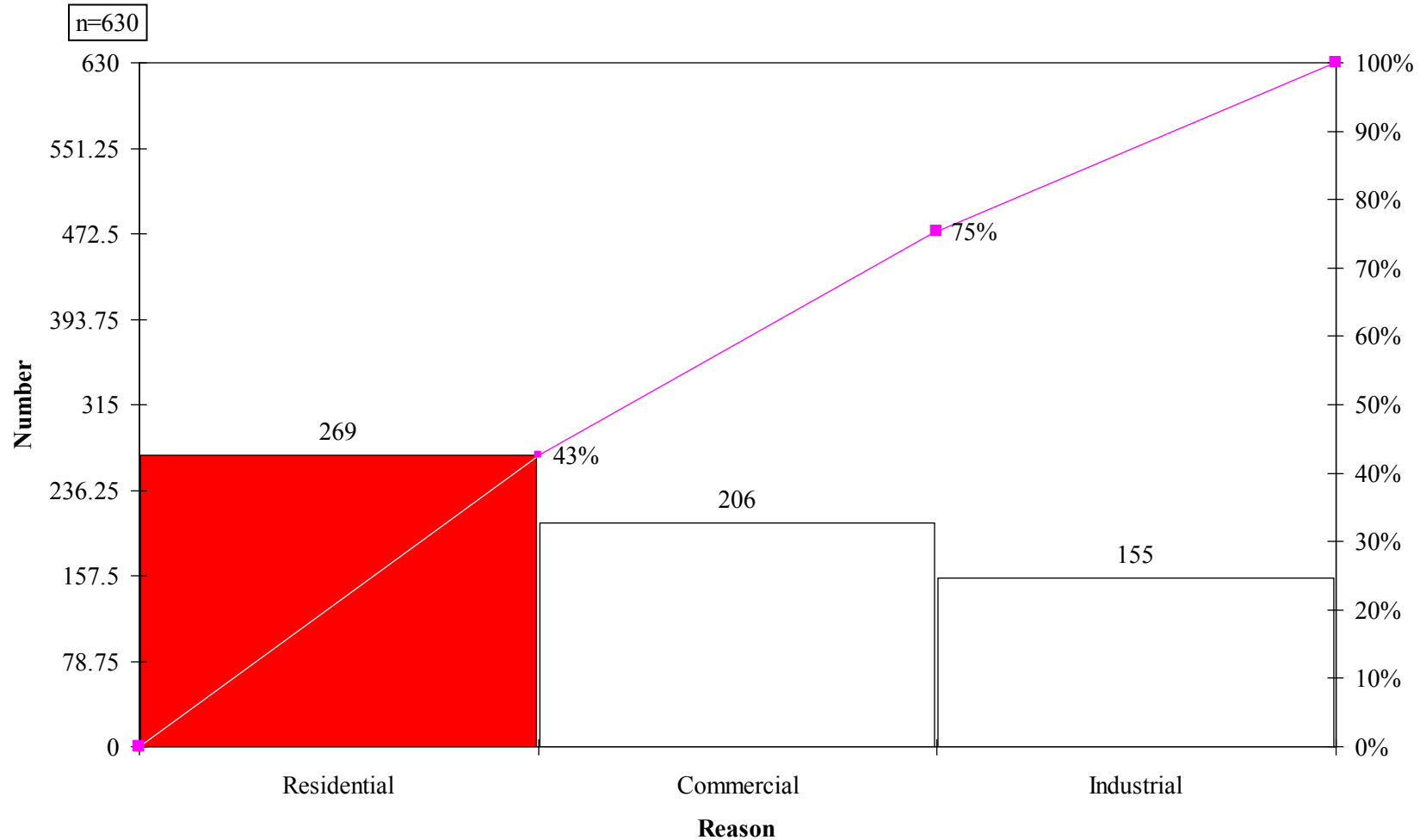


Growth Control Methods Desired



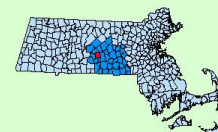
# Expansion of water/Sewer Systems

Would you expand sewer and water services? Reasons?



Implications – Development follows and often demands water and sewer. The issue becomes the measured control of these utilities.

# TOWN OF NORTH BROOKFIELD SEWER SYSTEM MAP



## Legend

- Town Boundary
- Sewer Line (approximate)
- Active Rail
- Abandoned Rail
- Road
- Stream
- Intermittent Stream
- Surface Water



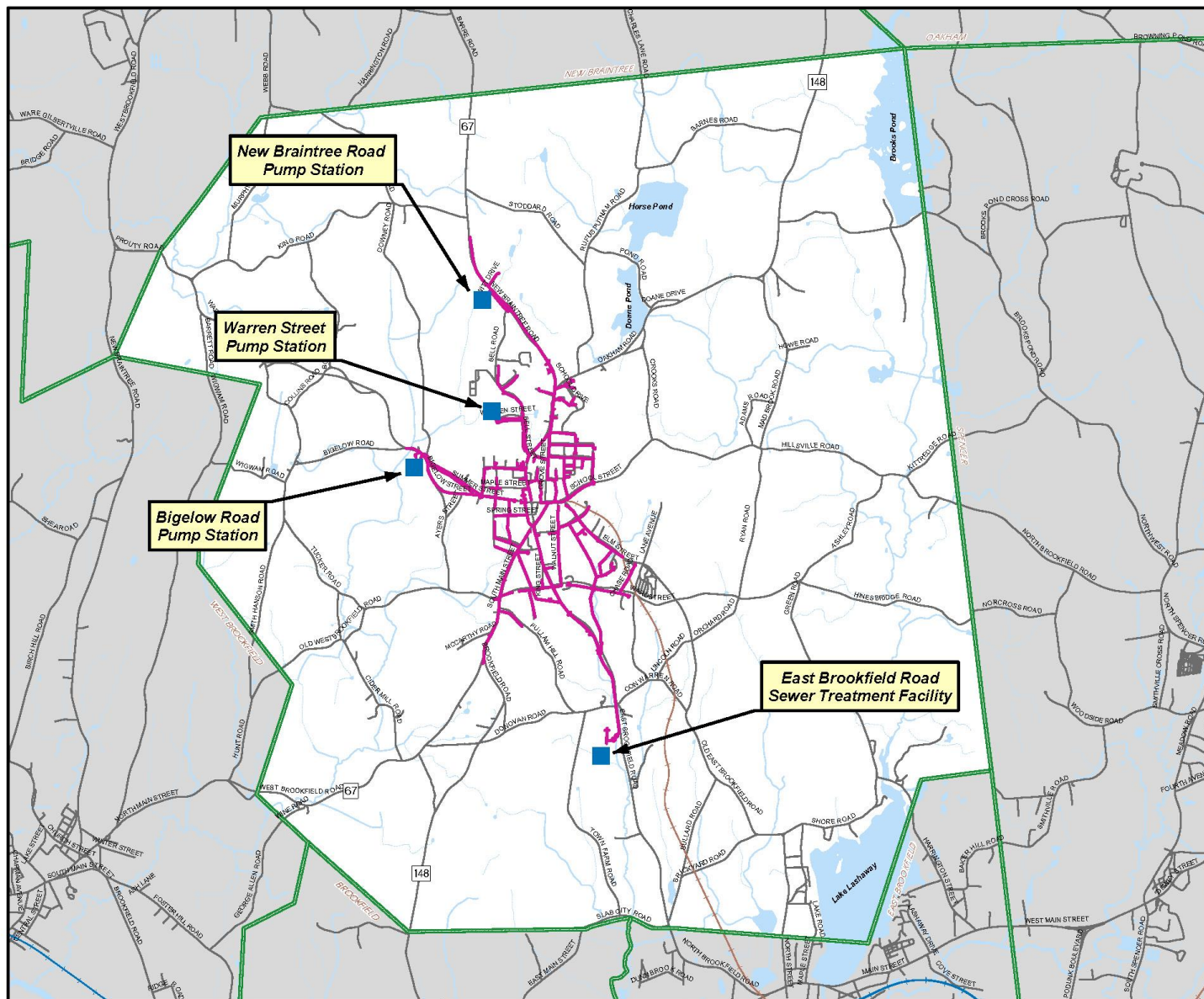
1,000 0 1,000 2,000 3,000 4,000 5,000  
Feet

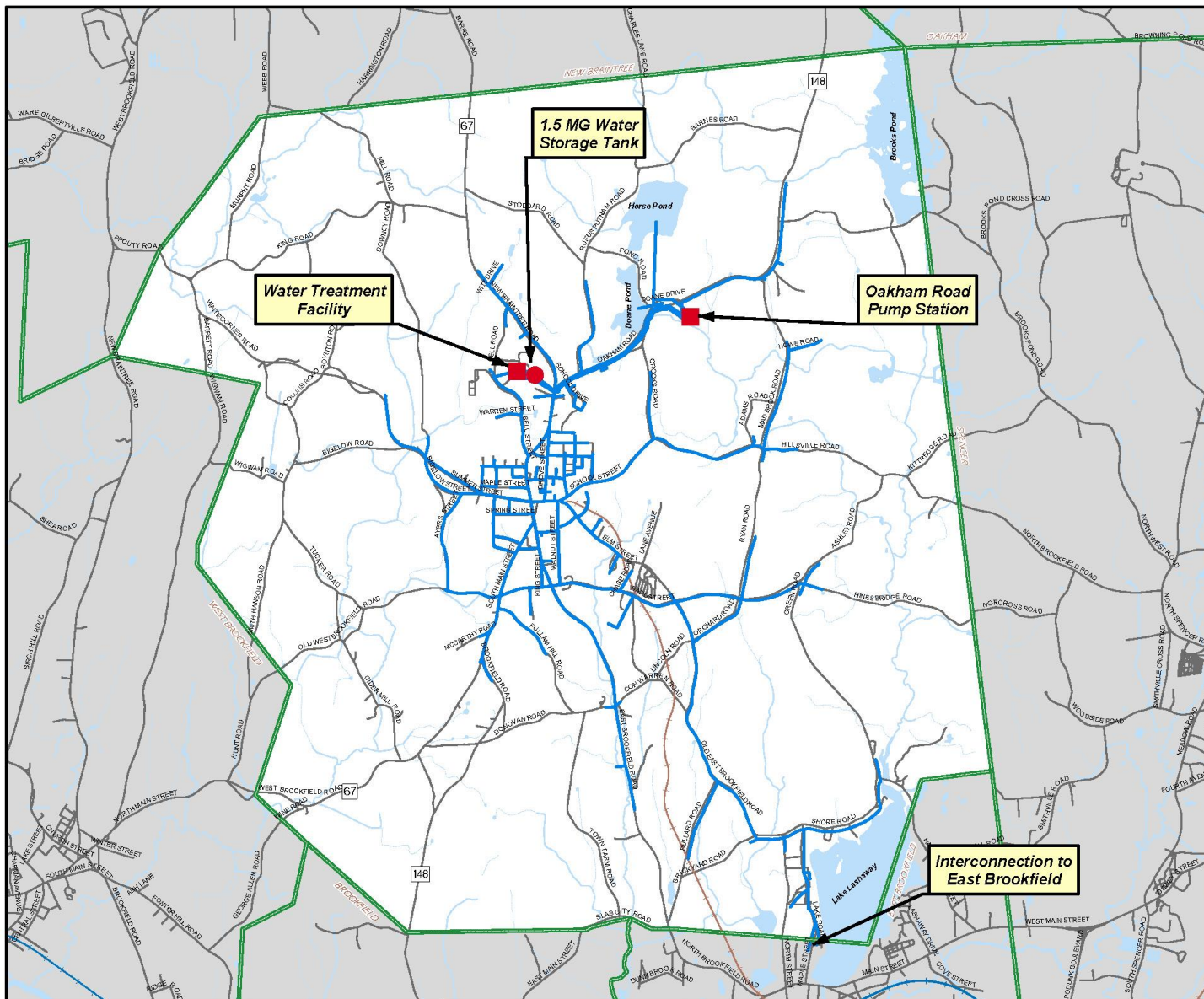
Sewer line data provided by North Brookfield Sewer Dept. and SEA Consultants.  
Hydrography derived from USGS Digital Line Graph files and later enhanced by MassGIS.  
Road centerlines provided by MassHighway.  
Other data provided by MassGIS.




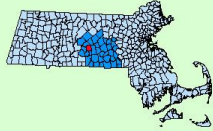
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phone: 508.756.7717  
Visit us at: <http://www.cmrpc.org>






## TOWN OF NORTH BROOKFIELD WATER SYSTEM MAP


**Legend**

- Town Boundary
- Water Line (approximate)
- Active Rail
- Abandoned Rail
- Road
- ~ Stream
- ~ Intermittent Stream
- Surface Water



1,000 0 1,000 2,000 3,000 4,000 5,000  
Feet

Source data:  
 Water line data provided by North Brookfield Water Dept.  
 Hydrography derived from USGS Digital Line Graph files and later enhanced by MassGIS.  
 Road centerlines provided by MassHighway.  
 Other data provided by MassGIS.



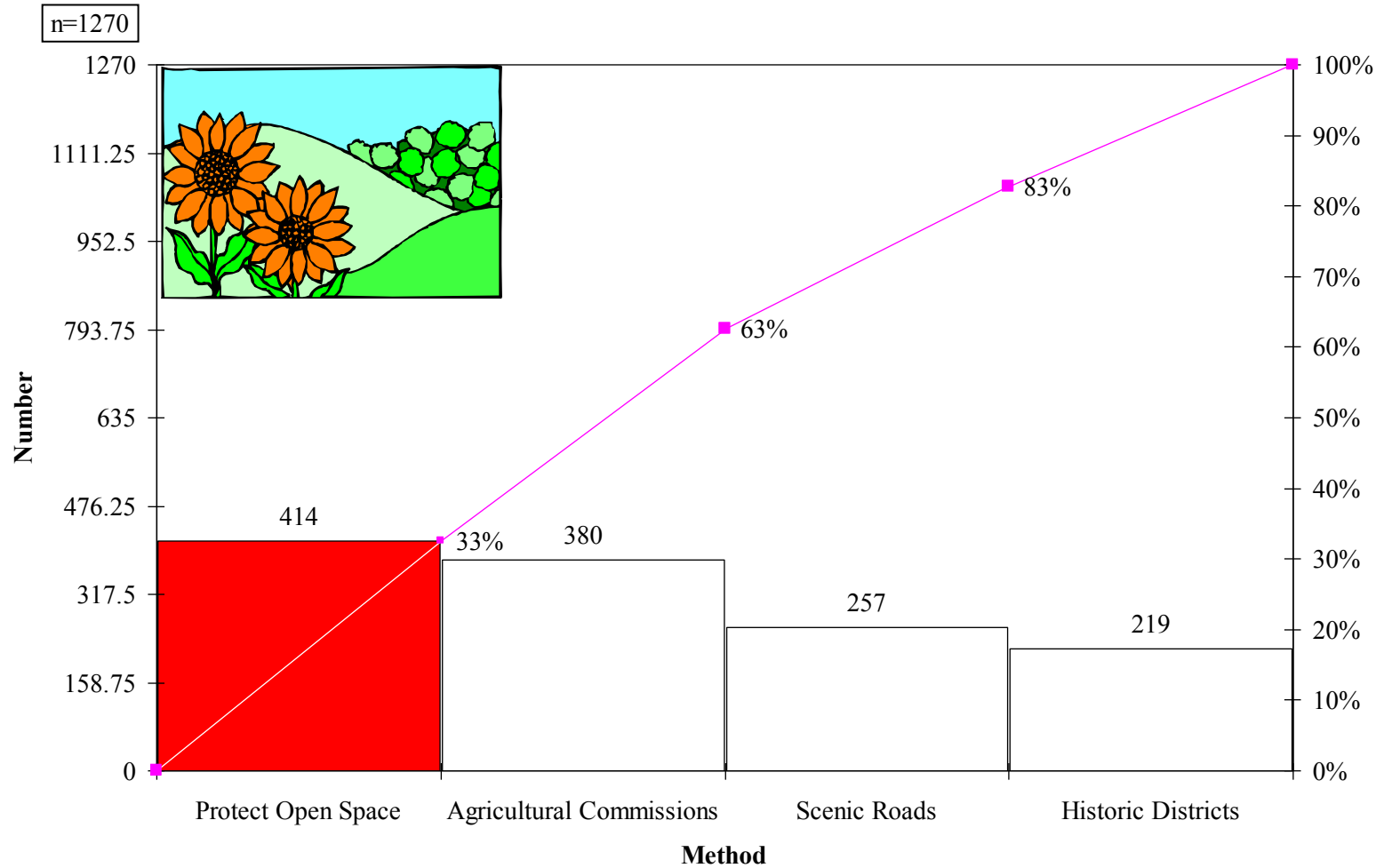
Central Massachusetts Regional Planning Commission

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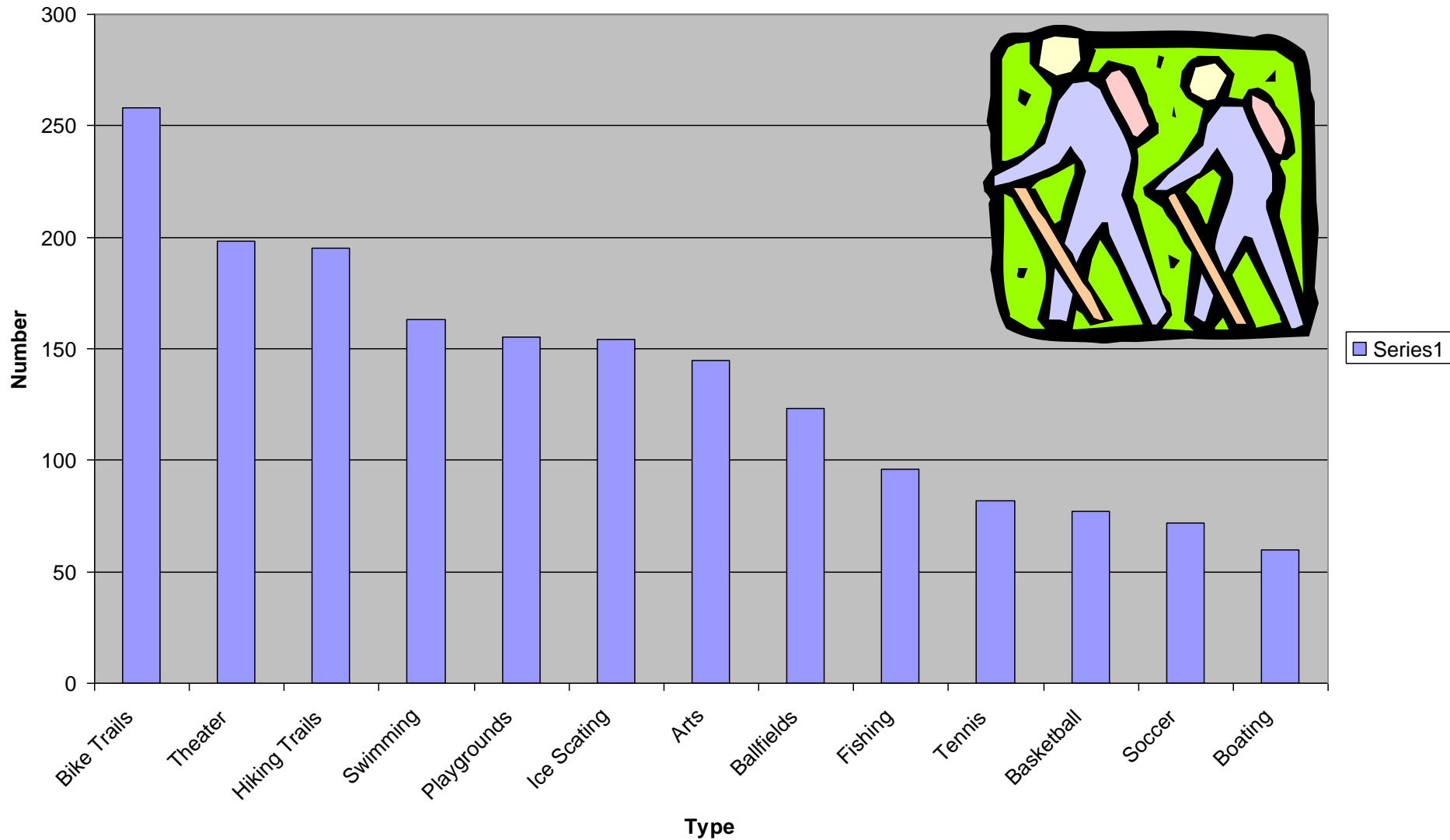
# Open Space and Recreation – Protection Initiatives

## Open Space Preservation Methods



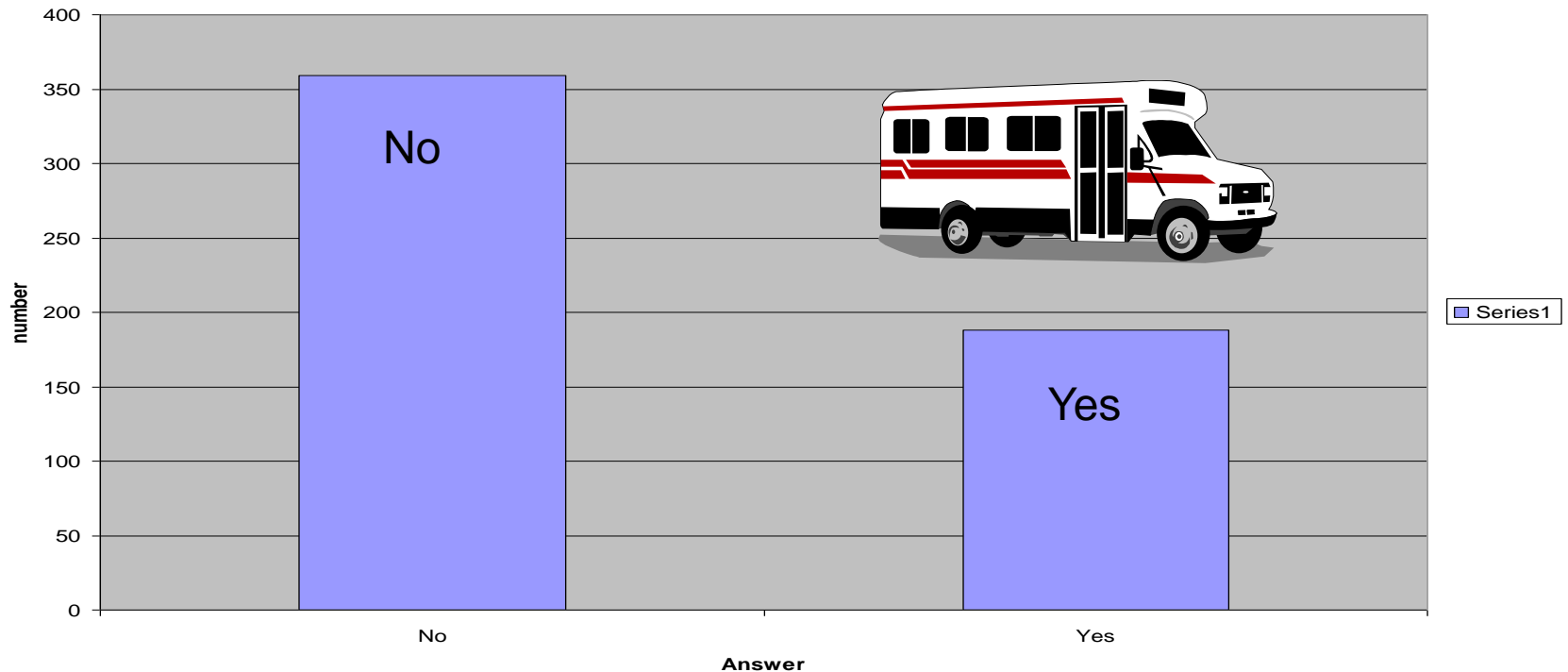
# Open Space and Recreation – Recreation Desires

Recreation Desires



# Public Transportation

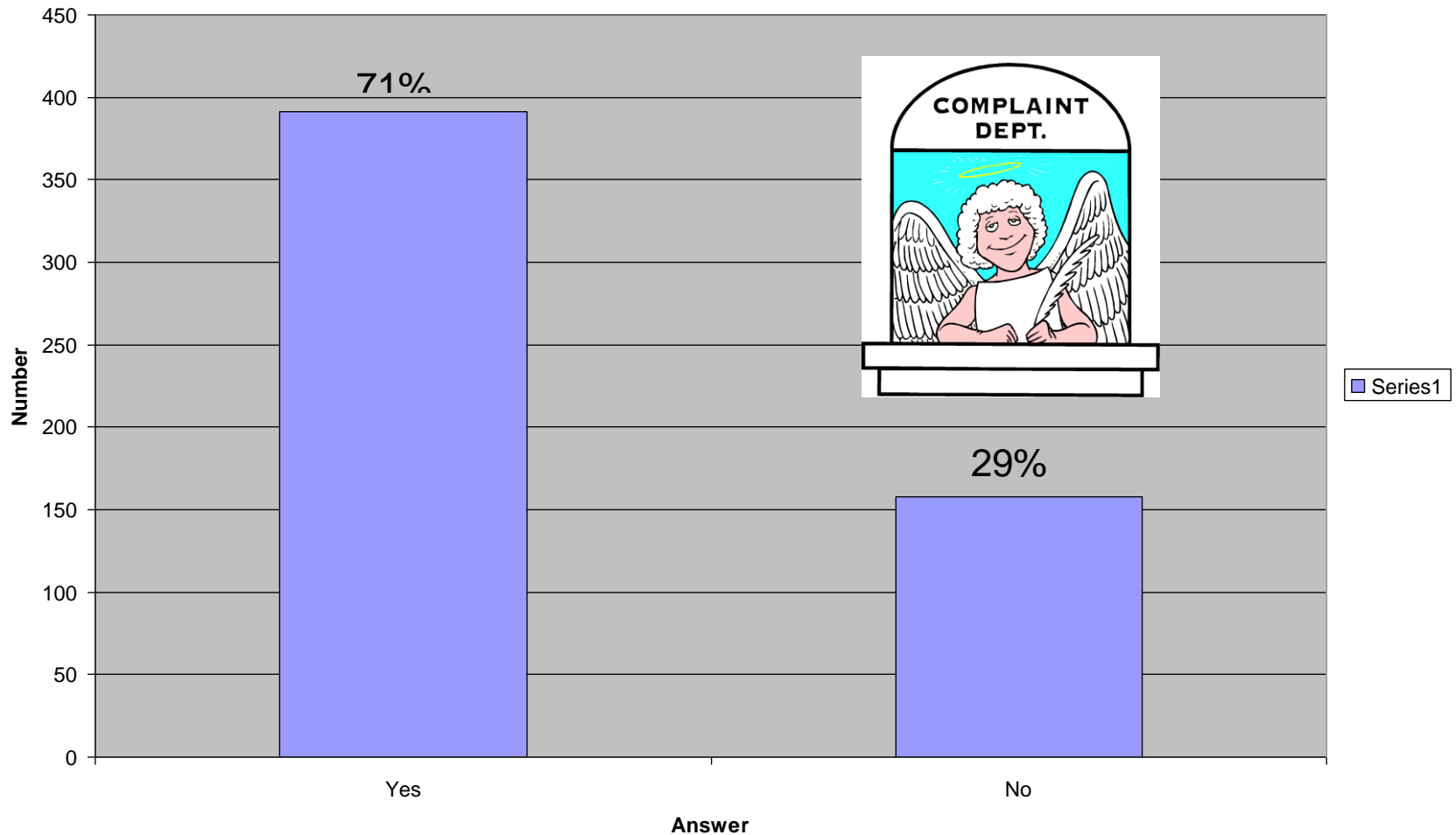
Does North Brookfield Need Public transportation?



There is a need for public transportation for 1/3 of participants. May have a relationship to dislike factor of no employment opportunities.

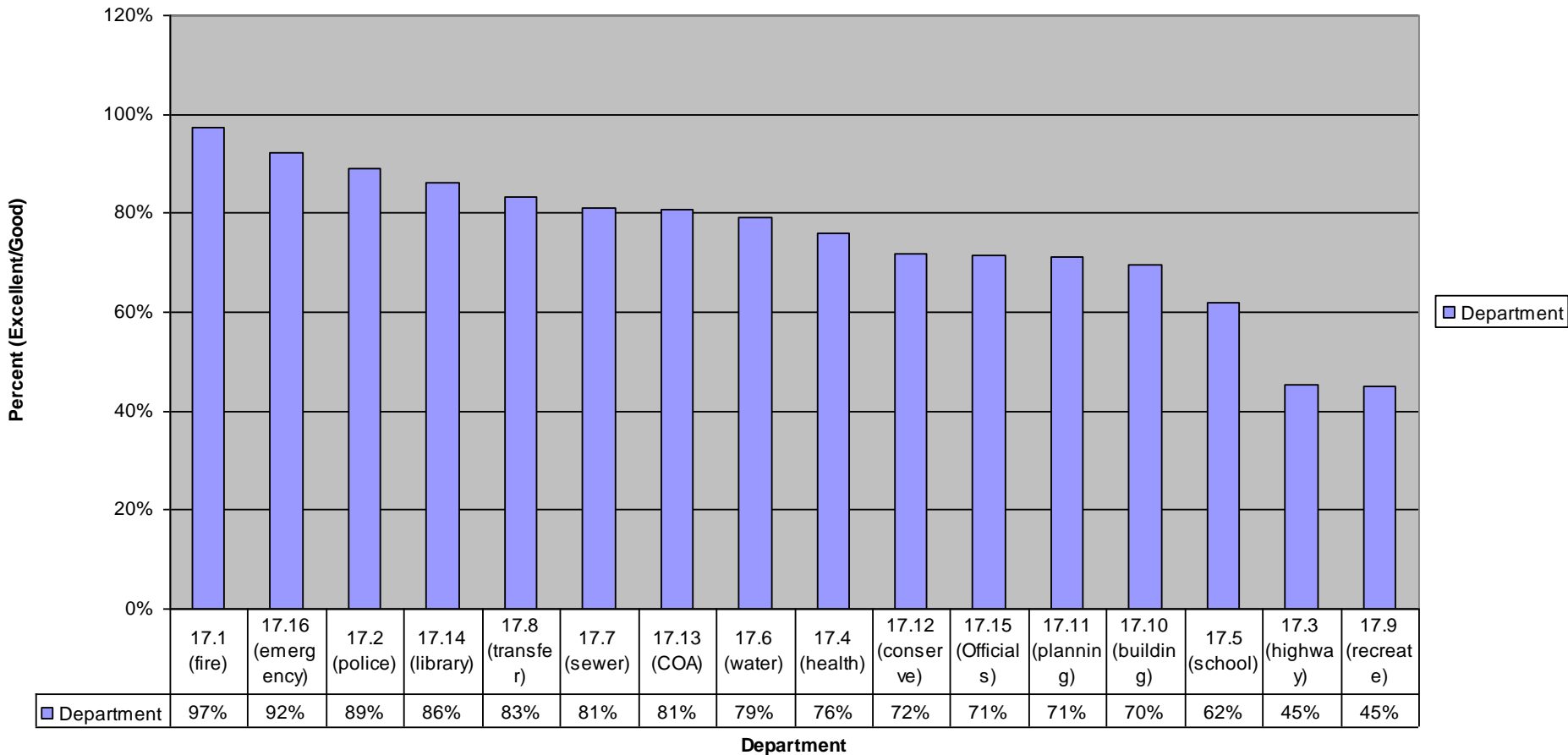
# Satisfaction with Town Services

Are you satisfied with access to town services?



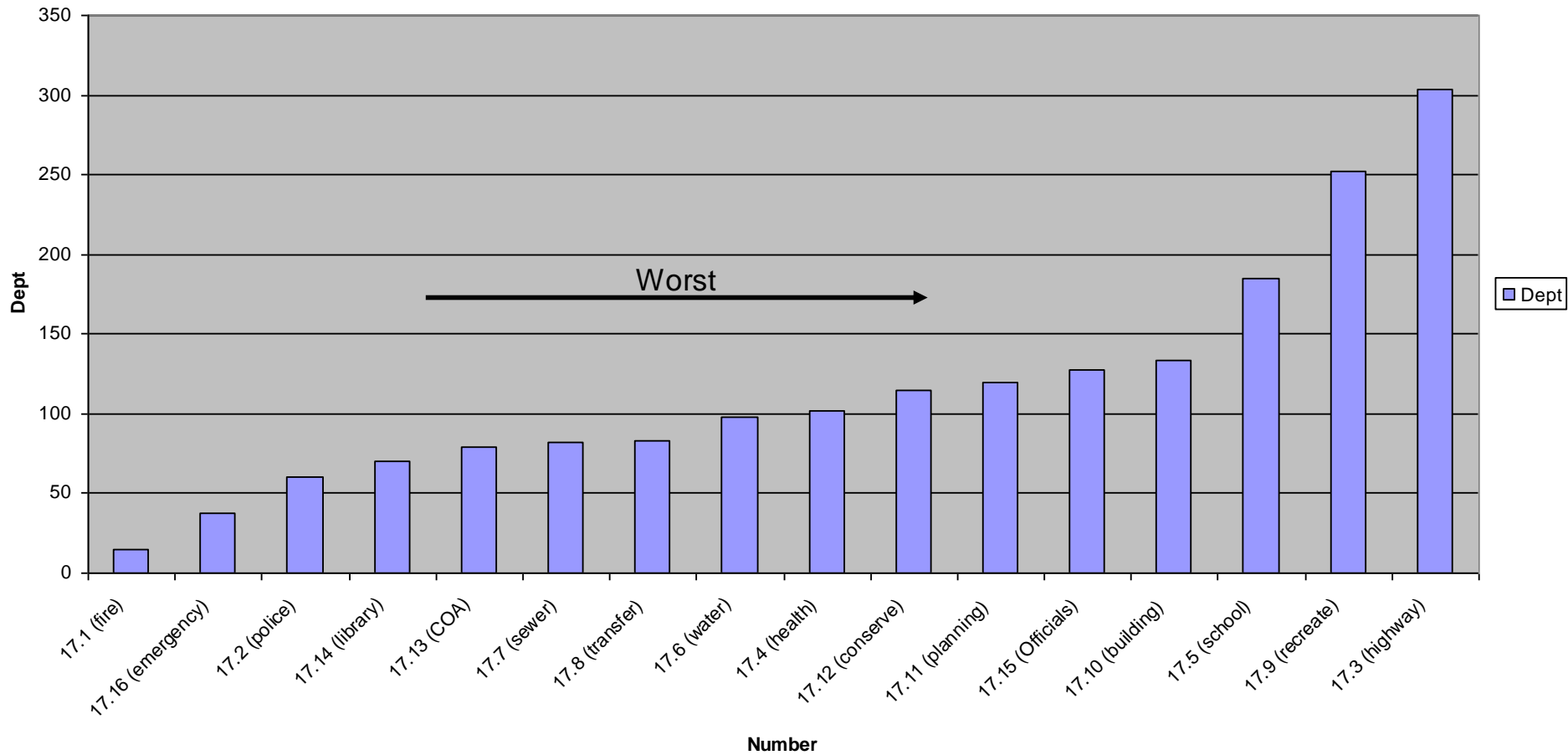
Typical service access satisfaction level according to CMRPC is 80%+

Deparmental Performance rating by participants



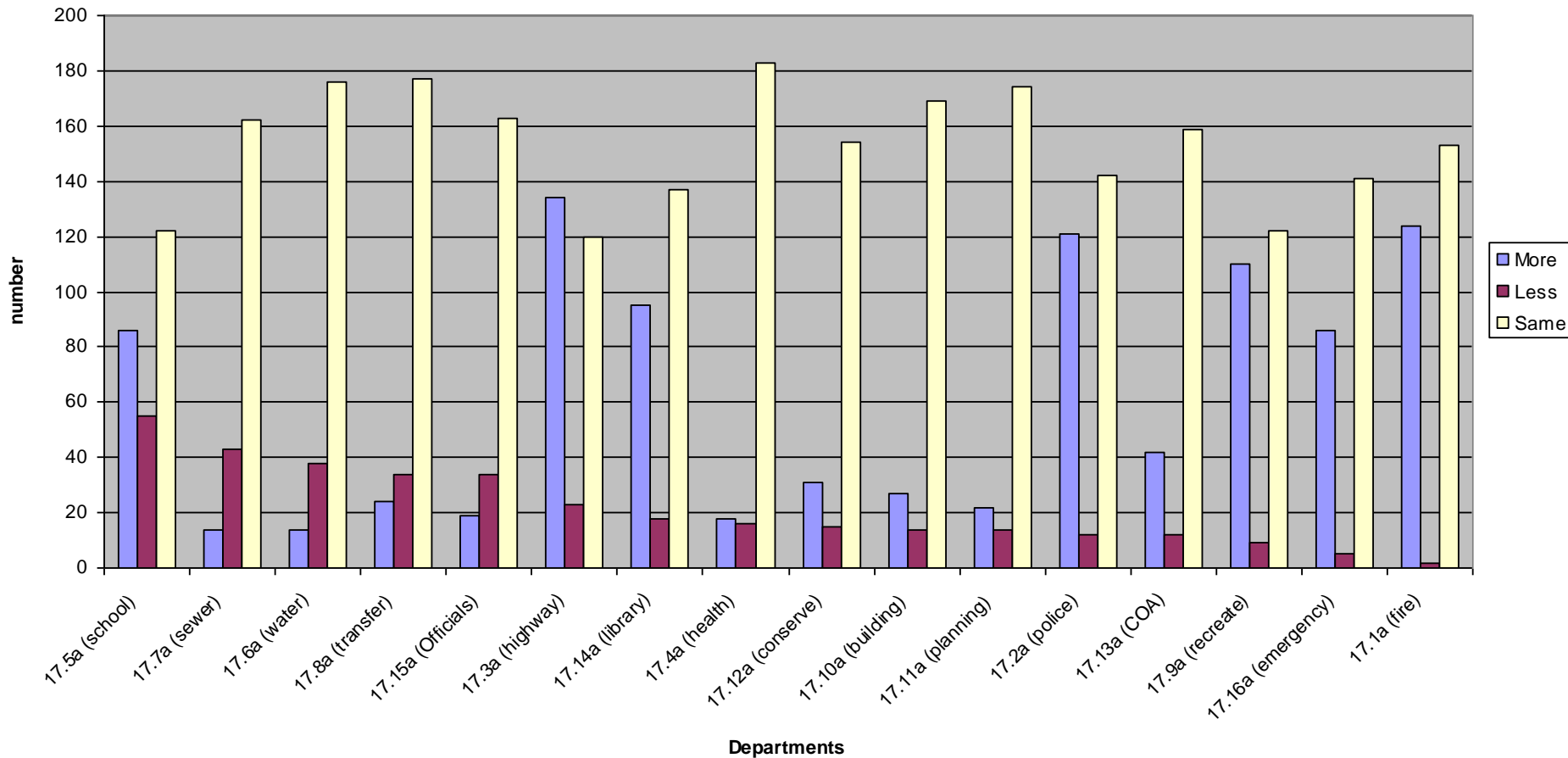
First responders receive highest ratings as expected. Library and Transfer station receive very high ratings due to service. Lowest performance ratings are received by Schools, Recreation, Highway Dept. Note: Normal school performance ratings are typically high at 80%+ in most community surveys.

Fair/Poor ratings by Dept



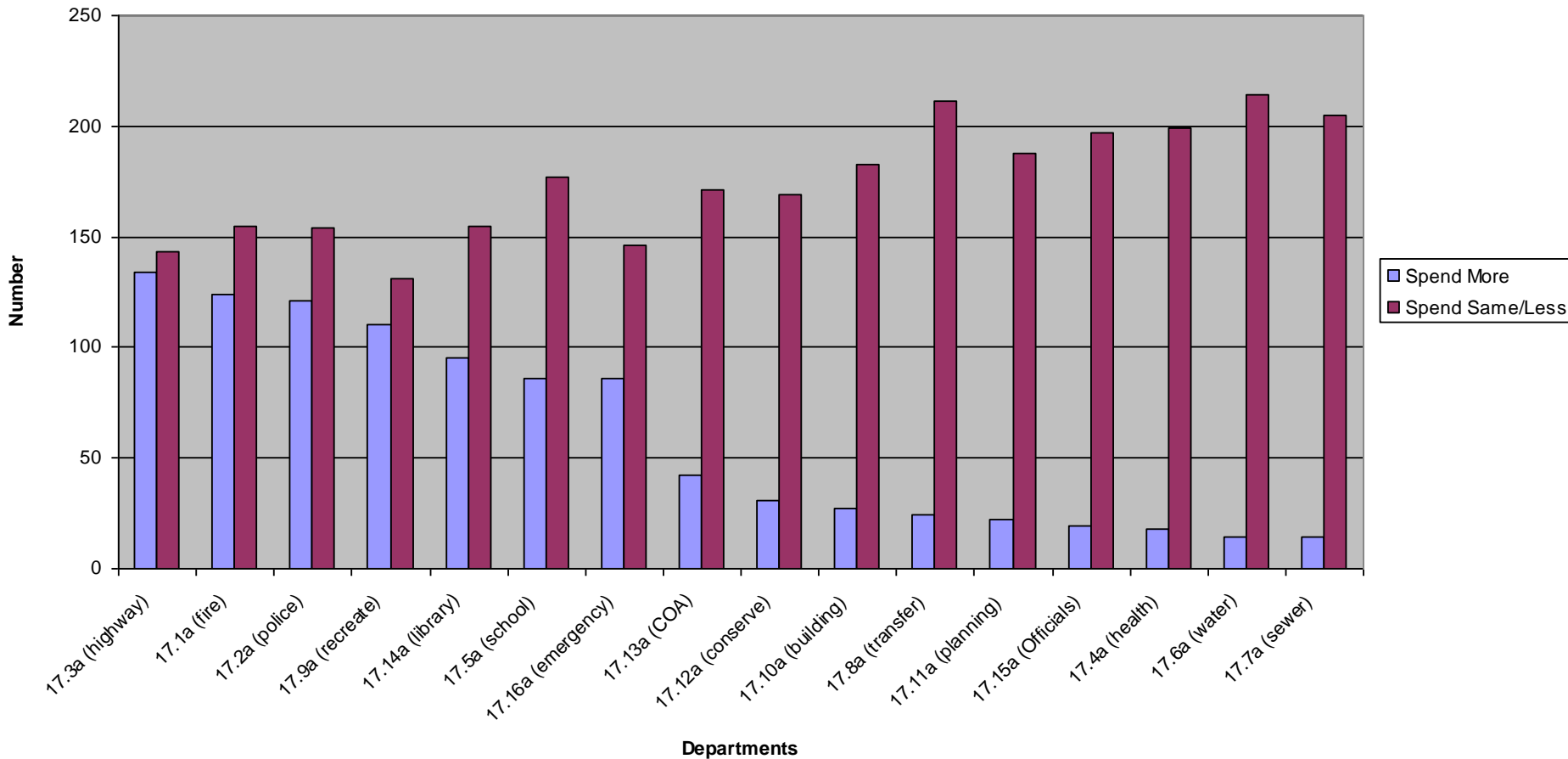
The Fair/Poor performance ratings show more dramatically the citizens low performance ratings for Schools, Recreation and Highway Dept.

Departments sorted by Tax Payer desire to reduce tax budget



Related to performance ratings is the citizens' desires to reduce departmental budgets. Note: Sewer, Water and Transfer are fee for service departments.

## North Brookfield Citizen Tax Spending Desires



This data describes the citizens' likelihood of increasing a department's budget based on performance ratings. Willingness to increase funding is a function of the gap between the blue spend more bar and the red spend same or less bar. There is a willingness to increase funding for Highway and Recreation. There is an unwillingness to increase funding for schools.

## **SUMMARY - Master Plan 7 Chapters**

- **Community Facilities and Services** (in draft form)

Coordinated government leadership with common goals and plans acceptable to the people of the town, 5-10yr capital plan, performance measures, citizen access and participation.

- **Housing** (in analysis stage)

Types of housing needed, locations, controls, low income regs.

- **Transportation** (data gathering by CMRPC)

Isolated citizens, need for public transportation, alternatives

- **Economic Development**

How do we pay for it all. Residential 92% Business 4%, Jobs

- **Open Space and Recreation**

What to protect and how to protect. How can we enjoy North Brookfield.

- **Land Use and Zoning**

What control measures are effective for our desires. Protect vs. Develop

- **Implementation Plan**

How do we make it all happen? People, Structure, Priorities, Involvement

<b>NOTE (<u>Teams will be needed to implement each chapter</u>)</b>
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**Change is inevitable; We want to be in front of change guiding and influencing rather than in back of change reacting and adapting.**

### **(DRAFT) Town Government - Goal**

**North Brookfield's town government must be professionally managed, emphasize customer service, provide a coordinated delivery of municipal services, be fiscally responsible, accessible to all citizens, foster citizen participation, and be proactive instead of reactive.**

### **(DRAFT) Town Government - Objectives**

- The Town will commit itself to following through on the recommendations contained herein and strive to maintain the Master Plan as a living document.**
  
- Municipal departments will develop annual work plans based on the needs identified in the Master Plan and establish measurable goals and objectives.**
  
- The Town must have a long-range capital financing plan for its municipal facilities and capital equipment.**
  
- Municipal departments will all use a single standard format for preparing their annual operating budgets, with the Board of Selectmen and Finance Committee serving to coordinate and prioritize departmental budget requests within the constraints of Proposition 2 ½.**
  
- The Town will investigate its options for professional management, whether it be through the form of a Town Administrator, Town Services Coordinator or a Town Manager to achieve:**
  - Increased inter-department communication and coordination by holding monthly staff meetings under the leadership of the Board of Selectmen.**
  
  - Improved public safety by enhancing the Town's inspection and enforcement capacities.**
  
  - Increased grant writing capacity and its ability to qualify for state and federal funding opportunities.**
  
  - Document community resources for the benefit of future municipal officials.**



**Plan the town, if you like; but in doing it do not forget that you have got to spread the people. Make wider roads, but do not narrow the tenements behind. Dignify the city by all means, but not at the expense of the health of the home and the family life and the comfort of the average workman and citizen. If you do this, we all of us shall be rewarded by the betterment of our towns, the beautification of our streets, the improvement of our suburbs; we shall have made one step forward to still further elevating, improving, and dignifying the life of our citizens.**

**- [Thomas Adams](#)**