Lancaster 2035 Comprehensive Plan Exhibit A- Public Engagement Findings June 10, 2024





North Nashua River at Cook Conservation Area

Lancaster received extensive comments and suggestions during the public engagement process. Table E-1 lists the public engagement forums. Below the table is a summary of all public comments. **Bold represents the most repeated comments.**

Table E 1. Summary of Fublic Engagement	
Kickoff Community Forum (12/03/23)	37 Lancaster resident participants
Nashoba High School student forum (02/29/24)	24 Lancaster student participants
Second Community Forum (02/29/24)	28 Lancaster resident participants
On-line and Paper Survey $(3/02/24 \text{ to } 04/12/24)$	278 respondents
Final Community Forum (06/04/24)	25 Lancaster resident participants
Comments posted at Lancaster2035.org or	35 public comments received
submitted by email (12/03/23 to 06/04/24)	
Planning Board (numerous public meetings)	Elected Planning Board members input and
	approving authority
Select Board (liaison to the Planning Board)	Elected Select Board offering input and plan
	endorsement

Table E-1. Summary of Public Engagement

KICKOFF COMMUNITY FORUM (12/02/23, N=37)

Residents provided their ideas and recommendations in a number of subject areas:

Special places of the heart

- Nashua River ("it's in the town logo and it should be the focus") winding through Lancaster, with adjacent greenspace and farms
- Town Green and municipal civic center campus, including old Town Hall, municipal offices, Thayer Memorial Library, and Unitarian Universalist Church of Lancaster (needs improvement for more uses)
- South Lancaster Town Center and historic buildings
- Former Atlantic Union College campus at South Lancaster Center
- DCAMM surplus property (220 Old Common Road)
- Goodrick Brook (off Sterling Street and other areas of South Lancaster)
- Wetlands complex and Intervale at Bolton Flats (Rte. 117) and the view from Rte. 117
- **Cook Conservation Area,** Lancaster State Forest, and trails along the river (Lunenburg Road/Rte. 70) (needs easier access and trail information)
- Spectacle Pond Town beach with swimming and boat launch (Old Union Turnpike)
- Town woods north of Nashua River (needs improved access)
- Lancaster Town Forest (Brockelman Road)
- Dexter Drumlin, Trustees of Reservations (George Hill Road)
- Shirley Shaker Village cemetery and portions in Lancaster (off of Rte. 2)
- Turner Pond Conservation Area (and Turner Pond trail in Lunenburg)
- Fort Pond with its boat ramp, water resources and outdoor recreation
- Bow Brook just south of Lunenburg town line (cold water fishery and habitat), upriver from Fort Pont
- Wildlife and quiet spaces in North Lancaster

- Kimballs Ice Cream/Kimball Farm
- Gore, Harper's, George Hill, and Kalon farms

Transportation and circulation areas of concern

- Five Corners (High Street Ext./Rte. 110, Still River Road/Rte. 110, Old Common Road, Center Bridge Road)- cars don't stop
- Harvard Road, Neck Road at Seven Bridge Road/Route 117
- Neck Road at Seven Bridge Road/Rte. 117
- Seven Bridge Road/Rte. 117 needs sidewalks to serve The Fairgrounds at Lancaster/Bolton Fair
- Lunenburg Road/Rte. 70
 - o At Fort Pond Road with traffic backed up from Route 2
 - At traffic circle with Old Turnpike Road
 - o Multiple crashes along route, including some not shown on MassDOT crash data
 - Road is speedway (needs bicycle lanes)
- Route 2/George W. Stanton Highway on and off ramps (too short)
- Main Street/Rte. 117 (west of Rte.70)
 - Too fast, too many trucks
 - Intersection at Langen hazardous
- Speeding: Route 117, South Lancaster, other locations

Critical environmental resources and issues

- North Lancaster water aquifers, water resources, and clean water
 - North Lancaster water can turn clothes brown, especially when pipes are flushed
 - North Lancaster water resources protection district (to protect water for residential uses)
 - o Need new water supply area away from existing wells
- Devons South Post (includes areas of active ordnance and a superfund hazardous waste cleanup site)
- Lancaster rivers, conservation and open space areas, wildlife, walking trails
 - \circ Nashua River as central feature for Lancaster
 - Walking trails
 - Canoe and kayak launches
 - Cook Conservation Area
 - Bolton Fairgrounds at Nashua River as a buffer area
 - Town Forest- parking, trails, promotion
 - o Dexter Drumlin
 - o Goodrich Brook
- Central Nashua River Valley Area of Critical Environmental Concern (includes Nashua and N. Nashua Rivers)
- Invasive species risks (especially need to eradicate Japanese Knotweed)
- Hilltop Road (too much new housing and timber clear cuts)

<u>What I love most about Lancaster is</u> Tight knit community Extensive open space and the Nashua River A rich and long history represented in the place A strong sense of place Town green and municipal civic center Town center The rich government, non-profit, and worship-based institutions Mixed tax base Excellent schools

The biggest opportunities to accomplish in the next 20 years are to

- Improve the Town Green
- Redevelop the former Town Hall on the Town Green
- Redevelop the Atlantic Union Campus
- Improve the sense of place for Lancaster town center
- Provide more commercial activity on the Main Street just north of the railroad bridge
- Improve access to open space and the Nashua River
- Better celebrate what the town has to offer
- Redevelop the Dept. Capital Asset Management and Maintenance property at 220 Old Common Road
- Expand town tax base, especially the industrial areas in the north (along Route 2) and northwest (along Route 70)
- Celebrate the Nashua River and expand conservation generally
- Ensure that the Department of Defense remediates Devens South Post ordnance and hazardous materials releases

Lancaster needs to

- Broaden its tax base
- Expand economic development opportunities
- Ensure that industrial and commercial uses don't harm residents of North Lancaster
- Improve the sense of place/placemaking and wayfinding throughout Lancaster
- Identify how to increase awareness and appreciation of Lancaster's rich history
- Improve the Lancaster Town Green and the activity in the Green and abutting municipal civic center campus
- Improve South Lancaster Center, including redevelopment of underutilized properties and other activities to promote adaptive reuse of existing structures and infrastructure
- Create a commercial Lancaster village center immediately north of the Main Street railroad bridge
- Preserve more open space and engage various State, Federal, and Local agencies to develop a plan of action to clean-up Devens South Post
- Create more deed-restricted affordable housing

• Provide more flexibility for housing which meets changing demographic needs. Ensure focus and program development for smaller units that allow people to age in place

NASHOBA HIGH SCHOOL STUDENT FORUM (02/29/24, N=24)

Lancaster's first public forum had only minimal participation by Lancaster's youth. Two back-toback student forums provided the next generation of residents and leaders the opportunity to share comments, concerns, questions, and ideas about the future of their community. The student forum

at Nashoba High School, traveling to where students are instead of asking them to come to a public meeting, allowed greater student participation on their ideas and responses on issues that inform the comprehensive plan. Students shared their perception of strengths, opportunities, and aspirations on community engagement, transportation, commercial economy, and job economy and career opportunities:

Community Engagement

- Events Memorial Day parade, Horseshed Fair, Lancaster Fairgrounds (Bolton Fair in Lancaster), Halloween trunk-or-treat, free skate events at the town ice rink, volunteer events through the Boy Scouts organization.
- School Involvement DECA project on Horseshed Fairgrounds, Political Awareness and International Clubs involvement; celebrating regional diversity, hosting international festivals.
- Opportunities Farmers markets, food truck events, youth voting in local elections, movie theater showings.

Students stated that there were a few events in-town available for Lancaster's youth, including parades, fairs,

- Community Engagement opportunities, Memorial Day Fo - Horse shed Fair (church) - Lancaster Fair grounds - Hallowen truck - on - treat A Interest in your schol mola . Montrship in m litical Awareness," International Club celebrate regional diversity " Int'l schart festmal opportunities Botton Fair movie theater Food truck festival Town rink (free skate) armers marke Trunk-or-treat (volunteer opportunities) lown events kauses Memorial Day Parade involved through 7 minimal inferest in voting in local elections

Figure E-1. Student Forums- Community Engagement

holidays events such as the Halloween trunk-or-treat, and free skating at the town ice rink. Students were actively involved in school-led activities and groups such as Distributive Education Clubs of America (DECA), and the political awareness and international clubs to celebrate diversity in the region. A select number of students shared opportunities for the town to expand community involvement, suggesting that the town could develop a seasonal farmers market and/or food truck events, as made available in neighboring communities such as Leominster. In addition, students and select members of the planning board discussed potentially reusing vacant space and materials from a now defunct theater in a neighboring community to host movie showings. Overall, NRHS students seemed involved and engaged with community and school-led activities but felt that the town could expand and diversify community events.

Transportation

- Deficiencies Differences in accessibility between communities, auto reliance, interconnectivity issues, lack of central place to travel to, lack of infrastructure to support electric transportation options, limited capacity for public transit, lack of physical infrastructure such as sidewalks to promote walking and biking (Route 117, Mary Rowlandson Elementary School surrounding residential neighborhood)
- Opportunities Expand physical access to Leominster, traffic mitigation, bus services to facilities in neighboring communities, dedicated bike lanes under Complete Streets program

The student transportation discussion included safety, transportation preferences, opportunities for expanded travel options, and suggestions for improvement. Numerous students shared deficiencies with the town's transportation options and accessibility. Namely, students found that there is a lack of interconnection between neighborhoods in

II. Transportation lack of central place to travel to difference in accessibility between mmunities no physical support > Bolton Orchards area for electric scoters/bikes Stillner limited capacity for public transic · Car reliance interconnectivity issues opportunities; repanded access to Leon > Student reliance on school bas / car-dop off - physical infrastructure constraints; no sidewalks, no connectivity > 117, MRE neighborhood electric bike use to contral spaces (i.e., lin opportunities > concerns for safety Wathe motortion to other areas speed concerns ous service to facilities neighboring commis-(market, sharmary) dedicated bike lanes Under Complete Street program

Figure E-2. Student Forums-Transportation

town, a reliance on automobiles for everyday travel, a lack of physical infrastructure such as sidewalks to promote walking and biking, and a general avoidance of any modes of transport other than automobiles from a safety standpoint. In regard to opportunities, students wanted expanded physical access to nearby towns to access resources and facilities not available in Lancaster, speed mitigation for vehicles on main routes, and dedicated bicycle lanes to expand multimodal access.

Commercial Economy

- Strengths Local diners (Michael's Bridge Diner, Sandy's), Lancaster Gardens, Kimball Farm, Trolley Stop (pizzeria), FC Stars Complex (training field), Cook Conservation
- Deficiencies Lack of entertainment and personal services, vacant indoor roller rink
- Opportunities Commercial gyms for team/student use and sports training, small business development, specifically coffee shops, centralized grocery store

Student discussion of Lancaster's commercial economy was prompted with questions, and associated examples, such as:

- Are there any businesses in-town that you frequent?
- Are there any specific types of businesses that you would potentially like to see?
- What kinds of services are available in Lancaster?
- Do you utilize these services?

NRHS students shared a plethora of restaurants, specialty shops, athletic facilities, and agricultural resources that students visit and utilize such as Michael's Bridge Diner and Sandy's, Trolley Stop pizza, Kimball's Farm and Lancaster Gardens. Students felt that the town lacked personal service businesses and entertainment spaces, specifically mentioning the now defunct Roll-On America as a source of entertainment. In regard to opportunities for commercial economy,

I. Commercial Economy onveience (retail store turite access limited - travel to nearby comm. ? ports training (indoor travelling to nearby comms. at able to for facilities services · vacant, Closed skating ink > big attraction Michael's Bridge Dinner Sandy's Lancaster Greden Kimball's (seasonal) Trolkey Stop Unified Gym Stars Field (soccar: Cook Conservation

Figure E-3. Student Forums-Commercial Economy

students felt that a local coffee shop and/or centralized grocery store would benefit the youth community and their families.

Job Economy & Career Opportunities

- Volunteering Lancaster Youth Baseball & Softball (coaching/refereeing)
- Part-time job opportunities Restaurant service
- In-school development Athletic training apprenticeship
- Opportunities Business/biotech career internships. Resource officer apprenticeships, Medical training programs
- Gaps in resources Lack of knowledge about opportunities available through the town's recreation department

Students focused on the job economy from the perspective of their opportunities within Lancaster for career development, part-time job opportunities, and

I. Job Économy & Career Opportunities red Detroac 7 serving (food service) spy FB TikTok A weekly newsletter school athletic training apprenticeship sportunities; medical paining porgra Lancaster Youth Baseball volunteer aportunities medical inter (bausiness, biotect - resource officer apprentice thip

Figure E-4. Student Forums- Jobs and Careers

volunteer activities. They shared a few local volunteer and part-time job opportunities (coaching, refereeing, service industry), as well as apprenticeship opportunities provided by the school. There was interest in the potential development of career internships and apprenticeships in the business, biotech, medical, and law enforcement fields. To note, I inquired if students were aware of the opportunities provided by Lancaster's Recreation Department, such as Youth Business Programs and summer events, which the students were unaware of. In response, a few students suggested that

town departments share information related to resources on social media platforms for increased access and interaction.

Discussion

Overall, students completed a thorough analysis of all subject prompts. They were engaged with the process, interested in developing a community planning document, and excited to share their own ideas, thoughts, concerns, and questions about their community. Compelling comments included exploring the opportunities for food truck events and/or seasonal, local farmers markets; expanding bus routes and service to nearby towns; execute low-cost speed motion main travel corridors; evaluating the potential for small businesses such as coffee shops in-town; expanding career development opportunities through the high school; and expanding engagement of town departments through social media.

SECOND COMMUNITY FORUM (02/29/2024, N=28)

The second forum opened with a review of data on Lancaster population, housing, and economic trends, draft vision, goals, objectives, and policies. Lancaster residents shared their ideas, responses, and recommendations to expand on the goals already in the draft plan:

Land Use

- Intervene to prevent polluted water in North Nashua River from traveling through Lancaster.
- Amend zoning to allow expanded business development and enable parking availability.
- Encourage farm-based entertainment in zoning.
- Redevelop the Lancaster Memorial Elementary School (understanding the limits from the conditions of the donation the Thayer property to the Town.
- Address traffic concerns and improve permit enforcement systems for the warehouses and large traffic generators coming to North Lancaster (comment made in the informal period after the forum ended).

Housing

- Include senior housing opportunities (formal, age-restricted senior communities) at the Division of Capital Asset Management and Maintenance (DCAMM) property.
- Promote cluster development patterns.

Economic Development

• Alleviate tax burden for senior residents.

Natural & Cultural Resources

• Mitigate the spread of invasive species (e.g., Japanese knotweed).

Open Space and Recreation

- Improve physical accessibility in conservation areas.
- Improve limited river access (e.g., currently at Cook Conservation, New England Forestry Foundation).
- Improve signage to conservation and recreation areas.

• Improve town maintenance of sites following inclement weather/storms.

Sustainability and Resilience

- Create/reorganize a town Energy and Sustainability Committee.
- Re-examine and act on previous solar study.
- Review existing Community Choice Aggregation agreement to mitigate climate change.
- Make minor textual change to goal ("Diverse residents do fully participate in governance").
- Adopt development mandates that include energy efficiency regulations and stretch code (MA Stretch Code locally mandated)

Services and Facilities

• Redevelop Lancaster Town Hall for public or private use, perhaps an adaptive reuse as a movie theater.

Mobility and Circulation

- Install modified speed bumps (Routes 70 & 117 past stop light intersections)
- Take measures to lower speeds near the post office (771 Main St.)

Discussion

Lancaster residents provided feedback and specific recommendations on the draft goals for Lancaster 2035 planning document. Of the eight categories discussed, residents were most interested in discussing land use, open space, and sustainability and resilience. Meeting attendees shared numerous suggestions on each topic, either expanding on proposed goals or providing additional ideas to be incorporated into each plan element. Additional ideas not included in the initial draft plan related to land use included: town intervention of polluted water in the North Nashua River; revamping the former Town Hall as a movie theater with equipment and resources from a neighboring town (Clinton, MA); agritainment zoning allowances; and redevelopment of a local, defunct elementary school. Other suggestions included: expanded physical accessibility and increased signage in conservation areas; post-storm site maintenance of conservation areas; to reexamine an existing solar study and to develop mandates and regulations that include energy efficiency and stretch code guidelines.

Lancaster 2035 community survey (03/02/24 to 04/12/24, N=276)

As part of the community engagement process, Lancaster distributed a survey widely asking residents to opine on priorities discussed in the draft plan and at the second public forum. The survey asked for rank order of a number of priorities and also included open ended (fill in the blank) opportunities for people to add additional thoughts.

The survey link to completing the survey on-line (URL and QR code) was distributed at the second public forum, emailed to the Lancaster 2035 email list, linked on the Lancaster2035.org project website, linked on the Town of Lancaster's website homepage (ci.lancaster.ma.us), and shown on a poster and handouts made available in the Town Office. In addition, paper surveys were available for those who preferred that format.

The tables and figures in the following pages show the survey responses. Generally, the responses to all of the questions were fairly consistent regardless of where a resident lives in Lancaster and, to a lesser extent, the age of the resident.

The survey asked respondents to describe Lancaster in their own words. Figure E-5 provides a summary of those responses, as a word-cloud, with the sized of responses based on most frequent descriptive terms.

Figure E-5. Describe the Lancaster Community (summary, sized on frequency of responses)

distrusting. shared-interests
fractious crossroads, change-resistant, anti-growth
fractious, sleepy, library,
needs proud divided, Small-town, lacks-vision, expensive development-concerns schools combative, vision-needed hiking, environment, charm
SIICII LOVVII, environment, charm
welcoming residential, lovely, nice,
unfriendly growth-pressures
self-interest,
GILLA divided they growth IUIUI
beautiful-main_st, pretty, not-development-friendly, dysfunctional
community-center, historic proud, old, town, opinionated, farming,
fractured small-town fragmented begutiful
verdant-landscape, change-resistant ^{apathy} gardening, agricultural
family-community,
development-pressures
north-lancaster-development-pressures, development-needs pro-growth
family-oriented, birdwatching,

Table E-2 provides a summary of how survey respondents described Lancaster.

Table E-2. Summary of how respondents describe Lancaster

Small town feel, welcoming, warm, community based, supportive, friendly, sense of community, family community, nice place to live, comfortable, caring, great place to live, perfect, ideal, okay, nice, lovely, idyllic, wonderful people, safe, family-oriented

Rural/suburban, bedroom community, quiet, and quaint, historic, proud

A place sometimes divided and divisive without a cohesive and coherent vision and master plan, at a crossroads with a village and rural feel, which is slowly being lost

Good schools, library, community center, and churches

Needs more businesses, business and industrial tax base, economic development, and tax revenues so it does not remain too expensive and high tax. Needs less tax-exempt properties and less anti-development bias

Developers taking advantage and woodlands or rural character under threat

Pretty place, great natural beauty, natural environment, but dwindling farmland and forests

Blended diverse and respectful community

Not enough housing affordable for all ages

Survey respondents rated priorities under each goal, with a score of 1 being their highest priority under each goal and 5 being their lowest priority. Table E-3 shows the mean (mathematical average) of those responses.

Table E-3. Priorities

Land Use Goal 2.2 (highest Support SDA when they advance Atlantic Union College redevelopment. 2.2 (highest Encourage new South Lancaster Center commercial and residential uses. priority) Protect and improve the Town Green and municipal campus. 2.67 Prioritize redevelopment of the DCAMM campus for mixed used and open space. 2.69 Allow a walkable village to grow just north of the Main St railroad bridge. 3.06 Housing Goal 2.27 (highest Allow more flexibility for smaller homes and changing housing demands. 2.27 (highest Respect the physical patterns of existing neighborhoods. 2.33 Expand deed-restricted affordable housing. 3.41 Natural and Cultural Resources Goal 3.41 Celebrate and protect natural landscapes, environments, and the Nashua Rivers. 1.61 (highest Celebrate and protect natural buildings, and landscapes. 3.20 Open Space and Recreation Goal 2.72 Manage trails, parks, recreation, and conservation areas to serve residents. 2.96 Preserve more of Lancaster's most ecologically valuable areas. 3.50 Sustainability and Resilience Coal 3.50 Sustainability and Resilience Coal 2.72 Manage Town conservation land to pres	Table E-3. Priorities Goals and Priorities (mean priority from 1 as highest priority, to 5 as lowe	st priority)
Encourage new South Lancaster Center commercial and residential uses.priority)Protect and improve the Town Green and municipal campus.2.67Prioritize redevelopment of the DCAMM campus for mixed used and open space.2.69Allow a walkable village to grow just north of the Main St railroad bridge.3.06Housing Goal2.27 (highestAllow are markable village to grow just north of the Main St railroad bridge.2.33Expand housing attainable for our children, seniors aging-in-place, & new residents.2.41Expand housing attainable for our children, seniors aging-in-place, & new residents.2.41Expand deed-restricted affordable housing.3.41Natural and Cultural Resources Goal3.41Celebrate and preserve historical buildings, and landscapes.2.44Monitor the Devens South Post environmental cleanup.3.12Address invasive species3.20Open Space and Recreation Goal2.72Manage trails, parks, recreation, and conservation areas to serve residents.2.96Preserve more of Lancaster's farmland.3.45Manage Town conservation land to preserve natural systems.3.50Sustainability and Resilience Goal2.79Examine zoning and regulations with a sustainability and resilience lens.1.97 (highestExamine zoning and regulations with a sustainability and resilience lens.1.84 (highest)Examine zoning and regulations with a sustainability and resilience lens.1.84 (highest)Examine zoning and regulations with a sustainability and resilience lens.1.84 (highest)Diplenet resilience so	Land Use Goal	or phoney)
Encourage new South Lancaster Center commercial and residential uses.priority)Protect and improve the Town Green and municipal campus.2.67Prioritize redevelopment of the DCAMM campus for mixed used and open space.2.69Allow a walkable village to grow just north of the Main St railroad bridge.3.06Housing Goal2.27 (highestAllow are markable village to grow just north of the Main St railroad bridge.2.33Expand housing attainable for our children, seniors aging-in-place, & new residents.2.41Expand housing attainable for our children, seniors aging-in-place, & new residents.2.41Expand deed-restricted affordable housing.3.41Natural and Cultural Resources Goal3.41Celebrate and preserve historical buildings, and landscapes.2.44Monitor the Devens South Post environmental cleanup.3.12Address invasive species3.20Open Space and Recreation Goal2.72Manage trails, parks, recreation, and conservation areas to serve residents.2.96Preserve more of Lancaster's farmland.3.45Manage Town conservation land to preserve natural systems.3.50Sustainability and Resilience Goal2.79Examine zoning and regulations with a sustainability and resilience lens.1.97 (highestExamine zoning and regulations with a sustainability and resilience lens.1.84 (highest)Examine zoning and regulations with a sustainability and resilience lens.1.84 (highest)Examine zoning and regulations with a sustainability and resilience lens.1.84 (highest)Diplenet resilience so		2.2 (highest
Protect and improve the Town Green and municipal campus. 2.67 Prioritize redevelopment of the DCAMM campus for mixed used and open space. 2.69 Allow a walkable village to grow just north of the Main St railroad bridge. 3.06 Housing Goal 2.27 (highest Allow nore flexibility for smaller homes and changing housing demands. 2.27 (highest Respect the physical patterns of existing neighborhoods. 2.33 Expand housing attainable for our children, seniors aging-in-place, & new residents. 2.41 Expand deed-restricted affordable housing. 3.41 Natural and Cultural Resources Goal 1.61 (highest Celebrate and protect natural landscapes, environments, and the Nashua Rivers. 1.61 (highest Monitor the Devens South Post environmental cleanup. 3.12 Address invasive species 3.20 Open Space and Recreation Goal 2.72 Manage trails, parks, recreation, and conservation areas to serve residents. 2.96 Preserve more of Lancaster's farmland. 3.45 Manage Town conservation land to preserve natural systems. 3.50 Sustanability and Resilience Goal 1.97 (highest Examine zoning and regulations with a sustainability and resilience lens. 1.97 (highest Exam		
Allow a walkable village to grow just north of the Main St railroad bridge. 3.06 Housing Goal 3.06 Allow more flexibility for smaller homes and changing housing demands. 2.27 (highest Respect the physical patterns of existing neighborhoods. 2.33 Expand housing attainable for our children, seniors aging-in-place, & new residents. 2.41 Expand deed-restricted affordable housing. 3.41 Natural and Cultural Resources Goal 3.41 Celebrate and protect natural landscapes, environments, and the Nashua Rivers. 1.61 (highest Celebrate and preserve historical buildings, and landscapes. 2.44 Monitor the Devens South Post environmental cleanup. 3.12 Address invasive species 3.20 Open Space and Recreation Goal 2.72 Manage trails, parks, recreation, and conservation areas to serve residents. 2.96 Preserve more of Lancaster's farmland. 3.45 Manage Town conservation land to preserve natural systems. 3.50 Sustainability and Resilience Goal 2.09 Expand efforts so all residents have full opportunities to fully participate in governance and decision making. 1.84 (highest Dof Ulific cycle assessment of all capital investments to identify when improved performance reduces operating costs. 2.18	Protect and improve the Town Green and municipal campus.	1 1/
Allow a walkable village to grow just north of the Main St railroad bridge. 3.06 Housing Goal 3.06 Allow more flexibility for smaller homes and changing housing demands. 2.27 (highest Respect the physical patterns of existing neighborhoods. 2.33 Expand housing attainable for our children, seniors aging-in-place, & new residents. 2.41 Expand deed-restricted affordable housing. 3.41 Natural and Cultural Resources Goal 3.41 Celebrate and protect natural landscapes, environments, and the Nashua Rivers. 1.61 (highest Celebrate and preserve historical buildings, and landscapes. 2.44 Monitor the Devens South Post environmental cleanup. 3.12 Address invasive species 3.20 Open Space and Recreation Goal 2.72 Manage trails, parks, recreation, and conservation areas to serve residents. 2.96 Preserve more of Lancaster's farmland. 3.45 Manage Town conservation land to preserve natural systems. 3.50 Sustainability and Resilience Goal 2.09 Expand efforts so all residents have full opportunities to fully participate in governance and decision making. 1.84 (highest Dof Ulific cycle assessment of all capital investments to identify when improved performance reduces operating costs. 2.18		2.69
Housing Goal 2.27 (highest Allow more flexibility for smaller homes and changing housing demands. 2.27 (highest Respect the physical patterns of existing neighborhoods. 2.33 Expand housing attainable for our children, seniors aging-in-place, & new residents. 2.41 Expand deed-restricted affordable housing. 3.41 Natural and Cultural Resources Goal 1.61 (highest Celebrate and protect natural landscapes, environments, and the Nashua Rivers. 1.61 (highest Celebrate and proserve historical buildings, and landscapes. 2.44 Monitor the Devens South Post environmental cleanup. 3.12 Address invasive species 3.20 Open Space and Recreation Goal 2.51 (highest Draft new 2025-2032 Open Space and Recreation Plan (current plan expires soon). 2.51 (highest Preserve more of Lancaster's most ecologically valuable areas. 2.72 Manage trails, parks, recreation, and conservation areas to serve residents. 2.96 Preserve more of Lancaster's farmland. 3.45 Sustainability and Resilience Goal 1.97 (highest Expand efforts so all residents have full opportunities to fully participate in governance and decision making. 2.09 Implement resilience so Lancaster can thrive even with climate change. <td></td> <td>3.06</td>		3.06
Allow more flexibility for smaller homes and changing housing demands. 2.27 (highest Respect the physical patterns of existing neighborhoods. 2.33 Expand housing attainable for our children, seniors aging-in-place, & new residents. 2.41 Expand deed-restricted affordable housing. 3.41 Natural and Cultural Resources Goal 1.61 (highest Celebrate and protect natural landscapes, environments, and the Nashua Rivers. 1.61 (highest Celebrate and preserve historical buildings, and landscapes. 2.44 Monitor the Devens South Post environmental cleanup. 3.12 Address invasive species 3.20 Open Space and Recreation Goal 2.72 Draft new 2025-2032 Open Space and Recreation Plan (current plan expires soon). 2.51 (highest Preserve more of Lancaster's nost ecologically valuable areas. 2.72 Manage trails, parks, recreation, and conservation areas to serve residents. 2.96 Preserve more of Lancaster's farmland. 3.45 Manage Town conservation land to preserve natural systems. 3.50 Sustainability and Resilience Goal 2.09 Expand efforts so all residents have full opportunities to fully participate in governance and decision making. 2.09 Implement resilience so Lancaster cant brive even w	Housing Goal	
Respect the physical patterns of existing neighborhoods. 2.33 Expand housing attainable for our children, seniors aging-in-place, & new residents. 2.41 Expand deed-restricted affordable housing. 3.41 Natural and Cultural Resources Goal 2.44 Celebrate and protect natural landscapes, environments, and the Nashua Rivers. 1.61 (highest Celebrate and protect natural landscapes, environments, and the Nashua Rivers. 2.44 Monitor the Devens South Post environmental cleanup. 3.12 Address invasive species 3.20 Open Space and Recreation Goal 2.72 Draft new 2025-2032 Open Space and Recreation Plan (current plan expires soon). 2.51 (highest Preserve more of Lancaster's most ecologically valuable areas. 2.72 Manage Town conservation land to preserve natural systems. 3.50 Sustainability and Resilience Goal 1.97 (highest Expand efforts so all residents have full opportunities to fully participate in governance and decision making. 2.09 Implement resilience so Lancaster can thrive even with climate change. 2.79 Plan to make the Town of Lancaster carbon neutral by 2050. 3.50 Services and Facilities Goal 2.18 Facilitate the rehabilitation of Town Hall to put it into active public or		2.27 (highest)
Expand housing attainable for our children, seniors aging-in-place, & new residents.2.41Expand deed-restricted affordable housing.3.41Natural and Cultural Resources Goal3.41Celebrate and protect natural landscapes, environments, and the Nashua Rivers.1.61 (highestCelebrate and preserve historical buildings, and landscapes.2.44Monitor the Devens South Post environmental cleanup.3.12Address invasive species3.20Open Space and Recreation Goal3.20Draft new 2025-2032 Open Space and Recreation Plan (current plan expires soon).2.51 (highestPreserve more of Lancaster's most ecologically valuable areas.2.72Manage trails, parks, recreation, and conservation areas to serve residents.2.96Preserve more of Lancaster's farmland.3.45Manage Town conservation land to preserve natural systems.3.50Sustainability and Resilience Goal1.97 (highestExpand efforts so all residents have full opportunities to fully participate in governance and decision making.2.79Plan to make the Town of Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal2.18Facilitate the rehabilitation of Town Hall to put it into active public or private use.3.41Lo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.3.21Analyze all capital investments for climate change resilience and mitigation effects.3.12Analyze all capital investments f		· · · /
Expand deed-restricted affordable housing.3.41Natural and Cultural Resources Goal		2.41
Natural and Cultural Resources GoalCelebrate and protect natural landscapes, environments, and the Nashua Rivers.1.61 (highestCelebrate and preserve historical buildings, and landscapes.2.44Monitor the Devens South Post environmental cleanup.3.12Address invasive species3.20Open Space and Recreation Goal2.51 (highestDraft new 2025-2032 Open Space and Recreation Plan (current plan expires soon).2.51 (highestPreserve more of Lancaster's most ecologically valuable areas.2.72Manage trails, parks, recreation, and conservation areas to serve residents.2.96Preserve more of Lancaster's farmland.3.45Manage Town conservation land to preserve natural systems.3.50Sustainability and Resilience Goal1.97 (highestExpand efforts so all residents have full opportunities to fully participate in governance and decision making.2.79Plan to make the Town of Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal3.12Facilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.3.12Analyze all capital investments for climate change resilience and mitigation effects.3.12Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal3.21Improve walkability of villages and centers2.38 (highest <td></td> <td></td>		
Celebrate and protect natural landscapes, environments, and the Nashua Rivers.1.61 (highestCelebrate and preserve historical buildings, and landscapes.2.44Monitor the Devens South Post environmental cleanup.3.12Address invasive species3.20 Open Space and Recreation Goal 2.51 (highestDraft new 2025-2032 Open Space and Recreation Plan (current plan expires soon).2.51 (highestPreserve more of Lancaster's most ecologically valuable areas.2.72Manage trails, parks, recreation, and conservation areas to serve residents.2.96Preserve more of Lancaster's farmland.3.45Manage Town conservation land to preserve natural systems.3.50Sustainability and Resilience Goal1.97 (highestExpand efforts so all residents have full opportunities to fully participate in governance and decision making.2.79Plan to make the Town of Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal2.18Facilitate the rehabilitation of Town Hall to put it into active public or private use.3.15Plan to make the Town-owned buildings carbon neutral by 2040.3.21Celebrate and Facilition and Mobility Goal3.21Improve walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	•	
Celebrate and preserve historical buildings, and landscapes.2.44Monitor the Devens South Post environmental cleanup.3.12Address invasive species3.20 Open Space and Recreation Goal 3.20Draft new 2025-2032 Open Space and Recreation Plan (current plan expires soon).2.51 (highestPreserve more of Lancaster's most ecologically valuable areas.2.72Manage trails, parks, recreation, and conservation areas to serve residents.2.96Preserve more of Lancaster's farmland.3.45Manage Town conservation land to preserve natural systems.3.50 Sustainability and Resilience Goal 1.97 (highestExamine zoning and regulations with a sustainability and resilience lens.1.97 (highestExpand efforts so all residents have full opportunities to fully participate in governance and decision making.2.79Ilan to make the Town of Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50 Services and Facilities Goal 2.18Facilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.3.12Analyze all capital investments for climate change resilience and mitigation effects.3.12Plan to make Town-owned buildings carbon neutral by 2040.3.21 Circulation and Mobility Goal 2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes	Celebrate and protect natural landscapes, environments, and the Nashua Rivers.	1.61 (highest)
Address invasive species 3.20 Open Space and Recreation Goal 2.51 (highest Draft new 2025-2032 Open Space and Recreation Plan (current plan expires soon). 2.51 (highest Preserve more of Lancaster's most ecologically valuable areas. 2.72 Manage trails, parks, recreation, and conservation areas to serve residents. 2.96 Preserve more of Lancaster's farmland. 3.45 Manage Town conservation land to preserve natural systems. 3.50 Sustainability and Resilience Goal 1.97 (highest Examine zoning and regulations with a sustainability and resilience lens. 1.97 (highest governance and decision making. 2.79 Plan to make the Town of Lancaster can thrive even with climate change. 2.79 Plan to make the Town of Lancaster carbon neutral by 2050. 3.50 Services and Facilities Goal 1.84 (highest Facilitate the rehabilitation of Town Hall to put it into active public or private use. 1.84 (highest Do full life cycle assessment of all capital investments to identify when improved performance reduces operating costs. 3.15 Analyze all capital investments for climate change resilience and mitigation effects. 3.15 Plan to make Town-owned buildings carbon neutral by 2040. 3.21 Circulation and	Celebrate and preserve historical buildings, and landscapes.	2.44
Open Space and Recreation GoalDraft new 2025-2032 Open Space and Recreation Plan (current plan expires soon).2.51 (highestPreserve more of Lancaster's most ecologically valuable areas.2.72Manage trails, parks, recreation, and conservation areas to serve residents.2.96Preserve more of Lancaster's farmland.3.45Manage Town conservation land to preserve natural systems.3.50Sustainability and Resilience Goal1.97 (highestExamine zoning and regulations with a sustainability and resilience lens.1.97 (highestExpand efforts so all residents have full opportunities to fully participate in governance and decision making.2.79Plan to make the Town of Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal1.84 (highestPractilities Goal2.18Facilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.3.15Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Monitor the Devens South Post environmental cleanup.	3.12
Open Space and Recreation GoalDraft new 2025-2032 Open Space and Recreation Plan (current plan expires soon).2.51 (highestPreserve more of Lancaster's most ecologically valuable areas.2.72Manage trails, parks, recreation, and conservation areas to serve residents.2.96Preserve more of Lancaster's farmland.3.45Manage Town conservation land to preserve natural systems.3.50Sustainability and Resilience Goal1.97 (highestExamine zoning and regulations with a sustainability and resilience lens.1.97 (highestExpand efforts so all residents have full opportunities to fully participate in governance and decision making.2.79Plan to make the Town of Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal1.84 (highestPractilities Goal2.18Facilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.3.15Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Address invasive species	3.20
Draft new 2025-2032 Open Space and Recreation Plan (current plan expires soon).2.51 (highestPreserve more of Lancaster's most ecologically valuable areas.2.72Manage trails, parks, recreation, and conservation areas to serve residents.2.96Preserve more of Lancaster's farmland.3.45Manage Town conservation land to preserve natural systems.3.50Sustainability and Resilience Goal1.97 (highestExamine zoning and regulations with a sustainability and resilience lens.1.97 (highestExpand efforts so all residents have full opportunities to fully participate in governance and decision making.2.79Implement resilience so Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal1.84 (highestFacilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.3.15Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Open Space and Recreation Goal	L
Preserve more of Lancaster's most ecologically valuable areas.2.72Manage trails, parks, recreation, and conservation areas to serve residents.2.96Preserve more of Lancaster's farmland.3.45Manage Town conservation land to preserve natural systems.3.50Sustainability and Resilience Goal2.09Examine zoning and regulations with a sustainability and resilience lens.1.97 (highestExpand efforts so all residents have full opportunities to fully participate in governance and decision making.2.09Implement resilience so Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal1.84 (highestFacilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.3.15Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52		2.51 (highest)
Preserve more of Lancaster's farmland.3.45Manage Town conservation land to preserve natural systems.3.50Sustainability and Resilience GoalExamine zoning and regulations with a sustainability and resilience lens.1.97 (highestExpand efforts so all residents have full opportunities to fully participate in governance and decision making.2.09Implement resilience so Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal1.84 (highestFacilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.3.15Analyze all capital investments for climate change resilience and mitigation effects.3.21Circulation and Mobility Goal2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Preserve more of Lancaster's most ecologically valuable areas.	2.72
Manage Town conservation land to preserve natural systems.3.50Sustainability and Resilience GoalExamine zoning and regulations with a sustainability and resilience lens.1.97 (highestExpand efforts so all residents have full opportunities to fully participate in governance and decision making.2.09Implement resilience so Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal3.50Facilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.3.15Analyze all capital investments for climate change resilience and mitigation effects.3.21Circulation and Mobility Goal3.21Improve walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Manage trails, parks, recreation, and conservation areas to serve residents.	2.96
Sustainability and Resilience Goal 1.97 (highest Examine zoning and regulations with a sustainability and resilience lens. 1.97 (highest Expand efforts so all residents have full opportunities to fully participate in 2.09 governance and decision making. 2.79 Implement resilience so Lancaster can thrive even with climate change. 2.79 Plan to make the Town of Lancaster carbon neutral by 2050. 3.50 Services and Facilities Goal 1.84 (highest Facilitate the rehabilitation of Town Hall to put it into active public or private use. 1.84 (highest Do full life cycle assessment of all capital investments to identify when improved 2.18 performance reduces operating costs. 3.15 Plan to make Town-owned buildings carbon neutral by 2040. 3.21 Circulation and Mobility Goal 2.38 (highest Prioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit) 2.39 Prioritize walking and bicycling throughout Town 2.52	Preserve more of Lancaster's farmland.	3.45
Examine zoning and regulations with a sustainability and resilience lens.1.97 (highestExpand efforts so all residents have full opportunities to fully participate in governance and decision making.2.09Implement resilience so Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal1.84 (highestFacilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.3.15Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Manage Town conservation land to preserve natural systems.	3.50
Expand efforts so all residents have full opportunities to fully participate in governance and decision making.2.09Implement resilience so Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal1.84 (highestFacilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.3.15Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Sustainability and Resilience Goal	
governance and decision making.2.79Implement resilience so Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal3.50Facilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.2.18Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Examine zoning and regulations with a sustainability and resilience lens.	1.97 (highest)
Implement resilience so Lancaster can thrive even with climate change.2.79Plan to make the Town of Lancaster carbon neutral by 2050.3.50Services and Facilities Goal3.50Facilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.2.18Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Expand efforts so all residents have full opportunities to fully participate in	2.09
Plan to make the Town of Lancaster carbon neutral by 2050. 3.50 Services and Facilities Goal 3.50 Facilitate the rehabilitation of Town Hall to put it into active public or private use. 1.84 (highest Do full life cycle assessment of all capital investments to identify when improved 2.18 performance reduces operating costs. 3.15 Analyze all capital investments for climate change resilience and mitigation effects. 3.15 Plan to make Town-owned buildings carbon neutral by 2040. 3.21 Circulation and Mobility Goal 2.38 (highest Prioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit) 2.39 Prioritize walking and bicycling throughout Town 2.52	governance and decision making.	
Services and Facilities GoalFacilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved2.18performance reduces operating costs.2.18Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Implement resilience so Lancaster can thrive even with climate change.	2.79
Facilitate the rehabilitation of Town Hall to put it into active public or private use.1.84 (highestDo full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.2.18Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Plan to make the Town of Lancaster carbon neutral by 2050.	3.50
Do full life cycle assessment of all capital investments to identify when improved performance reduces operating costs.2.18Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal3.21Improve walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Services and Facilities Goal	
performance reduces operating costs.3.15Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility GoalImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Facilitate the rehabilitation of Town Hall to put it into active public or private use.	1.84 (highest)
Analyze all capital investments for climate change resilience and mitigation effects.3.15Plan to make Town-owned buildings carbon neutral by 2040.3.21Circulation and Mobility Goal2.38 (highestImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Do full life cycle assessment of all capital investments to identify when improved	2.18
Plan to make Town-owned buildings carbon neutral by 2040. 3.21 Circulation and Mobility Goal 3.21 Improve walkability of villages and centers 2.38 (highest Prioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit) 2.39 Prioritize walking and bicycling throughout Town 2.52	performance reduces operating costs.	
Circulation and Mobility GoalImprove walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Analyze all capital investments for climate change resilience and mitigation effects.	3.15
Improve walkability of villages and centers2.38 (highestPrioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Plan to make Town-owned buildings carbon neutral by 2040.	3.21
Prioritize the safety of ALL modes of travel (auto, truck bicycle, walking, transit)2.39Prioritize walking and bicycling throughout Town2.52	Circulation and Mobility Goal	
Prioritize walking and bicycling throughout Town 2.52	Improve walkability of villages and centers	2.38 (highest)
Be more active in regional transportation planning 3.06	Prioritize walking and bicycling throughout Town	2.52
	Be more active in regional transportation planning	3.06

Although the responses to most questions was fairly consistent regardless of where residents live in Lancaster, there were significant differences on priorities for economic development based on where respondents lived. Because of this, for the economic development analysis, Table E-4 includes both townwide responses and a cross-tabulation of responses based on survey respondents' homes.

Economic Development Goal	Mean Priority - 1 is highest to 5 is lowest						
	Townwide	N. Lancaster	S. Lancaster	Center	George Hill	South Meadow	
Expand the commercial and industrial tax base	2.43	3.2	1.9	2.3	2.3	2.3	
Support existing growing local businesses	2.51	2.4	2.6	2.4	2.6	2.4	
Invest in roads, sewer, and water to help businesses and residential properties	3.26	2.8	3.5	3.5	3.7	2.4	
Improve focal points in the Lancaster Center, South Lancaster Center, and South Lancaster, just north of railroad bridge	3.55	3.6	3.6	3.3	3.3	4.0	
Make zoning more predictable for businesses and building in protection for abutting residential properties	3.60	3.3	3.7	3.7	3.7	2.4	

Table E-4. Economic Development Priorities (townwide and by respondents' residence)

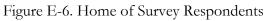
Likewise, there were some differences in responses, especially related to climate change, based on the age of the respondent. Table E-5 demonstrates a greater difference in youth interest in some area, but because of the low sample size of youth, this is not as definitive as the other results.

Goal	Priority Action	Tota	<18	18-24	25- 35- 45- 55-				
	-	1			35	44	54	64	+
L	Protect/improve Town Green & municipal	2.7	4.0		2.	2.8	3.0	2.3	2.9
anc	campus				3				
Land Use	Support Atlantic Union College redevelopment.	2.2	2.0	_	2.	2.1	2.1	2.3	2.3
se	Encourage new South Lancaster Center			No	0				
	commercial & residential			su					
	Prioritize redevelopment DCAMM Old Common	2.7	5.0	survey	3.	3.0	2.5	2.8	2.4
	Rd campus for mixed used & open space				7				
	Allow walkable village on Main Street just north	3.0	3.0	esp	2.	2.7	2.8	3.1	3.2
	of Clinton			responden	0				
Η	Respect physical patterns of existing	2.3	4.0	den	1.	2.4	2.6	2.2	2.3
no	neighborhoods			ts	0				
Housing	Allow more flexibility for smaller homes and	2.3	2.0	age	3.	2.3	2.0	2.4	2.3
09	changing housing demands			18	0				
	Expand deed-restricted affordable housing	3.4	5.0	-24	3.	3.4	3.3	3.4	3.3
				-	0				
	Expand housing that is attainable for our	2.4	3.0		3.	2.4	2.4	2.2	2.5
	children, seniors aging in place, and new residents				0				

Table E-5 Youth Survey Responses in Comparison to Other Ages* (1=Highest Priority)

Goal	Priority Action	Tota	<18	18-24		35-	45-	55-	65
	English day and the second second in description have	1	4.0		35 3.	44 2.5	54	64	+ 2.6
Eco	Expand the commercial and industrial tax base	2.5	4.0		з. 7	2.5	2.1	2.5	2.0
nomic	Support existing growing local businesses	2.5	1.0		1. 7	2.5	2.6	2.6	2.4
Economic Development	Improve focal points in Lancaster Center, South Lancaster Center, and a South Lancaster village just north of Main Street railroad bridge	3.5	2.0		1. 3	3.4	3.7	3.7	3.4
ment	Make zoning more predictable for businesses and protection for abutting residential properties	3.6	5.0		4. 3	4.0	3.6	3.5	3.4
	Invest in roads, sewer, and water to help businesses and residential properties	3.2	3.0		4. 0	3.0	3.3	3.1	3.4
Natı	Celebrate and protect natural landscapes, environments, and the Nashua Rivers	1.6	2.0		1. 0	2.0	1.6	1.4	1.4
ural/ (Facilitate the rehabilitation of Town Hall to put it into active public or private use	2.4	1.0		2. 5	2.5	2.6	2.3	2.4
Natural/ Cultural	Monitor Devens South Post environmental cleanup	3.1	3.0		4. 0	2.9	3.2	3.3	3.0
al	Address invasive species	3.2	4.0		2. 5	3.1	2.8	3.2	3.4
Ope	Draft new 2025-2032 Open Space and Recreation Plan	2.5	1.0		2. 7	2.3	2.8	2.5	2.6
en Spa	Preserve more of the most ecologically valuable areas	2.7	3.0		1. 3	2.9	2.7	2.7	2.6
ce & 1	Preserve more of Lancaster's farmland	3.5	4.0		3. 7	3.9	3.6	3.4	3.1
Open Space & Recreation	Manage conservation land to preserve natural systems	3.5	5.0		4. 4	3.5	3.6	3.4	3.4
tion	Manage trails, parks, recreation, and conservation areas to serve residents	2.9	2.0		4. 0	2.6	2.3	3.1	3.3
Sust Resi	Examine zoning and regulations with a sustainability and resilience lens	2.0	1.0		1. 5	2.1	2.0	1.8	2.0
ustainability esilience	Plan to make Lancaster carbon neutral by 2050	3.5	2.0		2. 0	3.7	3.3	3.6	3.5
lity &	Implement resilience measures so Lancaster can thrive, not just survive, with climate change	2.8	4.0		2. 5	2.6	2.3	2.9	3.0
	Expand efforts so all residents have full opportunities to fully participate in governance and decision making	2.1	3.0		4. 0	2.1	2.7	2.1	1.8
Services Facilities	Make Town-owned buildings carbon neutral by 2040	3.2	1.0		2. 0	3.4	3.5	3.0	3.1
Services & Facilities	Facilitate the rehabilitation of Town Hall to put it into active public or private use	1.8	2.0		1. 5	1.9	2.1	1.6	1.8
6	Do life cycle assessment of capital investments to identify when improved performance reduces operating costs	2.2	4.0		3. 5	2.1	1.7	2.3	2.2

Goal	Priority Action	Tota	<18	18-24	25-	35-	45-	55-	65
		1			35	44	54	64	+
	Analyze capital investments for effect on climate	3.1	3.0		3.	3.1	3.0	3.4	3.0
	change resilience and mitigation				0				
N	Prioritize the safety of ALL modes of travel auto,	2.4	4.0		3.	2.5	2.1	2.2	2.5
Mobility	truck bicycle, walking, transit				7				
ilit	Improve walkability of villages and centers	2.3	2.0		1.	2.4	2.4	2.2	2.5
У					0				
	Prioritize walking and bicycling throughout Town	2.5	2.0		2.	2.4	2.4	2.7	2.4
					7				
	Be more active in regional transportation	3.1	3.0		2.	3.2	2.3	3.1	2.8
	planning				7				
*Note	*Note very small sample sizes of young residents. Bold shows very high youth priorities compared to								
overa	overall town.								



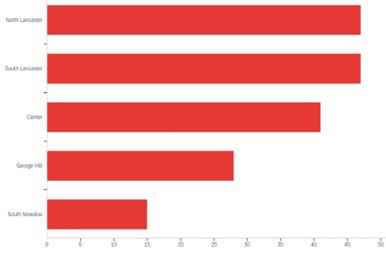
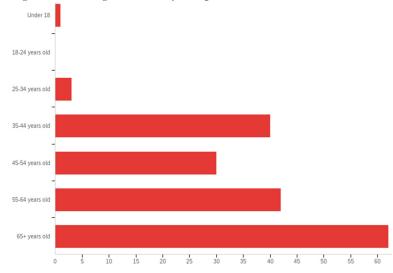


Figure E-17. Age of Survey Respondents



Lancaster 2035 Comprehensive Plan—Exhibit A- Public Engagement

Final Public Forum Lancaster 2035 Comprehensive Plan (6/4/24, N-25)

The final forum and comments in the informal hot dogs and ice cream that followed focused on presenting the penultimate plan, answering questions, and urging people to send in their final comments. Key comments at the meeting were:

- Address that attainable housing includes people who own their homes and can live comfortably there, regardless of their income.
- Ensure that actions to not make it more difficult for residents to age in place.
- Address how the comprehensive plan will inform the capital improvements process.
- Address how the comprehensive plan will inform town actions and regulatory process.
- Clarify the difference between deed restricted affordable housing and attainable housing.
- Focus on economic development and tax base.
- Clarify population projections.
- Assist in priority setting and action identification.