**OPPORTUNITIES- Dem Town Committee** Improve downtown aesthetics Downtown economic development Community events(?) PARKING (directed to parking) Upgrade facilities at schools Town green Restaurants Reopening Luther Hill summer programs Pavilion in past Summer recreation **QPEN SPACE** Closed down schools Maple St. Lake St. O'Gara Park Rail trail Powder Mill Promote trails at Sibley Explore, expand library services **Evening Town Hall hours Opioid** crisis Abandoned buildings Water bill (reduce)

**OPPORTUNITIES-Dept. Heads** Growth Plenty of land Low tax rate Location near Worcester, Rt. 20, Mass Pike Build off value of Rental properties Build public transportation Route redirect Programming to bring people to library other than for books (jewelry, wellness, music) Develop more senior center programs & services Senior work program (something for everyone) Socialize by volunteering Affordable housing FMPC **Roads project** Wastewater plant upgrade - add more capacity to allow more services/businesses Downtown revitalization Horse park Housing stock Tangible Offer programs for kids to help parents become vested in town

## **OPPORTUNITIES-Fincom**

Continuing improvement and maintenance of road network Improved and increased downtown parking Spencer Fairgrounds – use more for events Reinstate swimming program Year-round recreational programming Increase police FT firefighters Increase availability of Howe Park Improve trails access Increase hours Town Hall & departments, Library, Senior Center Regionalize services with other communities Increase hours and employees in highway dept. Keep more students in SEBRSD & Bay Path Increase investment in school sports, band, etc. Support incentives on personnel for schools Increase business opportunities Business tax incentives - tax deferments, credits, TIFs Targeted ? – businesses support/streamline process for new businesses Streamline permitting process Possible? Solar farms **Community Preservation Act** 4<sup>th</sup> of July fireworks

**OPPORTUNITIES** -Boards & Committees **Fireworks** Restore Luther Hill Park – open, swimming lessons DPHS football field Parks – renovate buildings, facilities – bring sports to town – high quality community facilities Funding senior center 1/3 of what town requires; better consistency, annual town funding Restore library hours to 40/week, restore Saturday hours, increase staffing Town to gown cooperation improvement Town employees dedicated to constituency building Maintenance of all town buildings Restore 35 hours/week for all town departments Full-time fire department Bring businesses in to town Electricity, water, sewer capacity increase Potential increase sewer plant capacity – more houses, cleaner water School Department – increase desirability -make &? H...? -families More senior housing Improved coordination between /among town departments, e.g. parks & rec/senior center Increase community service 501 (c) 3 cross cultural coordination of needs with resources, coordination of needs with resources Expanded tie-ins to sewer system Clean water to swim in Become a green community – LED streetlights, etc. Improved energy in public buildings Community Preservation Agreement Seek more specialized grants (604b, 319 Restoration of Howe Park Building maintenance

OPPORTUNITIES - Public Forum August 28, 2017 Sugden Block – sell/demolish Increase water, sewer capacity Bring in more business and add housing Redevelop with grants (Chestnut St.) Bring more students into school system Provide 2 years of kindergarten Use Ch. 90 for roads De-regionalize schools Make schools #1 consideration Conduct exit poll/interview or students who choice out

**OPPORTUNITIES Public Forum September 7, 2017** Improve/increase infrastructure (sewer, water, roads, town buildings incl. Maple St. & Lake St. schools) Identify development potential, target available parcels of land Parking **Business outreach** Network with other towns in region Address high school needs Optimize, promote use of fairground Add cell towers, utilities (solar farm at transfer station) Maintain balance between rural character and vibrant town Develop/formalize a business organization Be good stewards Downtown revitalization Work with landlord, property owners to improve facades (planning, grants, etc.) Provide financial relationship to assist businesses in coming to town, growing in town (TIFs, etc.) Add more town personnel to all departments Invest in town departments Provide recreation activities – swimming lessons, summer camps Repurpose old buildings Create cultural activities Create cultural programs Derive rental income from town-owned buildings

Open town hall, library additional hours

Hire a grant writer Centralize/regionalize some gov't services (Veteran's Agent, police dispatch, etc.) Revisit location of DPHS – prime commercial space

OPPORTUNITIES Schools September 21, 2017 To meet standardized testing goals To improve public perception of schools To reduce turnover of staff in schools To establish/increase school-business partnerships Fitness trail To get businesses to sponsor capital projects, e.g. solar panels To maximize use of school land To get full time firefighters (maintain level after 3 year grant expires) To restore/expand recreation facilities To improve, maintain walking venues (Build Spencer "Freedom Trail" type plan) Clearer instructions, guidelines for re: conservation regulations, process requirements; all building requirements Develop key programs for outreach to keep students

OPPORTUNITIES- Gaudette-Kirk Post American Legion September 26, 2017 Maintain &use full time firefighters effectively Downtown retail

> Make it a destination Get rid of yellow signs Open nicer retail shops

## Schools

Nicer facilities Improve school buildings High school – build new or refurbish – get state funding – reestablish building committee At least change inside Better management for school system Spencer – place to stop in, not drive through Shape up main street businesses Create town common Historic site maintenance Create bylaw -how Main St. should look Revitalize downtown facades and how downtown looks It should not "look like a slum" Incentivize property owners to fix up buildings Local historic district bylaw Improve downtown business center appearance Sign bylaw – define/limit size and appearance

Look into irregular enforcement of bylaws

Enforceable penalties needed for bylaw violations

Don't renew business licenses if consistent violations More personnel to enforce bylaws Direct visitors to Vietnam Veteran's Memorial in South Spencer (sign near Flexcon) Luther Hill Park – reopen, hold more programs Get citizens more engaged in town Open up all parks again Howe Park Improve, increase signage for parks, trails (e.g. Rail Trail) **Restore South Spencer Community School House** Events use Potential Veteran's use Gadbois Square – more financial support Bring more commercial industry to town More financial support – ODIS, Town Hall open more More aggressive involvement in promoting economic development Safer downtown buildings Look at what buildings being sold to who and why (social service agencies?) Lower Cherry St. – improve old broom factory Main St. & Cherry St. fire stations - restore and use Promote growth – infrastructure **Develop pro-business policies** Look at other towns, determine best practices Oxford Monthly Round Table – boards & committees – review what is going on, identify hurdles, promote free flow of information Remove hurdles to development (streamline processes, make them more clear)