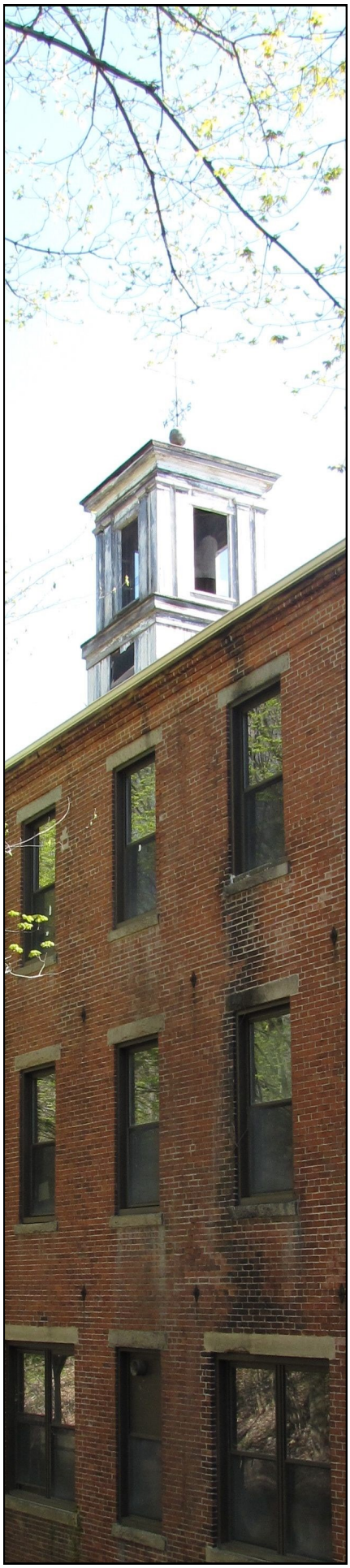

Gleasondale Village Revitalization Plan Part II

Stow, Massachusetts

University of Massachusetts Amherst

Department of Landscape Architecture and Regional Planning
Economic Development Practicum, Spring 2013

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Gleasondale Village Phase II

Introduction

The *Gleasondale Village Revitalization Plan* is a multi-phase partnership between the Town of Stow and the Department of Landscape Architecture and Regional Planning at the University of Massachusetts Amherst. The project's first phase, completed in the spring of 2013, provided the town with an inventory, analysis, and preliminary recommendations for the revitalization of the mill village of Gleasondale. While Phase One included site visits to the village and its mills, as well as a public presentation of findings to the community, Phase Two was entirely focused on Gleasondale's residents, workers, and other stakeholders. Between September 2013 and January 2014, the student team planned, publicized, and carried out events in Stow to facilitate citizen involvement, solicit public input, and provide the public with useful and informative perspectives on Gleasondale's potential for economic revitalization.

The project team used three meeting templates in the process, to involve the public in a number of ways. First, the team held a number of focus groups, to engage with stakeholders in a smaller setting, and consider individual aspects of Gleasondale. Second, the team conducted a town-wide charrette, stimulating conversation between stakeholders, and finding areas of both commonality and conflict. Finally, the team coordinated a ground truthing exercise, in which redevelopment practitioners surveyed the site, discussed their impressions with one another, and shared their findings with the public at an open meeting. At this meeting, the public was able to ask questions of the visiting practitioners, and provide the panel with additional insights.

This document is the final report from Phase Two.

Focus Groups

In mid-September, the project team met with the town planners to discuss the feasibility of convening small focus groups, in order to consider the village's several components individually. The group decided on five broad topics:

- Industrial/Commercial, to address the presence of the mill and its current and potential activities.
- Land Use, to outline zoning options and development preferences.
- Capital/Infrastructure, to assess factors relevant to any physical improvements necessary for redevelopment.
- Residential, to consider the village's livability and the impacts of any changes to that.
- Environmental/Conservation/Recreation, to address the integration of outdoor recreation and preservation into village redevelopment.

The town planners agreed to assist the project team by reaching out to community members with specific knowledge or particular interest in the topic areas, and to coordinate the scheduling of the meetings for mid-October.

Each focus group comprised three to five residents/stakeholders, at least two students, one or both of the town planners, and Dr. Mullin. The project team members prepared a number of talking points and questions to facilitate the discussion, and took notes on the feedback and insights shared by the residents. Dr. Mullin and the town planners were on hand to answer any questions or clarify issues that arose.

Industrial/Commercial

The Industrial/Commercial Focus Group met on October 17th. The group identified "Signage and Visibility" for the mill and village as a major priority for the town. In addition to highlighting the need for long-term tenants at the mill, the group identified the Assabet Valley Chamber of Commerce as a potential partner who could play a more active role in representing the local business community. The group commented favorably on the possibility of bringing artists' lofts and studios to the mills, along with a food establishment, such as a bakery, pub, or restaurant. The group also suggested that a river portage would have potential for several recreational activities. One of the significant issues raised on the topic of bringing sewer and water to the site is the need for providing Gleasondale residents with opt-in flexibility.

Land Use

The Land Use Focus Group met on October 17th. The group was eager to see the farm on Orchard Hill preserved, but group members cautioned against changing the zoning of Orchard Hill. Their concern was that any changes would be misinterpreted as a vote for development, and create an unfavorable climate. Instead, they suggested focusing efforts on developing a means and method for transferring protection when the time comes. The group's preferred a mixture of uses in the mills: market and affordable housing, light manufacturing, hotel/restaurant. The group was less sure about artists' lofts (financially risky) and retail (parking needs and neighborhood character). The group felt that river access should be improved, and located by the mill yard to accommodate parking. Members cautiously supported architectural preservation, but only as "village guidelines," and not as a "historic district." Reaching out to an affordable housing/mill redevelopment organization in the state might be a valuable way to bring in necessary expertise.

Capital/Infrastructure

The Capital/Infrastructure Focus Group met on October 19th. The closure of Hudson's Intel plant prompted the group to consider negotiation a sewer extension from Hudson to Gleasondale, but some members of advised caution. First, it was stated that most Gleasondale residents have installed new septic systems within the last 15 years, and may be reluctant to take on the expense of a sewer installation. Second, some felt that the price increase sustained by users in the aftermath of Intel's closure would make joining a bad deal for Gleasondale. The group supported investigating more regional water solutions, beyond a two-town arrangement. Regarding access, the group recalled that the Rockbottom Road bridge was able to accommodate cars, but not trucks, within the past five years, and could likely be made passable again. While pedestrian access would be enjoyable, the cost of sidewalk installation would be high. The group expressed concern over the high volume of traffic, discussing various methods for slowing it down, and suggested that any traffic calming also maintain quiet: rumble strips and speed bumps may just make the traffic more disruptive to residents.

Residential

The Residential Focus Group met on October 19th. Members emphasized that the residents take a lot of pride in their village. People keep up their properties, often staying in Gleasondale for life. Noise and traffic are the major concerns, and members preferred quieter uses, like artists' lofts and housing, to more intense uses, like a restaurant or hotel. The group approved of mixed-income housing, acknowledging that moving back to Stow was difficult for the younger generation. The group was very positive about the presence of sidewalks and walking space, but acknowledged that space is tight. While members saw that Intel's closing in Hudson meant that the Hudson sewer system has excess capacity to offer, the group also observed that many residents would not support compulsory sewerage. According to the group, the worst thing for the residents would be to see the mills go into disrepair.

Environmental/Conservation/Recreation
The Environmental/Conservation/Recreation Focus Group met on October 10th. Its members were united in their wish to see Rock Bottom Farm preserved. Another major priority for the group was improving access to conservation areas, as connections to these areas are poor in Gleasondale. Any upgrades to open space access would bring people to the mill site to park and center their activities. The group supported non-residential uses of the mill, envisioning a cluster of businesses and/or a cultural and arts hub. The group was less receptive to a boutique hotel, feeling that it was out of character with the working class element of the village.

Omnibus Focus Group

On the evening of November 5, in the run-up to the charrette, students from the project team met with the focus groups for a final time, in an "omnibus" format. The purpose of this meeting was to share key findings from the individual focus groups with one another, and consider potential avenues to guide development options. Prior to the meeting, the project team students compiled their notes from the focus groups, and identified the ten findings with the greatest relevance for the village's potential revitalization.

While much of the meeting's discussion centered on the consideration of these findings, two students prepared brief presentations to provide attendees with some information about increasingly popular development options with special relevance to villages of Gleasondale's size and scale. The first presentation addressed the principles of Smart Growth, and potential state and federal sources for project funding. The second presentation encouraged a conversation on "green" development, discussing the implications of the model on a number of factors affecting Gleasondale's revitalization. Handouts provided at the meeting summarized the evening's contents, and served as a basis for conversation during the question-and-answer period.

Charrette and Forum

The Gleasondale Village Interactive Planning Workshop took place on the morning of Saturday, November 9, 2013, at the Hale Middle School in Stow, MA. The charrette was organized by the Stow Planning Board, along with students in the Economic Development Practicum at the University of Massachusetts Amherst. Dr. John Mullin, the practicum's professor, facilitated the event. Over 40 residents participated, enjoying coffee, snacks, and other refreshments throughout the morning. In addition to the Gleasondale residents, Kate Hogan, who represents Stow as part of the Massachusetts 3rd Middlesex District, was on hand to observe the proceedings.

Although a number of attendees had been present at previous meetings and presentations, the workshop marked the first project participation for several of the residents. To familiarize residents with relevant facts, the students prepared a number of 3'x4' posters to hang around the cafeteria. The posters included information on the inventory, assessment, and recommendations recorded in Phase One, and the key issues that have emerged to date from Phase Two, which is focused on public participation. To introduce the student team, Dr. Mullin asked each of the students to summarize the contents of a poster, and identify their personal planning interests.

Mapping

The morning's first task involved no collaboration. Each participant was given a map with a satellite image of southern Stow and a portion of Hudson. Parcel boundaries, street names, and two prominent local attractions (Stow Acres Country Club and Honey Pot Hill Orchards) were labeled. With the markers and pens provided, the participants were asked to draw their own interpretations of the boundaries of Gleasondale. 34 maps were returned to the project team. The smallest version of Gleasondale included

only the dam, the mill site, and the houses adjacent to Rockbottom Road. The largest extended beyond the image on the map, with an explanatory note on the back, stating that the borders should reach to the Sudbury Road bridge over the Assabet (to the northeast), and incorporate the golf courses to the northwest. Somewhere in between these extremes, a few patterns and differences emerged.

Gleasondale's growth over the years can be grouped into three rough phases/locations: Dam, Depot, and Development. The dam section includes those houses closest to the mill, towards the "center" of the village. The depot section is to the south, and includes those houses that are closer to the former church and train station. The third section is the development, and refers to the more suburban-style construction off of Sudbury Road. Below, the streets in each "section" are listed, as are the number of maps (out of 34) that defined it as "Gleasondale." Unsurprisingly, the older sections were much more likely to be included.

Dam Section	*Depot Section*	*Development Section*
Rockbottom Road: 34	Gleasondale church: 30	Forest Road: 20
Farm buildings: 32	High Street: 27	Sudbury Road: 17
Orchard Hill: 26	Marlborough Street: 27	Robin Wood Lane: 12
	Railroad Street: 27	
	Chestnut Street: 22	
	Wilkins Street (Hudson): 7	

Residents were very consistent on the northern extent of the village. About half of the residents judged the Sudbury Road intersection to be the limit, and most of the others placed it just a few houses north. Along Sudbury Road, however, residents expressed ambivalence: twelve maps included the houses of both Robin Wood Lane and Forest Road, while 14 maps excluded them entirely. (The other eight included some of the houses on Forest Road.)

There was more clarity to the south. Only one out of five participants indicated that "Gleasondale" extends into Hudson: seven maps included a small portion of Wilkins Street, immediately across the border. Two-thirds of participants (22) included all the streets in Stow close to the town border (High, Marlborough, Railroad, Chestnut), while just one-fifth (7) excluded all those streets. Another five maps used the former railroad as a border, excluding everything south of Railroad Ave.

Remarkably, 26 of the maps were careful to include the entirety of Orchard Hill, tracing around its base to the Hudson line. Many of the maps also traced the contours of the river at some point, using it to establish eastern and western limits of the village. The number of maps delineating borders in this way underscores the extent to which residents identify the river and the hill with the village's identity.

SWOT Analysis

After collecting the maps, Dr. Mullin explained the ground rules of the team exercises: each table needed a coordinator to keep the team on-topic, a spokesperson to represent the team's findings to the whole group, and a scribe to record the team's ideas and suggestions on large easel paper. As participants arrived earlier in the day, the town planners directed individuals to tables with the goal of ensuring that the teams formed at those tables would have a healthy mix of longtime residents, newcomers, town officials, and other interested parties. Students were at each table to facilitate discussion as needed, and clarify any points for the scribes. Students would also act as scribes if necessary.

Phase One of the Gleasondale project produced the *Gleasondale Village Revitalization Plan* of June 2013. The plan identified a number of potential opportunities for consideration, pertaining to both the mill itself and the village as a whole. These recommendations, however, were not based on extensive public input.

Instead, they were the result of site and contextual analysis, discussions with town officials, local and state documents, and community development research. The variety of recommendations in the report speaks to the fact that specific objectives for the village had not been identified. Far from an oversight, this condition is crucial if planning activities are to refrain from intruding on civil procedure. Revitalization objectives in Gleasondale are for village and town residents to decide, and the charrette included a SWOT analysis to jumpstart that process.

The SWOT analysis was developed by Stanford researcher Albert S. Humphrey in the 1960s, as a management tool for corporate decision-making. For many years, planners have used it as part of the public process, to facilitate input in meetings. The SWOT enabled participants to identify existing characteristics of the village (Strengths/Weaknesses), as well as potential outcomes for the village (Opportunities/Threats). The groups were given several minutes for each of the individual components of the SWOT, and the scribes recorded the contributions. At the end of each segment, Dr. Mullin asked the group to prioritize their choices by identifying their "top three."

The five tables were able to generate nearly 200 ideas in the course of the SWOT. The following analysis presents the most common contributions. Items in bold were identified as a top-three priority by at least two of the groups. Gleasondale residents are proud of their village's social and architectural history, as well as its mix of agriculture and industry. There is a common concern that without intervention on behalf of these components, the hilltop farm and modest mills will become things at odds with Gleasondale: loud, built-up, and impersonal.

STRENGTHS
Unanimous: None.
Four: **Historic value of the mill**; **Historic value of the village**; **Beauty of the river**.
Three: **Village location**; The farm; Village architecture.

WEAKNESSES
Unanimous: **Lack of water and sewer service for the mill**.
Four groups: **Vehicular traffic**; Lack of river access; No sidewalks.
Three groups: **Insufficient financial support**; Brownfield uncertainty; Mill ownership status; Inaccessible public land; Limited vehicular access to mill; Condition of mill structures.

OPPORTUNITIES
Unanimous: Community uses at mill site.
Four groups: **Farm preservation**; Mill restoration; Trails connecting the village to the mill and open space.
Three groups: Traffic calming; Improved river access and recreation; Historic preservation; Educational and interpretive elements; Community enrichment; Mixed commercial uses at mill.

THREATS
Unanimous: **Doing nothing**.
Four groups: **Losing the farm to development**; Increased traffic.
Three groups: **Losing control to outside influences**; Potential uses under existing zoning for the farm; Light and noise pollution from development.

Prioritization

After the SWOT analysis, groups were asked to think of actions the town could take that would be in the village's best interests. The teams were asked to compile two lists: one for actions to be completed over the long term, and the other for actions to be completed (or started) within the next 90 days. Each group

prioritized the three actions from each list that were most important. This exercise took place with a sixth group, in order to evenly distribute the number of participants at each table.

The results of this exercise were not as easily categorized as the results of the SWOT. To present the data, the actions have been grouped into twelve broad categories, below. Here, items in bold indicate either an action that was proposed by the majority of tables for one time scale, or an action that was proposed by multiple tables at both time scales.

In addition to determining which publicly-generated actions enjoyed the broadest support, we can also infer which categories are more clearly tilted towards immediate concerns versus long-term concerns. For example, while residents feel very strongly about the need to address issues along Gleasondale Road here and now, they do not think of them as long-term challenges. Conversely, there are no short-term directives regarding the farm, even though its preservation is a priority. Unsurprisingly, then, the mill is somewhere in-between: it's important to establish relationships, but it's not clear when that needs to happen. The other suggestions for mill actions are similarly distributed, as well. This same pattern holds for Infrastructure and Development actions (long term), Pedestrian and Public Input actions (short term), and Open Space, River, Village, Access, and Zoning actions (evenly distributed). As an Appendix, we have created a matrix of actions the town might take to meet these goals, both in the short-term, and in the long-term, at three intensity levels (see below).

Long Term	*90 Days*	
		FARM
4	**0**	**Preserve as open space**
1	0	Identify ownership plans
1	0	Determine farm potential to help with mill access/infrastructure
		MILL
2	**3**	**Establish relationships with present owners**
1	0	Develop a plan to purchase the property
1	0	Declare the mill a historic building
0	1	Conduct a community tour of mills
0	1	Open negotiations with telecom providers for historic restoration
		GLEASONDALE RD
1	**5**	**Enforce speed limits with police presence**
1	1	Ensure road maintenance addresses ice slick and drainage issues
0	2	Perform traffic study
0	1	Conduct sound monitoring
		PEDESTRIAN
2	**2**	**Study village sidewalk access and create walkability plan**
2	1	Town development of sidewalks within village and beyond
		INFRASTRUCTURE
5	**1**	**Research multiple scenarios and solutions for water/sewer**
2	0	Determine homeowner costs for infrastructure
2	0	Build residential consensus before continuing partnership with Hudson
2	0	Explore resources to partner with Hudson
1	0	Perform a water resource and well study
1	0	Gauge community-wide support for getting water/sewer for the mill

Long Term	*90 Days*	
		PUBLIC INPUT
1	**4**	**Form a strong, local Gleasondale Committee**
0	1	Convene meeting of local business owners
		OPEN SPACE and ENVIRONMENT
2	**2**	**Build a playground**
1	1	Provide a clear assessment of environmental/brownfield issues
1	0	Investigate rail trail easement for purchase of land
0	1	Explore the conservation value of town-owned land by the river
		DEVELOPMENT
2	**2**	**Find sources for federal, state, non-profit, and other funding**
1	0	Conduct a market analysis
1	0	Develop an RFP for mill development
1	0	Call for visual renderings of different mill uses and architectural designs
1	0	Find companies with experience of successful mill development
1	0	Pursue Low Impact Development options for mill
		RIVER and DAM
1	2	Create signs for put in, portage, and dam
2	0	Preserve the dam
1	0	Find funding for river cleanup
1	0	Incorporate phosphorus removal into ongoing dam maintenance
0	1	Remove fallen trees
		VILLAGE
1	1	Find information for Historic Guidelines/Restriction by community
1	0	Install "Entering Gleasondale" signs
		ACCESS
2	0	Clarify secondary mill access and Rockbottom Road bridge questions
0	1	Investigate possible forest road land for conservation land access
		ZONING
1	0	Limit Orchard Hill uses to agriculture
1	0	Change village zoning to reflect uses residents want
1	0	Create a mill village overlay district
0	1	Clarify zoning for residents
0	1	Gather support from town committees for zoning flexibility

Ground Truthing

The final component of Phase Two was the Ground Truthing exercise. The original date, December 9, was cancelled due to a strong snowstorm, and rescheduled for January 15, 2014. That day, three professionals with experience in mill and village redevelopment came to Stow to tour the Gleasondale mill, see the village, and discuss factors affecting the site's potential. The panel included:

- Michelle Collette: Director, Land Use Department, Groton, MA.
- Joseph Mullin: Partner, Wellesley Management, Maynard, MA.
- Sherry Patch: Town Administrator, Hardwick, MA.

A fourth member, Stuart Beckley, the Town Manager of Ware, MA, was unable to attend the rescheduled event. However, he visited Gleasondale in December, and passed his impressions along to the project team.

The day began with a luncheon at Stow's Town Building. There, the group met with the town planners and members of the project team. The panel had received the report from Phase One prior to the event, and its members were familiar with the background of the project. After lunch, the group traveled to the mill, where they met with owners of both mills. They toured the property, and met with property owners and tenants. The panel's questions and observations related to hydroelectric generation, vehicular and pedestrian access, historic preservation eligibility, cell tower leasing, and commercial activities.

Returning to the Town Building, the panel was given 75 minutes to discuss their impressions with one another, and identify priorities affecting the site's redevelopment, in a SWOT format similar to the charrette workshop. Two students from the project team were on hand to answer any questions that arose during the discussion, and to record feedback from the panel.

STRENGTHS

- Mills are in better condition than expected, and nothing needs to change immediately.
- The woodworking presence creates a cottage-industry identity and vibrancy, and will be valuable in generating village and town support.
- There is a strong community fabric.
- Stow is a CPA community for neighborhood redevelopment.

WEAKNESSES

- Revenue is low.
- Ownership seems messy regarding cell phone tower.
- Fire truck access will need to be improved with increased use.
- Complexity of water/sewer installation.

OPPORTUNITIES

- Hydropower potential: there seems to be a very high flow.
- High demand for residential in the region.
- Strengthen the case for public benefit by broadening the project scope to include Rockbottom Road bridge upgrades for emergency/pedestrian use via MassWorks.
- Potential for Economic Target Area designation.

THREATS

- Unexpected political opposition.
- Permitting requirements are at the state level.
- Chapter 40B development may override the farm's zoning designation.

The final component of the Ground Truthing, and of Phase Two as well, was the Public Meeting held at 3:30 that afternoon, in the Stow Town Hall. Fourteen residents joined the project team, planning board, and mill owners, to hear the impressions and advice of the panelists. Following a synopsis of the day's events, the panel shared their impressions and findings with the town. They emphasized that community outreach is vital in any redevelopment project, and that the community should plan for at least a five-year timeline. In their opinion, Gleasondale is fortunate in this regard, since the mill is an active place, and will not sit dormant during the redevelopment process. In their collective experience, the panelists had been able to bring project to fruition through local/intermunicipal agreements, state funding initiatives, USDA Rural Development grants, and public/private ventures. They encouraged the town to continue the

dialogue with its residents while exploring these development avenues, to identify citizen preferences, secure stakeholder buy-in, and limit town liability.

In the discussion period that followed, residents raised concerns about the financial process of redevelopment, noise/traffic mitigation, and environmental and brownfield issues in the village. At the same time, residents noted that action was imperative to ensure the future of the village, and inquired about the sort of commercial mixture and ownership arrangement that would best benefit the mill and the village. Some specific comments from the residents:

- Interest in hydropower, but questions about the condition of the gate and full realization of the flow
- Unsure if the level of activity will match the cost scale of redevelopment
- Concerned that increasing vehicular traffic will increase parking needs
- The details of what happens at the mill need to work for the village
- Who is this for? The intended audience the redevelopment is targeting is unclear
- Encouraging people to use the river is an inexpensive way to increase use
- The potential for a connection to the Assabet River Rail Trail exists
- We could use the mill to link our own children into our industrial history

Conclusion

Phase One of the *Gleasondale Village Revitalization Plan* included a small number of public presentations and meetings to describe the scope of the project, the team's research findings, and a number of potential avenues for redevelopment. At these meetings, which were consistently well-attended, town and village residents expressed an interest in the project, and a strong connection to Gleasondale. Most significantly, the residents communicated a clear desire to have a direct voice in future efforts. Town officials were highly supportive of this approach, and asked the student project team to concentrate upcoming efforts on facilitating public participation and community discussion.

In determining a program for Phase Two, the project team and town officials placed a premium on holding several public meetings with a variety of formats: the focus group, the charrette/forum, and the ground truthing. This approach took advantage of Gleasondale's significant professional and community knowledge base. Residents, property owners, mill tenants, community leaders, and regional professionals were able to exchange ideas in an open and accessible manner. Participants learned how their own concerns were viewed by others, and where significant layers of agreement or impasses lie. This report catalogues these exchanges, and a review of the contents helps prioritize those perspectives.

While this report marks the completion of Phase Two, it does not signify the limits of Phase Two. In the near-term, the report will be used by the project team for Phase Three, in which community directives and interests will inform the design alternatives generated. It will also enable the Town of Stow to identify areas of significant community interest in determining the village's long-term future. As this report makes clear, the Town will not be doing this alone. Instead, it will be doing so in partnership with Gleasondale's many stakeholders, whose values and priorities will be reflected in what the future holds.

Gleasondale Village Charrette and Forum Matrix: Priorities and Intensity 11/9/13

	ACTIONS	90-DAY PRIORITIES	LONG-TERM INCREMENTAL	LONG-TERM PROACTIVE	LONG-TERM AMBITIOUS
FARM	Preserve as Open Space	Explore zoning and preservation vehicles	Engage owners in the preservation process	Hold a meeting with all owners present to help determine their thoughts about integrating the farm into future mill uses	
MILL	Establish relationships with present owners	Discuss future use scenarios (Phase III) with town officials	Determine feasibility of the establishment of a nonprofit corporation to purchase the mill and/or provide marketing assistance to the property	Investigate public funds for historic, recreation, and affordable housing plans (CPC, SMAHT, Grants for Affordable Housing)	Work with property owners to establish a sales process with valuation with the town/nonprofit purchasing option
GLEASONDALE RD	Enforce speed limits with police presence	Set a meeting with residents and police officers to discuss traffic calming options	Install a digital speedometer and/or regularly position an officer to enforce speed limits	Explore and appropriate funds for traffic calming infrastructure	Seek state funding for roadway, streetscape, and bridge improvements that enhances the aesthetics while enforcing speed limits
PEDESTRIAN	Town development of sidewalks within village and beyond	Conduct a sidewalk study that will tell the Town how much it will cost and how feasible it is to install sidewalks.	Incrementally phase the design and construction of the sidewalks	Install sidewalks on at least one side of the street where no easements will have to occur	Work with property owners to determine and acquire potential easements for sidewalk locations
INFRASTRUCTURE	Build residential support for continuing dialogue with Hudson regarding shared water supply	Perform a build-out analysis that depicts the water supply area for Hudson	Investigate feasibility of using Kane property for well-water supply with feasibility of on-site sewage/package treatment plant	Hold a series of meetings to let Gleasondale residents provide input on proposed supply plans	Lease Kane land for the installation and operation of a shared water supply with Hudson
PUBLIC INPUT	Form a strong, local Gleasondale Committee	Determine committee membership	Hold neighborhood meetings to see if that is something they would like	Hold an informal election process to name committee leaders	Formalize Glesondale Committee as town office
OPEN SPACE & ENVIRONMENT	Build outdoor community park/garden and gathering area. Propose trail system for Kane site	Determine funding and design proposals for outdoor community areas	Charrette about what type of outdoor community space residents desire	Present preliminary designs of community space / trails	Construct community agreed upon park / trails
DEVELOPMENT	Conduct a market analysis	Determine who will conduct analysis	Purchase or seek donations of ESRI software (through Community Reinvestment Act)	Analyze if Gleasondale is an appropriate location for the growing industries highlighted in the economic base analysis	Actively recruit businesses in the industry that is booming and also a good fit for Gleasondale
RIVER & DAM	Increase access to river for recreational use	Identify access points to the river	Research pros and cons of dam preservation	Find a dam preservation specialist	Repair dam to full functionality and aesthetic potential
VILLAGE	Compile information on local historic districts / neighborhood conservation districts	Study and analyze Best Practicers (other historic districts)	Hold a meeting to present findings to the residents of Gleasondale.	Provide a print copy of proposed historic scenarios	Present the guidelines to Town Council and Planning Board to get approved
ACCESS	Clarify secondary mill access and Rockbottom Road bridge questions	Talk to property owners of those who park on that street	Find alternatives to parking for those residents	Structurally analyze the bridge to see how much weight it can handle	Make any necessary structural or aesthetic upgrades, then open the bridge

ZONING	Create a mill village overlay district	Study and analyze other historic mill overlay districts	Hold a meeting to present analysis findings to the residents of Gleasondale	Provide build out scenarios of what a historic mill overlay district could look like	Present the zoning amendment to the Town Council and Planning Board to get approved