TO THE RESIDENTS OF TEWKSBURY,

The Town Center Master Plan Committee has developed the 2016 Town Center Master Plan to provide the town with ideas, guidance, and recommendations regarding potential changes and improvements to the existing Tewksbury Town Center.

The current Town Center represents a mixture of Tewksbury’s rich historical landscape and the infrastructure of Route 38. The streetscape and traffic flow currently dominate the Town Center while the proposed Master Plan provides opportunities to improve traffic patterns, to create a better defined and more accessible Town Center, and to improve access for alternate modes of transportation, especially pedestrians. The attached proposal represents more than just a vision, but a viable, realistic, and achievable reality for our Town Center.

We envision our Town Center as a showcase for our town’s history and culture, featuring diverse businesses, quality public open space, functional civic buildings, as well as a welcoming gathering place for the community. The Town Center would become an ideal place for social and cultural events such as the Farmer’s Market, family gatherings, outdoor concerts, festivals and fairs, etc. We also envision the center as a destination that is accessible to pedestrians, bicycles, and buses rather than the existing automobile dominated commuter throughway.

During the development of the Town Center Master Plan, the Committee set the following goals which we continually referred to when making decisions and recommendations: 1) Pursue the input of all residents and stakeholders; 2) Improve traffic flow and increase safety; 3) Make the Center more accessible to alternate modes of transportation; 4) Increase safety and access for pedestrians; 5) Study the major stakeholders currently located in the Town Center for opportunities to improve parking, 6) Study and identify ways to connect the Town Center to other major landmarks in Tewksbury, and 7) Provide an atmosphere of encouragement and cooperation for commercial expansion within the context of the new Town Center.

During the process of developing the Town Center Master Plan, the Committee reached out to all stakeholders within the community, both public and private, and held two public input sessions. We see this Master Plan as a guide to the Town Center’s future and continued vibrancy. It is a document that should be referred to by the Town’s Boards and Committees and be used as they deliberate. It should continually be reviewed in order to keep the plan current.

We wish to thank Richard Montouri, the Town Manager, Steven Sadwick, Community Development Director; and our consultants, The Cecil Group and McMahon Associates, for their support and ideas throughout the process. We would like to extend a special thanks to all those that provided input at our public and open sessions, along with the stakeholders that attended our meetings.

In closing, the Town Center Master Plan Committee’s work may end with this document, but what begins next will hopefully be a period of implementation of the short, medium, and long term action items which will reshape and revitalize the Tewksbury Town Center into a vibrant showpiece of our community.

Town Center Master Plan Committee Members

Bruce Panilaitis, Chair
Jonathan Ciampa, Vice Chair
Scott Wilson, Secretary
Brian Charron

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The vision for Tewksbury’s Town Center is for a walkable and well-designed destination where residents and visitors alike can participate in events and activities, stop for a meal or snack, and shop. Quality open space, with appropriate landscaping and amenities, where people can congregate is a priority. Historic buildings are celebrated and new development includes high-quality design elements that blend with Tewksbury’s history.

As the center of municipal and community activities, the vision for Town Center includes a variety of small-scale events on the Common. To support local business and encourage residents and event attendees to spend more time in the Town Center, the establishment of restaurants and specialty food establishments should be encouraged. Residents desire a variety of small-scale retail and specialty shops, such as a gift shop, pharmacy, café, bakery, wine bar, or ice cream shop and would like to have a post office in the Town Center.

Tewksbury Town Center will become a park-once atmosphere that encourages residents and visitors to walk between various destinations and uses instead of driving to each location. Cars will remain the dominant mode of transportation, but traffic and congestion will be managed to make walking a safe and efficient alternative.
INTRODUCTION

The vision for Tewksbury’s Town Center reflects a nearly two-year process led by the Town Center Master Plan Committee (the Committee). Tewksbury residents were surveyed and invited to participate in a public workshop to help craft this vision and ensure that elements important to the Tewksbury community were incorporated into the vision.

This vision focuses on a central Study Area that includes multiple commercial, residential, and municipal uses and one signalized intersection. At the heart of the Study Area is Tewksbury Town Common and the intersection of Main Street (Route 38) and Pleasant Street / East Street. Though the Town of Tewksbury does not have a traditional New England Town Center, there have been a number of ongoing conversations and programs to improve the Town Center. This plan recognizes that the Town has the opportunity to redefine the character and importance of its Town Center. This opportunity is especially clear as the economy recovers from The Great Recession and development projects begin again in earnest.

Developing the Vision

Town Center Master Plan Committee

The Town Center Master Plan Committee was formed in 2014 and was the primary driver behind the development of this vision. The Committee met frequently during a yearlong effort to identify characteristics and ideas for the Town Center before issuing a Request for Proposals for a consultant to create the Town Center Master Plan. Through this process, the Committee chose The Cecil Group and McMahon Associates to develop a vision for Tewksbury’s Town Center.

Community Involvement and Feedback

The Committee’s highest priority was ensuring that the vision was based on a robust and extensive public input. In addition to a public visioning workshop and public presentation on the draft vision, a Facebook page was used to create ongoing interaction with the public. Telephone interviews were conducted with business owners and prominent property owners in the Study Area. These interviews sought to identify the goals and priorities of the area’s key stakeholders. At the public workshop, residents worked in groups to identify the types of land uses they would like in each area of the Town Center Study Area.

The public workshop, held in September 2015, provided an opportunity for residents to share their vision and challenges with the project team. This workshop was attended by approximately seventy-five (75) residents. In addition to several mapping exercises, participants were asked to discuss ideas for programming the Town Common and to answer a short survey. Follow-
ing the public workshop, the survey was available at Town Hall and online for residents unable to attend the workshop to provide their thoughts. The second public meeting was held in November 2015 and provided an opportunity for the Committee to present the draft vision to the community; approximately fifty (50) residents attended this meeting.

**Analysis and Review**

The project team conducted several internal charrettes to develop a cohesive vision for Town Center that reflected the work of the Committee, resident feedback, and planning and design best practices. Traffic and circulation were a primary concern for both residents and Committee members, so much of the vision was focused on improving circulation and addressing congestion while also increasing alternative transportation options. Several preliminary roadway concepts were reviewed and presented to the Committee. Two concepts warranted further evaluation: the closure of East Street between Pleasant Street and Bank of America (Figure 1) and the closure of Pleasant / East Street to Main Street (Figure 2). The reconfiguration options were reviewed first to determine how each would generally impact traffic circulation and flow and then to consider whether or not the reconfiguration would contribute to the other aspects of the Town's overall vision.

The two options presented support urban design goals and may be feasible for Tewksbury's Town Center. Both options include the closure of Town Hall Avenue between Town Hall and Pleasant Street to allow for an expanded Town Common and assume eleven (11) foot travel lanes.

A preliminary capacity analysis was performed using Synchro software. This analysis was based on available traffic volumes and turning movement counts. The Route 38 Corridor Study traffic data was supplemented by 2015 turning movement counts completed by the town for eastbound left turns from Main Street onto Pleasant Street and southbound right turns from East Street onto Main Street (Route 38). While a complete capacity analysis using up-to-date traffic counts was beyond the scope of the Town Center Visioning project, the preliminary analysis provided a basis to determine the approximate queue lengths of turning lanes to inform potential design options for roadway configurations that sup-
port urban design goals. The analysis focused on the southbound left turns and eastbound right turns at the intersection of Main Street (Route 38) and Pleasant Street to help inform the width of the roadway on Route 38 in front of Town Hall and the Town Common and explore opportunities to close or modify the East Street extension in front of the Congregational Church. These two turning movements have the highest demand at the intersection.

**OPTION A** closes access to Main Street (Route 38) from East Street with access driveways for the residential buildings and church. It also creates an exclusive right turn lane at the intersection of Pleasant Street and Main Street (Route 38). The analyses indicate that it would be necessary to add the exclusive southbound right turn lane to keep traffic under capacity and generally maintain the existing Level of Service (LOS) at the intersection. The queue length of the southbound right turn lane from East Street to Main Street (Route 38) is approximately 180 feet. Additionally, East Street would need to be slightly widened at the intersection, but would allow for an expanded greenspace in front of Tewksbury Congregational Church. The queue length of the eastbound left turn lane from Main Street (Route 38) to East Street should be approximately 175 feet and the queue length for the westbound left turn lane from Main Street (Route 38) to Pleasant Street would not require any changes.

**OPTION B** would end Pleasant Street at Main Street (Route 38) to provide for a significantly enlarged open space in the Town Center. East Street would remain one way to Main Street (Route 38) as it is today.

The recommended configuration is Option A, the partial closure of East Street between Pleasant Street and Main Street (Route 38). This recommendation is based on community feedback, traffic analyses, and the overall Town Center Vision. This roadway geometry has the potential to improve circulation by accommodating vehicles while improving the pedestrian environment and supports the vision for a mixed-use Town Center. This option allows continued vehicular access to the residences, church, and bank along East Street, but redirects through traffic to the signalized intersection. This configuration includes the addition of turn
lanes at the main intersection and allows for the traffic island to be expanded into usable open space. This provides significant benefit for pedestrians by reducing the number of street crossings and contributing to reduced traffic speed through the Town Center.

While Option B would provide for a much larger greenspace in the Center of Tewksbury, additional traffic signals and other capital improvements would be required with little additional benefit in achieving the vision for Town Center.

Both options require additional study to determine their feasibility, as the traffic analyses performed generated only a general understanding of roadway capacity and traffic demands within the Town Center.
ELEMENTS OF THE VISION

Overview

The vision for Tewksbury’s Town Center includes a number of interrelated concepts and proposals that each contribute to the overall vision Tewksbury residents have for their Town Center. The key elements of this vision are:

- an expanded Town Common with public programming;
- streetscape improvements, including trees and other plants;
- enhanced pedestrian infrastructure and connectivity;
- access and parking management; and
- the reconfiguration of roadway geometry near Town Hall.

This vision for Tewksbury Town Center will support economic development by providing an environment in which the businesses Tewksbury residents desire will thrive. In addition to creating a space that’s welcoming and friend-
ly to residents and visitors, the Town Center should be welcoming and supportive for local businesses.

Three key issues and desires became clear from the resident feedback. This vision seeks to address each of these issues and desires. Residents felt that traffic in the Town Center is overwhelming. Though this vision is not able to address traffic flow and did not include a full traffic analysis, the proposed roadway geometry does not negatively impact traffic flow and may even improve efficiency. This conclusion was drawn from a preliminary review of traffic flow based on the exiting traffic counts. Due to the importance of traffic and traffic flow in the Town Center, this review served as the foundation for the rest of the vision.

Secondly, many residents indicated that their priority for the Town Center is increased green space for events and activities, so this vision includes an expansion of the Town Common. To activate the Common and bring vibrancy to the Town Center, events and other activities are proposed to be held on the Common. These events will contribute to enhanced opportunity for economic development, which is directly related to the residents’ third primary concern - a strong interest in additional retail and food service establishments. Increased activity in the Town Center will attract more retail and food service uses to the Town Center as developers and business owners see that the Town Center is “The Place To Be.” Many residents currently feel that the Town Center is not much of a destination and want to see the area transformed into the choice place to shop, eat, and play. Increasing restaurant and retail opportunities is a long-term goal as it will take time for the area’s land uses to change.
**Expanded and Improved Town Common**

Residents expressed a strong desire for a larger Town Common that provides a central outdoor space for events and activities. The recommended roadway configuration would allow for the island at East Street, Pleasant Street, and Main Street (Route 38) to be expanded into a usable green space that would benefit the Tewksbury community and serve as a “front lawn” for the Congregational Church. In the short-term, the Town can expand the Common by closing Town Hall Avenue. Traffic flow impacts of closing Town Hall Avenue were not analyzed; a qualitative assessment and urban design analysis indicates that closing Town Hall Avenue would provide short-term opportunity to increase the size of the Town Common. Expanded open spaces provide opportunities for the Town and other organizations to host public events and activities which draw residents and visitors into the Town Center.

In addition to simply expanding the Town Common, the Town should work to improve the Common. This could include additional landscaping, furniture, or artwork. There are several veterans and war monuments currently located on the Common. These could be rearranged to create a monument park or relocated within the Town Center to create several focal points. One of the options for rearranging the monuments is to locate monuments near the intersection of Main Street (Route 38) and Pleasant Street to create a visual attraction for pedestrians. This would also provide more visibility for the monuments.

A statue of Anne Sullivan and Helen Keller is also located on the Town Common. To further honor former Tewksbury resident Anne Sullivan and create an attraction in Tewksbury Town Center that could draw visitors from Tewksbury and many other communities, the Town could consider creating
a sensory garden that would benefit blind, deaf, or otherwise handicapped children and adults. Sensory gardens, while developed to help individuals with sensory challenges connect and interact with nature, are also beneficial for the broader community. This sensory garden would be a unique feature for a Town Center that could also create educational and community service opportunities for Tewksbury students.

Public Programming

Residents expressed a strong desire for events and activities to be held on the Town Common. An active Town Common that brings residents and visitors to the Town Center will support and encourage economic development and investment in the larger Town Center Area. Residents overwhelmingly indicated that while they would like to attend events on the Common, these events should be small enough in scale to ensure that adequate parking would be available and that the crowds would not overwhelm other uses in the Town Center. Common suggestions for events on the Town Common were holiday celebrations, a farmers market, and other festivals or fairs focused on certain activities or topics.

Streetscape Improvements

Streetscape improvements are at the heart of the vision for Tewksbury Center. Many residents indicated that Tewksbury Center is not currently a destination, so drivers continue at high speeds through the area. Streetscape improvements will improve aesthetics and safety for all users, including pedestrians and bicyclists, by providing visual interest and cues to drivers.

The existing streetscape does not prioritize pedestrians, so an important feature of this vision is prioritizing pedestrians and providing a comfortable route for residents and visitors to walk through the Town Center. This includes aesthetic features and infrastructure that make a path comfortable and welcoming for pedestrians. Benches, trash cans, and other pedestrian furniture further improve the streetscape and contribute to a pedestrian-friendly environment. The landscaping throughout the Town Center should enhance the streetscape and pedestrian experience.

Gateways

The first aspect of the streetscape concept that residents and visitors will encounter are the gateways on each road as they enter the Town Center. These gateways set the landscaping character of the Town Center and provide a visual cue to motorists that they are entering the Town Center. The existing streetscape does not change as it approaches the Town Center. This visual change will not only improve the area’s aesthetics, it will cue drivers to be aware of pedestrians and activities. The gateways will be created with a combination of landscaping and signage. Landscaping in the gateways will be
more densely planted than in other areas of the Town Center and will include a variety of trees and plants.

**Signage and Wayfinding Program**

A comprehensive signage and wayfinding program will provide important information for residents and visitors and create a consistent identity that reminds people they are in Tewksbury Town Center. This program will include both informational and directional signage to direct visitors to and from parking and other attractions. The signage and wayfinding program will begin at the gateways with signage welcoming people to the Town Center. Gateways will also have directional signage to direct drivers to parking locations and provide information about other destinations within the Town Center.

A lack of parking was commonly cited as one of the concerns about the Town Center Vision, but the parking analysis showed that there is already adequate parking available in the Town Center. This signage and wayfinding program could alleviate at least some of this concern about a lack of parking and the ability to find parking.

In addition to directing residents and visitors to nearby parking facilities, a comprehensive and cohesive signage program will provide information about destinations within the Town Center and key features or history of the area.
Each community has a unique vocabulary and shared history that retells the community’s experience and history. While these features and history may be familiar to some residents, the experience that newer residents and visitors have are enhanced by informational signage that familiarizes people with the shared history and community. The signage program can also inform residents and visitors of the location of prominent buildings, businesses, and services to make the Town Center more accessible to people unfamiliar with the area. These signs benefit both visitors to Town Center and business owners because people are quickly able to identify the locations they want to visit and may be informed of other businesses or destinations of interest that they may not have been aware of. Additionally, the combination of consistent signage, gateways, and streetscaping creates a “brand” for the Town Center. Over time, this “brand” becomes familiar and creates a strong sense of place for residents and visitors alike.

The Town should work with the existing Beautification Committee and others to create an aesthetically pleasing signage program that meets the community’s needs and contributes positively to the overall streetscape.

■ Streetlighting

Streetlighting is important to the overall streetscape and is especially valuable in creating a pedestrian-friendly environment. Adequate lighting provides a sense of safety for pedestrians. In the Town Center area, the streetlighting should be consistent with the style and character of the signage and wayfinding installations. Within a comprehensive signage and wayfinding program, street lights can serve as sign posts as well as public lighting.

■ Alternate Transportation Improvements

The vision for Tewksbury Town Center is for a transportation network that encourages alternative transportation, especially walking, and prioritizes improvements that support pedestrians and cyclists. There are a number of sidewalks in the Town Center area, but pedestrian connectivity is not great. Many sidewalks are in fair condition, but are very narrow and/or not well protected from vehicular traffic. The connections are not always clear or fully constructed.

Sidewalks should be improved to allow for greater widths; where this is not possible in the public right-of-way, it should be required as part of approval for new development and redevelopment projects to create a pedestrian network that encourages people to walk in the Town Center. In addition to improving pedestrian connectivity, a complete streets approach would provide bicycle infrastructure, improve vehicular circulation, and improve landscaping along the roadways.

Recommended pedestrian infrastructure improvements include updating the traffic signal equipment and improving the ramps and sidewalks themselves. In addition to changing the timing, as mentioned above, the equipment itself
could be improved to include countdown timers that inform pedestrians of remaining time to cross. The crossing time at Main Street (Route 38) and Pleasant Street should be more than doubled to provide a safe crossing time for pedestrians. Though new ramps have been installed at the central intersection, all of the crossings and ramps in Town Center should be accessible. Sidewalk connectivity should be improved at the various crossings and curb cuts to encourage people to walk to multiple destinations. The Town should coordinate with other agencies, such as the Massachusetts Department of Transportation (MassDOT) and Northern Middlesex Council of Governments (NMCOG), to enhance each of the crosswalks in the Town Center. As with the overall streetscape, consistency is recommended to provide residents and visitors with a sense of place. Consistency in roadway, sidewalk and crosswalk material, landscaping treatment, and signage will define the Town Center as a destination.

The Town should work with MassDOT, Northern Middlesex Council of Governments, and transportation experts to enhance the existing unsignalized crossing and consider if additional crossings are warranted and could be installed safely. Specifically, the safety and need for a midblock crossing near Town Hall should be analyzed. A midblock crossing in this location could decrease jay walking, but would need to be an improved crossing that includes visual cues for drivers. Some of the options for creating safe crossings, especially for mid-block crossings, include rapid flashing beacons, HAWK sig-
nals, decorative pavement, and inroad lighting. See the Pedestrian Crossing Improvement Inset on the previous page for images of each of these options.

Bus stop improvements are also recommended to make it easier for residents, employees, and others who rely on public transit to travel to and from Tewksbury. Both bus stops should be improved to include signage, bus shelters that include benches and trash barrels, and adequate space for the bus to stop and passengers to board safely. A safe bus stop provides at least a five (5) foot wide boarding area on the sidewalk. The traffic analysis showed that the outbound stop should be moved from the Town Common northwest to a location near the Town Hall building or TD Bank. This would improve operations at the intersection of Main Street (Route 38) and Pleasant Street / East Stree. In its current configuration, the location where the bus stops to load and unload passengers interferes with the intersection’s operation since the bus stop is located where cars queue at the light. In addition to providing the schedule and other route information, both bus stops should be clearly defined by signage indicating the front and back of the bus stop. The Town can work in partnership with the LRTA to upgrade the bus stops to meet ADA requirements for transit access and implement sidewalk improvements.
Connectivity

To develop and encourage a park-once town center, pedestrian connections need to be developed throughout the Town Center. These connections should be a mix of public sidewalk and pedestrian paths on larger private parcels. One method of prioritizing pedestrian traffic is locating parking and creating vehicular connections behind buildings. Several parcels in the Town Center are already connected behind buildings to allow vehicles to pass from one parcel to another. It is unclear if this arrangement is codified in writing anywhere, but there are existing connections behind the church and Bank of America building. As with many other recommendations, developing vehicle connections between parcels would be a long-term effort that could be implemented incrementally as parcels are developed or new uses are proposed.

There is a preliminary plan to develop the unused railroad right-of-way that runs through Tewksbury’s Town Center into a multi-use recreational path. As that plan develops, connections from the Town Center to the shared path should be developed to allow pedestrians and cyclists to travel to the Town Center away from vehicular traffic. Utilizing the railroad right-of-way to support pedestrian and cyclist traffic would allow the Town Center to increase capacity for all modes of traffic.

Roadway Improvements

The recommended roadway geometry includes the redesign of Tewksbury Center’s central intersection. The intersection of Main Street (Route 38) and Pleasant Street is owned and controlled by MassDOT. Though this limits the Town’s ability to work independently to make changes to the intersection, it creates a great opportunity for the Town to build partnerships. Working with MassDOT, NMCOG, and other partners, enables each agency to stretch limited resources. Any major changes to the intersection will require coordination between the Town and MassDOT and will take at least several years to implement. In the meantime, additional improvements may be possible by refining the signal timing and adjusting the intersection’s phasing. Adjusting the signal phasing to allow ample time for pedestrians to safely cross Main Street (Route 38) is a priority.

Figure 4
The proposed roadway geometry is conceptual in nature, but would require the addition of a dedicated right-turn lane from East Street / Pleasant Street onto Main Street.


**Parking Management and Shared Parking**

Parking plays an important role in shaping the character of Tewksbury Town Center. The location and availability of parking contributes to development potential and the availability of spaces for a range of uses including local businesses and civic activities such as the outdoor movies, concerts, farmers market, and other small-scale activities residents would like to have in the Town Center. Sufficient parking to support these activities must be provided, but an over-supply of parking can foster a character and environment that detracts from these uses.

The analysis of existing parking in the Town Center shows that the parking supply exceeds the requirements for existing uses. This means that the existing parking may be under utilized. Uses found in a suburban downtown area typically have varying peak demand times. For example, churches have very high parking demand on Sundays but have relatively low demand at other times during the week. However, municipal and office uses (including banks) are generally only open during office hours on weekdays. Residential, retail, and restaurant uses typically have high demand during evenings and weekends. Given these patterns, it may be feasible for the different uses to share...
parking. There are a number of guides for designing and implementing parking management strategies.

This shared parking model could be encouraged by the Town by pursuing shared parking agreements, especially for public uses. Leading by example is a key implementation strategy of this vision. The Town can encourage private property owners to share parking, but can first implement a shared parking strategy for municipal uses to show the community how the concept of shared parking can work in the suburban context.

Shared parking arrangements already exist in Tewksbury Town Center. These arrangements are typically informal arrangements that provide additional parking on an as-needed basis for multiple locations in the Town Center. Town Hall, Annex, and fire station currently share parking adjacent to the Town Hall and Town Hall Annex. Tewksbury Congregational Church and Bank of America also have shared parking. In fact, the two parking lots are connected by a small driveway at the back of the lot.

To support businesses and ensure that parking is available for special events and activities, parking agreements can be made to provide short-term parking for customers onsite with long-term parking for employees and customers visiting multiple businesses or offices located off-site. Short-term parking near businesses encourages high turn-over and ensures that there are parking spaces available for customers making a quick stop. This arrangement allows customers visiting multiple locations to park once and walk to their various destinations.

Parking in the Town Center, especially where customers are directed to off-site parking, should be simple and intuitive with clearly-marked pedestrian connections and a comprehensive wayfinding program to ensure that drivers are able to easily locate the different parking areas. From the parking areas, the pedestrian routes to the various destinations and back must also be clearly identified with appropriate signage.

The Town should develop a parking lot design standard that “brands” public parking areas and signage so residents and visitors can easily recognize that they are in the Town Center. These design standards should also provide landscaping requirements, limit curb cuts, and ensure internal pedestrian circulation to facilitate the use of public parking in the Town Center for multiple uses. These standards should reinforce the vision of the Town Center and allow for an incremental approach to implementation that allows various aspects of the plan to be realized as individual parcels are redeveloped. These incremental actions should all contribute to the larger vision.
As the Town creates and implements a parking management program, it is important to note that best management practices for the efficient utilization of parking is to recognize and evaluate parking as part of a comprehensive system. Pedestrian connectivity and a wayfinding program will be important considerations in managing the Town Center’s parking system to meet current demands. The parking management program must also consider that new development or changes in uses will impact the parking system so the parking management program must be developed to be dynamic enough to be able to meet future parking demands.

Several Massachusetts cities and towns have implemented a variety of smart parking strategies. Norwood, Somerville, and Stoneham have implemented Smart Parking Bylaws; Belmont, Middleborough, Newton, Norwood, Somerville, Stoneham, and Waltham have implemented reduced or flexible parking requirements; Marlborough, Oak Bluffs, and Stoneham have negotiated and implemented shared parking agreements; Belmont, Cambridge, Newton, Norwood, and Somerville have implemented parking lot design standards; and Cambridge, Newton, Somerville, Wellesley, and others have landscaping and screening requirements.

**Access Management**

In conjunction with shared parking and a comprehensive parking management strategy, the Town should work to implement an access management program. Access management is the coordination of roadway design and adjacent land development to promote safe and efficient traffic operations on major arterials and intersections while providing adequate access to abutting land uses. Common approaches to access management are: closing, relocating, or consolidating driveways; implementing restricted-movement designs for driveways; installing raised medians that prevent cross-roadway movements and move turns to key intersections; and the addition of auxiliary turn lanes.

**Façade Improvements**

To encourage and assist Town Center property owners to make improvements to their buildings, the Town or another organization may want to implement a façade improvement program. These programs are often developed and coordinated by nonprofits or local business organizations and may be the product of a multi-organization partnership that could include the municipality. Façade improvement programs have been successfully implemented in many Massachusetts communities and are a common tool to encourage investment. Many façade improvement programs seek to protect, improve, or maintain historic town centers and villages. The structure of façade improvement programs ranges from grants to low- or no-interest loans. Façade improvement programs vary dramatically in their scale and process; the details of such a program in Tewksbury were outside the scope of this visioning and master planning process.
Land Use and Zoning

At the public workshop, residents indicated a variety of retail and food services they would like to have in the Town Center. The only existing commercial uses in the Study Area are banks, two service stations, and professional offices. There are restaurant and retail uses immediately outside of the Study Area, but the character of the existing retail and food establishments is not consistent with the residents’ vision for Tewksbury Town Center. To better align the character and uses of commercial buildings with the vision for Town Center, the Town should review and update the Zoning Bylaw. Key updates include updating the dimensional requirements of the underlying zoning district, amending the parking requirements, and reviewing the Town Center Overlay District.

The underlying dimensional and parking requirements should be changed to better reflect the conditions in the Town Center. The Town may want to maintain the existing dimensional requirements for other commercial areas; if that is the case, a separate Town Center underlying zoning district could be created. The vast majority of parcels within the Study Area do not comply with the current minimum lot sizes in the underlying zoning districts, creating a large number of nonconforming parcels. These dimensional nonconformities create a barrier to development and redevelopment. In reviewing the dimensional requirements, the Town should consider the existing parcel sizes and setbacks and create a dimensional table that recognizes the existing parcel sizes and creates setback requirements consistent with the walkable, traditional town center feel that residents desire. Large lot sizes with generous setbacks are not pedestrian-friendly and create a car-centric streetscape.

The existing Town Center Overlay District’s dimensional requirements and Design Guidelines are consistent with this vision for Town Center and could be used as a model for amending the underlying zoning if the Town chooses to pursue a rezoning of the Town Center. If rezoning the Town Center is not feasible, the Town could explore updating the existing overlay and regulations to encourage more property owners or developers to use the benefits of the overlay. Given the existing zoning requirements, it is likely that as properties within the Study Area change ownership, new owners or developers would be interested in utilizing the existing Town Center Overlay District. Now is the time to review the Town Center Overlay District and its Design Guidelines to ensure that they are consistent with the vision Tewksbury residents have for the Town Center.

The Zoning Bylaw sets high minimum parking requirements and only allows shared parking in the Town Center Overlay District with special review from the Planning Board. The Zoning Bylaw should be updated to recognize that the Town Center has an excess of parking and discourage the construction of new parking in the Town Center. Shared parking provisions can significantly reduce the amount of parking required. If peak demands do not overlap, the number of spaces needed to support two uses can be reduced up to seventy-
five (75) percent and up to thirty (30) percent when two peak demands overlap. Off-site parking, typically 350 to 1,000 feet from the focus property, can be used to provide supplemental parking when necessary.

In addition to supporting shared parking, there are other changes to the zoning regulations that could be used to proactively manage parking in the Town Center. Currently, Tewksbury’s Zoning Bylaw sets parking minimums for the various land uses throughout town. This is consistent with the traditional model for parking creation. To better manage parking in Tewksbury’s Town Center, the Zoning Bylaw could be amended to also provide a parking maximum.

A combination of minimum and maximum parking requirements would create a more responsive model that would allow the Planning Board flexibility and ensure that parking supply is consistent with Town goals. While additional analysis, such as a parking study, would be necessary to ensure that the new parking standards would properly service the Town Center, a rule of thumb for creating parking maximum requirements is to use the existing minimums as the maximum allowable parking. The new minimum parking requirements could be set as one-third to one-half of the current minimum requirements.
IMPLEMENTING THE VISION

The implementation plan for the Town Center Vision consists of a series of short-, mid-, and long-term actions that together create the vision for Tewksbury Center. Though many of these actions can be taken independent of one another, the overall vision will be best served by implementing the suite of actions. The vision is one big picture that will be achieved through a variety of small, medium, and large-scale actions. Each of these actions work together to contribute to the vision as a whole.

Implementation of this vision will require significant coordination between Town committees, boards, and organizations as well as with outside entities such as the Massachusetts Department of Transportation (MassDOT), Northern Middlesex Council of Governments (NMCOG), and the Lowell Regional Transit Authority (LRTA) as well as private individuals and businesses. This coordination should begin early in the implementation process and continue throughout the implementation of this plan and into the future.

Overall Plan Implementation

The Town Center Master Plan Committee should transition into a permanent committee focused on the implementation and stewardship of this vision. The implementation committee should take primary responsibility for coordinating with the various Town officials, boards, committees, and others responsible for implementing each aspect of the plan. In addition to coordinating and assisting with the various implementation actions, this committee should serve as stewards of the Vision for the Town Center. In this role, the committee should stay mindful of the big picture vision for the center and continue to review and revise this vision as necessary.

Traffic and Circulation

Short-Term

Short-term actions include laying the groundwork for major changes by coordinating with MassDOT, the LRTA, and other relevant organizations to begin developing conceptual plans for roadway adjustments and coordinated transit service.

1. Work with MassDOT to identify geometric and traffic control changes to improve operations and safety at the intersection of Main Street (Route 38), East Street, and Pleasant Street.
   a. Signal Adjustments / Upgrades
      • The Main Street (Route 38) and Pleasant Street signal plan shows a six (6) second clearance interval, but it should be increased to fourteen (14) seconds based on the crossing distance.
• Add accessible signals with pedestrian crossing countdowns as part of an upgrade to approximately fifteen (15) year-old signal equipment

b. Update traffic counts and complete a capacity analysis for existing conditions of Options A and B generated by this study

• This will generate short-term improvements and concept development

2. Coordinate with the LRTA to formalize and improve connections and relocate the bus stop near Town Hall

a. Bus Stop Relocation

• This study recommends moving the bus stop west to reduce interference with the intersection operations and allow improved bus access to the left turn lane from Main Street (Route 38) onto East Street.

b. Improved Connections

• Improve pedestrian and bicycle connections through MAP-21’s “associated transit enhancement” provision

3. Revise zoning requirements to promote curb cut consolidation, access management for new development, and shared parking.

a. Encourage Shared Parking

• Assess parking regulations and adopt policies that encourage shared parking where appropriate

b. Provide Maximum Parking Standards

• Explore the adoption of parking maximums, rather than minimums

c. Parking Lot Design Standards

• Refine parking lot design standards to improve landscaping and internal pedestrian circulation

4. Develop a Town Center Parking Management Plan that promotes best management practices for public parking and associated wayfinding

a. The Town Center Parking Management Plan would allow the town to study parking conditions and develop regulations that implement best management parking policies.

5. Work with MassDOT to explore options for enhancing the unsignalized crosswalk on Main Street (Route 38) near Dewey Street, west of Town Hall, in order to improve safety.
• Conduct field reviews including an assessment of sight distances, roadway and intersection geometry, operating conditions, speed study, gap study, pedestrian counts, and peak hour turning movement counts.

• Analyze potential changes to traffic control.

• Review existing intersection configurations and suggest potential modifications to pavement markings and signs.

• The goal of the data collection is to identify pedestrian behavior at the unsignalized crosswalk to see if it presents an unsafe condition for the pedestrian crossing.

**Mid-Term**

The mid-term actions necessary to realize the traffic and circulation portion of the Town Center Vision include continuing to build relationships with other organizations and constructing some of the recommendations of this vision and other plans.

1. Coordinate with MassDOT to pursue implementation of the NMCOG Route 38 improvements identified in the Route 38 Study, such as regulating curb cuts and improving access management.

2. Expand access to the local and regional bicycle network.
   - Utilize existing Rails to Trails Program to develop the Tewksbury Rail Trail parallel to Route 38.
   - Facilitate connections to regional trails such as the Independence Greenway to the east in Peabody, which would connect to the rail tracks proposed for the Tewksbury Rail Trail, Bruce Freeman Rail Trail to the west in Chelmsford, and the Bay Circuit Trail connecting suburbs north to south around Boston.

3. Secure funding for advanced design through state, regional, and local sources.
   - Right-of-way projects can be funded by MassDOT.
   - Town-initiated improvements can be funded by MassWorks.
   - Transit improvements can be funded by the LRTA.
   - Roadway and circulation improvements can be funded by local revenue sources, such as Chapter 90.
Long-Term

Long-term actions include final construction and ongoing investment.

1. Work with MassDOT and others to finalize the design and construct roadway improvements.
2. Develop partnerships with private organizations and individuals to leverage private investment in compliance with revised zoning and access regulations.

Façade Improvement Program

Façade improvement programs provide financial incentives for private property owners to make improvements to the outside of their individual properties. Programs vary by community or sponsor, but often focus on the restoration of historic buildings. The financial incentives can be in the form of low- or no-interest loans, grants, or tax incentives. Many façade improvement programs also provide design assistance to help property owners decide which improvements to make.

The implementation of a façade improvement program will depend on public interest and organizational support. A façade improvement program is a mid-term goal that could be implemented within a few years. The first step in developing a façade improvement program is identifying partners; the Town can be a partner in a façade improvement program or could let a business organization or other nonprofit develop and manage the program. Similarly, a façade improvement program can be funded through municipal funding, private funding from a nonprofit or local businesses, grants, or a combination of these sources.

Streetscape Improvements

The streetscape improvements recommended as part of this vision range from short-term to long-term strategies. Some of the improvements could be implemented quickly but, like the transportation and circulation improvements, many of the streetscape improvements would require MassDOT approval. The landscaping could be undertaken by the Town with the support of private property owners. The Town can fund these improvements, work with local businesses and property owners, and/or explore grants and other outside funding sources.

Short-Term

1. Design and plant Gateways
   a. The Town can work quickly to design and install trees and plants to create landscape gateways.
Mid-Term

1. Work with MassDOT to implement a streetscape improvement program throughout the Town Center. This program should include the addition of street trees, trash receptacles, street furniture, and other amenities.

2. Work with the LRTA to improve the bus stops, including the addition of bus shelters, benches, trash receptacles, etc.

Long-Term

1. Install Enhanced Crosswalks
   a. As the lane reconfigurations are implemented, the enhanced crosswalks with decorative pavement should be installed.

2. Extend “Town Center Character” Along Main Street Corridor
   a. The recommendations of this vision are focused on the Study Area, but should be considered, modified, and implemented along the Main Street Corridor. Improvements along the corridor will facilitate additional economic development opportunities and provide the opportunity for an expanded Town Center that can support more businesses and offer more services and amenities for the community.

Signage and Wayfinding

The signage and wayfinding program could be implemented within two years. The Town should undertake a design process that not only creates the visual appearance of the signs, but identifies the range of information that the signs must convey. The signage and wayfinding program will likely be funded primarily by municipal allocations, but private businesses or nonprofit organizations may provide some supplementary funding. Grants or other resources may also be available to fund the signage and wayfinding program.

Land Use and Zoning

To encourage the type of redevelopment that residents want, the Town should review and update its land use and zoning controls.

Short-Term

1. Study and Revise Parking Requirements
   a. Parking is always one of the most contentious topics in communities; residents and business owners never feel that enough parking exists in a given area and, by nature, people want to park as close to their destination as possible. This study provided an initial review of parking in the Town Center and finds that there is likely a surplus of parking. However, before the Town begins changing parking regulations and requirements, a more detailed and complete parking study should be undertaken. The results of that study should be used as the basis for changing parking requirements.
b. The Town’s current Zoning Bylaw sets a minimum amount of required parking. To reduce the amount of pavement and space dedicated to cars, the Town should consider providing a parking maximum in the regulations. This change would contribute to the character residents want in the Town Center.

c. The Town should create and implement a shared parking policy. Shared parking is efficient, reduces the amount of space dedicated to parking, and decreases the cost of providing parking because property owners are able to share the cost of parking instead of every property owner providing individual parking. Shared parking also contributes to the pedestrian-friendly environment Tewksbury residents want in the Town Center.

■ Mid-Term

1. Review and Update Design Guidelines
   a. The Town Center Overlay District and Design Guidelines appear to be consistent with the type of development Tewksbury residents desire in the Town Center, but these regulations should be reviewed and revised, as necessary, to ensure that the type of development the community desires is encouraged and feasible.

2. Consider Revising Base Zoning
   a. The current dimensional requirements in the base zoning districts are not consistent with the existing development pattern in the Town Center. The Town should review its underlying zoning and consider adding a base zoning district that better reflects the Town Center.

Public Projects

This vision provides the opportunity for the Town to undertake a number of public projects and serve as a role model for the rest of the community. A key feature of this implementation plan is Lead by Example. As a primary land owner in the Town Center Study Area, the Town of Tewksbury is in a unique position to influence and guide the implementation of this vision. The Town can first appropriate funds and implement aspects of the vision on its own property. This provides the opportunity for the Town to show the community what the proposed policy changes and design improvements look like.

■ Short-Term

1. Fire Station Move or Renovation
   a. Tewksbury’s center fire station needs to be significantly renovated or relocated. This provides an opportunity for the Town to begin large-scale public projects in the Town Center. Additional public projects will likely follow the decision on the Fire Station, but deciding whether to renovate the existing fire station or relocate the fire station is an important short-term decision that will create additional future opportunities.
2. Formalize Municipal Shared Parking
   a. Due to their proximity, Town Hall and Town Hall Annex already have shared parking. As the Town considers the fire station move or renovation and begins other municipal projects, it should adopt a formal policy of shared parking for municipal facilities.

3. Develop Town Common Improvement Plan
   a. The Town should complete an improvement plan for the Town Common. This plan should create a long-term vision for the Common and include appropriate facilities for the variety of events residents would like to have on the Common. This plan should also address the relocation of monuments either on the Common or throughout the Town Center. Whether or not the Town would like to create a sensory garden on the Common should also be included in this plan.

Mid-Term

1. Access Management – Close Town Hall Avenue
   a. The Town has already closed one driveway servicing Town Hall, but Town Hall Avenue should be closed at Pleasant Street to reduce the number of curb cuts even more.

2. Town Common Expansion and Improvement
   a. In conjunction with the closure of Town Hall Avenue, the Town can expand the Common and implement the improvement plan. This may become a long-term action depending on the timeline for the fire station project. The final improvement plan and expansion of the Common should not occur until the Town has decided what to do with the current location of the fire station.

Long-Term

1. Development Opportunities
   a. It appears that the Town’s preference is to build a new fire station in a different location. Moving the fire station provides a unique opportunity for new development in the heart of the Town Center.

Private and Institutional Investment and Opportunities for Ongoing Improvement

Though this vision focuses on public funding opportunities, including state, federal, and local funds, there may be private or institutional funding available to support some of the initiatives recommended in this plan. Nonprofit organizations will often partner with municipalities to provide funding and/or implement projects. Larger organizations will often have grant programs or other funding available. Local organizations, such as garden clubs, boy and girl scout troops, religious organizations, and local chapters of larger orga-
Organizations can be valuable partners to complete projects or provide ongoing support. For example, many garden clubs provide plants and maintain public gardens. Adopt-a-space programs also provide opportunities for organizations to partner with the community.

Public spending and the Lead by Example approach will encourage private property owners to invest in their own properties. There is an opportunity for the Town to partner with these private owners and organizations to implement a cohesive and coordinated improvement program, but many property owners may see improvements in the neighborhood and decide to make additional investments and enhancements on their individual properties.

**Implementation Matrix**

This matrix summarizes each of the implementation strategies and indicates a Primary Actor and Secondary Actors.

The Town Center Master Plan Committee, or its reincarnation, will oversee all activities related to the implementation of this plan.

<table>
<thead>
<tr>
<th>TRAFFIC AND CIRCULATION</th>
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<tbody>
<tr>
<td><strong>Action / Strategy</strong></td>
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</table>
| Signal Adjustments and Upgrades | Short-Term | Town Manager | Engineering Division  
Department of Public Works  
Community Development Director  
MassDOT  
NMCOG |
| Update Traffic Counts and Complete a Capacity Analysis | Short-Term | Community Development Director | Town Manager  
Engineering Division  
Department of Public Works  
MassDOT  
NMCOG |
| Bus Stop Relocation | Short-Term | Community Development Director | Town Manager  
Engineering Division  
Department of Public Works  
LRTA  
MassDOT  
NMCOG |
| Improve Bicycle and Pedestrian Connections | Short-Term | Community Development Director | Planning Board  
Town Manager  
Zoning Bylaw Committee  
Bicycle & Pedestrian Advisory Committee  
LRTA  
MassDOT  
NMCOG |
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<th>Action / Strategy</th>
<th>Timeframe</th>
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<th>Secondary Actor</th>
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<tr>
<td>Revise Zoning to Encourage Shared Parking and Decrease Curb Cuts</td>
<td>Short-Term</td>
<td>Community Development Director</td>
<td>Planning Board, Zoning Board of Appeals, Zoning Bylaw Committee</td>
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<td>Revise Zoning to Provide Maximum Parking Standards</td>
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<td>Provide Parking Lot Design Standards</td>
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<tr>
<td>Develop Town Center Parking Management Plan</td>
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<td>Community Development Director</td>
<td>Town Manager, Planning Board, Engineering Division, Department of Public Works</td>
</tr>
<tr>
<td>Explore Options for Enhancing the Unsignalized Intersection on Main Street near Dewey Street</td>
<td>Short-Term</td>
<td>Community Development Director</td>
<td>Town Manager, Police Department, Engineering Division, Department of Public Works, Bicycle &amp; Pedestrian Advisory Committee, MassDOT, NMCOG</td>
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<td>Pursue Implementation of NMCOG Route 38 Study Improvements</td>
<td>Mid-Term</td>
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<td>Town Manager, Engineering Division, Department of Public Works, MassDOT, NMCOG</td>
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<td>Expand Access to the Local and Regional Bicycle Network</td>
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<td>Town Manager, Conservation Commission, Bicycle &amp; Pedestrian Advisory Committee, Engineering Division, Department of Public Works</td>
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<td>Secure Funding to Advance Roadway Design</td>
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<td>Town Manager, Engineering Division, Department of Public Works, Economic Development Committee, NMCOG</td>
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### TRAFFIC AND CIRCULATION (continued)

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<td>Finalize Roadway Design and Construct Roadway Improvements</td>
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<tr>
<td>Develop Partnerships with Private Organizations / Individuals to Leverage Private Investment</td>
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<td>Community Development Director</td>
<td>Town Manager, Economic Development Committee</td>
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### FACADE IMPROVEMENT PROGRAM

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<td>Create and Implement a Facade Improvement Program</td>
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### STREETSCAPE IMPROVEMENTS

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<tr>
<td>Design and Plant Gateways</td>
<td>Short-Term</td>
<td>Community Development Director</td>
<td>Beautification Committee, Department of Public Works</td>
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<tr>
<td>Implement a Streetscape Improvement Program</td>
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<td>Town Manager, Beautification Committee, Economic Development Committee, Department of Public Works, MassDOT, NMCOG</td>
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<tr>
<td>Improve Bus Stops</td>
<td>Mid-Term</td>
<td>Community Development Director</td>
<td>Engineering Division, Department of Public Works, LRTA, NMCOG</td>
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### STREETSCAPE IMPROVEMENTS (continued)

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<tr>
<td>Install Enhanced Crosswalks</td>
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<td>Town Manager, Engineering Division, Department of Public Works, Beautification Committee, MassDOT</td>
</tr>
<tr>
<td>Extend “Town Center Character” Along Main Street Corridor</td>
<td>Long-Term</td>
<td>Community Development Director</td>
<td>Town Manager, Engineering Division, Department of Public Works, Beautification Committee, MassDOT, NMCOG</td>
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### SIGNAGE AND WAYFINDING

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<td>Develop and Implement a Signage and Wayfinding Program</td>
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### LAND USE AND ZONING

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<td>Study and Revise Parking Requirements</td>
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<td>Community Development Director</td>
<td>Planning Board, Zoning Bylaw Committee, Engineering Division, Department of Public Works</td>
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<td>Review and Update Design Guidelines</td>
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<td>Consider Revising Base Zoning</td>
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<td>Move or Renovate the Fire Station</td>
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<td>Formalize Municipal Shared Parking</td>
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<td>Develop Town Common Improvement Plan</td>
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<td>Close Town Hall Avenue</td>
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**LEAD BY EXAMPLE:**
**BEGIN WITH PUBLIC PROPERTY**

The Town of Tewksbury owns a significant amount of the Town Center; this creates the unique opportunity for the town to lead by example. The Town should begin by implementing the recommendations of this vision on their own property before asking private property owners to adopt and implement the recommendations. In this manner, the Town will set the example and show residents, business operators, and property owners how these principles can work in the suburban town center setting.

**Streetscape Improvements**

The Town has already begun to improve the streetscape on the public land in Town Center. The Town Hall renovation included landscaping improvements adjacent to the building with the intent of expanding the landscape treatment onto the Common. The Town Hall landscaping program includes the addition of trees and other plants.

As the Town considers additional projects and activities on the publicly-owned land in Town Center, improving the streetscape should be a focus. This should include the installation of benches, trash barrels, and other street furniture for the public to use.

**Access Management**

Tewksbury has a history of closing roadways to improve aesthetics and circulation, most recently one of Town Hall’s driveways was closed. With the 2015 renovation of Town Hall, a driveway servicing the front of the building was closed to allow for more landscaping and green space in the Center.

Closing Town Hall Avenue would allow the Town to further implement the vision for Tewksbury Town Center by eliminating a curb cut and redirecting vehicular traffic. Though this recommendation is conceptual in nature, it appears that Town Hall Avenue is primarily used as a driveway for Town Hall, Town Hall Annex, and the Fire Station.

**Shared Parking**

Town Hall, Town Hall Annex, and the Fire Station currently share parking due to their proximity to one another. However, as the Town considers relocating the Fire Station to another location in the Town Center, this shared parking arrangement should continue.

Additionally, the Town should add signage indicating that public parking is available for event attendees and customers and business employees.
Public Land Development Opportunities

As the Town continues to consider options for the renovation or relocation of the Fire Station, there are a number of opportunities to further the implementation of this vision. The Fire Station sits on a key parcel in the Town Center that could be transformed into a driver of economic development if the Fire Station were to be relocated. The Town could greatly expand the Common if the Fire Station were relocated. If the Fire Station were to remain in its current location, there is still an opportunity to expand the Common and provide additional green space for events and other programming.

To help the Committee and Town consider the various options, several conceptual sketches were created that illustrate how the Town Center would change if each of the three options were chosen. Based on the community’s desired outcomes and committee review, the recommendation is to combine additional space for the Town Common with an economic development opportunity that would provide needed commercial and retail space.

- Expanded Common with Development Opportunity

This option provides an opportunity for the Common to be significantly expanded and supports economic development in the Town Center. Many of the business types residents wanted could thrive in a Common-adjacent space in the heart of the Town Center.
Expanded Common with Relocated Fire Station

If the Fire Station relocates, the Town could use the entire space for a much larger Town Common. This option could also be an intermediate step as the Town explores and finalizes a development strategy for the site.
- **Expanded Common with Improved Fire Station**

While the current intent is to move the Fire Station, it may be necessary to rebuild the Fire Station in its existing location. In this case, the Town may choose to renovate the existing fire station. Though this seems the least likely scenario, it was important that it be considered and reviewed. Even if the fire station remains in its current location, the Town can close Town Hall Ave to provide additional space for the Town Common. This option allows for the smallest increase to the Common, but would enable the fire station to remain in place.
ANALYSIS OF EXISTING CONDITIONS

Land Use

Route 38 serves at Tewksbury's Main Street, intersecting with Pleasant Street at the Town Common. There is an abandoned railroad right-of-way adjacent to the Town Center that may be converted to a multi-use rail trail. Though there are a number of substantial and notable buildings in the Town Center, the area does not have defining characteristics or an overall cohesiveness. Similar to town centers in other communities, many of the buildings in Tewksbury's Town Center are located relatively close to the roadways with parking lots located next to and behind the buildings. Tewksbury's Town Center has a variety of land uses, but is predominately commercial, religious, and municipal uses. The commercial uses are two banks, two service stations, a real estate firm, and a funeral home. Tewksbury Congregational Church is located in a prominent location. The southwestern portion of the Study Area is dominated by municipal uses: Town Hall, Town Hall Annex, and Fire Department. There are several single and two or three family residences in the core Study Area. In addition to the Town Common, there is another small open space created by the irregular traffic pattern at the juncture of Main Street (Route 38), Pleasant Street, and East Street. There are no retail or food establish-
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<td>47-77</td>
<td>25,560</td>
<td>$223,900</td>
<td>$0</td>
<td>$223,900</td>
</tr>
<tr>
<td>984 Main St</td>
<td>47-79</td>
<td>35,150</td>
<td>$248,200</td>
<td>$74,300</td>
<td>$322,500</td>
</tr>
<tr>
<td>970 Main St</td>
<td>47-78</td>
<td>16,335</td>
<td>$207,900</td>
<td>$135,800</td>
<td>$343,700</td>
</tr>
<tr>
<td>986 Main St</td>
<td>47-80</td>
<td>43,996</td>
<td>$225,000</td>
<td>$477,500</td>
<td>$702,500</td>
</tr>
<tr>
<td>10 East St</td>
<td>47-81</td>
<td>71,438</td>
<td>$310,400</td>
<td>$1,229,600</td>
<td>$1,540,000</td>
</tr>
<tr>
<td>North St</td>
<td>47-86</td>
<td>9,434</td>
<td>$133,200</td>
<td>$0</td>
<td>$133,200</td>
</tr>
<tr>
<td>50 North St</td>
<td>47-154</td>
<td>7,900</td>
<td>$164,200</td>
<td>$140,400</td>
<td>$304,600</td>
</tr>
<tr>
<td>44 North St</td>
<td>47-85</td>
<td>4,330</td>
<td>$137,200</td>
<td>$64,800</td>
<td>$202,000</td>
</tr>
<tr>
<td>36 East St</td>
<td>47-84</td>
<td>7,168</td>
<td>$162,900</td>
<td>$165,500</td>
<td>$328,400</td>
</tr>
<tr>
<td>30 East St</td>
<td>47-83</td>
<td>14,626</td>
<td>$213,000</td>
<td>$115,100</td>
<td>$328,100</td>
</tr>
<tr>
<td>20 East St</td>
<td>47-82</td>
<td>22,781</td>
<td>$170,600</td>
<td>$351,800</td>
<td>$522,400</td>
</tr>
<tr>
<td>1040 Main St</td>
<td>47-87</td>
<td>35,236</td>
<td>$206,100</td>
<td>$325,200</td>
<td>$531,300</td>
</tr>
<tr>
<td>1057 Main St</td>
<td>47-120</td>
<td>13,876</td>
<td>$147,800</td>
<td>$198,800</td>
<td>$346,600</td>
</tr>
<tr>
<td>1049 Main St</td>
<td>47-122</td>
<td>11,882</td>
<td>$281,000</td>
<td>$173,000</td>
<td>$454,000</td>
</tr>
<tr>
<td>24 Pleasant St</td>
<td>47-123</td>
<td>35,034</td>
<td>$178,300</td>
<td>$360,400</td>
<td>$538,700</td>
</tr>
<tr>
<td>11 Town Hall Ave</td>
<td>47-94</td>
<td>65,776</td>
<td>$114,300</td>
<td>$1,224,900</td>
<td>$1,339,200</td>
</tr>
<tr>
<td>1009 Main St</td>
<td>47-90</td>
<td>46,174</td>
<td>$270,800</td>
<td>$1,396,500</td>
<td>$1,667,300</td>
</tr>
<tr>
<td>995 Main St</td>
<td>47-91</td>
<td>38,027</td>
<td>$212,200</td>
<td>$916,600</td>
<td>$1,128,800</td>
</tr>
<tr>
<td>22 Dewey St</td>
<td>47-93</td>
<td>12,649</td>
<td>$164,100</td>
<td>$124,200</td>
<td>$288,300</td>
</tr>
<tr>
<td>975 Main St</td>
<td>47-74</td>
<td>13,540</td>
<td>$179,100</td>
<td>$382,600</td>
<td>$561,700</td>
</tr>
<tr>
<td>North St / Off</td>
<td>48-93</td>
<td>108,464</td>
<td>$400</td>
<td>$0</td>
<td>$400</td>
</tr>
</tbody>
</table>

Outside of the immediate Town Center, East Street becomes a residential street. East Street has primarily single family dwellings, but there are several two and three family buildings. With the exception of the Fire Station and one office building located at the main intersection, Pleasant Street is also single family residential. Main Street (Route 38) remains primarily commercial outside of the central Study Area. The commercial development along Main Street is a mix of strip development and smaller, single use buildings. The Main Street commercial corridor could best be described as suburban architecture with ample parking lots. Though much of the architecture in this area is typical suburban styles, there are a number of distinctive buildings.
Though there are no major development or redevelopment projects proposed in the Town Center Study Area, there are pending applications and permits for multiple-family residential developments. The additional residential development has many residents concerned about traffic impacts in the Town Center.

**Design and Development**

The Study Area has several significant buildings. These buildings, including Town Hall, the Congregational Church, and TD Bank, are the most prominent buildings in the Town Center and contribute to the area’s most positive characteristics. The scale and architecture of these significant buildings is consistent with the design characteristics the residents envision. Several of the residential buildings in the Study Area have historic character and also contribute positively to the Town Center. The average age of buildings in the Town Center is approximately 115 years; with two buildings dating to the late 1700s.

**Table 2: Building Type and Year Built for Study Area Parcels**

<table>
<thead>
<tr>
<th>Address</th>
<th>Building Type</th>
<th>Year Built</th>
<th>Historic Buildings (75 Years and Older)</th>
</tr>
</thead>
<tbody>
<tr>
<td>970 Main St</td>
<td>Residential</td>
<td>1890</td>
<td>Y</td>
</tr>
<tr>
<td>984 Main St</td>
<td>Residential</td>
<td>1920</td>
<td>Y</td>
</tr>
<tr>
<td>986 Main St</td>
<td>Bank</td>
<td>1970</td>
<td></td>
</tr>
<tr>
<td>10 East St</td>
<td>Church</td>
<td>1922</td>
<td>Y</td>
</tr>
<tr>
<td>30 North St</td>
<td>Residential</td>
<td>1972</td>
<td></td>
</tr>
<tr>
<td>44 North St</td>
<td>Residential</td>
<td>1990</td>
<td></td>
</tr>
<tr>
<td>36 East St</td>
<td>Residential</td>
<td>1790</td>
<td>Y</td>
</tr>
<tr>
<td>30 East St</td>
<td>Residential</td>
<td>1750</td>
<td>Y</td>
</tr>
<tr>
<td>20 East St</td>
<td>Residential</td>
<td>1890</td>
<td>Y</td>
</tr>
<tr>
<td>1040 Main St</td>
<td>Service Station</td>
<td>1968</td>
<td></td>
</tr>
<tr>
<td>1049 Main St</td>
<td>Service Station</td>
<td>1945</td>
<td></td>
</tr>
<tr>
<td>11 Town Hall Ave</td>
<td>Town Hall Annex and Fire Station</td>
<td>1967</td>
<td></td>
</tr>
<tr>
<td>975 Main St</td>
<td>Funeral Home</td>
<td>1895</td>
<td>Y</td>
</tr>
<tr>
<td>50 North St</td>
<td>Residential</td>
<td>1972</td>
<td></td>
</tr>
<tr>
<td>44 North St</td>
<td>Residential</td>
<td>1990</td>
<td></td>
</tr>
<tr>
<td>30 East St</td>
<td>Residential</td>
<td>1750</td>
<td>Y</td>
</tr>
<tr>
<td>20 East St</td>
<td>Residential</td>
<td>1890</td>
<td>Y</td>
</tr>
<tr>
<td>1040 Main St</td>
<td>Service Station</td>
<td>1968</td>
<td></td>
</tr>
<tr>
<td>1049 Main St</td>
<td>Service Station</td>
<td>1945</td>
<td></td>
</tr>
<tr>
<td>24 Pleasant St</td>
<td>Residential</td>
<td>1890</td>
<td>Y</td>
</tr>
<tr>
<td>11 Town Hall Ave</td>
<td>Town Hall Annex and Fire Station</td>
<td>1967</td>
<td></td>
</tr>
</tbody>
</table>
Historically, the Town Center was a predominately residential area; this is reflected today in the number of professional offices that are operating out of former homes. Most notably, the TD Bank is in a very large, converted home that retains much of its original character. The historic buildings in the Town Center span almost 200 years; each has its own particular defining characteristics, including porches and decorative mouldings. These buildings, both commercial and residential, contribute positively to the Town Center’s character.

Though there are a number of prominent and significant buildings in the Town Center, there are several buildings that represent the negative characteristics of the Town Center and are not consistent with the vision for the future of Tewksbury Town Center. These buildings tend to be nondescript, auto-centric, and/or not oriented to the street.

The Town Center is dominated by pavement and cars are the dominant form of transportation. However, many of the buildings in the Study Area have parking to the side and/or rear of the building so there is not a large field of parking right along the street. Parking that is located behind buildings or to the side of buildings but not within the front yard setback is a positive characteristic of town centers. Encouraging the provision of such parking as properties are redeveloped is consistent with the Town’s vision.

Many of the commercial buildings in the Town Center were originally constructed as private residences. This creates challenges for businesses that want to repurpose the historic buildings; these problems include bringing the buildings into compliance with modern building codes, providing handicap accessibility, and creating spaces that are conducive to commercial uses.

Several residences in the Town Center have been converted to professional office space. Residential buildings, especially historic buildings, tend to have many smaller rooms instead of the one or two larger rooms that most commercial uses desire.

The commercial buildings within the Study Area appear to be in very good condition. Each building has constructed its own, unique sign; some of these signs appear to be older. Since many of the non-residential uses are located in former residences, the façades are also unique. The variety of building design and architecture contributes positively to the Town Center’s character and creates visual interest. Though there are positive architectural characteristics, many of the parcels in the Town Center are lacking landscaping and other site improvements.

The historic buildings in Tewksbury Town Center should be protected. As the Town works to improve the overall character of the Town Center to create a destination for civic and other activities, the Zoning Bylaw and other development regulations should encourage new buildings that are attractive with design elements that blend in with the Town’s existing historic buildings.
Zoning

The base zoning districts within the Study Area are Commercial (COM), Municipal (MN), and Residence 40 (R40). The central portion of Tewksbury, including the Study Area, is included in the Section 8300 Ground Water Protection [Overlay] District. The vast majority of the Study Area also falls within the Section 8600 Town Center Overlay District. Each of these underlying zoning districts and overlay districts are described in the following sections and shown on the Tewksbury Zoning Map.
Base Zoning Districts

Base Zoning Dimensional Requirements Summary

Though the minimum lot size in all three underlying districts is one (1) acre (43,560 square feet), only four parcels in the Study Area are an acre or more. This means that alterations to buildings or changes of uses on the other sixteen (16) parcels require special permits from the Board of Appeals. The fact that the vast majority of parcels and buildings in the Town Center are existing nonconforming can create a challenge for property owners or developers interested in redeveloping parcels in the Town Center. It appears that the existing uses of these nonconforming parcels conform to the allowed uses in each of the zoning districts.

Commercial District (COM)

Much of the Study Area is part of the Commercial District. The Commercial District is designed to support a number of commercial activities and uses in Tewksbury. A variety of commercial uses are permitted by right with additional commercial uses allowed via a special permit. Many exempt and institutional uses are also allowed by right in the Commercial District; these include religious uses, some educational uses, child care in existing buildings, municipal parks and playgrounds, and some agricultural and related uses that meet certain criteria. Additional exempt and institutional uses, such as a hospital or essential services, can operate with a special permit from the Planning Board. Industrial and residential uses allowed within the Commercial District are limited; only one industrial use is allowed by right and no residential uses are allowed by right. Several industrial uses can be permitted via a special permit and both single-family and multi-family dwellings may also be allowed with a special permit from the Planning Board.

The minimum lot area in the Commercial District is one (1) acre with 150 feet of frontage. The maximum building coverage is thirty (30) percent of the lot with a maximum building height of 2-1/2 stories or thirty-five (35) feet. The minimum front yard setbacks are forty (40) feet for dwellings and fifty (50) for all other buildings; side and rear yard setbacks are fifteen (15) feet for dwellings and thirty (30) feet otherwise.

Municipal District (MN)

The two parcels on which Town Hall, the Town Common, Town Hall Annex, and Fire Station sit are part of the Municipal zoning district. This district allows most exempt and institutional uses, including municipal uses, parks and playgrounds, religious uses, exempt educational uses, and child care facilities within existing buildings. Other exempt or institutional uses may be allowed via a special permit. Allowable commercial and industrial uses are extremely limited; outdoor commercial recreation is allowed via a special permit and commercial or town-owned vehicles may
be garaged in the Municipal District as an accessory use. All residential uses are prohibited within the Municipal District.

The dimensional requirements for the Municipal District also require a one (1) acre lot with a minimum 150 foot frontage. Maximum building coverage and height do not apply in the Municipal District. Minimum yard setbacks are twenty-five (25) feet in the front and fifteen (15) for the side and rear.

**Residence 40 District (R40)**

The Residence 40 District is primarily for single-family dwellings, though some other uses are permitted. No multiple-family dwellings are allowed, though cluster development and open space residential design projects are allowed via a special permit. Accessory units, or Family Suites, are allowed if certain conditions are met and other Family Suites may be allowed via special permit. Several exempt and institutional uses are permitted by right in the Residence 40 District; other exempt and institutional uses can be allowed via a special permit. Industrial and Commercial uses are extremely limited.

The minimum lot area in the R40 is one (1) acre with 150 feet of frontage. The maximum building coverage is fifteen (15) percent of the lot with a maximum building height of 2-1/2 stories or thirty-five (35) feet. The minimum setbacks are twenty-five (25) feet for the front yard and fifteen (15) feet for the side and rear yards.

### Overlay Zoning Districts

**8600. Town Center Overlay District**

The Town Center Overlay District was adopted in 2009 to: encourage a mix of uses including business, residential, cultural, educational, and civic uses; promote pedestrian-oriented development that is both compact and preserves the area’s historic value and character; maximize the efficient use of public infrastructure; increase the Town’s tax base by fostering a thriving small business environment, attracting new investment, and promoting economic development; providing diverse housing opportunities; and encouraging the reuse of existing vacant or underutilized properties. The development of this overlay district fulfilled goals outlined in the *Tewksbury Master Plan* and *Tewksbury Affordable Housing Plan* and *Housing Production Strategy*. All Town Center Overlay District applications must follow the Town Center Design Guidelines and are permitted via a special permit from the Planning Board.

The dimensional requirements in the Town Center Overlay District are as follows: 10,000 square foot minimum lot area, fifty (50) foot frontage, and ten (10) foot front yard setback. The side yard setback is ten (10) feet and the back yard setback is fifteen (15) feet unless the property abuts a
residential district. When abutting a residential district, the side and back yard setbacks both must be fifty (50) feet. The maximum building height allowed in the Town Center Overlay District is three (3) stories or 45 feet.

The Town Center Overlay District dimensional standards are generally consistent with the existing parcel sizes within the Study Area. Only four parcels do not meet the 10,000 square foot threshold. The Town Center Overlay District regulations allow the Planning Board to waive dimensional requirements, with the exception of building height, to allow improved design.

8300. Ground Water Protection District

The purpose of the Groundwater Protection [Overlay] District (Section 8300) is to ensure adequate quality and quantity of drinking water for the Town’s residents, institutions, and businesses by preserving and protecting existing and potential sources of drinking water. Additionally, the regulation seeks to conserve the Town’s natural resources and prevent both temporary and permanent environmental contamination. All Zone II areas are included in the Groundwater Protection District.

Most uses within the Groundwater Protection District are via a Special Permit. The Planning Board is the Special Permit Granting Authority for this overlay district. Though most uses require a special permit, the regulations specific to the Groundwater Protection District are centered on stormwater management and recharge. Stormwater management on single and two family residential lots can occur through site design including natural drainage patterns, vegetated areas, grassed swales, constructed stormwater wetlands, sand filters, organic filters, and/or similar systems. Other uses must provide a stormwater management plan that provides for the artificial recharge of precipitation that meets the Stormwater Management Standards as defined in the most recent Stormwater Management Handbook published by the Massachusetts Department of Environmental Protection. These overlay regulations apply to all new construction as well as to reconstruction or expansion of existing buildings and new or expanded uses.

Parking Requirements

Tewksbury’s Zoning Bylaw has parking requirements for the various residential, exempt and institutional, commercial, and industrial uses. These standards require that a certain number of spaces for each type of use must be built to satisfy the zoning. Most communities regulate parking in this manner, requiring a minimum amount of parking with no upper limit. In Tewksbury, most residences require a minimum of two (2) or three (3) parking spaces per unit. On average, commercial uses require one (1) parking space for each 200 square feet of gross floor area. Restaurants require
one (1) parking space for every 2-1/2 seats plus one (1) space for each employee on the largest shift.

Parking requirements in the Town Center Overlay District are the same as in other zoning districts, but the Planning Board is allowed to reduce the required number of parking spaces if shared parking is available on another property and/or public transit is available to the site.

**Streetscape**

The main road through Tewksbury Town Center is Main Street / State Route 38. It is intersected by Pleasant Street to create the central intersection in Tewksbury’s Town Center. This signalized intersection is owned and controlled by the Massachusetts Department of Transportation (MassDOT). Approximately 175 feet from the intersection of Main Street and Pleasant Street, Pleasant Street intersects East Street. East Street intersects Main Street.
approximately 400 feet northwest of the intersection of Main Street and Pleasant Street. Main Street intersects with North Street less than 400 feet southeast of the Main St. / Pleasant St. intersection. Main Street at East Street is 73 feet wide, but narrows to 58 feet at Pleasant Street. Between Pleasant Street and North Street, Main Street narrows again to 50 feet. East Street is 36 feet wide, but narrows to one lane (approximately 12 feet) before intersecting Main Street.

There are sidewalks on both sides of Main Street, the north side of East Street, the west side of Pleasant Street, and the west side of North Street. Though sidewalks exist in much of the Town Center, there is limited connectivity between sidewalks. The sidewalks are in fair condition, but the ramps have been updated and improved in several locations in the Town Center. The sidewalks are immediately adjacent to the roadway. Sidewalk width, surface condition, and other factors should be considered for the quality of the pedestrian environment and consistency with Americans with Disabilities Act (ADA) requirements.

There are existing crosswalks at Main Street and East Street, East Street and Pleasant Street, both sides of Pleasant Street at the intersection of Main Street and Pleasant Street, and both sides of Main Street at the intersection of Main Street and Pleasant Street, though the geometry at the main intersection creates longer crossings and could be improved. The MassDOT crossing signal timing should also be increased; given the crossing distance, the current signal timing does not allow enough time for a pedestrian to cross. The signal plan for Main Street (Route 38) and Pleasant Street shows a six (6) second clearance interval, but the length of crossing indicates that the crossing time should be closer to fourteen (14) seconds. Only one of the existing crossings has zebra stripes and none are raised or differentiated from the roadway by paint colors, pavement types, or texture. Though these improvements are not required, crosswalks that are clearly differentiated from the roadway enhance the pedestrian environment and can improve pedestrian safety.

There is very little street furniture in Tewksbury Town Center. There are several benches near the intersection of Main Street (Route 38) and Pleasant Street. The Town Common and adjacent island each have a few benches. There is also one bench on the corner created by Main Street and Pleasant Street.
Street opposite the large island. Also absent from the Town Center are bicycle markings or infrastructure.

There are two Lowell Regional Transit Authority (LRTA) bus stops on Main Street in the Town Center. LRTA Route 12 stops at Tewksbury Town Hall on its way outbound to the Wilmington Train Station 13 times each weekday and 11 times on Saturdays; there are 13 inbound buses from the Wilmington Train Station back to the Kennedy Center in Lowell on weekdays and 11 inbound buses on Saturdays. The trip is approximately 20 minutes from Tewksbury Town Hall to either the Kennedy Center or Wilmington Train Station. There is a small sign marking the location of the inbound bus stop, but the outbound stop is not marked in any way. There are no benches or other amenities for transit riders.

**Transportation and Mobility Analysis**

Tewksbury’s Town Center is dominated by cars; personal vehicles are overwhelmingly the most common form of transportation. This is reflected in the area’s roadway geometry; there are wide travel lanes and no bicycle improvements. Residents expressed much concern about the volume of traffic through the Town Center and reported that there is a lot of congestion, especially during rush hour. Some residents indicated that they avoid the Town Center entirely due to traffic congestion while others responded that they only avoid the area at certain times to avoid traffic. Other residents did not report making any changes to their daily activities due to traffic in the Town Center. In addition to general traffic congestion, many residents and mem-

![Traffic Volume, 2008 - 2010 (NMCOG Route 38 Corridor Study)](image)
bers of the Committee indicated that the number and frequency of tractor trailer trucks in the Town Center was bothersome.

Tewksbury residents recognize that the personal vehicle will remain the primary transportation option throughout the town, but would like the Town Center to be more pedestrian-oriented and foster a “park once” atmosphere. Currently, the limited pedestrian facilities and amenities encourage residents and visitors to park at each of their destinations instead of walking between locations.

As part of the transportation analysis, traffic volumes and counts for the Study Area were obtained from the Route 38 Corridor Study (updated in 2014). A summary of the traffic volumes and level of service (LOS) are summarized in Figures 8 (previous page) and 9 (above).

The project team reviewed the 2014 Update to the Route 38 Transportation Study by the Northern Middlesex Council of Governments (NMCOG) to review summary information for MassDOT crash analysis from 2008 – 2010. The information is summarized by segments of Main Street (Route 38), and were not available for specific intersections. There were fourteen (14) crashes on Segment 2 (Main Street to Astle Street / Pike Street) between 2008 and 2010. The vast majority, seventy-seven (77) percent, of these crashes occurred during off-peak hours. This stretch of Main Street (Route 38) has numerous curb cuts and does not have dedicated left-turn lanes. The combination of conditions, off-peak crashes on a roadway with many curb cuts, indicates
that these crashes could be attributable to drivers trying to make left-turns through oncoming traffic or not seeing that another driver is turning left, resulting in rear-end collisions. The third segment, Main Street to Chandler Street, had twenty-one (21) crashes during the three-year period. Approximately thirty-eight (38) percent of these crashes occurred during peak hours and the majority were rear-end collisions. These statistics are consistent with crashes caused by congestion during commute times.

In addition to the analysis along Main Street (Route 38), specific information on crashes in Tewksbury Center was reviewed. Crashes at Main Street (Route 38) and North Street tended to be angle crashes indicating that most of the accidents were occurring as drivers were turning onto or off of North Street. At the central intersection, Main Street (Route 38) and Pleasant Street, there were twenty-six (26) crashes. At the irregular intersection of Main Street (Route 38) and East Street, there were fourteen (14) crashes.

**Parking Analysis**

A desktop analysis of aerial photography was conducted to estimate parking availability in Tewksbury Town Center. This analysis found that there are approximately 250 parking spaces provided on key parcels in the Town Center Study Area. For this analysis, the key parcels include the largest nonresiden-
TOWN OF TEWKSURY

To evaluate the supply of parking in the Town Center, the number of existing parking spaces was compared to the parking requirements under Tewksbury’s current Zoning Bylaw. By evaluating the amount of parking required for each use in the Bylaw, it was found that the five key parcels provide seventy-two (72) percent more parking than the minimum parking required by zoning. In order to provide a preliminary estimated parking demand for existing uses, the following assumptions were made. Town Hall, Town Hall Annex and the Fire Department were assumed to be commercial and office uses; as municipal uses, these buildings are exempt from zoning and parking requirements are at the discretion of the Planning Board. Tewksbury Congregational Church was assumed to be two separate uses, one floor of religious use and one floor of childcare to account for the nursery school operated at the church. Table 3 shows the parking analysis based on the existing uses on the key Study Area parcels.

The parking analysis shows that the existing parking spaces with the minimum parking required by zoning illustrates that there is sufficient supply of parking for the existing uses in Tewksbury Town Center. In fact, the 253 spaces provided on the key parcels nearly satisfies the minimum parking requirement for all of the parcels in the study area; the zoning requires 269 spaces for the entire study area (See Table 4). This is an example of how zoning requirements for a minimum number of parking spaces can generate a parking surplus. On average, parking spaces are nine (9) feet by twenty (20) feet, so each parking space is 180 square feet of impervious area. Parking requirements in the Town Center should reflect the urban design goals of the Town Center’s Vision, including providing pedestrian access. To accommodate pedestrians and encourage the use of alternative transportation, Tewksbury could adopt maximum parking requirements.

Table 3: Parking Supply on Key Study Area Parcels

<table>
<thead>
<tr>
<th>Use</th>
<th>Total SF (Assessor Records)</th>
<th>Zoning Parking Standard</th>
<th>Parking Required by Zoning</th>
<th>Existing Spaces</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banks (Commercial)</td>
<td>9,675</td>
<td>1 / 300 SF GFA</td>
<td>32</td>
<td>93</td>
<td>+61</td>
</tr>
<tr>
<td>Church (Exempt - Religious Institution / Child Care)</td>
<td>18,483</td>
<td>1 / 3 Seats, 1 / 4 Children, + 1 / Every Employee on Largest Shift</td>
<td>51</td>
<td>69</td>
<td>+18</td>
</tr>
<tr>
<td>Town Hall (Exempt - Commercial Office)</td>
<td>19,128</td>
<td>1 / 300 SF GFA</td>
<td>64</td>
<td>91</td>
<td>+27</td>
</tr>
<tr>
<td>TOTAL</td>
<td>47,286</td>
<td></td>
<td>147</td>
<td>253</td>
<td>+106</td>
</tr>
</tbody>
</table>
### Table 4: Parking Requirements for All Study Area Parcels

<table>
<thead>
<tr>
<th>Use</th>
<th>Total SF (Assessor Record)</th>
<th>Zoning Parking Standard</th>
<th>Parking Required By Zoning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>19,960</td>
<td>1 / 300 SF GFA</td>
<td>67</td>
</tr>
<tr>
<td>Residential</td>
<td>22,960</td>
<td>3 / DU Single Family</td>
<td>85</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 / DU Multiple Family</td>
<td>85</td>
</tr>
<tr>
<td>Exempt</td>
<td>39,779</td>
<td>Varies Based on Specific Use</td>
<td>118</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>39,779</strong></td>
<td></td>
<td><strong>269</strong></td>
</tr>
</tbody>
</table>

*Figure 11*

*Difference in Existing Parking Supply and Parking Required by Zoning*
Tewksbury Town Center Master Plan
EXISTING CONDITIONS AND POTENTIAL IMPROVEMENTS

Study Area
Land Use and Development

Existing Conditions
Existing Conditions

The Common

Zoning

- Primarily Commercial Zoning
- Town Center Overlay is superimposed in Study Area and Main St. (Rt. 38) Corridor
- Town Center Overlay created to (partial list)
  - Encourage mix of uses
  - Promote pedestrian-oriented compact development
  - Preserve historic value and character
  - Encourage reuse of underutilized or vacant property
**Existing Conditions**

**Land Use**

- Land uses are consistent with zoning, but a number of commercially-zoned properties are residential in usage.

**Land Use (2005)**

- Cemetery
- Commercial
- Recreation
- Industrial
- Forested Wetland
- Non-Forested Wetland
- Urban Public/Institutional
- Water

---

**Traffic and Circulation**

**Existing Conditions**
Existing Conditions

Roadway Geometry

Potential to reduce pavement and increase green space

Limited sidewalk connectivity
**Existing Conditions**

**Turning Movement Counts**

- High demand for eastbound left turn
- Also high demand on East Street

Sources:
- Route 38 Corridor Study 2007
- 2015 Turning Movement Counts

**Existing Conditions**

**Crash Analysis**

**Segment 1:** (to Astle St./Pike St.)
- 114 crashes
- Numerous curb cuts with no dedicated left-turn lanes
- Most (77%) crashes during off-peak hours

**Segment 3:** (to Chandler St.)
- 21 crashes
- Rear-end collisions (57%) consistent with congestion
- 38% during weekday AM and PM peaks

Source: NMCOG 2009-2010
Traffic and Circulation
Potential Multi-Modal Improvements

Multi-Modal Improvements

Pedestrian Improvements

- Signal timing
  - Main St. (Rt. 38)/Pleasant St. signal plan shows 6 second clearance interval, but based on length of crossing should be 14 seconds
- Add countdown timers for pedestrian crossing
- Add accessible signals and ramps
- Improve sidewalk connectivity
- Consider enhancing the midblock crossing north of Town Hall
  - Rapid flashing beacon
  - HAWK Signal
  - In road lighting
  - Decorative paving

Decorative Paving
Pavement lights in crossing
Pedestrian Rapid Flashing Beacon
Midblock Crossing
Curb Ramps
Pedestrian HAWK Signal
Multi-Modal Improvements

Bus Stop Improvements

- Relocate bus stop on Main St. (Rt. 38) further from intersection to improve operations
- Provide amenities such as a shelter and trash barrel
- Provide a 5 foot wide and 8 foot long (minimum) boarding area on sidewalk
- Clearly define with front and back stop signs

Multi-Modal Improvements

Bike Path Connections

- Facilitate connections from Main St. (Rt. 38) to proposed rail trail
- Narrowed roadways could be used for bike network, but pedestrian amenities are recommended
Traffic and Circulation

Potential Roadway Improvement Options

Concepts for Redesign

Circulation – Option A

Close off access to Main St. (Rt. 38) from East Street and create an exclusive right turn lane at the intersection of Pleasant St. / East St. and Main St. (Rt. 38).

Close Town Hall Ave between Town Hall and Pleasant St. to increase the Common even further. This creates a connection between the existing Common and the green space adjacent to the Fire Station.

Recommended For Further Study
Concepts for Redesign

Circulation – Option B

End Pleasant St. at Main St. (Rt. 38). East St. remains one-way to Main St. (Rt. 38).

Close Town Hall Ave between Town Hall and Pleasant St. to increase the Common even further.

Requires additional study to determine feasibility.
Phased Redesign

Expand Common and Create a ‘Civic Campus’

- **Common Expansion Phase I**
  - Relocate monuments to anchor the Common and other public spaces
  - Close Town Hall driveway and create a pedestrian plaza in front of Town Hall
  - Improve signalization at pedestrian crossings

- **Common Expansion Phase II**
  - If Fire Station moves, further expand Town Common

Concepts for Redesign

Streetscape and Green Gateways

- Create a pedestrian-scaled streetscape that allows vehicle traffic to flow efficiently.
- Provide signage and strong landscaping to clearly mark the gateways to the Town Center.
- Include consistent streetscape elements, including landscaping and trees, throughout the Town Center to create a sense of place and cohesion.
- Opportunity to narrow roadways and lanes to create space for pedestrian and bicycle ways.
- Work with MassDOT to develop a phased approach to streetscape improvement.
Concepts for Redesign

Overall Concept

Includes:

• Expand Common
• Redesign streetscapes
• Create Green Gateways to the Town Center
• Relocate monuments to prominent locations
• Encourage redevelopment of key parcels
• Protect and enhance significant buildings
• Possibly dead-end East St. at the Congregational Church and create bicycle and pedestrian access from regional bike path

Public Workshop Activities
Activities

Activity 1: Activate the Common
- Identify events, activities, and improvements for Tewksbury's Town Common

Activity 2: Land Use
- Using the stickers, work with your group to identify locations for each type of use
  - Shops (including restaurants and cafes)
  - Parks and Open Space
  - Office
  - Mixed Use
  - Streetscape Improvements
  - Housing
  - Civic Uses

Activity 3: Pedestrian Connectivity
- Identify areas that are missing or have insufficient pedestrian and bicycle infrastructure

Thank you for coming!
Website:
www.facebook.com/tewksburycenter
"I Want" Card Individual Responses

Step 1:
I want....
What would you like Tewksbury’s Town Center to be like?

- Tacos with lights
- Flower garden
- Ice cream shop
- Gift shop
- Bakery

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:
Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other:
Other:
Other:
"I Want" Card Individual Responses

Step 1:

I want....

What would you like Tewksbury's Town Center to be like?

Sweet Scapes Designs
Historic Overlay District
Gateway Landscape

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:

Active Common

Please mark the events or activities you would attend on the Common. Choose up to three (3).

___ Concerts
___ Outdoor Movies
___ Farmers Market
___ Holiday Celebrations

___ Festivals and/or Fairs
___ Food Trucks
___ Exercise Classes
___ Public Theater

Other:
Other:
Other:

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!
"I Want" Card Individual Responses

Step 1:
I want....
What would you like Tewksbury’s Town Center to be like?

Tighten the connection between the Congregation and the Town Common Green Space

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:
Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

___ Concerts
___ Outdoor Movies
___ Famers Market
___ Holiday Celebrations
___ Festivals and/or Fairs
___ Food Trucks
___ Exercise Classes
___ Public Theater

Other:
Other:
Other:

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!
"I Want" Card Individual Responses

Step 1:

I want....
What would you like Tewksbury's Town Center to be like?
Pedestrian Safety on 38
Left turn lanes on 38

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:

Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).
___ Concerts
___ Outdoor Movies
___ Farmers Market
___ Holiday Celebrations
___ Festivals and/or Fairs
___ Food Trucks
___ Exercise Classes
___ Public Theater

Other:
Other:
Other:

Thank you!
"I Want" Card Individual Responses

Step 1:
I want....
What would you like Tewksbury's Town Center to be like?

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:
Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other: ____________________________
Other: ____________________________
Other: ____________________________
"I Want" Card Individual Responses

---

**Step 1:**

I want....

What would you like Tewksbury’s Town Center to be like?

Nice lighting fixtures — signifying town center

Connects to rail trails, hike-friendly

Full (one side please) sidewalks from Common to Audubon Plaza

Consistently clean/eat

Anchor points leading to Town Center

---

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

---

**Step 2:**

Active Common

Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations

___ Festivals and/or Fairs
___ Food Trucks
___ Exercise Classes
___ Public Theater

Other:
Other:
Other:

---

STOP BUILDING & DESTROYING GREEN SPACE!!

---

**Step 1:**

I want....

What would you like Tewksbury’s Town Center to be like?

---

---

---

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

---

**Step 2:**

Active Common

Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations

___ Festivals and/or Fairs
___ Food Trucks
___ Exercise Classes
___ Public Theater

Other: Ice rink in winter
Other:
Other:

---
"I Want" Card Individual Responses

Step 1:

I want....

What would you like Tewksbury’s Town Center to be like?

- more open space with grass, nice landscaping, pathways, benches, fountain, gazebo, historical lights, nearby town hall in new building
- no housing, no large office buildings, move fire station, combine with town hall in new building
- small restaurants, coffee shops, ice cream shop, better sidewalks

...for Tewksbury Town Center
- Christmas tree lighting + tree lights

Please complete and return this card before leaving. Thank you!
- No pizza places, no nail salons

---

Step 2:

Active Common

Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other: ___________________________
Other: ___________________________
Other: ___________________________

---

Step 1:

I want....

What would you like Tewksbury’s Town Center to be like?

- Sidewalks
- Walking trails
- Festive tree
- White ways
- Small scale boutique shops + first establishments

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

---

Step 2:

Active Common

Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other: ___________________________
Other: ___________________________
Other: ___________________________
"I Want" Card Individual Responses

Step 1:
I want....
What would you like Tewksbury's Town Center to be like?

Inviting! A place to sit and have coffee and relax.
Parking - municipal/strict.

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:
Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

☐ Concerts
☐ Outdoor Movies
☐ Farmers Market
☐ Holiday Celebrations
☐ Festivals and/or Fairs
☐ Food Trucks
☐ Exercise Classes
☐ Public Theater

Other: ____________________________
Other: ____________________________
Other: ____________________________

TOWN OF TOWKSURY
"I Want" Card Individual Responses

Step 1:
What would you like Tewksbury’s Town Center to be like?

I want....

I just want to see sidewalks, brick paths (on Rt 38) to designate the Center, flags, banner & lampstreet lights, statues I only host small venues (concerts) – make it more of a green space/nice visual space/lighting.

...for Tewksbury Town Center
Need to Clean-up Center School

Please complete and return this card before leaving. Thank you!

Step 2:
Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other:
Other:
Other:
"I Want" Card Individual Responses

Step 1:

I want....
What would you like Tewksbury’s Town Center to be like?

- I want sidewalks
- I want landscaping

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:

Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Holiday Celebrations
- Public Theater

Other:

Other:

Other:

Step 1:

I want....
What would you like Tewksbury’s Town Center to be like?

- Restoration/Designation
- Safe walking/riding for children and adults
- Park/Playground - Museum
- Keep it small town feel
- Get area to rent for large wedding, etc.
- Parking - must have - not side walk parking
- Well designed growth in mind - think strategic think future

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:

Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Holiday Celebrations
- Public Theater

Other:

Other:

Other:
"I Want" Card Individual Responses

Step 1:

I want....

What would you like Tewksbury’s Town Center to be like?

- Most important is improving traffic flow at intersections.
- Light at North St. Intersections.
- Removing road in front of church.
- More green space, brick pathways.
- More important than activities!

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:

Active Common

Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Festival and/or Fairs
- Outdoor Movies
- Food Trucks
- Farmers Market
- Exercise Classes
- Holiday Celebrations
- Public Theater

Other: __________________________
Other: __________________________
Other: __________________________

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!
"I Want" Card Individual Responses

Step 1: I want....
What would you like Tewksbury’s Town Center to be like?

Appropriate magnet to encourage and draw new food and business.
Less congestion & peak hours.
Increased safety for pedestrians & cyclists.

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2: Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other:
Other:
Other:

Step 1: I want....
What would you like Tewksbury’s Town Center to be like?

Larger more concentrated green space.
Less congestion & peak hours.
Increased safety for pedestrians & cyclists.

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2: Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

X Concerts
X Outdoor Movies
X Farmers Market
X Holiday Celebrations
__ Festivals and/or Fairs
__ Food Trucks
__ Exercise Classes
__ Public Theater

Other:
Other:
Other:
"I Want" Card Individual Responses

Step 1: What would you like Tewksbury’s Town Center to be like?

I want....

Foot Walkways
Outdoor Cafe's
Outdoor Movie Area
Gift Shops

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2: Active Common

Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other:
Other:
Other:

Step 1: What would you like Tewksbury’s Town Center to be like?

I want....

Retail Environment
With a Historic & Welcoming Feel

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2: Active Common

Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other:
Other:
Other:
"I Want" Card Individual Responses

Step 1:
I want....
What would you like Tewksbury's Town Center to be like?

Family Friendly
Easy/Safe Access
Better Traffic Flow
Cafe
Green Space
Cable Shop

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:
Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other:
Other:
Other:

Please complete and return this card before leaving. Thank you!
"I Want" Card Individual Responses

Step 1:

I want....
What would you like Tewksbury’s Town Center to be like?

Better walking access, but with

...for Tewksbury Town Center

Please complete and return this card
before leaving. Thank you!

Step 2:

Active Common
Please mark the events or activities you would attend
on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Famers Market
- Holiday Celebrations

Other: ________________________________
Other: ________________________________
Other: ________________________________

- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other: ________________________________
Other: ________________________________
Other: ________________________________
"I Want" Card Individual Responses

Step 1:

I want....

What would you like Tewksbury’s Town Center to be like?

To be the starting point for a redevelopment of RT 38 in a main street sidewalk community.

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:

Active Common

Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other:

Other:

Other:

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!
"I Want" Card Individual Responses

Step 1:

I want....
What would you like Tewksbury’s Town Center to be like?

Ample parking - where is parking?  Nice open area

...for Tewksbury Town Center

Step 2:

Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other:
Other:
Other:

Please complete and return this card before leaving. Thank you!
“I Want” Card Individual Responses

Step 1:

I want....

What would you like Tewksbury’s Town Center to be like?

Better lighting
Gateway
Keep it old fashioned

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

Step 2:

Active Common

Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Concerts
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Festivals and/or Fairs
- Food Trucks
- Exercise Classes
- Public Theater

Other:
- Ethnic Food Fair
- Small Craft Fair
- Memorial Service for Veterans

Other:

Other:

Other:
"I Want" Card Individual Responses

**Step 1:**
I want....
What would you like Tewksbury’s Town Center to be like?

- More open space
- Sidewalks, trees, lamp posts
- Smaller scale events (fairs, food, etc.)
- An impressive holiday lighting of trees at Christmas time and possibly white lights at other times

...for Tewksbury Town Center

Please complete and return this card before leaving. Thank you!

**Step 2:**
Active Common
Please mark the events or activities you would attend on the Common. Choose up to three (3).

- Music
- Outdoor Movies
- Farmers Market
- Holiday Celebrations
- Health Fair

Other:

Other:

Other:

Please complete and return this card before leaving. Thank you!
"I Want" Card Compiled Responses

These responses are from the hard copy surveys distributed at the Public Workshop and the online survey available following the Public Workshop.

<table>
<thead>
<tr>
<th>I Want...</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved traffic flow / additional traffic lights / improved safety for</td>
<td>19</td>
</tr>
<tr>
<td>pedestrians and cyclists</td>
<td></td>
</tr>
<tr>
<td>Streetscaping / beautification / improved architecture / Landscaping /</td>
<td>17</td>
</tr>
<tr>
<td>Designated Gateways</td>
<td></td>
</tr>
<tr>
<td>Speciality Food Stores / Restaurants (Café, Coffeshop, Wine Bar, Ice</td>
<td>16</td>
</tr>
<tr>
<td>Cream Shop, bakery</td>
<td></td>
</tr>
<tr>
<td>[brick] walkways and sidewalks</td>
<td>16</td>
</tr>
<tr>
<td>historic / decorative lighting</td>
<td>12</td>
</tr>
<tr>
<td>More Open / Green Space</td>
<td>12</td>
</tr>
<tr>
<td>Small, historic, walkable, well-designed, and welcoming town feel</td>
<td>11</td>
</tr>
<tr>
<td>Small Retail (Gift Shop, specifically)</td>
<td>7</td>
</tr>
<tr>
<td>Parking</td>
<td>6</td>
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<tr>
<td>Holiday Celebrations and Decorative Lighting</td>
<td>6</td>
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<tr>
<td>Pedestrian and Bicycle Infrastructure (benches / bike racks) and</td>
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<tr>
<td>connectivity</td>
<td></td>
</tr>
<tr>
<td>Outdoor space for small events, carnivals, movies, and festivals</td>
<td>5</td>
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<tr>
<td>Playground / Splashpad / Children’s Park or Garden</td>
<td>4</td>
</tr>
<tr>
<td>Decorative Banners / Flags</td>
<td>4</td>
</tr>
<tr>
<td>Small function space available for rent or community events</td>
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<tr>
<td>Signage advertising events, activities, elections, meetings, etc.</td>
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</tr>
<tr>
<td>Close Roadways for more open space</td>
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<tr>
<td>Underground Utilities</td>
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<tr>
<td>Pharmacy</td>
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<td>Post Office</td>
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<td>Town Museum</td>
<td>1</td>
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<tr>
<td>Move the Fire Station or Combine it with Town Hall in a New Building</td>
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<tr>
<td>Expanded tax base</td>
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</table>

<table>
<thead>
<tr>
<th>I Don’t Want...</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chain stores, housing, large office buildings, nail salons, pizza shops</td>
<td>5</td>
</tr>
<tr>
<td>more building</td>
<td>2</td>
</tr>
</tbody>
</table>
### "I Want" Card Compiled Responses

<table>
<thead>
<tr>
<th>Event / Activity</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerts</td>
<td>58</td>
</tr>
<tr>
<td>Outdoor Movies</td>
<td>35</td>
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<tr>
<td>Farmers Market</td>
<td>53</td>
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<tr>
<td>Holiday Celebrations</td>
<td>54</td>
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<tr>
<td>Festivals and/or Fairs</td>
<td>53</td>
</tr>
<tr>
<td>Food Trucks</td>
<td>22</td>
</tr>
<tr>
<td>Exercise Classes</td>
<td>8</td>
</tr>
<tr>
<td>Public Theatre</td>
<td>20</td>
</tr>
<tr>
<td>Outdoor Ice Rink</td>
<td>2</td>
</tr>
<tr>
<td>Taste of Tewksbury Event</td>
<td>1</td>
</tr>
<tr>
<td>BYOB / Music</td>
<td>1</td>
</tr>
<tr>
<td>Ethnic Food Fair</td>
<td>1</td>
</tr>
<tr>
<td>[Small] Craft Fair</td>
<td>2</td>
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<tr>
<td>Memorial Service for Veterans</td>
<td>1</td>
</tr>
<tr>
<td>Health Fair</td>
<td>1</td>
</tr>
<tr>
<td>Weddings</td>
<td>1</td>
</tr>
</tbody>
</table>

---

**Visual Representation:**

- **Farmers Market**
- **Taste of Tewksbury**
- **Concerts**
- **Outdoor Ice Rink**
- **Health Fairs**
- **Memorial Services for Veterans**
- **Festivals and Fairs**
- **Exercise Classes**
- **Holiday Celebrations**
- **Weddings**
- **Outdoor Movies**
- **Public Theatre**
- **Food Trucks**
- **Ethnic Food Fairs**
- **BYOB / Music**

---

**Footer:**

90  | TOWN OF TOWKSURY
Tewksbury Town Center Master Plan

Activate the Common

Events and Activities
- Festivals and Fairs
- Concerts and Live Performances
- Food Trucks
- Farmers Market
- Exercise Classes
- OutdoorMovies

Improvements
- Brick Walkways
- Fountain

Your Ideas:

Identify events, activities, and improvements for Tewksbury's Town Center

The Cecil Group
Planning and Design

September 15, 2015
Group Mapping Exercise 1 Results

Activate the Common

Events and Activities
- Events and Markets
- Concerts and Live Performances
- Local Traders
- Exercise Classes
- Outdoor Market

Improvements
- Bike Lanes

Your Ideas:
- Skating Rink
- Rockefeller Center
- YMAS Tree
- Parking
- Seating/Benches/Tables
- Foot Races Now
- Exercise Classes
- More Appealing Landscape

The Cecil Group
Planning and Design
September 15, 2015
Group Mapping Exercise 1 Results

Activate the Common

Events and Activities
- Festivals and Fairs
- Concerts and Live Performances
- Food Trucks
- Farmer's Market
- Exercise Classes
- Overdue Movie

Improvements
- Brick Walkway
- Fountain

Your Ideas:
- Access to parking
- Amenity

The Cecil Group
Planning and Design

September 15, 2015
Group Mapping Exercise 1 Results

Activate the Common

Events and Activities
- Festivals and Fairs
- Concerts and Live Performances
- Food Trucks

Improvements
- Brick Walkways
- Outdoor Seating
- Fountain

Your Ideas:
- Concerts on Common
- Small scale festival tents
- Food fair
- Ice cream/popcorn vendor
- Walkways uses/bricks (low maintenance, multi-use)
- Fountains (relaxing)
- Town event sign
- Some type of sculpture
- Christmas tree
- Light @ Town Common
- Light trees
- Lamp posts with seasonal changes

The Cecil Group
Planning and Design
September 15, 2015
Group Mapping Exercise 1 Results
Group Mapping Exercise 1 Results

Activate the Common

Events and Activities
- Farmers Market
- Playground (Splash Pad)
- Town Festivities (smaller scale)
- Highlight Historic Qualities

Improvements
- Brick Walkways
- Fountain
- Historic Lighting Pots
- Entry Gates
- Music show / Magician School
- Picnic tables / Shut the traffic
- Pedestrian safety barriers
- Cleaned sight lines
- Less to watch for driving
- Safety & Distractions
- Town cleanup day (trash)
- Trees on Common

Your Ideas:
- Benches - Small concerts
- Different grocery store
- Walkable
- Magic show / Magician school
- People visiting, shopping
- Less traffic
- Pedestrian safety barriers
- Cleaned sight lines
- Less to watch for driving
- Safety & Distractions

The Cecil Group
Planning and Design

September 9, 2015
Group Mapping Exercise 1 Results
**Group Mapping Exercise 2**

**Step 1:**
Using the stickers, work with your group to identify locations for each type of use
- Shops (including restaurants and cafes)
- Parks and Open Space
- Office
- Mixed Use
- Streetscape Improvements
- Housing
- Civic Uses

**Step 2:**
Identify areas that are missing or have insufficient pedestrian and bicycle infrastructure
Group Mapping Exercise 2 Results
Group Mapping Exercise 2 Results
Group Mapping Exercise 2 Results
Group Mapping Exercise 2 Results
Group Mapping Exercise 2 Results
Group Mapping Exercise 2 Results
November 12, 2015

Tewksbury Town Center Master Plan
Concept Plan
Resident Feedback

“I want…” Postcard and Online Survey

Responses:
- 37 Hard Copies Returned at Public Meeting
- 47 On Online Survey
- 1 Emailed Response

Step 1:
I want....
What would you like Tewksbury’s Town Center to be like?

Step 2:
Active Common
Please mark the events or activities you would attend on the Common, shown up to three (3):

- Concerts
- Festivals and Fairs
- Outdoors Movies
- Farmer Market
- Exercise Classes
- Holiday Celebrations
- Public Theater
- Other:
- Other:
- Other:

...for Tewksbury Town Center

Please complete and email to:
alefones@oceigroup.com.
Thank you!
### Events and Activities on the Common

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concerts</td>
<td>58</td>
</tr>
<tr>
<td>Outdoor Movies</td>
<td>35</td>
</tr>
<tr>
<td>Farmers Market</td>
<td>53</td>
</tr>
<tr>
<td>Holiday Celebrations</td>
<td>54</td>
</tr>
<tr>
<td>Festivals and/or Fairs</td>
<td>53</td>
</tr>
<tr>
<td>Food Trucks</td>
<td>22</td>
</tr>
<tr>
<td>Exercise Classes</td>
<td>8</td>
</tr>
<tr>
<td>Public Theatre</td>
<td>20</td>
</tr>
</tbody>
</table>

### Write-In Responses:
- Outdoor Ice Rink (2)
- Taste of Tewksbury Event
- BYOB / Music
- Ethnic Food Fair
- Weddings
- Craft Fair (2)
- Health Fair
- Memorial Service for Veterans
- Town Day

### Resident Feedback

#### What would you like Tewksbury’s Town Center to be like?

- **Many Responses (included in more than 10 open-ended responses):**
  - Improved Traffic Flow and Safety (including Additional Traffic Lights and Roadway Changes)
  - Beautification (including Streetscape Improvements and Improved Architecture),
    Designated Gateways, and Landscaping
  - Specialty Food Stores and Restaurants (Café, Wine Bar, Ice Cream Shop, Bakery, etc.)
  - [B]ricked Walkways and Sidewalks
  - Historic and Decorative Lighting
  - Additional Open / Green Space

- **Overall, residents want a small, historic, walkable, well-designed, and welcoming town feel in the Center**
Resident Feedback

What would you like Tewksbury’s Town Center to be like?

Several Responses (included in 4-7 open-ended responses):

- Small Retail (Gift Shop, specifically)
- Parking
- Holiday Celebrations and Lights
- Pedestrian and Bicycle Connectivity and Infrastructure (Benches and Bike Racks)
- Outdoor Space for Small Events, Carnivals, Movies, and Festivals
- Children’s Park or Garden (Playground and / or Splashpad)
- Decorative Banners and Flags

Overall, residents want a small, historic, walkable, well-designed, and welcoming town feel in the Center

Other Responses:

- Small Function Space Available to Rent or For Community Events, Signage Advertising Events, Activities, Elections, Meetings, etc., Close Roadways for More Open Space, Underground Utilities, Pharmacy, Post Office, Town Museum, Move the Fire Station or Combine it with Town Hall in a New Building, Expanded Tax Base

I Don’t Want:

- Chain Stores, Housing, Large Office Buildings, Nail Salons, Pizza Shops, More Building

Overall, residents want a small, historic, walkable, well-designed, and welcoming town feel in the Center
September Public Workshop

- Approximately 75 residents participated in facilitated activities
- Focused on Study Area and Activating the Town Common

Tewksbury Town Center Facebook Page

- 300+ Total Likes
- Good Conversation and Discussion on ~15 topics
- More than 250 Likes, Shares, and Comments on Questions
Traffic and Circulation
Parking

Traffic and Circulation - Parking
Estimated Parking Supply for Key Parcels

Key parcels provide an estimated 253 spaces:
- Town-owned
- Church and bank adjacent to proposed East Street closure

[Map showing existing parking supply with key parcels and locations marked]
Traffic and Circulation - Parking

Results of Minimum Parking Required by Zoning

There is 72% more parking than is required by zoning:
- Public use allows for shared supply
- Address shared parking and access management for curb cuts
- Consider impacts of parking **minimums vs maximums**

<table>
<thead>
<tr>
<th>Use</th>
<th>Total SF</th>
<th>Zoning Parking Standard</th>
<th>Parking Spaces Required by Zoning</th>
<th>Existing Spaces</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banks (Commercial)</td>
<td>9,675</td>
<td>1/every 300 sf GFA</td>
<td>32</td>
<td>93</td>
<td>61</td>
</tr>
<tr>
<td>Church (Exempt - Religious Institution/Child Care)</td>
<td>18,483</td>
<td>1/every 3 seats, 1/every 4 children + 1/every employee (largest shift)</td>
<td>51</td>
<td>69</td>
<td>18</td>
</tr>
<tr>
<td>Town Hall (Exempt - Commercial Office)</td>
<td>10,128</td>
<td>1/every 500 sf GFA</td>
<td>64</td>
<td>91</td>
<td>27</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>147</strong></td>
<td></td>
<td><strong>233</strong></td>
<td><strong>106</strong></td>
<td></td>
</tr>
</tbody>
</table>

Traffic and Circulation - Parking

Parking for Study Area

Parking supply of 253 for **key parcels** almost satisfies parking requirements of 269 for entire study area
- Existing parking supply sufficient for existing uses
- Parking may be underutilized overall
  - Sunday Church Use
  - Town Hall / Office during the week
  - Retail nights / weekends

<table>
<thead>
<tr>
<th>Use</th>
<th>Total SF</th>
<th>Zoning Parking Standard</th>
<th>Parking Spaces Required by Zoning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial</td>
<td>19,960</td>
<td>1/300 sf GFA</td>
<td>67</td>
</tr>
<tr>
<td>Residential</td>
<td>22,967</td>
<td>3/0U Single Family, 2/0U Multi-Family</td>
<td>85</td>
</tr>
<tr>
<td>Exempt</td>
<td>39,779</td>
<td>Varies based on sub-use</td>
<td>118</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>269</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Traffic and Circulation - Parking

Smart Growth Model for Zoning

Consider parking minimums and maximums to provide more flexibility consistent with Town goals.

Sample Parking Schedule of Maximums and Minimums per 1,000 SF

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Maximum</th>
<th>Minimum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Large Scale Retail</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Drive-Thru Restaurant</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Free Standing Retail</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>General Office Building</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Industrial Plant</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Medical Office Building</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Nursing Home</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Restaurants</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>Shopping Centers</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>

**Key Points**
- Provide a range of parking requirements
- Provide a maximum number of parking spaces
- Today’s minimum parking requirements often represent the maximum amount a use could ever need.

**Rule of Thumb:**
- Use the current minimum as a maximum
- Revised minimum becomes 1/3 to 1/2 of current minimum

Traffic and Circulation - Parking

Zoning Considerations

Shared Parking Provision of Smart Growth Model
- Reduce parking by up to 75% if two peak demands do not overlap
- Reduce parking by up to 30% where peak demands do overlap
- Use of off-site parking to satisfy additional parking needs
- Off-site parking typically ranges from 350 to 1,000 ft. away from the property

Clarify how parking demand is determined in terms of gross floor area, net floor area, seating, dwelling units, and other units of measure.

Parking lot design standards can refine landscaping requirements, curb cuts, and internal pedestrian circulation.
Traffic and Circulation - Parking

Parking Management Considerations

Manage parking as a comprehensive system
- Promote shared parking
- Public parking lots to support Town Center activity
- Support business use
  - Customer parking with high turnover
  - Employee parking for long-term
- Support event parking
- Demand-responsive use of parking spaces
- Simple and intuitive with pedestrian connections and wayfinding

Overall Concept
Outline of Tewksbury Center Village Concept

- Streetscape Improvements
- Façade Improvements
- Parking Strategies
- Circulation Improvements
- Pedestrian and Bicycle Facilities
- Connectivity
- Land Use and Zoning
- Way-Finding and Other Signage
- Public Projects
- Private and Institutional Investment Opportunities
- Funding Opportunities for Center Village Continuous Improvement

Overview of Tewksbury Center Village Concept

- Façade Improvements
  - Maintenance program for historic façades
- Connectivity
  - Link to regional bikeway
- Land Use and Zoning
  - Consider redevelopment project on town property
  - Create design guidelines and standards for redevelopment
- Public Projects
  - Town green expansion and redevelopment opportunity
- Private and Institutional Investment Opportunities
  - Consider redevelopment project on Town property
- Funding Opportunities for Center Village Continuous Improvement
  - MassWorks
  - Long term lease or sale of land
  - MassDOT
Concept Development – Streetscape Improvements

Gateways, Landscaping, and Improved Pedestrian Access

Other Features:
- More street trees
- Pedestrian and bicycle infrastructure

Guidance for Determining Roadway Geometry

- MassDOT guidance to use 95th percentile queue lengths for turn lanes
  - Exclusive right turn lane is required from East St. onto Main St. (Rt. 38)
  - Long queue lengths for Main St. (Rt. 38) left turn onto East St
- Planning-level analysis to maximize pedestrian and green space
- Needed for design:
  - Detailed analysis
  - Updated traffic counts
  - Capacity analysis
  - Signal timing

EB left turn ~175 feet
SB right turn ~180 feet

Relocate bus stop further from intersection
Concept Development – Streetscape Improvements

Benefits of Improved Roadway Geometry

- Reduced roadway widths calm traffic, improve pedestrian safety, and increase green space
- Speed of cars entering Main St / Route 38 from East Street is slowed with new right turn
- Access management and driveway closures reduce left turn conflicts and vehicle delay
- Signal retiming provides safer pedestrian crossings
- Relocated bus stop further west from intersection reduces congestion and delay and increases pedestrian safety

Concept Development – Roadways

Access Management

Access Management refers to the coordination between roadway design and adjacent land development to ensure safe and efficient traffic operations on major arterials and intersections while providing adequate access to abutting land uses. Common techniques include:

- Driveway closure, consolidation, or relocation
- Restricted-movement designs for driveways
- Raised medians that prevent cross-roadway movements and focus turns to key intersections
- Adding auxiliary turn lanes
- Using roundabouts and mini-roundabouts to provide desired access

Illustration of Access Management Approach for Commercial Development


Source: Institute of Transportation Engineers (ITE)
**Guidance for Determining Crosswalk Placement**

Factors to consider when installing a crosswalk are:
- Existing desire to cross
- Nearby generators/destinations for pedestrians
- Roadway speeds and traffic volumes determine signalized/unsignalized
- Sufficient sight distance for safety

**Pedestrian Improvements**

Consider enhancing the midblock crossing north of Town Hall through pavement treatment or flashing beacon.

- Pedestrian HAWK Signal
  - Similar to signal in requirements
  - May require existing crossing to move from Dewey St to avoid side street conflicts

- Pavement lights in crossing
- Decorative Paving
- Flashing Sign
- Pedestrian Rapid Flashing Beacon
What is Wayfinding?

Adopt a signage program that creates a Tewksbury Center Village identity

System of signs
- Circulation for vehicles, pedestrians, bicycles
- Strengthen between destinations, points of interest, public spaces

Orientation and Placemaking
- Graphic identity/brand
- Interpretive displays
- Communication
- Audience
  - Residents, visitors, workers, means of travel

Wayfinding Examples

Information
- Subway
- Longwood
- Pearl Public Parking

Direction
- Welcome to Portsmouth Settled 1623
- Newport Rhode Island

Identification
- T
- St. Michael's Church
- Newport: Rhode Island
November 12, 2015 Public Meeting Presentation

Tewksbury Center Village Concept – Public Land Development Option

Expanded Common with Improved Fire Station

However, Fire Station Relocation Provides Opportunity:
One Option, Further Expanded Common
However, Fire Station Relocation Provides Opportunity:  
Or Opportunity for Development

A Phased Approach to a New Town Center

**Near Term (<2 years)**
- Gateway Improvements
- Common Landscaping Improvements
- Decision on Location of Fire Station
- Create design guidelines and standards for redevelopment, review and update zoning

**Mid Term (2-5 years)**
- Streetscape Improvements (MassDOT Dependent)
- Town Common expansion and redevelopment opportunity
- Construction/Relocation of Fire Station

**Long Term (5+ years)**
- Expand Redevelopment & Economic Development Opportunities
- Expand the “Center Aesthetic” down Main Street
- Links to Rail Trail
Question 1: August 31, 2015

What's the best feature of Tewksbury's Town Center?

- The Common - especially when it is used!
- The classic beauty of some of the older buildings... Town Hall, Tewksbury Congregational Church, and some of the 100+ year old homes.
- Not much goes on there... other towns close by have something going on almost every night in the summer. Our Christmas decorations looked pretty sad last year. Hopefully, it will be more people friendly and eye appealing. We certainly pay enough taxes.
- I too enjoy the Common being utilized and hope it will be that way once our Town Hall is complete. I love the gazebo and character of the older homes and buildings surrounding the Common and would love to see the Pike House once vacated, relocated within the central area of the Town (perhaps where the old police station now stands). Additional benches would be nice, perhaps an 'adopt a bench' type of thing. I love that it is 'central' to the town itself and would like to keep it that way with our newly renovated Town Hall as its crown jewel.
- I agree with Beth, many of the buildings in the area are lovely. I wish the center was more "connected" and user friendly. 38 cutting through the middle with very little easy pedestrian access makes the center feel disjointed.
Many thanks to all who answered yesterday's question! Today's question is:
What is your favorite event that occurs on the Common? If there aren't any
events that appeal to you on Tewksbury's Common, do you attend events or
activities in other communities?

• Once the Town Hall renovation is complete.....which SHOULD be by the Fall, they NEED to
bring the Town Christmas Tree Lighting BACK to the Common! Fine if you want to have the
daytime events for the kids on the library grounds with Santa visit like the past two years, BUT
the NIGHT lighting event should return to its ORIGINAL location and format giving us back
the old fashioned small town Traditional Community Gathering that MANY of us once enjoyed
rather than a carnival like atmosphere. The only thing I would change is to have the lighting
countdown at the beginning of the event so that the rest of the singing and festivity could
take place under the holiday lights atmosphere rather than being in the dark. That would also
be a boon for the Congregational Church and their annual Pie Social as people (my family
included) always walked over after the lighting to culminate the evening with the traditional
piece of pie! I would also like to see the Farmer's Market and other events held there as long
as space allowed. A small 'local' craft fair would be nice. The summer concerts held there in
the past used to be a nice touch as well. Miss all of that. 'New' isn't always better!

• Tree Lighting for sure!
• The tree lighting and the Memorial Day parade.
• Tree lighting should move back there. Summer concerts at the bandstand would be good too.
• Tree lighting, when the summer concerts were there it was fantastic. I wish the farmers market
was in the center of town.
• yes the Farmers Market should be moved to the town center
• The Farmers Market will be moved to the Common next year.
• The Tree Lighting.
**Question 3: September 2, 2015**

**Which businesses do you most frequently visit in the Town Center?**

- Jonny at Mobile
- Dunks
- Skewers & Smitty's
- Wicked Cheesy
- Skewers
- Skewers
- Wicked Cheesy!!!
- Wicked Cheesy, Smitty's and the Mobil Station
- Skewers, Wicked Cheesy, Mobil
- TD
- TD Bank - Tewksbury Hardware before it moved.
Question 4: September 3, 2015

Town Center Trivia Thursday: There is a statue of two women outside Town Hall. What does it commemorate?

- Ann Sullivan’s legacy in Tewksbury! (And Helen Keller, of course!)
- What Beth said…. and a beautiful piece of art by Mr. Kauffman
- Because of that statue my daughter wrote a paper of her when she was in Second Grade and she made her puppet look like Helen Keller
- It commemorates Good Teachers. It is of Helen Keller, who had been a resident of the Tewksbury Alms House and her famous teacher, Anne Sullivan. I see it as a tribute to the value of good teachers. The best, most patient and dedicated teachers can help students overcome really major disabilities and obstacles in their lives.
Question 5: September 8, 2015

Hope everyone had a relaxing long weekend! Today's question is in regard to transportation and traffic: Does traffic ever impact your decision to (or not) visit the Town Center?

- No. The traffic rarely makes an impact on my daily routine.
- No.
- Not at all. There's just nothing there to go to.
- I do sometimes avoid going through there at certain times of day.
- It's only bad during rush hours.
- Not enough in the Town Center so no.
- No, just the fact that there's nothing there.
- No
- Yes during peak times
- Sometimes I'll go down Helvetia instead of Main St. But not usually a problem. The North St. East St. intersection is the biggest pain and there is no way around it.
- We have a Town "Center?" WHAT?
Questions and Comments from Tewksbury Town Center Facebook Page

Question 6: September 9, 2015

Are there any business types you wish were located in Tewksbury's Town Center?

• Yes! Chipotle or Starbucks :-)
• More restaurants (sit down, diversity of cuisine), coffee house...
• Chipotle, Starbucks, Panera.... some good stuff like that!
• Trader Joe's!
• An apparel boutique, giftware shop, cafe / sandwich shop, sit-down ice cream parlor, Marathon Sports, candy shop.
• I'm with you, Jeannette Waugh. A gift ware shop like the Welles Emporium in Lowell where local and greater area local artists can sell their crafts. BUY LOCAL!
• Starbucks please!
• No pizza, nail salon, or Dunkin Donuts
• Boutique stores / coffee house / restaurants to add character!
• Al Barchard, you rock. Yes boutique so outsiders will want to come enjoy. I agree! NOT MORE MINIMUM WAGE FAST FOODS! Thank you, Al Barchard, for putting that out there. E-Nuff of THOSE things.
• Should put a Panera in Friendly's old place. I miss the old 'Hertel's' (homemade candy and unique gifts) and the Sheehan's gift shop that adjoined the pharmacy back in the day.
• Love the idea of Friendly's becoming a Chipotle or Panera... with outdoor seating.
• Community coffee house and stores & restaurants that bring people out to relax, walk, & shop
• Trader Joes and Panera!! A place where people could get a coffee, etc and maybe sit in center. Panera would be great also for HS kids (work and place to go). Panera location closer to center would be ideal but friendly's location great too.
• Chipotle, Boston Market &/or Panera. No more pizza shops please
• Home style family type restaurant. Too many chains.
• Panera or some other coffee/sandwich shop with outdoor seating would be good. Might be heard to find a good spot. Need to encourage more restaurants to have outdoor areas and need to have good sidewalks for people to get around.
• Quaint places with outdoor seating would be nice.
Questions and Comments from Tewksbury Town Center Facebook Page

- Sidewalks, sidewalks, sidewalks!!! Tewksbury center will never be a thriving, active place without sidewalks for people of all ages to safely walk to and from all these places!

- Ditto the Starbucks, Trader Joe's and Chipotle or Panera ideas. I would like Friendly's to return. Bookstore.

- Bookstore! YES!

- Unfortunately, if 'A Novel Cafe' didn't fly with the Ginsburgs running it, don't think a stand alone bookstore would.

- How about a good use for the old Gold's Gym? Whole Foods? Indoor regional farmers market?

- They're about to open an indoor year-round market in Andover.

- Word on Street is Gold's gym is about to re-open as another gym. New Partners.

- I would love a whole foods.

- An art/craft center with a cafe (organic!) where people of all ages come to learn or practice a craft and hang out.

- LOVE IT!

- Pharmacy/drugstore type place. Also Post Office Branch with PO Boxes. We really felt it when the True Value Branch shut down. We could use a copy center, too!

- As usual I live in the past. I'd like to see the return of Taylor Farms for the food and Pewter Pot for the ambience.

- PEWTER POT! YES! THE meeting place for greater Lowell...

- I would like the buildings to be historic replicas of a nice small town. If Nantucket and Lowell can pull it off so can Tewksbury.

- I also think a building that houses many businesses like Faneuil Hall and Quincy Market would be great.

- Sidewalks and a center of town with many small businesses. Think Andover center (near orange leaf) or Wakefield center or Stoneham center.
Question 7: September 10, 2015

Thank you very much for the excellent responses and conversation about yesterday's question! Now, let's turn to transportation and circulation:

If you had an errand to run at Town Hall and were then meeting a friend at Skewer's or Wicked Cheesy, would you consider walking (approximately a 4 minute walk)?

If not, what changes would make you be comfortable as a pedestrian in the Town Center?

• Of course I'd walk.... That's a silly question.

• I would think twice about letting my kids walk especially if it involves crossing Main. My 12 yr old daughter walked to the library with a friend last week. They had a very hard time crossing Main at Chandler. They said the crossing signals didn't work despite waiting multiple light cycles. The traffic was so heavy in both directions it was very difficult to step off the curb to cross. Tewksbury needs a town wide, end to end, sidewalk and bike lane on Rte 38. I can't trust there are sidewalks between point A and point B at any given section of town so I wouldn't risk it, especially in the winter. A municipal parking lot would be very helpful too.

• If there were good sidewalks, yes!

• Only with new sidewalks. I have walked Main Street the opposite way. Between the road kill, vermin, and high weeds, not to mention having to crisscross 38 to stay on a safe side I decided to never walk Main Street again.

• I would love to walk, but because of safety concerns (no consistent sidewalks) I wouldn't take the chance.

• Sidewalks!!!!

• We used to have a sidewalk committee years ago but I don't think it exists any more. Anytime budget cuts were made sidewalks would always be the first thing to get cut. Hard to get any consistency on Rt. 38 where it's a state road.

• I would, but... I want a "no right on red" signal at the light when the pedestrian sign is activated. The number of times I have walked through there and almost gotten hit by someone making a turn is ridiculous. I think it is because it is generally not pedestrian heavy, so people aren't even paying attention.

• Sidewalks that are in good shape, free from weeds and debris, and a municipal parking lot.

• I would definitely walk. In fact, I would walk from Catamount if there were sidewalks. I agree with the fact that 38 is tough to cross. We would need to have really good snow removal, too.

• We need sidewalks all over town. It's a safety issue.
Questions and Comments from Tewksbury Town Center Facebook Page

- I would walk as well but would like to see a more consistent sidewalk network. The better pedestrian signals that others noted would also help.

- Yes, I would consider walking, but as many others have said, the sidewalks need to be improved. There should also be more indication/enforcement of laws (i.e. vehicles should yield to pedestrians crossing the road) and better crossing signals that stop traffic in all directions and include ADA-compliancy features (chirping or beeping when walk signal is activated, with countdown both visually and audibly displayed).

- When we first moved to Tewksbury back in 1991, there was a big push to have town-wide sidewalks. The whole thing just died out...what happened?

- I think the resident who was the impetus for it moved and no one else stepped up to the plate to do it. Things do not just do themselves. The residents need to actually participate to do them.

- I think sewers and new High School took precedence, but I think it's time to push for sidewalks as well.

- I would love for the center to be walkable!
Question 8: September 21, 2015

Are there any other towns you would like Tewksbury’s Town Center to feel or look like?

- Falmouth
- Amherst
- Andover (busy road, but still walkable)
- Andover!
- Lexington
- Lexington, Exeter, NH, Portsmouth NH (before national chains invaded) and Newburyport Before national chains invaded). Also Concord MA. These plans will involve eminent domain takings and serious reconstruction, but if that is what it takes, that is what it takes. You should be able to spin the ground view in this link. https://www.google.com/.../data=!3m6!1e1!3m4...
**Question 9: September 28, 2015**

Are there enough housing opportunities in the Town Center? What kind(s) of housing should be available?

- IMO......with the two big projects going in, (Livingston/East behind Farm Stand and corner of Main/Victor near the Wynn School) not to mention a couple of smaller ones (land across from Friendly's site now cleared, Andover St./Frasier Lane development) Tewksbury doesn't need ANY more housing Town Center or otherwise. As to affordability, if we just held the builders to actually PUT IN affordable units as required with the massive ones rather than accept a payment 'in lieu of' we'd be much better off in reaching the state requirement of 10% affordability. Though those payments are put into a fund for affordable housing, again IMO, if there's 'no acceptable land left' in Town on which to build them what's the point?

- Agree!

- Housing is one thing the town center definitely does NOT need!

- No housing!

- No housing! We need industry!!

- Housing could be appropriate in higher-density, smaller-scale projects, as in mixed-use buildings, where apartments are located in the floors above retail/restaurant space. Having dense housing in or adjacent to the Center will keep the neighborhood active during more hours of the day.

- If housing is not a desired or prioritized land use, there should be ample multimodal connections made between major housing projects/neighborhoods and the Center (i.e. bicycle, pedestrian, transit).
What types of economic activities or businesses would you prioritize in Tewksbury's Town Center? (examples include: retail & dining, healthcare, housing, service shops such as a dry cleaner, coffee shops, chain stores, etc.)

- I think all of those are good commercial uses. A coffee shop would be a prioritized business type for me, as it would encourage more people to stay, and can give them a place to rest if they are doing other things nearby. But I do feel there should be retail businesses (book store, pharmacy, copy shop, etc) as well as services (barber shop, dry cleaners, bike shop). Maybe even having a bar (or a restaurant with a bar) would be nice, as it would draw people in at night.

- I agree with Jonathan. We need to get a mix of different kinds of businesses in order to make the center a destination. Coffee shop, ice cream, bookstore, bar/restaurant with outside seating...

- I agree! Making it a "walkable" town center would be ideal. Retail shops, nice restaurants, coffee shops, etc Melrose has a wonderful downtown area, I'd love to see something like that in Tewksbury!

- I agree with everything stated so far. I think places to do errands, pop in and have a coffee, get an ice cream and walk around... Ala Melrose, Andover...

- Wouldn't it be nice to have a walk around town center. Something to make it feel like a real town. A couple of fashion boutiques men & women would be great. I'm getting very tired of driving to the malls

- If I could only have 1 new store I'd ask for a pharmacy. But coffee, ice cream or sit down restaurant nice ideas too.

- I would love to see a nice restaurant downtown, one that has outdoor seating for the nicer weather months.

- Restaurant with outdoor seating sounds great. Also a Paper Store and Pure Barre
Questions and Comments from Tewksbury Town Center Facebook Page

**Question 11: September 30, 2015**

Your neighbors would like to have these events on the Common... what would you like to see?!?

- Town Day
- Food truck, farmers market, exercise class
- Taste of Tewksbury is an awesome idea. Have local restaurants gather on the Common and share a few of their best items.
- I love the idea of public theatre!!!
- Would love an Ethnic Food Fair, Summer concerts and Christmas Lighting brought back to the Common.
- Food trucks, outdoor ice rink, outdoor movies, farmers market, byob music