

LITTLETON'S MASTER PLAN IMPLEMENTATION COMMITTEE PROGRESS REPORT

July 2023

Originally conceived in 2002 as a road map for future development, the [2017 Littleton Master Plan](#) was the result of thoughtful, productive work by Littleton residents, town staff, and professional consultants. The resulting plan reflects a wide range of Littletonian priorities and insights and is poised to guide and shape development in Littleton through the year 2030. **The Master Plan is comprised of 67 actionable goals grouped into eight key themes: Littleton Common, Planned Growth, Thriving Town, Community Health & Well Being, Equitable Development, Building Local Capacity, Legacy , and Active Government.**

Funding came from a series of Town Meeting appropriations. After a bid process, the Town hired a collaboration of three entities (with prior collaborative experience) to consult and lead us in this endeavor. The three entities individually specialized in Environmental Impact, Architecture & Planning, and Economics.

The Master Plan calls for the Master Plan Implementation Committee (MPIC) to publicly report on the progress the Town is making to meet the 67 established goals. You can view the Master Plan Progress Report that highlights all of the milestones, benchmarks, and achievements that the town has met at www.littletonma.org.

KEY THEME	ESTABLISHED GOALS	ACHIEVEMENTS	STATUS
LITTLETON COMMON	#1 - Prepare a detailed Master Plan for the Littleton Common and Beaver Brook area to guide development	<ul style="list-style-type: none">● In January 2019, the Littleton Common Revitalization Roadmap was completed. This project was funded through EEA Planning, Grant Assistance and Town Meeting Appropriation.● Development in Beaver Brook area has not yet been addressed.● In addition to the MPIC, in 2020, to ensure that all aspects of development and maintenance were considered, a "Littleton Common Revitalization Committee" was formed, comprised of an individual from several Town Boards, Committees, Working Groups and Departments (i.e., a member from the Select Board, Planning Board, Highway Department, FinCon Committee, Econ Development Committee, Transportation Advisory Committee, and Housing Trust). This Committee is tasked with meeting regularly, sharing information and working together to realize the goals of the "Littleton Common Revitalization Roadmap" which was adopted in January 2019.	Achieved Future Goal Achieved

LITTLETON COMMON	#2 - Change zoning for the Littleton Common and Beaver Brook areas to encourage redevelopment according to the Master Plan	<ul style="list-style-type: none"> In June 2020 Form Based Code was adopted at Town Meeting. This initiative was funded through EEA Planning Assistance Grant and Town Meeting Appropriation. This important By-Law mandates that certain aesthetic elements must be included (i.e., set-backs, architectural details, parking in rear, sidewalks, etc.) on any construction in the Littleton Common area. Adopting FBC ensures that anticipated redevelopment will have the feel of a small town, and a vibrant walkable community versus a suburban strip mall. Rezoning at 550 King Street – will be mixed use residential and commercial. Rezoning of 25 Robinson Road (injunction with Northern Bank Development) Special permit issued for “Mill” – will be redeveloped as apartment housing 	Achieved	
LITTLETON COMMON	#3 - Invest in an infrastructure to enhance walking, biking, signage, and parking in the Littleton Common area to make it easier and more convenient for customers and residents to visit local businesses	<ul style="list-style-type: none"> Form Based Code (“FBC”) states that sidewalks must be included in the Littleton Common area. Siting of FBC development is within a new district boundary, mapped and titled ‘Village Common Mixed-Use District’ - often referred to as the Littleton Common area. There will also be upgraded sidewalks in the area between the Common and Donelan’s (tied to installation of the Smart Sewer and the development of the intersection of Great Road and Robinson Road) The plan for a Smart Sewer was also voted in at Town Meeting. This creates a myriad of infrastructure opportunities. At our Fall 2021 Town Meeting, it was voted to add additional parking in the rear of the new development that is being planned for this area (Great Road between Robinson Road and the Toyota Dealership). Bike lanes were established in the Common area through the State’s Complete Streets initiative. Draft of the Master Bike/Ped Plan developed in 2023 and is nearing completion. The Town has contracted with the Metropolitan Area Planning Council, our regional planning agency, to undertake the planning study with \$20,000 funding from the Amazon mitigation payment matched by \$21,750 in local technical assistance funding from MAPC. MAPC anticipates presenting the Bicycle and Pedestrian Master Plan to the Select Board late this summer. In 2021, the Town requested \$321,373.44 in funding for the replacement/installation of sidewalks and bike lanes along the remainder of Russell Street from King Street to Russell Street School, tied to installation of the Smart Sewer). Unfortunately, this MassWorks Grant was not approved. 	Achieved	<p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved</p> <p>Achieved & In Progress</p> <p>Future Goal</p>

LITTLETON COMMON	#4 – Make transportation improvements and around Littleton Common	<ul style="list-style-type: none"> In October 2018, the Town of Littleton and the Montachusett Regional Transit Authority partnered to expand MART's weekday Littleton-Westford Commuter Rail Shuttle to add a new dedicated park and ride location to the shuttle route by securing twelve spaces in the parking lot in front of IBM. MART was awarded a \$400,000 grant to provide additional transit services in Littleton, Stow, Bolton, and Boxborough over the next three years. Littleton residents will be able to access rides via MART van and/or shuttle, and livery/taxi services. Littleton is working closely with MART on outreach and service details. Improvements to Russell will be coordinated with the Sewer project. See comments about bike lines under Goal #3. A portion of a \$120K payment from Amazon is proposed to be used to develop a comprehensive master plan for bicycle and pedestrian improvements in town. Pedestrian improvements would include both sidewalks and the trail network. 	Achieved Achieved In Progress In Progress
LITTLETON COMMON	#5 – Use CPA funds to support redevelopment in and around Littleton Common	<ul style="list-style-type: none"> At Town Meeting, residents voted to approve the purchase of The Benjamin Kimball House located at 12 Robinson Road. This property was acquired with existing CPA Funds. In March 2022, the Select Board issued a RFP to find a solution to save and further renovate this historic home. 2023 Update: The deed-restricted building has been purchased and being converted into 2 housing units with possible additional 2 single family homes in the rear. Historical Commission is involved. 	Achieved and in Progress
LITTLETON COMMON	#6 – Determine and appropriate pathway forward for modifying transportation infrastructure on state-owned roadways around the Common	<ul style="list-style-type: none"> No action taken to date (managed by State). Select Board members have discussed the complicated option of taking ownership of some state roads. 	Future Goal

LITTLETON COMMON	#7 – Underground overhead utility lines along portions of Great Road and King Street to increase the reliability of delivering power and improve aesthetics around the Common	<ul style="list-style-type: none"> No action taken to date. Future development of the IBM building and at the corner Robinson Road and Great Road will be a catalyst to achieving this goal. 	Future Goal
LITTLETON COMMON	#8 – Evaluate the recommendation from the Littleton Common Sewer Strategic Plan and determine next steps	<ul style="list-style-type: none"> The Town of Littleton, under the leadership of the Board of Water Commissioners, has begun construction of an upgraded sewer system to serve the Littleton Common area and portions of the intersecting Great Road and King Street, as well as Russell Street. Sewer for the greater Common area will provide economic development and environmental benefits to the town. Engineers and LELWD have been working to make the project financially feasible for the businesses, residents and municipal government served by the sewer. The existing, aging sewer system (which serves only municipal buildings), will be upgraded to serve approximately 54 business and up to 25 residential properties (with residences having the ability to opt-out of connecting to the system). After many years of discussion, at a Special Town Meeting on 10/25/21, residents voted to authorize sewer construction (Article 12). In February 2022, 60% of the design had been completed with a goal to have 100% completed by 2022. At that point, it transitioned to a bid process to start construction. July 2023: Construction contracts signed for an approximate 24-month project. Construction of sewer lines began June 28th, starting in the Alumni Field parking lot on Russell Street. A daytime crew will work from the Alumni Field parking lot to the Library and Town Hall, and a nighttime crew will work on King Street from the High School towards I-495. Lupoli Companies, developers of 550 King Street, have signed an agreement with the water department to utilize 62% of the capacity/financing. For more information about progress or to ask questions of the Sewer Working Group, please visit the LELWD website at https://www.lelwd.com/sewer-department. 	Achieved Achieved & In Progress Achieved

PLANNED GROWTH	#9 – Conduct an audit of Littleton’s Zoning By-laws (zoning diagnostic) and recodify and update it as necessary before adopting new land use policy initiatives to implement the Master Plan	<ul style="list-style-type: none"> • This initiative is contingent on hiring an Assistant Town Planner. Funding for the position has been approved, but remains vacant. Anticipate hiring by end of 2023. 	In Progress
PLANNED GROWTH	#10 – Conduct a corridor study for Great Road to plan for future land uses, open space and natural resource preservation, transportation improvements, and modify zoning to implement the plan.	<ul style="list-style-type: none"> • This work was completed as part of the Littleton Common Revitalization Roadmap. • A working group was established to explore “Transfer of Development Rights “TDR” to study the feasibility of pairing permanent protection of open space with the concentration of new development in existing growth centers. It was determined it was not a viable match for Littleton. • The Shade Tree Committee developed a plan to replace trees on the Common that were infected with an invasive species. The trees were replaced in 2022. Also in 2022, Littleton was named an official “Tree City USA” by the Arbor Day Foundation. To achieve this, it is necessary to maintain a tree board/committee, have tree care ordinance, dedicate an annual community budget of at least \$2 per capita, and host an Arbor Day observance. 	Achieved Achieved Achieved
PLANNED GROWTH	#11 – Prepare an area plan for parcels in the vicinity of the Taylor/Foster Street intersection and modify zoning to implement the plan.	<ul style="list-style-type: none"> • The Littleton Station Committee was formed consisting of members from the Select Board and Planning Board to work with a consultant on the Littleton Station Village Vision Plan and a 40R zoning by-law. Vision plan was completed in January 2020. • Presentation of bylaw was postponed with announcement of the State’s new “MBTA Communities” zoning requirements. The Planning Dept is in discussion with State and consultants from Innes Associates and RKG Associates on compliance guidelines, requirements, and test scenarios for potential residential developments near Littleton Station/MBTA Communities area. 	Achieved In Progress
PLANNED GROWTH	#12 – Plan for and promote commercial activity nodes, particularly in the area around Taylor and Foster Street.	<ul style="list-style-type: none"> • Activity Nodes are a way to support a healthy economy to offset residents’ taxes while guarding a sense of community and small-town feel. The “Littleton Village Vision Plan” includes a comprehensive plan to create commercial activity nodes particularly in the area around Foster Street. Other nodes include the Amazon Last Mile Distribution Center located near Taylor Street and Route 2, the Littleton MBTA Station (addressed in Littleton Station Village Vision Plan), and the Common (addressed under Key Theme “Littleton Common.”) 	Achieved with on-going progress

PLANNED GROWTH	#13 – Allow greater density in recognized activity areas, near the train station, around the Common, and in older industrial or commercial areas where redevelopment opportunities exist.	<ul style="list-style-type: none"> • Town Meeting adopted the “King Street Common” zoning bylaw in October 2021 to allow a mixed-use redevelopment of the 40-acre 550 King Street site, rebuilding this as an activity area and strengthening Littleton Common. • A plan for a 40R Smart Growth District By-law was pulled from the June 2021 Town Meeting due to lack of support. Follow-up includes better meeting of MBTA Communities guidelines. The development standards developed for this endeavor are incorporated into other projects such as 550 King Street. • A working group was established to explore “Transfer of Development Rights “TDR” to study the feasibility of pairing permanent protection of open space with the concentration of new development in existing growth centers. It was determined it was not a viable match for Littleton. 	Achieved Achieved Achieved
THRIVING TOWN	#14 – Develop and institute business-friendly practices at Town Hall	<ul style="list-style-type: none"> • Striving for transparency, the town adapted an “open checkbook” that can be accessed online with Tyler Citizen Transparency provides “an unparalleled financial transparency and analysis tools to public sector entities. From their Tyler Citizen Transparency website, local governments and school districts can provide the public with easy access to government expenditure information for the current fiscal year, as well as historical views of previous years. Citizens and public officials alike can use the interactive site to search details of spending by category, department, fund, government area and vendor. The detail of financial data within Tyler Citizen Transparency covers every level of expenditures, from total spending by fiscal year to individual vendor payments. Unlike some applications that rely on static annual snapshots, Tyler Citizen Transparency is up to date with the most recent activity. Municipalities and schools also have the option to display their employee payroll, pension and revenue statement information.” • Littletonma.org, was redesigned. With a click, anyone can now view a calendar that lists all town events/meetings, boards/committees and their members, agendas, meeting minutes and moreTown Hall working diligently to be more transparent with residents. • Select Board members now offering Office Hours. • The Select Board approved the reorganization of the various land use and permitting departments into a Department of Land Use and Buildings. Positions are being examined to re-evaluate responsibilities to provide for more improved coordination of land use permitting and development. • Approval granted for a full-time Health Agent 	Achieved and on-going Achieved Achieved Achieved Achieved

THRIVING TOWN	#15 – Improve transportation connections between area businesses and Littleton's MBTA commuter rail station	<ul style="list-style-type: none"> Refer to Goal 4 In 2018, the Select Board established a “Transportation Advisory Council” to promote collaboration in the development of collective transportation goals and priorities for the Town of Littleton. In October 2018, the Town of Littleton and the <u>Montachusett Regional Transit Authority</u> partnered to expand MART’s weekday <u>Littleton-Westford Commuter Rail Shuttle</u> to add a new dedicated park and ride location to the shuttle route by securing twelve spaces in the parking lot in front of the former IBM building at 550 King Street Concerted efforts have been made by the Littleton Conservation Trust, Conservation Commission, and others to better connect trails and resources to each other and to town assets such as the train station and Common area. Recent land acquisitions have been made with that intention clearly in mind. As a result, connecting the Common to the Train Station through a trail network is nearly possible and plans to do this are in progress. 21, and 22 are all referenced in the Master Bike/Ped plan, and #21 is also discussed in the ongoing Open Space Plan In the Foster Street area: <ul style="list-style-type: none"> Phase I (Taylor Street to Balsam Lane) is currently being funded through the State Transportation Improvement Program (TIP). This project is slated for construction in FY2024. Phase II (Tahattawan Road to Harwood Ave) is at 25% design with 100% design scheduled for this fall. The construction of this section is to include a new Water main, drainage, a 5' sidewalk, and shared travel/bike lanes. The construction of this section is scheduled for FY2022 or FY2023 based on the engineer's estimate and funding. Phase III (Harwood Ave to Balsam Lane) has not been designed yet. 	Achieved Achieved In Progress In Progress Future Goal Future Goal Future Goal
THRIVING TOWN	#16 – Ensure new developments and redevelopments is sited and designed in such a way that it is consistent with the character of the zoning district and location within Littleton	<ul style="list-style-type: none"> The adoption of Form-Based Code accomplished this in the Littleton Common overlay district. See Goal #2. Design guidelines for the Littleton Station Area were developed in 2021. Littleton Station Vision Plan outlines design recommendations for the area around Littleton MBTA station. 	Achieved Achieved

THRIVING TOWN	#17 – Continue to support The Point and look for opportunities to encourage the expansion of uses at that site which could include the integration of housing	<ul style="list-style-type: none"> Since its inception, the Point is now an important Commercial Center of town. After a series of significant issues, the developer/owner of The Point updated its septic system after DEP enforced compliance. While not at The Point, housing integration/senior housing/mixed use purpose is underway with development plans in other areas of town such as 550 King Street, The Mill and Hager Homestead (Co-Op Housing). 	Achieved Achieved In Progress
THRIVING TOWN	#18 – Promote and increase support for local farms in order to maintain agriculture as a vital component of Littleton's economy	<ul style="list-style-type: none"> In 2011, Town Meeting approved a zoning amendment to allow, by Special Permit, a series of accessory business uses on active farms, including agricultural equipment and supply dealers, farm machinery repair, veterinarian offices, feed milling and delivery, facilities for weddings and other functions, food processing and sales, farm stand restaurants and animal boarding. Littleton Community Farm and our working farms continue to thrive and provide access to fresh produce. Both Springdale Farm and Springbrook Farm have expanded since 2020. In 2023, Farm 359 opened on King Street that in addition to a farm stand and CSA shares hopes to encourage education, field trips, events, flower cutting, and other forms of public use. Johnny Putt Farm grows and sells their greens to many local restaurants and also offers home delivery. One of Littleton's prized agricultural sites is the Orchard. After a period of poor management by the lessee, professionals were brought in to evaluate the agricultural health of the nine fields on the property. In March 2022, a RFP was issued to determine the future stewardship of it. The Town has been diligently looking for orchardist to create a long-term plan for the site. By state law, farms are taxed at a commercial rate for a portion of their structures. Groups are working towards legislation at the state level to help rectify and better support our farmers. Using Social Media and other platforms, Littleton residents are continually encouraged to support local farming by shopping at the local farm stands and the Community Farm. 	Achieved Achieved on on-going Achieved and on-going Achieved and on-going In Progress In Progress On going
THRIVING TOWN	#19 – Reexamine the value of utilizing Tax Increment Financing (TIF) to attract new businesses to Littleton	<ul style="list-style-type: none"> While preliminary discussions have taken place, no decisive action has taken place. 	Future Goal

COMMUNITY HEALTH AND WELLBEING	#20 – Update the Aquifer and Water Resource Protection District bylaw	<ul style="list-style-type: none"> ● The Aquifer and Water Resource Protection District Bylaw was updated in May 2019. ● The LELWD is committed to and actively is working to: <ul style="list-style-type: none"> ○ Plan and implement policies and programs, that project that mitigate the impacts of climate change. ○ Improve Littleton's water supply reliability and resiliency through the enhancement of all three existing sources of water supply, as well as development of up to three new sources of supply. ○ Implement a Drought Management Plan and Water Conservation Plan each summer. ○ Lead a collaborative project with the Westford Water Department, Massachusetts Department of Environmental Protection, Massachusetts Division of Ecological Restoration, and several lake associations and community groups to improve streamflow and aquatic habitat during the dry summer months ensuring that both Littleton and Westford have adequate water supply available to serve their customers. ● Since 1981, LELWD has conducted comprehensive water quality monitoring of both surface waters and aquifers at streams, lakes, and groundwater monitoring wells throughout town. ● In May 2019, an Aquifer and Water Resource Zoning Bylaw was updated for Beaver Brook wells. 	Achieved & On-going
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COMMUNITY HEALTH AND WELLBEING	<p>#21 – Prepare a comprehensive trails plan to identify and prioritize opportunities to connect existing trails and open spaces to form a network of off-street trails for pedestrians and cyclists</p>	<ul style="list-style-type: none"> ● Working with other towns, a database of bicycle and pedestrian facilities throughout the 101 municipalities has been developed. In the "Metro Boston Municipal Trails, Bikeways & Greenways Inventory," communities are compared and ranked based on shared use path, bicycle lane, and foot trail availability. One of the goals is to establish a network of safer routes to connect to town resources as well as those of neighboring communities. ● New trails have been/are being established at Brown's Woods, Town Forest, Herget and Kaye/Durkee open space which connects the south end of Long Lake to the train station. This includes over 10 boardwalks. ● Parking lots were created at Browns Woods/Tahattawan Road and on Boxborough Road for the Williams and MassDOT Surplus Parcels ● New parking lots were created at Cloverdale, along with a new trail connection to Grist Mill neighborhood, and on Harvard Road for Oak Hill ● Additional boardwalk efforts at Williams/Newtown Hill and Cloverdale. ● Plan for boardwalks on Hartwell and Oak Hill in 2023 and 2024. ● In 2022/2023, there are plans for: <ul style="list-style-type: none"> ○ Improved parking on Hartwell ○ A trail between the back of Donelan's shopping district and Nashoba ski area on Rt.119 to Goldsmith and the Long Lake community (traveling through the Couper and Wellington Circle developments) ○ Plans to create boardwalks through the Town Forest and Herget properties to provide pedestrian access to the train Station as well as recreational hiking trail loops. ○ Updated open space and trail maps are being completed by Littleton Conservation Trust which will assist in overall review of connectivity and providing the info to the Public ○ Ongoing parcel review of all town owned parcels to, IN PART, identify parcels that could assist in trail connectivity (and open space protection) ○ Additional trails are being discussed as well Also see Goal #15 to understand about connecting vehicular transportation to pedestrian and bicycle routes. 	In Progress and On-Going In Progress and On-Going Achieved Achieved Achieved Future Goal In Progress and On-Going
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COMMUNITY HEALTH AND WELLBEING	#22 – Evaluate and institute policies to improve transportation connections to/from the schools	<ul style="list-style-type: none"> • See Goals #3 and #4 regarding sidewalks and bike lanes. • There is continual evaluation of routes and pick up/drop off times for students. In 2023, later pick up times were instituted to better serve students and families in general. 	In Progress
COMMUNITY HEALTH AND WELLBEING	#23 – Develop specific criteria to describe the Town's priorities for acquiring Open Space	<ul style="list-style-type: none"> • See Goal #18. • To be eligible for state grants, every seven years, the Town must prepare a report. With the goal of submitting in the Fall of 2023, widely publicized and well-attended public forums were held to gather input to create an Open Space and Recreation Plan. The plan's objectives are to identify key open space and recreation resources/needs including facilities, accessibility, and programming. Priorities include conservation, interpretation of natural, cultural, and historic resources. A third public meeting scheduled for September 2023. • In 2020, the Town was issued a Municipal Vulnerability Grant for the purchase of the Brown Property for a nature-based solution for municipal vulnerability from climate change, the creation of open space, passive recreation, and the creation of a 1.6-acre lot for up to four units of affordable housing. • Currently, a grant is being submitted to fund the purchase of the 37-acre Webster property. • One safeguard to preserve open land is Article XIX (Open Space Development By-Law), which was adopted in 1990. It continues to support the town's desire to preserve open space. 	Achieved/ In Progress Achieved/ In Progress In Progress Achieved
COMMUNITY HEALTH AND WELLBEING	#24 – Undertake a Food Systems Plan to inform town efforts to support local food production, processing, distribution, and sales to help sustain Littleton's remaining family farms	<ul style="list-style-type: none"> • See Goal #18 • The Agricultural Commission goal is to ensure that Littleton is an Ag-friendly community. • In 2022, a Working Group was established to find a solution to protect the future of Nagog Hill Orchard. A RFP was issued. It is a high priority but challenging to find an arborist. • There are several opportunities in the community to patronize local farm stands. For example, Springdell Farm has launched a cost-effective "Senior Meal Box" Program for residents ages 60+. It is an initiative to get fresh and nutritious food to our senior community. For a nominal fee, members can pick up a mini CSA share once a week, spring through fall. Also provided are recipes and other ideas for preparation offering a social aspect as well. This program supports both a community farm and our seniors. Both Springdell and The Community Farm offer CSA programs and Farm 529 also plans to launch one in 2023. 	Achieved On-Going In Progress On-Going

COMMUNITY HEALTH AND WELLBEING	#25 – Partner with school departments to involve Littleton Public Schools in nature education, maintenance of trails and wildlife blinds, and educational programming in town conservation lands	<ul style="list-style-type: none"> Presentations to Shaker Lane and Russell Street Schools specific to conservation aspects have occurred and more would be recommended. Library has been doing story walks on conservation land. 	Both Achieved and Future Goal
COMMUNITY HEALTH AND WELLBEING	#26 – Prepare, monitor, evaluate and periodically update a community resilience plan, tailored to Littleton, to ensure that the town's infrastructure and social and economic systems can withstand the impact of climate change and other 21 st century hazards; and incorporate the recommendations of the resilience plan into this Master Plan as needed	<ul style="list-style-type: none"> Refer to #28 for information about the Fire and Police Departments. Refer to #30 (climate change) Refer to #23 regarding Brown Property In 2023, it was approved to create a new position and hire a Director of Health The Town has contracted with the Metropolitan Area Planning Council, MAPC, our regional planning agency to update our Hazard Mitigation Plan utilizing MEMA/FEMA Grant funds with local matching funds. This update kicked off in July 2023 and is scheduled to be completed by Fall of 2025 See Goal #29 regarding the Brown Property and invasive species. On May 16 and 20, 2023, the community was invited to attend a "Carbon Countdown" virtual meeting. The event was free and included these speakers: Climate Chief Hoffer (topic: An equitable and sustainable future for Massachusetts), Senator Mike Barrett (Climate Solutions) and these breakout rooms: Building Electrification, Networked Geothermal, and Affordable Housing 	Achieved Achieved Achieved
COMMUNITY HEALTH AND WELLBEING	#27 – Establish a local funding source to walking and cycling improvements across town	<ul style="list-style-type: none"> See goal #21. The sidewalk fund was in fact closed after it was determined it wasn't formed properly. Reinstating this would be a future goal. When developers opt not to build sidewalks they pay into it. This is controlled by the Select Board. A Community Preservation fund has been established for open space Form Based Code dictates that all new development in the Common area will require sidewalks. There have also been small grants for specific projects and funds from developers (e.g. Amazon), etc. 	Achieved Future Goal On-Going Achieved Achieved and on going

COMMUNITY HEALTH AND WELLBEING	<p>#28 – Ensure public safety officials have enough staff and equipment to handle today's needs, as well as the needs of a growing and changing resident population.</p>	<ul style="list-style-type: none"> The Pandemic that began in 2020 highlighted the need for a town Director of Heath. In 2023, it was approved to create this new position. <p><u>Fire Department:</u></p> <ul style="list-style-type: none"> The Littleton Fire Department is a combination department consisting presently of a full-time Interim Chief, a career department with 4 Lieutenants, a Fire Prevention Officer, 13 Firefighter/Paramedics/EMT's and 11 on-call Firefighter/EMT's. The men and women of the department continue to provide exceptional service to all who need our help. In 2018, Littleton significantly renovated the fire station to create a facility to accommodate a growing population. The changing demographics of our community have seen a significant decrease in our on-call membership since 2018. Our emergency responses have increased each year. Attracting qualified candidates in public safety is a very real challenge presently. With the projected growth of the town, additional career personnel will need to be added each year to ensure that the department is able to perform its mission. At Town Meeting in 2019, it was voted to purchase a new truck that had a power ladder with a 100+ foot reach with rear cab. A cab enables victims to escape more easily than climbing down a ladder (for example, an elderly or disabled resident). In 2023, our fire station and most of our apparatus and equipment are serving the department well. The pandemic caused supply chain issues which have made obtaining new fire apparatus and service vehicles difficult and costly. Presently, the department needs to replace our back-up ambulance with a new one. Lead times for new ambulances are 18 to 24 months for delivery. With the increased lead times, capital projections need to be revised to accommodate the longer delivery schedules. The Littleton Volunteer Corps is comprised of approximately 30 volunteers. Members are trained in various capacities and are able to quickly set up and assemble vaccination clinics (most recently during the COVID 19 Pandemic), help with traffic control (such as during the Littleton Road Race), set up rehab centers for extended public safety incidents and operate emergency shelters in the event of a natural disaster. 	Achieved and In Progress On-Going Achieved On-Going Achieved On-Going On-Going On-Going
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	Continued....	<p><u>Police Department:</u></p> <ul style="list-style-type: none"> • The Littleton Police Department consists of 20 full-time sworn police officers, 8 full-time communications officers, and 1 full-time executive assistant. Along with the sworn officers they have one K-9, Vojak. He is 9 years of age and looking at retirement in the next year or so. In 2023, they also bought a new K-9, Milo, to work with Vojak as he eases into his retirement. This transition should happen over the next two years. They were also gifted a trained Comfort Dog, Rhett, to assist our School Resource Officer. • At one time, they also had 10 sworn part-time police officers, but due to the standards that Police Reform put in place, they can only have full-time academy-trained police officers. Accordingly, at this time, there are five part-time Reserve Police Officers. • The Station was built in 2019, so is still in good working condition. A substantial roof renovation was completed in 2022. • There is an on-going cruiser replacement program where two marked cruisers are purchased every year and one unmarked cruiser every other year. In 2020 and 2021, there was only 1 car replacement. This has affected increased repair bills and out of service time. 	On-Going
COMMUNITY HEALTH AND WELLBEING	#29 - Establish a coordinated effort to identify and remediate invasive species on public land. Work to educate private landowners on removal of invasives, with a focus on large commercial and industrial properties.	<ul style="list-style-type: none"> • The Town was issued a Municipal Vulnerability Grant for the purchase of the Brown Property based largely on its value relative to buffering the impact of climate change. The town received a Municipal Vulnerability Grant which will allow for the management of about an acre of Phragmites at this property. • In June 2023, the Littleton Conservation Commission and Conservation Trust held a “Weed Warrior” event at Brown’s Woods. In addition to education, there was an opportunity to get certified as a Weed Warrior. All residents were invited. • The Garden Club also makes continued efforts to educate residents and landowners on removal of invasives as well as other useful tips. A recent call for action on social media sites to help pull garlic mustard and Japanese Knotweed in yards and trails. This will need to be an on-going effort 	Achieved On-Going On-Going On-Going

COMMUNITY HEALTH AND WELLBEING	#30 - Evaluate the impact of climate change on natural resources and water supplies and draw up appropriate mitigation policies and plans	<ul style="list-style-type: none"> Refer to Goals #20, #29 and #31. The Agricultural Commission shares that several of our local farmers plant winter cover crop-on-crop ground to support soil conservation. Where feasible, some also employ no-till agricultural practices. Cover cropping and no-till practices aid in water management and soil health. At the November 1, 2022 Special Town Meeting, Littleton residents voted to enact a plastic bag reduction bylaw which bans the use of thin-film, single-use checkout bags at Littleton retail stores and grocery stores. The intent of the plastic bag reduction bylaw is to regulate the retail use of single-use plastic checkout bags and promote the use of reusable, recyclable, and biodegradable bags in the Town of Littleton. The bylaw encourages the use of reusable bags, and goes into effect on August 1, 2023. 	On-Going
COMMUNITY HEALTH AND WELLBEING	#31- Establish and training and education program for site contractors, landscapers, facilities managers, and others to learn about best practices for reducing stormwater runoff and pollution, dealing with invasive species, reducing the use of toxic pesticides and herbicides, and maintaining lands in a way that enhances protection of native species	<ul style="list-style-type: none"> The Metrowest Conservation Alliance Native Pollinator Task Force has plans to partner with the Library to create a demonstration area highlighting the utilization of native plants. In February 2020, in response to the damage on the Common, a workshop was conducted regarding the Emerald Ash Borer. In 2021, an Invasive Species Management Plan was done for Browns Woods. A “Natural Resources” webpage has been launched @ https://www.littletonma.org/conservation/pages/littletons-natural-resources that includes helpful information on species, pollinators, and vernal pools. The “Tree Guidelines for Littleton” was developed and to be used as a tool for developers and/or single-family homeowners on the importance of selecting native plants The Clean Lakes Committee has an ongoing program to address nonnative and/or invasive aquatic plants. A small native wildflower area has been established at Cloverdale (off Great Road) supported by pertinent educational materials on their importance. The “Field Management” document prepared by Sudbury Valley Trustees under a grant guides our mowing programs and is available to private owners who are interested in managing their field(s) in a beneficial way. 	In Progress

COMMUNITY HEALTH AND WELLBEING	<p>#32 – Prepare individual plans for town conservation areas and recreational facilities</p> <p><i>MPIC NOTE: The RMS Outdoor Track was completed and open to the public by March 2013. This predates the 2017 Master Plan by 4 years.</i></p> <p><i>Alumni Field funding was approved at the November 2016 Special Town meeting. The project was completed in September 2017.</i></p>	<ul style="list-style-type: none"> • A conservation plan was completed for Cloverdale in 2021. Also in 2021, an Invasive Species Management Plan was done for Browns Woods. • At Town meeting on June 21, 2021 the PRCE department was approved to spend \$30,000 out of their retained earnings to procure a company to conduct a statistically valid survey on Littleton's recreational needs. In May 2023 the request for quote was sent out and awarded to ETC Institute. The survey is being developed by ETC in July 2023 and will be reviewed before it is sent out to randomly selected homes in August 2023. The final results of the survey are expected to be reported back by late September 2023. The results will be reported to the Park Commission, the Select Board, and the Finance Committee. The results of the Statistically Valid Recreational Needs Survey will help develop a 7-year Strategic Plan for the PRCE department. This strategic plan will address space needs, park and facility improvements, creation of new playing fields, parks, and playgrounds including ADA/AAB access issues and improvements. The results will give us 95 to 98% accuracy rate on what the community wants. Review of recommendations of the Comprehensive Analysis of Recreational Facilities and Fields is on the Fiscal year 2024 goals for the department. • On April 28, 2022, the Director of Littleton, Parks, Recreation, and Community Education (PRCE) presented the Town Administration and Select Board with 18 sites as potential locations to develop a new tennis and pickleball facility. On September 12, 2022, the Town Administrator's revised list of 6 sites was presented to the Select Board for them to choose a location to proceed with a design and feasibility study. <ul style="list-style-type: none"> 1. Parcel R17-2-0 82: Russell St 2. Parcel 19-32-0 :300 King St 3. Parcel U20-13-0 Fay Park 4. Parcel U42-5-0 LHS 5. Parcel R08-15-3 Balsam Lane 6. Parcel U05-5-25 Couper Farm <p>The Select Board chose to move forward with the Couper Farm parcel. The Assistant Town Administrator and the PRCE Director worked with Places Associates to create a design of what this new tennis and pickleball facility will look like. The requirements for this project were to be able to at least replace the same number of playing surfaces as we currently have at Town Hall, and adequate parking must be included. A request for funding was presented to CPC and the project was deemed eligible for CPC funding. In October 2022 the Select Board withdrew the project from the Town Meeting agenda</p>	Achieved In Progress
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because they wanted to pursue a more financially prudent option of a renovation at the Littleton High School Courts. As of July 2023, a new design has been created and run past Park Commission and CPC, who has deemed the project eligible.

- Long Lake Updates:

- 2017: Signed a contract with Goose Patrol to humanely remove geese from Long Lake Beach. We still use this company today and we have seen a huge improvement in the water quality at the Lake from this service.
- 2018: the PRCE department presented a renovation design for the Long Lake Bathhouse. We could not find an option for a septic system and had to change the renovation plan to operate off the existing tight tank.
- 2019: the CPC awarded the PRCE department \$120,000 to move forward with a renovation that included installing seasonal access matting and purchasing two water wheelchairs that are available to the public for free upon request.
- The sailing dock has also been updated to allows boats to moor out of the water.
- 2020: we made minor fixes to the retention wall, by the playground, installed new toilets and sinks that are low flow and have motion sensors, and we have installed a prefabb building to replace and upgrade the old snack shack. We also removed a dangerous pine tree at the beach this summer and planted two shade trees to replace it. Lastly we worked with the Highway department to restore the storm water swale next to the boat ramp.
- 2021: we completed the installation of the fencing sections and landscaping around the Long Lake parking lot and removed the old snack shack from the site. Additional parking for boat trailers was created on the State boat ramp. Outdoor showers were plumbed outside the bathhouse for seasonal public use. Additionally, new kayaks were purchased and available for the public to rent and for our summer programs to use.
- 2023: We purchase a new fleet of sailboats. 420's and O'pens to expand the learning opportunities at the sailing program. Further ADA updates were completed at the snack shack, this includes installation of a bump rail on the ramp and fencing and railing on deck off the back of the building. We also installed a memorial porch swing near the flagpole.

COMMUNITY HEALTH AND WELLBEING	#33 – Provide public education on agriculture, including potential farm education programs, similar to Mass Audubon's Drumlin Farm in Littleton	<ul style="list-style-type: none"> Our local farm stands afforded the unique opportunity to engage personally with farmers to gain understanding of local agriculture. The newly opened Farm 359 has preliminary plans to offer some level of educational opportunities. Littleton Community Farm does not have any plans to offer formal community educational activities. Their focus will remain on hunger relief within Littleton. Education is incorporated into volunteer opportunities. Once the solution is found to sustain the Future of Nagog Hill Orchard, the Agricultural Commission has the intent to have a community education component. Currently, there are not interactive animal experiences specifically like at Drumlin Farm, however, Springdell Farm offers opportunities to visit goats, sheep, chickens, a horse, donkey, and an alpaca as they stroll the grounds and enjoy picnic and child play areas. 	In Progress On-Going On-Going Future Goal On-Going
COMMUNITY HEALTH AND WELLBEING	#34 - Improve transportation options for Littleton's seniors and residents with disabilities	<ul style="list-style-type: none"> In 2018, the EHS/COA Dept was awarded a MassDOT grant to purchase a new handicap accessible van. Pre-pandemic EHS/COA had 6 van drivers and ran 2 vans per day to meet the transportation needs of the elder and disabled community. Currently in 2023, they have 4 van drivers and run the vans Monday to Friday. EHS plans to purchase a new van in 2024/25 and has the funds allocated for this purchase. MART has just secured a 3-year grant to expand transportation options in Littleton extending the days and hours of operations to early morning/evening/weekend service. Also refer to Goal #65. 	Achieved and On-Going
COMMUNITY HEALTH AND BEING	#35 – Evaluate the feasibility of constructing a multi-purpose intergenerational community center that meets the needs of all the residents of Littleton	<ul style="list-style-type: none"> The new Reuben Hoar Library was opened in the Fall/Winter of 2021. It supports residents of all ages and provides several community spaces and support services. After two years of collaboration with LLB Architects and the “Space Needs Working Group,” in 2021, the Select Board determined that the best location for a proposed new 16,000 sq. ft. Senior/Multi-Generation center will be located on Shattuck Street. Due to commence construction in late 2023 (14-month build) The “Space Needs Working Group is tasked with evaluating the associated vacated Town Hall space for new uses. PRCE and the Building and Land Use Dept. have now moved into the vacated library space. 	Achieved Achieved Achieved

COMMUNITY HEALTH AND WELLBEING	#36 – Examine the recommendations of the Comprehensive Analysis of Recreational Facilities and Fields and determine next steps	<ul style="list-style-type: none"> Although discussions have taken place, no analysis has been completed. 	Future Goal
COMMUNITY HEALTH AND WELLBEING	#37 – Continue to update the Streets Prioritization Plan and align with recommendations with the Town’s Capital Improvement Plan and this Master Plan	<ul style="list-style-type: none"> July 2023: An update of the Complete Streets Plan is underway by DPW and a contractor. 	In Process
COMMUNITY HEALTH AND WELLBEING	#38 – Continued to improve a comprehensive strategy to protect surface waters and aquifers and the watersheds that feed them	<ul style="list-style-type: none"> Stormwater Management Bylaws were adopted in May 2016 (prior to the Master Plan) and updates to the Stormwater Bylaw passed at the June 2021 Town Meeting. These zoning and general bylaws help protect surface and groundwater quality from storm runoff and from “illicit discharge”. 	Achieved and On-Going

EQUITABLE DEVELOPMENT	#39 - Overhaul and update the Over-55 housing bylaw to make it more effective for creating senior housing options	<ul style="list-style-type: none"> The Senior Residential By-law was adopted at Town Meeting on November 8, 2005. The Senior Residential By-law was amended at Town Meeting October 30, 2017 November 1, 2022 Special Town Meeting voted to close a loophole in the Inclusionary Housing Bylaw; now all residential and mixed-use developments with 6 or more additional housing units must support affordable housing with either units or funding. King Street Common will include housing suitable for older residents. In 2022, Hager Homestead (over 55 co-housing) is under development on King Street (site of former Gruskowski home and dental practice). The Town continues to look for additional option for affordable senior housing. 	Achieved Achieved In Progress Achieved In Progress
EQUITABLE DEVELOPMENT	#40 – Encourage small, accessory apartments on owner-occupied residential lots	<ul style="list-style-type: none"> Accessory Dwelling By-law was adopted Town Meeting in May 2017. 	Achieved
EQUITABLE DEVELOPMENT	#41 – Adopt an inclusionary housing bylaw to require affordable housing in new residential or mixed-use developments	<ul style="list-style-type: none"> See Goal #39 	Achieved
EQUITABLE DEVELOPMENT	#42 - Revise the Town's Open Space Development (OSD) bylaw to remove Special Permit requirements and provide incentives to landowners and developers. Allow greater density while protecting woodlands and farms, and loosen restrictions placed on open space so as to protect against reducing the value of farmland	<ul style="list-style-type: none"> The town has bylaws in place ensure open space is protected. A working group was established to explore "Transfer of Development Rights "TDR" to study the feasibility of pairing permanent protection of open space with the concentration of new development in existing growth centers. It was determined it was not a viable match for Littleton. 	Achieved In Progress

BUILDING LOCAL CAPACITY	#43 – Make town funds available to support LHC members wishing to attend statewide preservation conferences	<ul style="list-style-type: none"> Although discussions have taken place, no budget has been allocated in the FY 2022 or 2023 budgets. 	Future Goal
BUILDING LOCAL CAPACITY	#44 – Create a Transportation Advisory Team to coordinate on transportation issues across departments and across modes of transportation	<ul style="list-style-type: none"> In 2018, the Select Board established a Transportation Advisory Council to promote collaboration in the development of collective transportation goals and priorities for the Town of Littleton. The TAC consists of one member and one alternate each from the Board of Selectmen, Planning Board, Finance Committee, Council on Aging, Bicycle and Pedestrian Advisory Committee, and Disabilities Commission; and three members from the community at-large appointed by the Board of Selectmen and Planning Board. TAC is tasked to meet at least quarterly to discuss issues and concerns related to transportation matters and initiatives in the town and neighboring communities. The TAC would establish collective goals and priorities for improving all means of transportation in the town consistent with the vision of the 2017 Littleton Master Plan. The TAC invites input from other boards and committees and the general public to ensure that the Council is truly representative of the interests of the people of Littleton. The TAC would annually present their goals and recommendations to the Planning Board and Board of Selectmen and would publish their recommendations in a report for Annual Town Meeting. Additional meetings may be called to respond to transportation issues as they arise. 	Achieved and On-Going
BUILDING LOCAL CAPACITY	#45 – Hire a full-time facilities manager who would be responsible for all the maintenance of town and school buildings, as well as the development of long-term maintenance and replacement plans	<ul style="list-style-type: none"> Approved for funding in 2023 and in process of interviewing candidates. 	In Progress

BUILDING LOCAL CAPACITY	#46 – Establish a Master Plan Implementation Committee to promote and implement this plan, to evaluate the town's implementation progress, and to recommend plan amendments as needed to the Littleton Planning Board	<ul style="list-style-type: none"> • The MPIC has been created and is actively undertaking these initiatives. • A member of the Planning Board is always on the MPIC. 	Achieved & On-Going
BUILDING LOCAL CAPACITY	#47 - Evaluate the current functions of the Planning and Development to determine whether the town would benefit from having an Economic Development Coordinator or Director	<ul style="list-style-type: none"> • Now called the Land Use and Building Department. • Budget was approved in 2022. 	Achieved
BUILDING LOCAL CAPACITY	#48 – Establish a Municipal Affordable Housing Trust in order to build local capacity for housing advocacy, housing finance, and housing development	<ul style="list-style-type: none"> • On October 30, 2017 Special Town Meeting Article 7 voted to accept G.L. c.44, §55C, and establish a municipal affordable housing trust fund to provide for the creation and preservation of affordable housing for the benefit of low- and moderate-income households. 	Achieved

LEGACY	#49 – Reconsider the current allocation of the annual CPA funds dedicated to historic preservation	<ul style="list-style-type: none"> Identify historic preservation projects to incorporate into Town Common revitalization activities. Using CPA funding, the Historical Commission hired a professional historical planning consultant who updated Littleton's survey of historical resources (mostly buildings as well as some other structures). Above survey should be updated every 2 years) With the use of CPA funds for the specific purpose of historic preservation, in 2018, the town acquired The Benjamin Kimball House located at 12 Robinson Road (highly visible from Great Road and in the Common overlay district). In March 2002, the Select Board issued a RFP with a historical preservation restriction for historical and use purposes to vet interest from outside organizations who would be interested in renovating and repurposing this property. As of June 2023, the property is in negotiations for a sale to wheras it would be converted into 2 residences. The Historical Commission is involved. In August 2022, the Historical Society, with the help of Dave Erikson, renovated the historic equine water fountain by the town's former Depot Station. The fountain was dedicated to the town by the Littleton Grange in 1912. The Edgar P. Romilly Veterans Corner (created in 1985), was renovated and updated to add two new monuments and approximately 450 names of Littleton Residents who served in the American Armed Forces. The Rededication Ceremony was held November 10, 2019. 	<p>Future Goal Achieved Achieved & In Progress Achieved Achieved</p>
LEGACY	#50 – Update the Demolition Delay bylaw by extending the demolition period	<ul style="list-style-type: none"> In 2021, the Historical Commission proposed this extension at Town Meeting. It was approved. 	Achieved
LEGACY	#51 – Expand the availability of Community Gardening Plots through town supported programming and provision of land within existing conservation areas and/or using private lands secured through temporary agreements with town	<ul style="list-style-type: none"> Community plots have been developed on the Yapp Land and New Town Hill. Although the town has the advantage of the above plots, with the Community Farm and the Town's business-based farms, there is not a firm plan to promote and support gardening plots at this time. Should there still be interest in expansion it is recommended that a committee be formed to create, plan, and maintain such an endeavor. The majority of residents have land to create their own gardens. 	Achieved

LEGACY	#52 – Consider leveraging CPA funds and other budget sources through an open space acquisition bond	<ul style="list-style-type: none"> This has been widely discussed and is a future goal 	Future Goal
LEGACY	#53 – Complete an inventory of historic structures and heritage landscapes in Littleton, including photo documentation of present-day conditions, and update the town's historic resources inventory and farms	<ul style="list-style-type: none"> An inventory of historic structures has been completed. Should be updated every few years. Landscape and farm inventory remains to be done. The Littleton Historical Commission House Plaques and Roadside Marker programs are on-going. In 2019, representative homeowners were notified and invited to apply for plaques on the website. 	Achieved Future Goal Achieved and On Going
LEGACY	#54 – Undertake an effort to determine whether the current list of scenic roads should be added or subtracted based on changes that have occurred since the adoption of the bylaw in 1974. Develop a photographic inventory of the most critical scenic roads	<ul style="list-style-type: none"> No action has been taken to date, however, the Historical Commission has been asked to add the item to an agenda at an upcoming meeting. 	Future Goal

LEGACY	#55 – Work with the Littleton Historical Commission, Planning Board and other groups to establish a Heritage Landscape conservation program	<ul style="list-style-type: none"> It is recognized that Littleton's history is physically represented in its historic building fabric and in the development pattern of its concentrated "villages" surrounded by remaining agricultural landscape. 	Future Goal
LEGACY	#56 – Pursue one or more historic districts to include properties in areas such as Foster Street/Unitarian Church/Fire Station/Historical Society, as well as the area around Littleton Common	<ul style="list-style-type: none"> A Historic District preserves existing historic structures. In the 1990s, there was an attempt to create a Historic District in the Common to ensure future development could be controlled. Although it had majority support, it did not achieve a 2/3 vote at Town Meeting. The MPIC agrees that such designations would help define future growth in this and other areas. A working group or committee would need to be established to accomplish this. Fortunately, with the adoption of Form-Based Code, new development in overlay districts will include the design and landscape features lending to the feel of an updated rural town. 	Concluded unless brought back to town meeting
LEGACY	#57 – Adopt a Neighborhood Conservation District (NCD) bylaw and consider designing areas such as Littleton's mid-twentieth century neighborhoods, e.g., those located around the town's water bodies	<ul style="list-style-type: none"> Despite the word "conservation" in the title, this type of district does not specifically address what is usually meant by conservation. It is rather a term that some municipalities have adopted to apply lesser Local Historic Districts are less strict where buildings cannot be demolished but most features are not controlled. It is a possible future goal for the Littleton Historical Commission. 	Future Goal
LEGACY	#58 – Encourage Committees engaged in historical preservation, economic protection, open space, planning, and economic development to meet periodically to explore opportunities on historic and cultural preservation priorities	<ul style="list-style-type: none"> Communication and meetings between groups foster great community cohesion and adherence to the Master Plan. The Planning Board (open space), Conservation Committee, Historical Commission, Economic Development, Finance Committee, Clean Lakes Committee, Committee Preservation Committee, Sustainability Committee, Nagog Orchard Working Group are just a sample of the 40+ committees and boards that meet regularly to steward these goals. A full list, including members can be found on the Town's website. 	On-Going

ACTIVE GOVERNMENT	#59 – Establish mechanisms and policies that link the implementation of the Master Plan to annual work plans, budgets, and capital projects	<ul style="list-style-type: none"> While some specific capital requests and projects for grants have been applied for to implement the Master Plan (as outlined in this Progress Report), further mechanisms are still a future goal. 	Future Goal
ACTIVE GOVERNMENT	#60 – Evaluate the recommendations of the upcoming Town Hall Space Needs Study and determine next steps.	<ul style="list-style-type: none"> The “Space Needs Working Group has been established to evaluate the associated vacated Town Hall spaces for new uses. Refer to Goal #65 regarding the Senior Center. 	Achieved Achieved
ACTIVE GOVERNMENT	#61 – Provide for the 21 st Century needs of a library facility in Littleton	<ul style="list-style-type: none"> With grants, private donations, and funding approved at Town Meeting, the New Reuben Hoar Library was completed in the Fall/Winter of 2021. It supports residents of all ages and provide several community spaces and support services. 	Achieved
ACTIVE GOVERNMENT	#62 – Invest in technology upgrades that will help the Town accommodate the growing demand for information, secure lines of communication, and redundancy across systems	<ul style="list-style-type: none"> Striving for transparency, the town adapted an “open checkbook” that can be accessed online with Tyler Citizen Transparency provides “an unparalleled financial transparency and analysis tools to public sector entities. From their Tyler Citizen Transparency website, local governments and school districts can provide the public with easy access to government expenditure information for the current fiscal year, as well as historical views of previous years. Citizens and public officials alike can use the interactive site to search details of spending by category, department, fund, government area and vendor. The detail of financial data within Tyler Citizen Transparency covers every level of expenditures, from total spending by fiscal year to individual vendor payments. Unlike some applications that rely on static annual snapshots, Tyler Citizen Transparency is up to date with the most recent activity. Municipalities and schools also have the option to display their employee payroll, pension and revenue statement information.” The town website, littletonma.org, was redesigned. With a click, anyone can now view a calendar that lists all town events/meetings, boards/committees and their members, agendas, meeting minutes and more. Now have two people working in IT for the Town of Littleton. 	Achieved Achieved Achieved

ACTIVE GOVERNMENT	#63 – Pursue a targeted program of outreach and information to enhance public use of conservation lands and recreational facilities	<ul style="list-style-type: none"> Refer to #21 for the excellent progress of connecting trails. The onset of the 2020/2021 Pandemic organically created greater use and visibility of conservation lands and outdoor recreational facilities.\ Social media groups such as the Littleton Tree Hunt, Painted Rocks, and Littleton Trails help residents discover the wide range of trails and open spaces available to them. 	On-Going
ACTIVE GOVERNMENT	#64 – Upgrade and modernize Shaker Lane School	<ul style="list-style-type: none"> The School Committee has charged the Administration to begin discussions with Massachusetts School Building Authority (MSBA) in order to evaluate options for the rebuilding/upgrading of Shaker Lane School (SLS). It is the intention of the School Committee to adhere to MSBA standards and guidelines for this project in order to qualify for partial reimbursement from the MSBA for the funding of the rebuild/upgrade. In Spring 2023, the MSBA voted to include LPS into its next cohort of towns approved for partial reimbursement from the MSBA. Since then, the MSBA and LPS have been working together in the initial stages of the Shaker Lane Building project. The Shaker Lane Building Committee has been established and includes school committee members, school and town administrators, planning and Select Board members to oversee this project. A greater understanding of our building requirements and land availability is needed to understand if we will rebuild, replace, or add to Shaker Lane. MSBA is committed to partially funding the current needs of our town, however all other expenses required for the future growth of Littleton will be funded by the town. Budget should be allocated for these additional expenses. Plans for the Feasibility Study are underway and approval to get this part of the project started will be voted on by the MSBA October 2023. Once approved the FS will begin and will likely take 1 year to complete. Attention needs to be focused on understanding the growth needs of our town as well as energy efficiency and sustainability. Time and effort should also be focused on understanding the district needs as a whole, not just as one building grades PK-2. Staffing, after school programs, sports and field needs, bussing, parking and drop off logistics, efficiency and sustainability in our current building can all be improved. As of now it is estimated that the project will be completed within 3 years depending on various factors. 	In Progress

ACTIVE GOVERNMENT	#65 – Provide the Elder and Human Services Department with increased resources to serve seniors, residents with disabilities, and those in need of assistance	<ul style="list-style-type: none"> The EHS has worked closely with the Affordable Housing Trust to make living in Littleton more affordable to those who have financial burden. Within the past 3 years, they have co-created the Littleton Rental Assistance Program, the Emergency Rental Assistance Program, and an Emergency Mortgage Assistance Program. They are staying informed of what the planning board is working on to assist and advocate for appropriate senior housing. In 2022, the Select Board approved adding an additional FTE to the EHS Department; a second Outreach Worker which was hired in August 2022. The Select Board has supported increasing the EHS budget consistently to continue to meet the demands and level of service EHS provides to the community, increasing the department budget 61% from 2018 to 2023. Springdell Farm has launched a cost-effective “Senior Meal Box” Program for residents ages 60+. It is an initiative to get fresh and nutritious food to our senior community. For a nominal fee, members can pick up a mini CSA share once a week, spring through fall. Also provided are recipes and other ideas for preparation offering a social aspect as well. Each year, the COA applies (and is granted) to the Littleton Cultural Council to receive grant money to sponsor senior outings and entertainment. The Department of Elder Services is actively engaged in creating meaningly opportunity. For example, in 2022, they sponsored a Mental Health Fair to help reduce stigmas, offer resources, and engage seniors in gentle yoga. 	Achieved and On-Going Achieved Achieved Achieved & On- Going Achieved & On- Going Achieved & On- Going
ACTIVE GOVERNMENT	#66 – Periodically evaluate the needs of existing volunteer boards and committees. Where possible, consolidate committees with overlapping jurisdiction and eliminate committees whose services are no longer needed	<ul style="list-style-type: none"> Municipal town employees and members of Boards and Committees are required to go through Open Meeting Law training as provided by the state and encouraged to participate in on-going education to enable them to be more proficient in their positions. Creation, evaluation an checking redundancy is an on-going process. For example, there had been a Littleton Common Committee and a Littleton Common Revitalization Committee. A situation that was rectified in 2022. It should be noted that it is the excellent work of our various boards, commissions and committees that drive much of the initiatives in town. 	On-Going On-Going On-Going

ACTIVE GOVERNMENT	#67 - Continue to evaluate enrollment trends, school capacity, and space needs in Littleton Public Schools	<ul style="list-style-type: none"> Upgrades to school buildings include air conditioning to a number of rooms at SLS, RSS, LMS, and LHS; energy efficiency upgrades in all of our schools to include lighting, HVAC, etc.. New doors at RSS and replacement of some hallway flooring at the LHS. Added teachers - 0.5 FTE at LHS Diversity Training - Significant professional development on Diversity, Equity, and Inclusion. District and school DEI teams (LMS and LHS). Teaching children about our local government and how it differs from other towns, cities, and states, interwoven into upper elementary curriculum. Grade 8 curriculum at LMS and LHS that focus on Civics 	Achieved and On-Going Achieved Achieved Achieved Achieved & On- Going Achieved
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