

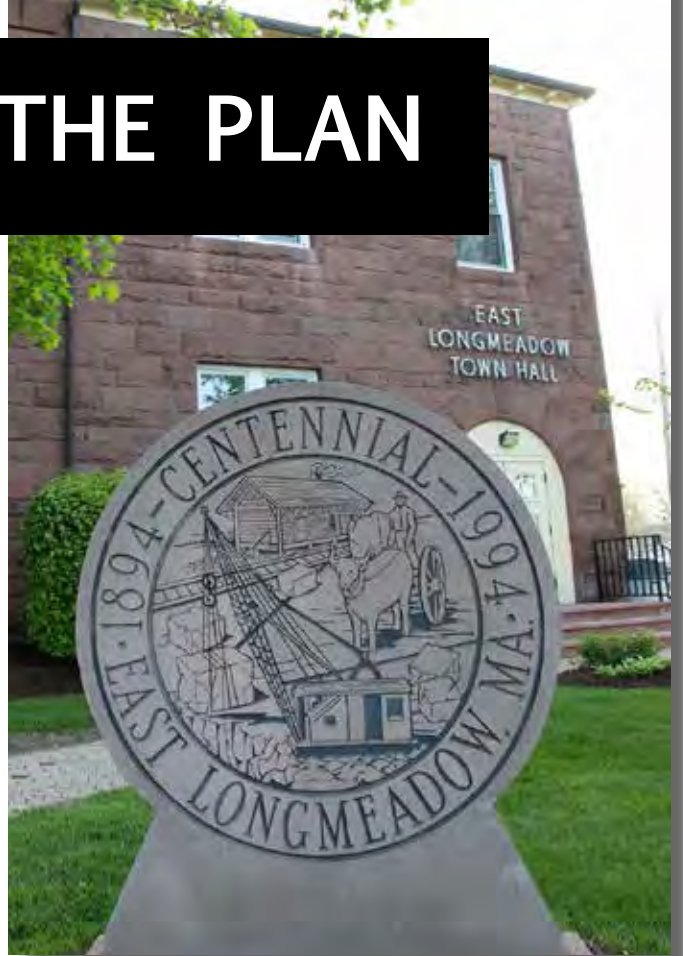
IMPLEMENTING THE PLAN

Implementation is a critical step in the Master Plan process. The Implementation Plan is a step-by-step guide for East Longmeadow to follow over the coming years to ensure that the Master Plan recommendations are put into action. Implementing the Master Plan will require a concerted and ongoing effort on the part of the town's elected and appointed officials, volunteers and dedicated citizens. The actions that the town takes now will create a lasting legacy for future generations.

We exist in an ever changing world with ever expanding and increasing social and technological advances requiring that planning must be an iterative process whereby a community should continually evaluate and respond to new external and internal circumstances and challenges as well as changes in the goals and desires of its residents. This Master Plan has a planning horizon of approximately 15 years: that is, planning needs are evaluated and recommendations are made based on their projected benefit over the same timeline. However, the Implementation Plan only has a much shorter timeframe in the sense that most of the Master Plan strategies are targeted to be commenced within the next three-six years. The Planning Board should periodically revisit the Master Plan to determine whether its goals and general strategies are still appropriate to the town. The town should facilitate a public review of the document, modify the goals and strategies as necessary, and prepare a new Implementation Plan for the subsequent six years. The town should consider reviewing the status of its Master Plan around 2030, at which time conditions in the town could have changed and a new plan will be needed to address the challenges that these conditions present.

Implementation Action Plan

The Implementation Action Plan summarizes all of the Master Plan strategies in a matrix format that identifies the approximate timeline and the group(s) responsible for implementing each one. The strategies are divided according to the element in the master plan that is addressed. Most of the actions will cost little or no money to implement because they can be brought about by Town Council vote or other action to change local policies. In some cases, the town may need to devote staff resources or hire a consultant to assist with this process (e.g., to help prepare zoning changes). The Town's



Planning and Community Development Director may take the place of a consultant in many of these recommendations. Some of the actions that involve facility or infrastructure improvements will require the expenditure of funds, which may come from the town, the state, and/or other sources.

In the "Timeframe/Priority" column of the Action Plan matrices, actions are classified as either Short Term (indicating action within 12-24 months), Medium Term (indicating action within 2-5 years), and Long Term (indicating action within 5+ years). Many of these strategies are ongoing, indicating action that should be continually repeated and expanded as necessary. All items and strategies within this Master Plan are important however, and the priority designation is simply a means to prioritize generally among all the actions contained within the plan. A number of actions will require state involvement and/or major capital expenditures may require more than six years to implement. Many strategies are linked to one another, requiring much effort in the early phases to lay the groundwork for future progress. The feasibility of implementing certain strategies will be dependent on the town's ability to set the foundation with a number of the shorter-term strategies and allow the longer-term strategies build from those efforts.

A. Protecting the natural environment								
Strategy #	Strategy	Primary	Others	Timeframe	Funding	Resources		
A-1	Discuss protection of East Longmeadow's scenic vistas, including undeveloped lands, concentrated farmlands, and viewsheds.	Planning Board	Planning and Community Development Department, Conservation Commission	Long-Term	District Local technical Assistance (DLTA) funding via PVPC, Land Use Planning Grants EOEEA, regional MVP Action grant	Volunteer time, PVPC Best Practices Model Zoning		
A-2	Investigate protection of scenic roads and roadway trees through the passage of the Scenic Roads Act, including Somers Road, among others. Coordinate with Complete Streets where feasible.	Planning Board	Tree Warden, Conservation Commission	Long-Term	District Local technical Assistance (DLTA) funding via PVPC, Land Use Planning Grants EOEEA, regional MVP Action grant	Volunteer time, PVPC Best Practices Model Zoning and Subdivision Regulations		
A-3	Explore increased density for all household types and abilities in appropriate areas near existing services and examine an Open Space Residential Development Zoning Bylaw to better protect open space and natural resources.	Planning Board	Planning and Community Development Department, Conservation Commission	Ongoing	District Local technical Assistance (DLTA) funding via PVPC, Land Use Planning Grants EOEEA, regional MVP Action grant	Volunteer time, staff time, consultant	Housing Production Plan in 2021	
A-4	Require adequate vegetated buffers next to wetlands, streams and rivers to filter stormwater runoff and to allow room for river migration and expansion during heavy storms.	Conservation Commission	Planning Board, Building Department	Medium-Term				
A-5	Work with farmers to pursue land preservation strategies and succession planning as appropriate.	Planning and Community Development Department	Possible ad-hoc Agriculture Committee	Long-Term	District Local technical Assistance (DLTA) funding via PVPC, Land Use Planning Grants EOEEA, regional MVP Action grant	Community Involved in Sustaining Agriculture, MA Department of Agricultural Resources (MDAR), American Farmland Trust, PVPC Smart Growth Toolkit		
A-6	Create a new "Green Committee" to work on trails and open space, host events to promote sense of place and teach wayfinding.	Town Administrator	Planning & Community Development Department Conservation Commission	Short-Term	in-kind staff time	Staff time, Volunteer time		
A-7	Maintain seven-year updates to the Open Space and Recreation Plan that considers priorities for acquisition or protection of open space. This plan should include the following: a. A plan for connecting trails and greenways to provide corridors for recreation and wildlife. b. A multi-use trail system that ties into existing trails, parks, cultural destinations, Center Square, and even to surrounding Towns, and designate trails for motorized and passive recreation according to the proximity of critical habitat areas. Incorporate disability-friendly upgrades into this effort. c. A plan for town-owned recreational land and the stewardship and maintenance of these properties, particularly Heritage Park Lake.	Conservation Commission	Department of Planning and Community development, Planning Board	Ongoing	DLTA funds via PVPC, DCR grants, One stop for Growth Community Planning Grants	Volunteer time, Consultant		
A-8	Conduct an alternatives and cost analysis for redesigning the manual outfall at the Heritage Park Lake outfall.	Department of Public Works	Board of Public Works	Medium-Term	Mass Works	Staff time, Consultant		
A-9	Update stormwater management bylaw to MS4 Permit standards.	Department of Public Works	Board of Public Works, Department of Planning and Community Development	Short-Term	Stormwater Enterprise fund? Clean Water State Revolving Fund MA DEP	Staff time, Consultant		
A-10	Create a town tree committee and develop a long-term planting plan. Collaborate with Springfield's new nursery.	Department of Public Works	Planning Board Conservation Commission Planning & Community Development Department	Medium-Term	MVP Action Grants Urban Forestry Grants	Staff time Volunteer time		

A-11	Improve drainage and identify areas at high risk for mosquito gestation via safe control methods; increase public awareness around mosquitos and vector-borne disease.	Health Department	Board of Health, DPW, Conservation Commission	Medium-Term	MA Community Compact grants	Mosquito Control Services (https://www.mass.gov/mosquito-control-services) https://www.mass.gov/info-details/pioneer-valley-mosquito-control-district-pvmcd#finance-updates-		
A-12	Conduct a dam removal study for Jawbuck Dam (town-owned) and outreach to private dam owners to understand maintenance and safety concerns.	Department of Public Works	Board of Public Works, Conservation Commission, Planning Board, Department of Planning and Community development	Long-Term	MA Dam and Seawall Repair and Removal Program	https://www.mass.gov/service-details/dam-and-seawall-repair-or-removal-program-grants-and-funds		
B. Sense of community								
Strategy #	Strategy	Primary	Others	Timeframe	Funding	Resources		
B-1	Work with residents to promote home occupations and cottage industries within their residential buildings while providing adequate protections for neighbors.	Department of Planning and Community development	Planning Board, ad-hoc economic development committee	Long-Term	MA Business Development Funds and Support, UMASS Amherst	Volunteer time, PVPC Best Practices Model Zoning, Western MA Economic Development Council	Business Development (https://www.mass.gov/service-details/business-development)	MA Small Business Development Center Network (https://www.msdbc.org/network.html)
B-2	Develop community gardens located near residential developments without yards.	Department of Planning and Community development	Planning Board	Medium-Term	Health New England, Baystate community benefit grants, Girl Scouts & Boy Scouts, High School Community Service project	Staff time, Volunteer time, PVPC Healthy Community Design ToolkitMunicipal Strategies to Increase Food Access , http://www.pvpc.org/projects/food-access		
B-3	Support agriculture through exploration of a Right-to-Farm Bylaw, appointment of an Agricultural Commission, and establish locations for farmers' markets, including a winter venue and conduct a "Buy Local" campaign.	Town Manager form Agricultural Commission	Planning Board, Planning and Community Development Department, Conservation Commission	Long-Term	DLTA funding from DHCD via PVPC	PVPC Smart Growth Toolkit, CISA, Massachusetts Agricultural Commissions		
B-4	Support mixed-use housing development for all household types and abilities where appropriate and in accordance with the neighborhood character, not to detract from the local economy or amenities.	Planning Board	Department of Planning and Community Development, Housing Authority,	Ongoing	DLTA funding from DHCD via PVPC	Volunteer time, PVPC Best Practices Model Zoning		
B-5	Seek developers to revitalize vacant and blighted properties.	Planning and Community Development Department	Town Manager, Town Council	Medium-Term		MassDevelopment, Massachusetts Office of Business Development, W MA EDC		
B-6	Produce comprehensive maps and wayfinding of town open spaces and recreation facilities and resources identifying important features and amenities.	Recreation Department, Recreation Committee	Planning and Community Development Department, Department of Public Works	Long-Term	Complete Streets funding			
B-7	Develop an East Longmeadow Preservation Plan to note the past, present and future of historic preservation in East Longmeadow and prioritize local preservation goals.	East Longmeadow Historical Commission	Planning and Community Development Department, Other Town Agencies and Stakeholders	Short-Term	Community Preservation funds	PVPC, MHC, Preservation MA, National Barn Alliance, and other preservation plans and programs for reference	Seek training and develop an initial outline by the end of 2021	
B-8	Consider By-Laws that preserve cultural and historic resources in coordination with economic development efforts, such as Affirmative Maintenance Bylaws, Agricultural Preservation Bylaws, Archaeological Protection, Architectural Preservation Districts, Demolition Delay, Design and Site Plan Review, Scenic Roads, Local Historic Districts, and Village Center Zoning. Preservation Restrictions (PR) also support the protection of a building's character defining features.	Planning and Community Development Department	East Longmeadow Historical Commission, Property Owners	Ongoing	Massachusetts Preservation Projects Fund	PVPC, Massachusetts Historic Commission	Begin to identify options by the end of 2021	

B-9	Determine best practices for long-term storage, digitization as backup for paper files, as well as a way to make these resources more accessible to the public.	East Longmeadow Library Director and Board	Planning and Community Development Department, Historical Commission, Town Clerk, local emergency response representatives	Ongoing	Preservation Grants for Veterans' Collections, Sites and Memorials, Regrant Program, Roving Archivist Program, Conserving & Digitizing Historical Resources LSTA Grant	COSTEP MA, MHC, Preservation MA, MA State Historical Records Advisory Board, MA Libraries Board of Library Commissioners, MA Cultural Council, Simmons School of Library and Information Science West, Mt. Holyoke College; New England Museum Association; Community Preservation Committee	Prepare list of collections	
B-10	Update the current East Longmeadow Community Preservation Plan to guide the East Longmeadow Community Preservation Committee outreach process, educate the public, and outline future funding priorities, particularly for homeowners. Use the Master Plan as a guide for this.	Community Preservation Committee	Planning and Community Development Department	Ongoing	Community Preservation funds	Community Preservation Coalition		
B-11	Consider developing a building maintenance guide to make available to local property owners with a particular emphasis on special considerations for the preservation for older buildings.	Planning and Community Development Department, Emergency Management Director, and East Longmeadow Building Commissioner/Zoning Enforcement Officer	Emergency Management Director, Historical Commission, Library Director, Property Owners (if not municipally owned), Local Emergency Planning Committee, local police and fire department representatives	Medium-Term	Community Preservation funds	COSTEP MA, MEMA, PVPC, MHC, NPS		
B-12	Foster in-town and regional partnerships for ongoing and key seasonal events and programmatic offerings and strengthening East Longmeadow's existing historic and cultural resources.	Planning and Community Development Department, initially to convene	Library Director and Board, Cultural Council, Historical Commission, Conservation Commission, Recreation Department, Friends of Norcross Center, Inc., Community Partnership Council of East Longmeadow, Wilbraham, and Hampden, East of the River Five Town Chamber of Commerce (ERC5), local business leaders and groups like the Rotary Club and Lions Club, local agricultural representatives	Short-Term		MA Cultural Council, Agricultural Marketing Resource Center, Massachusetts Association of Agricultural Commissions, Community Foundation of Western MA, Pioneer Valley History Network, Mass Humanities, Massachusetts History Alliance,		
B-13	Pursue creative forms of memory catching like oral histories of local residents and volunteer transcriptions and ensure the long-term stability of these collections.	East Longmeadow Library Director and Board	Planning and Community Development Department, Historical Commission, Town Clerk, local emergency response representatives	Short-Term	Preservation Grants for Veterans' Collections, Sites and Memorials; Regrant Program; Roving Archivist Program; Conserving & Digitizing Historical Resources LSTA Grant	COSTEP MA, MHC, Preservation MA, MA State Historical Records Advisory Board, MA Libraries Board of Library Commissioners, MA Cultural Council, Simmons School of Library and Information Science West, Mt. Holyoke College; New England Museum Association; Community Preservation Committee		
B-14	Prepare a progressive Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan that includes historic and cultural resources and programming, existing recreational facilities, and conservation trails while maintaining ADA-related amenities	East Longmeadow ADA	Planning and Community Development Department, East Longmeadow Historical Commission, East Longmeadow Council on Aging, all stakeholder property owners	Short-Term		PVPC, MHC, NPS, Massachusetts Office of Disability, New England ADA Center, National Center on Accessibility, other regional examples of plans related to historic and cultural resource		

B-15	Support services for senior, disadvantaged residents, and veterans. Strengthen the programs at the Council on Aging to include continued outreach services, health, nutrition, and recreation programs.	Town Manager	Town Council, Council on Aging, Veterans' Agent	Ongoing				
B-16	Provide intergenerational opportunities for engagement with school-aged residents and seniors.	Council on Aging	School Department	Ongoing				
B-17	Create a Citizens' Academy. Promote citizen engagement by providing classes, information, and events where participants learn about the different functions of local government including volunteering opportunities and service on town boards, committees and commissions.	Town Manager	IT Department, Planning and Community Development Department	Ongoing				
B-18	Identify where vulnerable residents, including the disabled and the elderly, live for check-ins and partner with the Council on Aging and utilities as necessary to complete this list.	Council on Aging	Local Emergency Planning Committee, National Grid, Police Department, Fire Department	Short-Term	Baystate Community Benefits grants, Health New England grants, MAC	MA Councils on Aging Grants https://mcoonline.com/grants/		
B-19	Ensure sign-up for Rave Reverse 911 communications system is easily accessible and conduct an outreach campaign to achieve 100% participation for Rave.	EMD	Police Department, Fire Department, Council on Aging	Ongoing	Staff time	Staff time, Volunteer Time		
B-20	Improve town outreach and communication internally, and externally to residents for purposes of civic engagement and emergency response preparedness.	Town Manager	Town Council, Council on Aging, School Department, EMD	Ongoing	MVP Action Grants			
C. Center Square								
Strategy #	Strategy	Primary	Others	Timeframe	Funding	Resources		
C-1	Review local crash data and advance safety in high crash areas in East Longmeadow.	East Longmeadow DPW	East Longmeadow Police Department, MassDOT, PVPC	Ongoing	PVPC Local Technical Assistance	https://apps.impact.dot.state.ma.us/cdp/home		
C-2	Consider adopting a Town Center Overlay District using the new Mixed Use Village District bylaw to create incentives for desired town center uses such as office, commercial, retail, residential and civic uses.	Planning Board	Planning and Community Development Department		DLTA funds via PVPC	Volunteer time, PVPC Best Practices Model Zoning		
C-3	Pursue safety and traffic improvements to enhance access to local businesses and frequently traveled points.	East Longmeadow DPW	PVPC	Ongoing	Complete Streets funding	Sidewalk Master Plan		
C-4	Study alternatives to the center-turn lane on Shaker Road.	East Longmeadow DPW	MassDOT	Long-Term				
C-5	Improve the streetscape within the right-of-way along North Main Street to allow safer vehicular and pedestrian access and improve corridor appearance.	East Longmeadow DPW	MassDOT	Ongoing				
C-6	Begin mapping cultural assets and explore the potential of an East Longmeadow Center Cultural District.	East Longmeadow Cultural Council	Planning and Community Development Department, Library Director and Board of Trustees, Friends of Norcross Center, Inc., EL HS Fine Arts Department, Rotary Club, East Longmeadow ADA, other stakeholders	Short-Term		PVPC, MA Cultural Council Rep and District Coordinator	Outreach to the MA Cultural Council as soon as possible as there is a queue for assistance	
C-7	Complete feasibility study for public safety complex.	Town Manager	Fire Department, Police Department, Town Council					
C-8	Improve condition and accessibility of sidewalks and crosswalks throughout the town center and along the streets leading to the rotary.	East Longmeadow DPW	PVPC	Ongoing		Sidewalk Master Plan		
C-9	Consider expanding the Rail Trail both north to Springfield and south to Connecticut enhancing North Main Street.	Town of East Longmeadow	MassDOT / PVPC	Long-Term				
D. Resilient balanced growth								
Strategy #	Strategy	Primary	Others	Timeframe	Funding	Resources		
D-1	Assess town permitting procedures to improve small business experience.	Planning and Community Development Department	Other Permitting Agencies	Short -term	District Local Technical Assistance	Permitting Guides, PVPC		
D-2	Review and revise Subdivision Rules and Regulations and planned unit residential development zoning to promote permanently preserved open spaces, agricultural lands, forest lands, and other natural resources by clustering development where least impactful to those resources; focus on enforcement mechanisms.	Planning Board	Planning and Community Development Department, Conservation Commission	Medium-Term	District Local Technical Assistance	Volunteer time, PVPC Best Practices Model Zoning and Subdivision Regulations		

D-3	Create mechanisms for transfers of development rights (TDRs) from the key resource areas and existing agricultural lands to village centers, the town center, and other specific areas of town where denser development may be more appropriate.	Planning Board	Planning and Community Development Department, Conservation Commission, Agricultural Commission	Medium-Term		Volunteer time, PVPC Best Practices Model Bylaw		
D-4	Perform regular traffic data collection to assess existing travel speeds, pedestrian volume, bicycle volume, vehicle volume and truck volume at key locations in the Town.	East Longmeadow DPW	PVPC	Ongoing		PVPC Traffic Counting Program; http://www.pvpc.org/projects/traffic-counting-system	The Pioneer Valley Planning Commission (PVPC) collects daily traffic count information at sample locations across the region. PVPC member communities can request up to 2 free counts per calendar year.	
D-5	Continue to monitor pavement condition through regular data collection and advance pavement maintenance and improvement projects based on the results of the 2017 Local Pavement Management study.	East Longmeadow DPW	PVPC	Ongoing		East Longmeadow 2017 Pavement Management Report/PVPC 2018 pavement management data		
D-6	Consider an in-depth study of all existing traffic signals and multi-way stop sign-controlled intersections in Town. Identify opportunities to fund the design and construction of intersection improvements.	East Longmeadow DPW	MassDOT	Medium-Term		Pioneer Valley Transportation Improvement Program		
D-7	Conduct assessments as necessary to ensure the transportation infrastructure complies with ADA Accessibility requirements.	East Longmeadow DPW	Council on Aging	Ongoing				
D-8	Continue to participate in and advance improvement projects as part of the Massachusetts Safe Routes to School Program.	East Longmeadow School Department	East Longmeadow Police Department, East Longmeadow DPW	Ongoing		Safe Routes to School	https://www.mass.gov/safe-routes-to-school	
D-9	Plan for Affordable Housing with creation of <i>Housing Production Plan</i> and submit to the Massachusetts Department of Housing and Community Development for approval.	Planning and Community Development Department	Planning Board, Housing Authority	Ongoing		Volunteer time, PVPC	Town currently working on this.	
D-10	Explore the benefits of adopting an Accessory Apartment (In-law) Zoning Bylaw.	Planning and Community Development Department	Planning Board, Housing Committee	Short-Term		Volunteer time, staff time, consultant		
D-11	Take advantage of State programs such as the new One Stop for Growth to secure funding to implement the projects that result from adoption of the Green Infrastructure and Climate Resiliency policy.	Planning and Community Development Department	East Longmeadow DPW	Ongoing	PVPC Local Technical Assistance 15 hours to assist with grant writing	MVP Statement of Findings Report, Hazard Mitiation Plan	Community One Stop for Growth (https://www.mass.gov/guides/community-one-stop-for-growth)	
D-12	Invest in facilities and staff to ensure the Town's education system continues to prosper and modernize. The Town should continue to support the East Longmeadow Public Schools Facilities Plan, providing for continued advocacy for a revitalized high school building and thinking of the building as a community hub for activities and events.	School Committee	Superintendent, Town Council	Ongoing				
D-13	Establish mechanisms and policies linking the Master Plan to staff, board and commission work plans, budgets, and capital projects. <ul style="list-style-type: none"> ▪ Gradually phase out the Resilient Master Plan Committee charged with this Master Plan development, and replace with Resilient Master Plan Implementation Committee reporting to the Town Manager. ▪ Use the Master Plan recommendations and implementation table as a guide of decision making. ▪ Convene regular all Town Boards, Committees and Commissions Meeting to share progress on implementing the Master Plan and discussing change of priorities and plans. Provide a summary informational report for the Town to track progress and monitor accountability. 	Form Resilient Master Plan Implementation Committee	Planning and Community Development Department, Planning Board, Town Manager	Ongoing		Volunteer Time, Consultant		
E. Ensuring sustainability								
Strategy #	Strategy	Primary	Others	Timeframe	Funding	Resources		

E-1	Become a certified Green Community which includes energy efficiency audits at all municipal buildings and infrastructure and implementation of work to reduce energy use (paid for by the state), assuring as of right permitting for research and development/manufacturing related to clean energy; adopting a fuel-efficient vehicle policy, expanding EV charging stations, and the stretch building code.	Department of Planning and Community Development	Building Department, DPW, School Department, Town Council, Town Administrator, Planning Board	Short-term	MA Department of Energy Resources Green Communities TA via PVPC	Staff time, PVPC, National Grid for no cost energy savings assessment		
E-2	Review the proposed Green Infrastructure and Climate Resiliency policy and consider its adoption.	Department of Planning and Community Development	DPW, Planning Board, Conservation Commission, Board of Public Works	Medium-Term	Staff time, Volunteer time	MVP Action grants for implementation, Green Communities designation and competitive grants for implementation, such as EV charging stations		
E-3	Identify opportunities to extend the Redstone Rail Trail to the north. Coordinate with the PVPC and City of Springfield to identify future opportunities to connect with existing and planned bicycle facilities.	Department of Planning and Community Development	Conservation Commission, Planning Board, Recreation Department	Long-Term	Parkland Acquisitions and Renovations for Communities (PARC) Grant Program, Community Preservation Commission funds		https://www.mass.gov/service-details/parkland-acquisitions-and-renovations-for-communities-parc-grant-program	
E-4	Coordinate with the PVTA on the potential of future crosstown fixed-route transit service connecting East Longmeadow center to the Ludlow Big Y, via Elm, Cooley, and Parker Streets.	Town Administrator	DPW, Board of Public Works, Town Council	Long-Term		Staff time, Volunteer time		
E-5	Adopt Low Impact Development standards for all new residential developments.	Planning Board	Department of Planning & Community Development	Short-term	Staff time, Volunteer time, DLTA via PVPC, PVPC's LTA program	PVPC model subdivision regulations		
E-6	Conduct culvert assessment and prioritization plan to NAACC standards, to follow up with grant applications for culvert action. Continue to monitor the state of bridges and culverts in town through the MassDOT municipal data dashboard.	Department of Public Works	Conservation Commission, Planning Board, Board of Public Works	Medium-Term	MVP Action grant, https://www.mass.gov/river-restoration-culvert-replacements https://www.mass.gov/river-restoration-culvert-replacements			
E-7	Conduct outreach to existing businesses to make sure they are thriving and to understand which businesses have left and why.	Department of Planning and Community Development	Town Administrator, ad hoc Economic Development committee	Short-term	Staff time, Volunteer time	W MA Economic Development Council, https://www.westernmassedc.com/		
E-8	Establish a working partnership with <i>East of the River Five Towns Chamber</i> to assist aspiring entrepreneurs and existing small businesses to stay in Town, while encouraging others to relocate here.	Department of Planning and Community Development	Town Administrator, ad hoc Economic Development committee	Short-term	Staff time, Volunteer time	W MA Economic Development Council, https://www.westernmassedc.com/		
E-9	Employ Town policies to improve economic viability of the farm community, such as including streamlining permit requirements for accessory farm businesses or small-scale farm related commercial uses on agricultural lands.	Department of Planning and Community Development	Town Administrator, ad hoc Economic Development committee and consider forming an Agricultural Committee or Commission	Medium-Term	Staff time, Volunteer time	Massachusetts Grown...and Fresher! (https://www.mass.gov/orgs/massachusetts-grownand-fresher)	Community Involved Sustaining Agriculture (CISA)	
E-10	Implement management strategies for upkeep, maintenance and enhanced access of/to all recreational resources, like Heritage Park. Consider methods to improve the capacity of the dual-use system of the school department and recreation department.	Recreation Department	School Department	Long-Term	Community Preservation Committee	Staff time, Volunteer time		
E-11	Plan for and implement building and maintenance improvements. The town should continue to plan for both short- and long-term capital needs through a transparent and inclusive capital planning process.	Building Department	Town Administrator, Town Council	Ongoing	Town fund, Mass Works, One-stop for Growth, Green Communities funding for energy efficiency	Staff time, Volunteer time	Capitol Improvement Plan	
E-12	To hold on to staff institutional knowledge, create a manual for each building/department that is continually updated.	Town Administrator	Building Department, Department of Public Works, Town Council, Board of Public Works	Short-term	Staff time	MA Division of Local Services	Division of Local Services (https://www.mass.gov/orgs/division-of-local-services)	

E-13	Review and summarize information already collected for a parking inventory to identify under- and over-utilized spaces and options to consolidate or reduce impervious cover and/or integrate solar canopies over necessary parking.	Department of Public Works	Department of Planning & Community Development	Medium-Term	PVPC Local Technical Assistance		
E-14	Complete a planning and feasibility study for building a microgrid for town facilities; install behind-the-meter solar on all public buildings, create a microgrid, install battery storage at Town Hall to provide emergency power and maybe at the library.	Department of Public Works	Department of Planning & Community Development	Medium-Term	MVP Action Grants, MA Clean Energy Center	Staff time, Volunteer time	The number of these strategies suggests the need for a "Sustainability Committee" to prioritize...
E-15	Encourage businesses to practice good maintenance policies for their back-up generators/institute emergency plans, using Town policy as a model.	Emergency Management Director	DPW, Fire Department, Department of Planning and Community Development	Short-term	Staff Time, Volunteer Time		
E-16	Make infrastructure improvements to water supply system. Look into former public well locations as a potential future drinking water resilience resource to reduce vulnerability to loss of SWSC lines.	Department of Public Works	Department of Planning & Community Development	Medium-Term	MVP Action Grants, One stop for Growth, Mass Works		
E-17	Update the Town's Hazard Mitigation plan to maintain eligibility for FEMA BRIC funds and ensure inclusion of the Town's historically and culturally significant buildings.	Department of Public Works	Department of Planning & Community Development, Emergency Management Director, Local Emergency Planning Committee	Immediate, expires 1/3/22	FEMA BRIC Building Resilient Infrastructure in Communities Grants	Staff time, Board Member time, PVPC, funded via BRIC	Building Resilient Infrastructure and Communities (BRIC) (https://www.fema.gov/grants/mitigation/building-resilient-infrastructure-communities)
E-18	Encourage Citizen Corps Council Community Emergency Response Team (CERT) Training involvement by stakeholders to bolster preparedness and identify a chain of command in the event of an emergency.	Emergency Management Director	Local Emergency Planning Committee (LEPC), Fire Department, Board of Health	Medium-Term	Western Region Homeland Security Advisory Council access to training and possibly funding, MA DPH,	PVPC Public Health Emergency Preparedness Planner, Chris Goshea	Preparedness Resources for First Responders (https://wrhsac.org/)
E-19	Continue discussions with National Grid on resiliency and responsiveness.	Emergency Management Director	Department of Public Works, Town Administrator, Fire Department	Ongoing	Staff and Volunteer (Boards etc) time		
E-20	Collaborate with the utility to promote Mass Save no cost Home Energy Assessments and Business Energy Assessments and the related no cost air sealing and insulation home/business improvement work, targeting vulnerable residents and businesses to save them money and reduce their GHG emissions.	Department of Planning and Community Development	Council on Aging, Recreation Department (outreach), Chamber	Short-term	National Grid	Center for Eco Technology, Energia, Co-op Power, Ener-G-Save	Mass Save: Rebates & Incentives, No-Cost Energy Assessment, Income Eligible Solutions (https://www.masssave.com/en/saving)