

Implementation Matrix

The Implementation Matrix summarizes the specific action items for each “goal” and “objective” found at the end of each chapter. The action items list a priority, a timeframe to completion, responsible party, and resources such as funding sources, technical assistance, and stakeholders. Table IMP1 defines abbreviations used in the implementation matrix. The matrix is organized by Master Plan chapter.

Table IMP1. Implementation Matrix Abbreviations

AARP	American Association of Retired Persons
AD	Assessing Departments
ADA	American with Disabilities Act
AHPC	Affordable Housing Preservation Corp
AARP	American Association of Retired Persons
ARPA	American Rescue Plan Act funds
BLDG	Building Department
BOA	Board of Assessors
BOH	Board of Health
BVCOC	Blackstone Valley Chamber of Commerce
CC	Cultural Council
CDBG	Community Development Block Grant
Chamber	Chamber of Commerce
CHAPA	Citizens' Housing and Planning Association
CMHCC	Central Massachusetts Historical Commission Coalition
CMHSC	Central Massachusetts Homeland Security Counsel
CMMPO	Central Massachusetts Metropolitan Planning Organization
CMRPC	Central Massachusetts Regional Planning Commission
CMRSWC	Central Massachusetts Regional Stormwater Commission
COA	Council on Aging
ConCom	Conservation Commission
CP	Capital Planning
CPA	Community Preservation Act
CPTC	Citizen Planner Training Collaborative
DC	Disabilities Commission
DCR	MA Department of Conservation and Recreation
DCS	MA Department of Conservation Services
DHCD	MA Department of Housing and Community Development
DIC	Development Industrial Commission
DLS	MA Division of Local Services
DLTA	District Local Technical Assistance
DOER	MA Department of Energy Resources
DRC	Downtown Revitalization Committee
EEA	MA Executive Office of Energy and Environmental Affairs
FieldCom	Field Committee
FinCom	Finance Committee
HA	Housing Authority
HC	Historical Commission
HIA	Hopedale Industrial Airport

HWY	Highway Department
LAND	Local Acquisitions for Natural Diversity grant program
LPA	Local Planning Assistance
MAHT	Municipal Affordable Housing Trust
MassDOT	MA Department of Transportation
MassEVIP	MA Electric Vehicle Incentive Program
MDE	Massachusetts Department of Education
MDEP	MA Department of Environmental Protection
MDMH	MA Department of Mental Health
MEMA	Massachusetts Emergency Management Association
MHP	Massachusetts Housing Partnership
MOD	MA Office of Disabilities
MPIC	Master Plan Implementation Committee
MSBA	Massachusetts School Building Authority
MPSC	Master Plan Steering Committee
MMSMC	Massachusetts Municipal Stormwater Coalition
MSPCA	Massachusetts Society for the Prevention of Cruelty to Animals
MVP	Municipal Vulnerabilities Preparedness program
MWCOC	MetroWest Chamber of Commerce
OEHD	MA Executive Office of Housing and Economic Development
OSRPC	Open Space and Recreation Planning Committee
PARC	Parklands Acquisition and Renovations for Communities grant program
ParkCom	Parks Commission
PB	Planning Board
PD	Police Department
RC	Road Commissioners
SB	Select Board
SBA	Small Business Administration
SchoolCom	School Committee
Schools	School District/ School Board
StormWat	Stormwater Commission
TA	Town Administrator
TACCNT	Town Accountant
TC	Town Clerk
TP	Town Planner
W/S	Water & Sewer Departments
WBDC	Worcester Business Development Corporation
ZBA	Zoning Board of Appeals

HOPEDALE MASTER PLAN IMPLEMENTATION MATRIX

Open Space, Recreation, and Natural Resources Chapter	Priority (L, M, H)	Time to Completion from Start	Magnitude of cost: Very Low- 0-50k Low- 50-100k Med- 100-250k High: 250k- 500k Major capital item: 500k+	Responsible Parties	Resources
Goal 1: Ensure accessibility of open space and recreation opportunities for people of all capabilities.					
Objective	Identify facilities lacking accessibility and take corrective action.				
Action item	Ensure that all of the Town's facilities and recreational areas are included in the future town-wide ADA Self-Assessment and Transition Plan.	M/H	8-16 months	Very Low/ Low	OSRPC, DC, SD, ParkCom, Town Meeting, CMRPC via DLTA, ADA Improvement Grant, CPA
Objective	Improve walkability and bikeability of the Town.				
Action item	Identify trails at the Parklands to resurface for accessibility. Resurface accordingly.	M	6-12 months	Low	OSRPC, ParkCom, DC, HWY RC, SB, Town Meeting, MassTrails Grant, Land and Water Conservation Fund, CPA
Action item	Construct bike lanes in high traffic areas of Town to allow for safe and protected biking opportunities.	L	8-18 months	Low/ Med	ParkCom, HWY Town Meeting, MassTrails Grant, Complete Streets Program, CPA
Action item	Add benches and picnic areas along the Parkland trails so that pedestrians and bicyclists have areas to rest.	L/M	3-6 months	Low	OSRPC, ParkCom, HWY Town Meeting, MassTrails Grant, ADA Improvement Grant, PARC Grant, CPA
Objective	Eliminate communication barriers at open space and recreation areas throughout Town.				
Action item	Update signage at trails and parks around Town to include other languages.	M	3-6 months	Very Low	OSRPC, ParkCom, Town Meeting, MassTrails Grant, Land and Water Conservation Fund, CPA
Action item	Update signage and wayfinding at the Parklands to be clear and easily understood.	L/M	3-6 months	Very Low	OSRPC, ParkCom Town Meeting, MassTrails Grant, Land and Water Conservation Fund, CPA
Goal 2: Improve and maintain existing open space and recreation opportunities.					
Objective	Manage and restore existing fields, courts, and other active recreation facilities.				
Action item	Increase recreation facility staffing and plan for future staffing needs at recreational facilities.	L/M	Ongoing	Medium	ParkCom, FinCom, TA Town Meeting
Action item	Improve drainage at Draper Field and Town Park.	M/H	12-18 months	Medium	ParkCom, FieldCom, Town Meeting, MVP Action Grant, PARC Grant, CPA
Action item	Identify additional active recreation facilities in need of repairs or upgrades.	M	6-12 months	Very Low	ParkCom, SB, OSRPC Town Meeting, CMRPC via DLTA and LPA, CPA
Action item	Update or relocate the tennis courts so that they meet regulation standards.	M	6-12 months	Very Low/ Low	ParkCom, FieldCom, Town Meeting, PARC Grant, Land and Water
Action item	Provide and maintain fields that are adequate for field hockey.	M	6-12 months	Very Low/ Low	ParkCom, FieldCom, Town Meeting, PARC Grant, Land and Water
Action item	Ensure the recreational facilities are part of the future facilities maintenance schedule.	M/H	12-18 months	Medium	ParkCom, FinCom Town Meeting
Action item	Establish Park Director position to oversee maintenance and manage park activities and schedules.	M/H	12-18 months	Low/ Med	ParkCom, FinCom, TA Town Meeting
Objective	Increase utilization and awareness of open space and recreation opportunities.				
Action item	Promote and update information at Town historical sites.	M	6-12 months	Low	TC, SB, TA, TP, ParkCom Town Meeting, CPA, MHC
Action item	Create a new resident "welcome packet" highlighting the services that the Town provides as well as all of the facilities and programs that residents can take advantage of.	M	4-8 months	Very Low	TC, SB, TA, TP Town Staff

Objective	Manage and restore existing passive recreation opportunities.					
Action item	Maintain the Parklands trails.	M	Ongoing	Low/ Med	ParkCom	Town Meeting, MassTrails Grant, Land and Water Conservation Fund, CPA
Action item	Identify and implement relevant stormwater Best Management Practices at the Parklands.	M	6-8 months	Medium	StormWat, ParkCom	Town Meeting, MVP Action Grant
Action item	Upgrade the playground equipment at Town Park.	M	6-18 months	Low	ParkCom	Town Meeting, Land and Water Conservation Fund,
Action item	Restore and improve aquatic activities at Hopedale Pond and Spindleville Pond.	M	1-2 years	Low/ Med	ParkCom, SB	Town Meeting, MVP Action Grant, Land and Water Conservation Fund, CPA
Action item	Identify additional passive recreation locations in need of repair or upgrades.	M	6-12 months	Very Low	ParkCom, SB, OSRPC	Town Meeting, CMRPC DLTA, CPA
Goal 3: Develop new open space and recreation opportunities in areas of Town that are lacking in environmental equity.						
Objective	Provide plentiful active recreation opportunities by maintaining and developing new fields, courts, and facilities.					
Action item	Identify, prioritize, and address backlogged repairs and deferred maintenance of active recreation facilities.	M/H	Ongoing	Varies	FieldCom, CP, ParkCom,	Town Meeting, PARC Grant, Land and Water Conservation Fund, CPA
Action item	Identify additional locations and needs for new athletic fields and/or courts.	L/M	6-12 months	Low	FieldCom, ParkCom	Town Meeting, PARC Grant, Land and Water Conservation Fund, CPA
Action item	Construct a new multi-sports turf field with a walking/ running track	L/M	1-2 years	Medium	FieldCom, CP, ParkCom,	Town Meeting, PARC Grant, Land and Water Conservation Fund, CPA
Action item	Construct baseball and softball turf fields.	L/M	1-2 years	Medium	FieldCom, CP, ParkCom,	Town Meeting, PARC Grant, Land and Water Conservation Fund, CPA
Action item	Construct a skate park.	L	1-2 years	Medium	FieldCom, CP, ParkCom,	Town Meeting, PARC Grant, Land and Water Conservation Fund, CPA
Objective	Expand on passive recreation and open space opportunities in Town by establishing new resources and/or connecting to existing resources.					
Action item	Construct a splash pad for summer use.	L	6-12 months	Very Low/ Low	FieldCom, ParkCom	Town Meeting, PARC Grant, Land and Water Conservation Fund, CPA
Action item	Add a sandy beach area to Hopedale Pond to restore the Town Beach.	L/M	1-2 years	Medium	ParkCom	Town Meeting, PARC Grant, Land and Water Conservation Fund, CPA,
Action item	Create a trail connection to the Milford bike path.	L/M	6-12 months	Low	ParkCom	Town Meeting, Land and Water Conservation Fund, CPA, MassTrails Grant
Objective	Expand and promote cultural, historical, and arts opportunities and/or events at parks in Town.					
Action item	Expand and promote summer craft days at the Town Park/playground area.	M	Ongoing	Very Low	CC, ParkCom	Town Meeting, CPA
Goal 4: Increase preservation and resilience of natural resources.						
Objective	Protect wetlands, vernal pools, riparian zones, surface waters, and other water resources.					
Action item	Create an invasive species removal plan for Hopedale Pond.	M/H	6-12 months	Very Low	ParkCom, ConCom, HWY	Town Meeting, MVP Action Grant, CPA
Objective	Utilize open spaces for water storage and collection.					
Action item	Identify flood storage locations in Town and protect these spaces and buffer zones in perpetuity with Conservation Restrictions.	M/H	2-5 years	High	ParkCom, W/S, ConCom, HWY	Town Meeting, MVP Action Grant, CPA
Action item	Periodically resurvey for potential vernal pools and certify any that are newly identified.	M/H	6-12 months	Very Low	ParkCom, W/S, ConCom,	MVP Action Grant; MassWildlife, National Heritage and Endangered

Objective	Preserve farmlands, forested areas, and meadows.					
Action item	Create an inventory of existing and potential farmlands in Hopedale. Work with owners to preserve the land.	M	6-12 months	6-12 months; Ongoing	ZBA, ConCom, OSRPC, ParkCom	MVP Action Grant, CMRPC DLTA and LPA, CPA
Action item	Provide educational materials to the public on Chapter 61, 61A, and 61B programs to encourage utilization.	M/H	6-8 months	Very Low	BOA, ConCom, ParkCom, TA	MVP Action Grant, District Local Technical Assistance, CPA; masswoods.org/sites/masswoods.net/files/Ch61-v2.pdf
Action item	Provide educational materials to the public on Conservation Restrictions and Agricultural Preservation Restrictions to encourage utilization.	M	6-8 months	Very Low	ParkCom, ConCom	MVP Action Grant, District Local Technical Assistance, CPA
Objective	Protect wildlife habitats and improve connectivity.					
Action item	Maintain an up-to-date inventory of wildlife corridors in the Town.	M	3-6 months	Very Low	ParkCom; ConCom	CMRPC DLTA or LPA, MVP Action Grant
Action item	Research and establish regulations to protect wildlife corridors from deforestation.	H	6-12 months	Very Low	ZBA, ConCom, ParkCom	CMRPC DLTA, MVP Action Grant
Action item	Identify culverts that could be upgraded and naturalized to allow for easier wildlife passage. Upgrade accordingly.	M	2-4 years	Very Low	StormWat, ConCom, ParkCom	Town Meeting, MVP Action Grant, CMRPC DLTA
Goal 5: Develop an ongoing strategy for community collaboration with future open space and recreation projects.						
Objective	Explore funding options from private stakeholders, Town budget, and grant/loan programs to meet the needs of this plan.					
Action item	Establish a Friends of Hopedale's Parks group to aid in the funding and implementation Parks and Recreation projects.	H	6-12 months	Very Low	ParkCom, SB, ConCom	Residents
Action item	Apply for LAND, PARC, and MassTrails grants to fund priority Open Space and Natural Resources projects included in this plan.	H	Ongoing	Very Low	ConCom, ParkCom	PARC Grant, LAND Grant, MassTrails Grant, CPA, CMRPC DLTA or LPA for technical assistance.
Action item	Research regional and federal grants that could be utilized for these actions.	H	Ongoing	Very Low	ConCom, ParkCom	Town Staff, Local Planning Assistance
Objective	Develop partnerships with the community and other local and regional organizations.					
Action item	Create a Town-sponsored clean up and maintenance crew for the Town's various open space and recreation areas.	M/H	4-8 months	Low	OSRPC, ParkCom, HWY	Town Staff, Town Meeting
Action item	Join and regularly engage with the Blackstone River Watershed Association, Charles River Watershed Association, and the Blackstone Watershed Collaborative.	M/H	Ongoing	Very Low	ConCom, W/S, ParkCom	Town Staff, BRWA, CRWA
Action item	Form a coalition with Towns along the Mill River and within the Mill River Watershed to collaborate on watershed improvements.	M/H	6-12 months	Very Low	ConCom, W/S, ParkCom	MVP Action Grant
Objective	Review, improve, and enforce open space, recreation, and natural resource action plan items periodically.					
Action item	Create a standing Open Space and Recreation Committee that will meet regularly for review and implementation of the Open Space and Recreation Plan.	H	43-6 months	Very Low	OSRC, SB, ParkCom	Residents, Town Staff
Action item	Periodically perform a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the open space and recreation facilities, planning efforts, and maintenance.	M	6-8 months	Very Low	OSRC, ParkCom	Town Staff, CMRPC DLTA

Transportation		Priority (L, M, H)	Time to Completion	Magnitude of cost: Very Low- 0-50k Low- 50-100k Med- 100-250k High: 250k- 500k Major capital item: 500k+	Responsible Parties	Resources
Goal 1: Maintain and enhance the condition of Hopedale's transportation network.						
Objective	Establish a asset condition survey program for town-owned transportation assets.					
Action item	Conduct initial asset inventory and follow up surveys as needed	H	1-2 years	Very Low	TA, HWY	Town Staff
Action item	Adjust funding levels to maintain and improve the condition of the transportation network and its assets	H	Ongoing	Low/ Med	HWY, TA, SB, FinCom	Town Staff, Town Meeting
Action item	Implement improvements recommended in the Asset Improvement Suvey Program program.	M	3 Years	High	DPW	Town Staff, MassDOT
Action item	Conduct an annual review of the MassDOT Road Inventory File and submit updates as needed	L	1 Year	Very Low	HWY	Town Staff, CMRPC for technical assistance
Objective	Improve the accessibility of Hopedale for all residents.					
Action item	Complete a MassDOT tier 2 complete streets prioritization plan	M	2 Years	Very Low	DPW	MassDOT Complete Streets Program, CMRPC for
Action item	Repair deficient sidewalks and curb ramps and fill in gaps in the sidewalk network as laid out in the complete streets prioritization plan	M	3 Years	Very Low	DPW	MassDOT Complete Streets Program, AARP grant, Town Meeting
Action item	Implement the policies laid out in the Hopedale Complete Streets Policy	L	Ongoing	Very Low	HWY, PB	MassDOT Complete Streets Program, AARP grant, Town
Objective	Improve State-owned and maintained roads.					
Action item	Advocate with MassDOT to improve State-owned and maintained roads that pass-through Hopedale	L	Ongoing	Very Low	HWY, SB	CMMPO, MassDOT
Objective	Improve maintain the condition of the Hopedale Industrial Airport.					
Action item	Work with MassDOT and Hopedale Industrial Airport ownership to support the recommendations and findings of the Massachusetts Airport Pavement Management System (APMS)	L	Ongoing	Very Low	HWY, TA	Town Staff, MassDOT, HIA
Action item	Work with MassDOT and Hopedale Industrial Airport Ownership to support the recommendations and findings of the Massachusetts Statewide Airport System Plan	L	Ongoing	Very Low	HWY, TA	Town Staff, MassDOT, HIA
Objective	Increase funding for transportation network.					
Action item	Increase town funding for roads and other transportation infrastructure to help maintain the condition of the network	M	3 Years	Med	HWY, SB, CP, Fincom	Town Meeting
Action item	Work with regional and state organizations to find a secure funding for replacing and improving transportation assets	L	Ongoing	Low	HWY, TA, SB, FinCom	MassDOT, CMRPC
Action item	Work with regional and state organizations to help secure funding for the development of studies and plan of the transportation network	L	Ongoing	Low	HWY, SB, FincCom	MassDOT, CMRPC
Goal 2: Maintain and enhance the safety of Hopedale's transportation network.						
Objective	Provide a network of adequately maintained sidewalks, safe pedestrian crossings, and bicycle facilities.					
Action item	Become active members of the MassDOT Safe Routes to Schools Program	M	2 Years	Low	HWY, SB	MassDOT, CMRPC

Action item	Complete MassDOT Complete Street Tier 2 prioritization plan	M	2 Years	Very Low	DPW	MassDOT, CMRPC
Action item	Improve street lighting in the Downtown Hopedale (specifically, replace those that were lost with the removal of the Draper Mill), and other areas where increased lighting would improve safety	L	4 Years	High	HWY, PB	DOER, National Grid
Action item	Implement network improvements on roads within 1 mile of all schools, Adin Street, and Hopedale Street	M	5 Years	High	HWY, SB	Safe Routes to Schools
Objective	Study and improve areas with high numbers of vehicular or non-motorized accidents.					
Action item	Collaborate with the Hopedale Police Department to conduct an in-depth collision analysis of high vehicle crash locations throughout Hopedale including, but not limited to, Freedom Street/Northrop Street/ Jones Road/ William Street, Mendon Street (Rt 16)/ Hopedale Street, Hartford Ave East/ South Main Street (Rte. 140), Dutcher Street/Green Street	M	1 year	Very Low	HWY, PD	CMRPC
Action item	Plan and implement safety enhancements to sidewalks, pedestrian crossings, and bicycle facilities.	M	5 Years	High	HWY	Town Departments
Action item	Continue to utilize enhanced signage, when possible, to increase drive alertness	L	Ongoing	Low	HWY	Town Meeting
Action item	Review options to implement pedestrian improvements on Freedom Street.	M	3 Years	Med	HWY, SB	Town Staff
Objective	Support improvements to at-grade-rail crossings in Hopedale.					
Action item	Work with railroad owners to implement safety enhancements at at-grade railroad crossings.	L	10 Years	Med	HWY, TA, SB	Town Staff
Action item	When possible, coordinate rail crossings with nearby traffic signals especially along Route 16	L	10 Years	Low	DPW	Town Staff
Goal 3: Improve multimodal transportation access to better provide local and regional connectivity.						
Objective	Improve transit access for local and regional trips.					
Action item	Work with the Metro West Regional Transit Authority (MWRTA) to improve the frequency and coverage of transit service	L	Ongoing	Very Low	TP, PB	CMRPC
Action item	Work with the MWRTA to explore possible commuter shuttles connecting to large employers and MBTA stations for Hopedale and surrounding communities	L	Ongoing	Low	TP, PB	CMRPC
Action item	Work with MWRTA to explore implementing the CatchConnect service in Hopedale	M	Ongoing	Med	TP, PB	CMRPC
Action item	Explore the creation of a park-and-ride lot that can be used for commuting and other trips	M	5 Years	Very Low	TP, PB	CMRPC
Objective	Improve walkability and bike-ability in Hopedale.					
Action item	Complete MassDOT Complete Street Tier 2 prioritization plan	M	2 Years	Very Low	DPW	MassDOT, CMRPC
Action item	Secure funding to add new accommodations for pedestrians and cyclists	L	Ongoing	Very Low	HWY, PB	MassDOT/ Complete Streets, Shared Streets and Spaces
Action item	Expand the pedestrian and bicycle network to close gaps identified in Complete Street Prioritization Plan	M	5 Years	Low	HWY, PB	Town Staff

Action item	Explore the possibility of a greenway in Hopedale possibly connecting with the Parklands and other area greenways and rail trails	H	5 - 10 Years	Major Capital Item	HWY, TP, PB, SB	PARC Grant Program, EEA, DCS,
Action item	Adopt the goals and objectives in both the CMMPO Regional Bicycle Plan and Pedestrian Plan	L	Ongoing	Very Low	HWY, PB, SB	Town Committees, CMRPC for Technical Assistance
Objective	Strengthen connections within and proximate to downtown Hopedale.					
Action item	Implement the recommendations of the currently underway WBDC parking study	M	5 Years	Low	HWY, PB	Town Staff, Town Committees
Action item	Address parking supply and quality issues at the Memorial Elementary and Junior/Senior High schools.	L/M	1-3 years	High	Schools, CP, HWY	MassDOT; Shared Streets and Spaces grant program; Safe Routes to School
Action item	Provide enhanced pedestrian and micro-mobility accommodations to connect Downtown with neighborhoods	L	10 Years	Med	HWY, PB	Shared Streets and Spaces Grant Program, AARP Grants, Complete Streets
Objective	Freight and commercial mobility.					
Action item	Inventory key truck routes in Hopedale and work to ensure that road facilities are adequately designed and maintained to accommodate large commercial vehicles	L	5 Years	Very Low	HWY, PB	Town Staff
Action item	Work with new developments and existing facilities to reduce conflicts with residential land uses such as restricting turning movements to direct traffic in favorable ways	H	Ongoing	Very Low	HWY, PB, TP	Town Staff
Goal 4: Plan for emerging transportation technology.						
Objective	Prioritize infrastructure development if funding is available.					
Action item	Develop an electric vehicle charging strategy for downtown Hopedale	L	2 Years	Very Low	HWY, PB, TP	DOER, MDEP, MassEVIP Grant Program, Fleet
Action item	Prioritize the development of micro-mobility accommodations including provisions for bikes, scooters, and e-bikes in public spaces	L	Ongoing	Very Low	HWY, PB, TP	CMRPC for technical assistance
Action item	Explore accommodations to improve access to rideshare in Hopedale	L	5 Years	Very Low	HWY, PB	Town Staff
Goal 5: Enhance the interconnectivity and circulation within Hopedale center.						
Action item	Work with current owner of Draper Factory site to determine best layout for added/modified roadway network within the site.	H	5 Years	Very Low	HWY, PB, TP	Town Staff, WBDC
Action item	Review and consider proposal to extend Fitzgerald Drive through the Draper Factory site.	H	5 Years	Very Low	HWY, PB, TP	Town Staff
	Land Use	Priority (L, M, H)	Time to Completion	Magnitude of cost: Very Low- 0-50k Low- 50-100k Med- 100-250k High: 250k- 500k Major capital item: 500k+	Responsible Parties	Resources
Goal 1: Maintain a modern and accurate set of Zoning Bylaws.						
Objective	Identify the scope of changes needed to modernize the zoning.					
Action item	Conduct a zoning diagnostic to identify whether the Zoning Bylaw should be rewritten or selectively updated.	M	6-12 months	Very Low/ Low	PB, TP, ZBA	CMRPC; EEA PAG grant
Objective	Implement the changes needed to modernize the zoning.					

Action item	Conduct a comprehensive zoning rewrite or proceed with selective updating as dictated by need and funding.	H	12-18 months	Varies by scope	PB, Various Depts.	CMRPC for TA; EEA PAG grant, Community One Stop for Growth
Objective	Make necessary general and administrative changes to the Zoning Bylaws.					
Action item	Conduct a comprehensive review of zoning changes passed at Town Meeting and ensure that all have been properly accepted by the Attorney General and incorporated into Hopedale's Zoning Bylaw.	M	4-6 months	Very Low	ZBA, PB/TP, TA	CMRPC for TA
Action item	Review and recodify (i.e., reformat, re-organize, and re-systematize) the zoning bylaws for consistency, clarity, completeness without altering the substance of any regulations. Include formatting, organization, adding and improving definitions, and eliminating illegal, unnecessary, and outdated bylaws).	M/H	6-12 months	Low	ZBA, PB/TP	CMRPC for TA
Objective	Make necessary policy and regulatory changes to the Zoning Bylaws.					
Action item	Reevaluate the purpose and regulations for each existing zoning district. Outdated or obsolete districts may be removed, and existing districts may be altered to better achieve land use goals.	H	6-12 months	Very Low	ZB, PB/TP, TA	CMRPC (LPA), Community One Stop for Growth
Action item	Cross-reference the Zoning Bylaw with other Hopedale regulations and plans, to identify substantive areas for update. [See other Land Use in the matrix for a partial list].	M/H	6-12 months	Very Low	ZBA, PB/TP, DIC	CMRPC for TA
Action item	Research the zoning and bylaws of local comparison communities and identify opportunities for modeling their practices and bylaws.	M	8-12 months	Very Low/ Low	TP, ZBA, PB	CMRPC (DLTA)
Action item	Where substantive policy changes are needed, rewrite select aspects of the Zoning Bylaws.	M/H	8-12 months	Low	ZBA, PB/TP	Community One Stop for Growth
Action item	Following recodification and substantive revisions, update the Town's zoning map.	M	1 month	Very Low	PB, TP	CMRPC via LPA
Goal 2: Promote the development of new housing units in appropriate locations, in a manner that is mindful of preserving Hopedale's natural beauty and open space.						
Objective	Focus on adaptive reuse, mixed-use, and higher density strategies for housing development.					
Action item	Study the feasibility of adopting tools and programs such as Chapter 40R Smart Growth Zoning Overlay Districts, tax-increment-financing, and Business Improvement Districts in targeted areas.	M/H	8-12 months	Very Low	AD, BOA, TP/PB, ZBA, TA, DIC	Town Committee, Town Staff
Action item	Identify areas suitable for mixed-use development and develop zoning to encourage an appropriate mix of uses in those areas.	L/M	6-12 months	Very Low	PB, ZBA, DRC, TP	CMRPC via DLTA
Action item	Conduct a feasibility study to determine appropriate locations for denser multifamily development, including the potential sites for Comprehensive Permits.	M	6-12 months	Very Low/ Low	HA, TP/PB, TP, ZBA	CMRPC via DLTA; EEA PAG grant
Objective	Facilitate the redevelopment of the Draper Factory into a site with a variety of uses that will allow it to be integrated with the existing Town Center.					
Action item	Expand the allowable uses on the Draper site beyond industrial.	H	9-12 months	Very low	ZBA, TP, DIC, TA,	CMRPC via DLTA

Action item	As part of the Mixed-Use Overlay zoning update, engage the community in developing a common vision for a revitalized downtown Hopedale to help guide the redevelopment process.	H	6-8 months	Very Low	DRC, MPSC, TA, SB	CMRPC via DLTA,
Objective	Support the development of multifamily units.					
Action item	Revise the Zoning Bylaws to allow multifamily units by right in some areas such as the Draper Factory site.	M	8-12 months	Very Low	HA, PB, ZBA	CMRPC (LPA Hours)
Action item	Determine the most desirable locations to encourage multifamily units based on factors such as the availability of transit, utilities, and amenities.	M	4-8 months	Very Low	PB, TP, ZBA, DIC	CMRPC (LPA Hours), EEA Planning Assistance Grant, Community One Stop for Growth
Action item	Develop Zoning Bylaw amendments to regulate the design, scale, and location of multifamily development allowed by right.	M	8-12 months	Very Low	PB, TP, ZBA	CMRPC (LPA Hours), EEA Planning Assistance Grant, Community One Stop for
Objective	Re-examine parking standards for all uses, and develop new standards as needed.					
Action item	Determine parking requirements for uses that are new to Hopedale, such as multifamily housing.	M	8-12 months	Low	RC, TP/ PB	CMRPC for TA; Community One Stop for Growth, EEA Planning Assistance Grants
Action item	Reevaluate current parking standards to ensure that adequate space for vehicles is provided without unduly converting open space to parking lots or making development infeasible.	M	6-12 months	Very Low	RC, PB/TP	CMRPC (LPA or DLTA)
Goal 3: Strengthen the commercial and industrial uses that contribute to Hopedale's economic base.						
Objective	Evaluate current zoning districts and ensure that they reflect appropriate uses.					
Action item	Evaluate whether the current extent of commercial and industrial zoning districts are consistent with local priorities, and potentially develop a plan for appropriate re-zoning.	M/H	6-12 months	Very Low	ZBA, PB/TP, TA	CMRPC (LPA or DLTA)
Action item	Explore the option of more targeted zoning in order to encourage commercial and industrial development.	M/H	6-12 months	Very Low	ZBA, PB/TP, TA	CMRPC (DLTA)
Action item	Consider reconfiguring commercial and industrial zones to be smaller but more permissive, limiting development to only the most appropriate areas while making development easier within those zones.	M/H	6-12 months	Very Low	ZBA, PB/TP	CMRPC (DLTA, LPA)
Objective	Enhance the public accessibility of the Zoning Bylaws.					
Action item	Maintain an up-to-date, searchable, navigable online version of Hopedale's Zoning Bylaws. Beyond a PDF, the digital version should include active "buttons" in the Table of Contents so that readers can "jump" to the desired section.	H	1-2 months	Very Low	ZBA, PB, TA, TC, DIC	Community Compact IT Grants
Action item	Make the full color zoning map available to the public online potentially utilizing interactive GIS technology.	M	< 1 month	Very low	ZBA, PB/TP, TA, TC	Community Compact IT Grants, CMRPC
Goal 4: Continue to strengthen Hopedale's tools for protecting open space and other land uses through zoning.						
Objective	Create an accessible inventory of existing open space, environmentally significant areas, and other natural resources.					
Action item	Identify parcels of significant environmental value to be catalogued and made accessible to Town staff and volunteers as well as the public.	M	3-6 months	Very low	OSRPC, ConCom, DIC	DCR, CMRPC (LPA, DLTA)
Action item	Create a process for Town boards and departments to provide timely recommendations for the most appropriate use of underutilized parcels.	M	6 months	Very low	· NA · unclear · Planning · ?	CMRPC (LPA, DLTA)

Objective	Use zoning to preserve areas of natural beauty.					
Action item	Rezone identified areas of environmental importance to encourage either preservation or environmental conscious forms of development and design.	M/H	6-12 months	Very low	ZBA, OSRPC, ConCom	CMRPC for TA
Action item	Require increased preservation of open space in certain zoning districts in exchange for increased density in the developable portions of a parcel.	M	6-12 months	Very Low	OSRPC, PB, ZBA	CMRPC for TA
Action item	Look beyond the Stretch Code and MGL to consider requiring enhanced sustainable or energy efficient design for new developments.	H	6-12 months	Very Low	PB, ZBA, BLDG	AHPC, DHCD, MHP, CMRPC
Goal 5: Preserve historic structures and historic areas of Town.						
Objective	Encourage adaptive reuse of historic buildings.					
Action item	Adopt zoning provisions that encourage the preservation of existing historic buildings by offering incentives (e.g., increased flexibility for use, density, and dimensional standards).	M	6-12 months	Very Low	PB, HC, ZBA	CMRPC for TA
Objective	Publicly revisit and codify as needed the criteria and restrictions for a "historic district" and/or "historic building," etc.					
Action item	Revisit appropriate locations for a Local Historic District, based on past proposals and community feedback.	L/M	4-6 months	Very Low	HC, PB/TP, ZBA	Preservation Mass, MHC
Action item	Develop Local Historic District regulations that preserve the appearance of historically significant areas without placing an undue burden on homeowners or stifling new development.	M	6-12 months	Very Low	HC, PB, ZBA	Preservation Mass, MHC
Housing and Population		Priority	Time to Completion	Magnitude of cost: Very Low- 0-50k Low- 50-100k Med- 100-250k High: 250k- 500k Major capital item: 500k+	Responsible Parties	Resources
Goal 1: Encourage development of new housing types that are supportive of an aging population, new families, and low-to-moderate income households.						
Objective	Support development of more congregate living opportunities, assisted living, and nursing care to meet the needs of the town's growing senior population.					
Action item	Ensure new senior housing developments are in walkable areas of town with access to transportation alternatives.	M	Ongoing	Very Low	COA, PB/TP, ZBA, BLDG	Town Staff, Town Committees
Objective	Promote the development of housing that is accessible for people with disabilities and mobility difficulties.					
Action item	Advocate for a higher inclusion of accessible units in proposed affordable housing developments.	M	Ongoing	Very Low	HA, PB, DC	Town Staff, Town Committees
Goal 2: Take a proactive approach to planning for the housing needs of current and future Hopedale residents.						
Objective	Analyze and consider the impact of new housing on schools, public safety offices and public services.					
Action item	Conduct GIS-based buildout analysis of developable land to depict future potential of housing units, new residents and schoolchildren, and demand on utilities and infrastructure when the town is fully developed.	M	8-12 months	Very Low	BLDG, PB/TP, DIC	CMRPC for Technical Assistance, DLTA
Action item	Continue to use school population projections and scenario planning to plan for future capital expenditures.	M	8-12 months	Low	SchoolCom, SD, PB	MSBA

Objective	Develop a comprehensive local housing strategy to coordinate all housing initiatives and meet housing goals.					
Action item	Complete a Housing Production Plan to be certified by the Department of Housing and Community Development (DHCD).	M/H	12 months	Very low	HA, PB, TP, BLDG	EPA PAG Program, Community Compact Program, Community One Stop for Growth, CMRPC for Technical Assistance
Objective	Expand the Town's capacity to respond to local housing needs and opportunities.					
Action item	Hire a Town Planner to provide technical assistance and professional expertise on matters of housing in town.	H	immediate	Low/ Med	TA, SB, PB	Town Meeting
Action item	Establish an Affordable Housing Committee to guide the process of creating more affordable housing opportunities in Hopedale.	M	2-4 months	Very Low	HA, TA, SB	Town Committees, Town Staff, MHP, CHAPA
Objective	Stay actively informed on market trends and new opportunities to support growth in housing.					
Action item	Encourage community leaders to participate in informational meetings and forums hosted by organizations such as CMRPC, Mass Housing Partnership (MHP), Citizens' Housing and Planning Association (CHAPA), or Citizen Planner Training Collaborative (CPTC).	M/H	Ongoing	Very Low	SB, TA, TP, BLDG	CMRPC; MHP; CHAPA; CPTC
Goal 3: Pursue creative policies, partnerships, and resources that support the development of new affordable and diverse housing options as well as the rehabilitation of existing homes.						
Objective	Consider and identify appropriate zoning amendments to encourage new developments in appropriate areas of town.					
Action item	Review zoning bylaws to determine if there are excessive dimensional requirements and parking provisions prohibiting the creation of affordable housing.	M	8-12 months	Low	RC, PB, TP, HA, ZBA, DIC	Town Committees, Town Staff, CMRPC LPA Hours
Action item	Consider adoption of a Cottage Housing Bylaw.	M	6-12 months	Very Low	HA, PB, ZBA, DIC	CMRPC LPA Hours, DLTA
Action item	Consider adoption of an Inclusionary Zoning Bylaw to mandate any housing developers (or redevelopers) set aside a portion of proposed housing units as affordable to low-to-moderate income households.	M/H	6-12 months	Very Low	ZBA, PB/TP, DIC	CMRPC LPA Hours
Action item	Review the existing Accessory Apartment provisions and consider modification to offer more flexibility and predictability for applicants, and offer greater opportunities for development including whether accessory units should be allowed by right in certain parts of town.	L/M	6-12 months	Very Low	HA, PB, ZBA, DIC	CMRPC LPA Hours
Objective	Identify and pursue funding opportunities to expand affordable housing options.					
Action item	Utilize Community Preservation Act funds to preserve and create affordable housing.	M	Ongoing		HA, TP, TC	MAHT
Action item	Consider adopting a Municipal Affordable Housing Trust [funded through CPA].	L	10-12 months	Low	HA, TP, TC	SB, CPA
Action item	Apply for funding for capital projects that support the construction and rehabilitation of affordable homes.	M	Ongoing	Very Low	CP, TP, TC	Town Staff, Rural and Small Town Development Fund Capital Grant Program as part of the annual Community One Stop for Growth multi-grant portal, developers

Action item	Actively pursue funding for housing development and rehabilitation as opportunities arise.	M	Ongoing	Very Low	CP, HA,	Town Staff, Rural and Small Town Development Fund Capital Grant Program as part of the annual Community One Stop for Growth multi-grant portal, developers
Action item	Complete a fiscal impact analysis to determine the benefit that different types of housing will bring to the community.	M	8-12 months	Low	FinCom, DIC, PB, HA	Town Staff, CMRPC via DLTA, Community One Stop for Growth multi-grant portal,
Objective	Coordinate with regional developers to attract "Friendly" 40B developments to increase affordable units.					
Action item	Host roundtable discussions in which developers are invited to speak to municipal boards, committees, staff, and residents about potential housing developments and associated challenges or concerns.	M	Ongoing	Very Low	TA, SB, DIC, PB, HA	Town Staff
Objective	Ensure the existing housing stock is safe, healthy, and meets code requirements.					
Action item	Facilitate opportunities for residents to obtain grants and/or zero interest loans for housing rehabilitation.	M	Ongoing	Low	ConCom, BLDG, TP, TC, TA	CDBG
Action item	Support preservation of existing historical homes through initiatives such as historic rehabilitation tax credits, conservation restrictions, or local historic districts.	M	Ongoing	Low	ConCom, HC, HA, BLDG	Preservation Mass; MHC
Action item	Provide educational resources to homeowners and landlords on code requirements, detecting defective conditions and code-enforcement processes.	M/H	Ongoing	Low	BLDG, BOH, ZBA, TC	Town Staff
Objective	Ensure new housing design and location is harmonious with the existing community.					
Action item	Prepare design guidelines that clearly spell out Town design preferences for the construction of new multi-family housing.	M/H	8-12 months	Very Low	BLDG, PB	CMRPC for TA; EEA Planning Assistance Grant, Community One Stop for
Action item	Contract a planning consultant to work with the Planning Board to develop a set of multi-family housing design guidelines.	M	8-12 months	Very Low	PB/TP	CMRPC for TA; EEA Planning Assistance Grant, Community One Stop for
Action item	Determine suitable areas for future multi-family, mixed use, and higher density housing.	M	8-12 months	Very Low	PB/TP, DIC	CMRPC for TA; EEA Planning Assistance Grant, Community One Stop for
Action item	Identify tracts of land available for development including infill sites and redevelopment of currently developed sites.	H	8-12 months	Very Low	DIC, TP, PB,	Town Staff, Town Committees
Action item	Conduct a land suitability analysis with a set of criteria to determine the best areas in town for new housing.	L/M	8-12 months	Very Low/ Low	DIC, TP, PB	CMRPC for TA; EEA Planning Assistance Grant, Community One Stop for
Action item	Ensure local officials and boards are familiar with Smart Growth principles to promote sustainable development.	M/H	Ongoing	Very Low	DIC, SB, PB	Town Staff, Town Committees

Cultural and Historical Resources		Priority	Time to Completion	Magnitude of cost: Very Low- 0-50k Low- 50-100k Med- 100-250k High: 250k- 500k Major capital item: 500k+	Responsible Parties	Resources
Goal 1: Utilize protective zoning, regulatory, and legislative tools to preserve and maintain Town-owned and, optionally, privately-owned historic assets.						
Objective	Ensure protection of the town's historically significant structures.					
Action item	Implement a town-wide education campaign on the benefits of local historic districts.	L/M	Ongoing	Very Low	HC	Preservation Massachusetts
Action item	Explore adoption of a Demolition Delay Ordinance or Bylaw to protect historic and architecturally significant buildings from demolition.	M	12-24 months	Very Low	BLDG, HC	Preservation Massachusetts; CMRPC
Action item	Educate property owners on the benefits of Preservation Restrictions (PR) while encouraging them to pursue this protective measure.	M	Ongoing	Very Low	HC	Preservation Massachusetts
Action item	Undertake priority historic preservation efforts.	M	Ongoing	Very Low to High	HC	CPA
Objective	Ensure cultural landscapes are thoroughly protected.					
Action item	Explore bylaws and policies that would help preserve the town's cultural landscapes such as Scenic Roads Bylaw, Scenic Vista Bylaw, Scenic Overlay District Zoning, Corridor Protection Overlay District Zoning, Transfer of Development Rights, Greenbelt Ordinance, Design Guidelines, Shade Tree Act Bylaw, Billboard controls, or other appropriate preservation measure.	M/H	24-36 months	Very Low	HC, ConCom, CC, HC, ZBA	Preservation Massachusetts; CMRPC
Goal 2: Provide adequate cultural opportunities for Hopedale residents and visitors of all ages and abilities.						
Objective	Expand community outreach initiatives related to the town's cultural and historical resources.					
Action item	Consider initiatives such as guided community tours, self-guided walking tours, history days, farmer's markets, concerts, community theatre, etc. in order to attract visitors and build appreciation for local history and culture.	H	Ongoing	Very Low to Medium	HC, CC	Preservation Massachusetts, Volunteer time,
Action item	Promote local history and culture at Town events.	M	Ongoing	Very Low	HC, CC	Volunteer time
Objective	Enhance public access to cultural and historic resources and information.					
Action item	Develop a publicly accessible, comprehensive inventory of the town's historic resources including the historic artifacts, properties, structures, districts, burial grounds, and any other notable features of Hopedale's history.	M	12-18 months	Low	HC	Staff and volunteer time; Preservation Massachusetts grant programs
Action item	Make information on Hopedale's rich cultural and historic assets widely available to residents and visitors in formats that are accessible, attractive, and easy to understand.	M	12-18 months	Low	HC, CC, TC	Staff and volunteer time; Preservation Massachusetts grant programs
Action item	Utilize new wayfinding signage, enhanced gateway features, and other beautification or place-making projects to promote the community's rich heritage, enhance local identity, and foster a sense of place.	L/M	18-24 months	Medium	ParkCom, CC	Community One Stop for Growth

Action item	Promote arts and cultural events and programming through efforts such as enhanced social media outreach, a comprehensive and user-friendly town events calendar, links on the Town website, or any other appropriate methods.	M/H	Ongoing	Very Low	CC, TC	Staff and volunteer time
Objective	Ensure there are cultural opportunities that cater to the needs and desires of all town residents.					
Action item	Encourage greater participation from youth to serve on committees that sponsor cultural activities.	M/H	Ongoing	Very Low	Schools, SB, CC	Staff and volunteer time
Action item	Work with community leaders and organizations to identify any barriers to arts and cultural programming, including financial, transportation, child-care, or accessibility issues.	M/H	6-12 months	Very Low	CC	Staff and volunteer time
Goal 3: Support strong connections among Hopedale's arts, culture, historic and business communities through efficient communication and coordination.						
Objective	Encourage greater coordination and collaboration among local and regional preservation groups.					
Action item	Develop formal communication channels among local preservation groups to ensure awareness of current issues and activities in Hopedale, including routine distribution of meeting agendas and minutes, scheduling of occasional group meetings to share resources and ideas, and development of joint activities.	H	6-12 months	Very Low	ConCom, SB, TC, CC	Local preservation groups
Action item	Partner with organizations such as the Central Massachusetts Historical Commission Coalition, Blackstone Heritage Corridor, and National Park Service to host public events dedicated to Hopedale's history and heritage.	M	Ongoing	Very Low	HC, CC	CMHCC; Blackstone Heritage Corridor; National Park Service
Action item	Pursue partnerships with local college and university programs that could provide assistance to the town with arts, history, and preservation activities.	M	Ongoing	Very Low	ConCom, HC, CC, SC	Local colleges and universities
Objective	Ensure long-term sustainability of Hopedale's historic and cultural resources.					
Action item	Coordinate, develop and implement a plan outlining routine maintenance activities and sustainable funding sources for Town-owned historic properties.	H	6-12 months	Very Low	PB, HC	Staff and volunteer time
Action item	Actively seek public and private funding to enhance maintenance and preservation of historic and cultural resources.	H	Ongoing	Very Low	ConCom, HC, CC	Staff and volunteer time; Massachusetts Preservation Projects Fund; Preservation Massachusetts grant programs
Objective	Ensure the history of Draper Mill is adequately preserved and promoted.					
Action item	Preserve remaining artifacts from the historic Draper Mill.	M	12-18 months	Low	HC, Red Shop	Volunteer time; Massachusetts Preservation Projects Fund; Little Red
Action item	Properly document and share the mill's history and impact on the town of Hopedale.	M	6-18 months	Very Low	HC, Red Shop	Volunteer time; Massachusetts Preservation Projects Fund

Economic Development		Priority	Time to Completion	Magnitude of cost: Very Low- 0-50k Low- 50-100k Med- 100-250k High: 250k- 500k Major capital item: 500k and up	Responsible Parties	Resources
Goal 1: Develop responsible growth incentives for a variety of uses for available commercial and investment property to diversify the tax base without overburdening town resources.						
Objective	Increase economic development capacity.					
Action item	Continue applying for Economic Development grants through the Community One Stop for Growth and other programs so the Town can expand its capacity for grant research, writing, and regulatory compliance.	H	Ongoing	Very Low	DIC, TA, TP	CMRPC
Action item	Work with developers and existing/prospective business owners to cultivate and retain businesses.	H			TA, SB, MPIC	Town Staff, Town Committees
Action item	Hire a Town Planner to assist with developing town guidelines, ensuring any new potential commercial and industrial development does not overburden services and infrastructure, helping applicants navigate the application and permitting processes, assist land use boards. Explore shared staffing and inter-municipal agreements.	H	1 year	Low/Med	TA, SB, TMTG	CMRPC, Community Compact Efficiency and Regionalization grant program
Action item	Establish a "Planning Department" to conceptually house planning, zoning, conservation, and inspectional services.	H	8-12 months	Very Low	PB, SB, TA	TP, Inspectional Services
Action item	Create a Master Plan Implementation Committee to ensure the strategies contained in the plan are implemented in a timely manner.	H	3-6 months; ongoing	Very Low	TA, SB, PB, MPSC	Town Committees, Town Staff
Objective	Offer incentives for businesses to develop/expand/relocate/grow.					
Action item	Continue to seek technical assistance from state/regional entities that specialize in/have access to a variety of financing such as bonds, loans, tax credits, and grants for commercial endeavors, including MassDevelopment and CMRPC.	M/H	Ongoing	Very Low	AD, BOA, DIC, TA	MassDevelopment
Action item	Implement fast-track/Chapter 43D permitting for priority development sites.	M	6-12 months	Very Low	BLDG, PB, ZBA	Community One Stop for Growth/ EOHED
Action item	Implement "village center" (mixed-use) zoning in the Town Center, where the most activity/foot traffic occurs, which also forwards the Town's housing goals. Allow for more uses By-Right and for general mix of uses.	H	8-12 months	Very Low	ZBA, PB, BLDG, TA	CMRPC
Action item	Revise Zoning to allow for on-site development incentives where appropriate.	M	6-12 months	Very Low	PB, ZBA, TP, BLDG, DIC	CMRPC
Action item	Explore options for connecting small businesses with resources. Strategies include collaboration with and participation in Chamber and business events, and sharing information with commercial tenants about external grants, loans, and technical assistance.	M	Ongoing	Very Low	CP, DIC	SBA, Chamber

Action item	Adopt a provision allowing the Town to implement District Improvement Financing (DIF) or Tax Increment Financing (TIF) as appropriate to capture tax revenues from new private investment in a specific area and use those revenues toward other economic development or public improvement projects.	M	6-12 months	Very Low	AD, BOA, DIC, FinCom, SB	WBDC
Action item	Explore opportunities to fund a Facade and Sign Improvement matching grant program.	M	Ongoing	Low/Medium	DRC, DIC, FinCom	Chamber
Objective	Eliminate existing barriers that may discourage desirable new growth including providing clear and predictable permitting and procedures.					
Action item	Commission a comprehensive zoning diagnostic and regulatory review that focuses on clearly encoding the development guidelines into the Zoning Bylaw, modifying regulations for a streamlined approval process, and enforcing predictable, intentional development standards.	H	8-12 months	Very Low/ Low	ZBA, SB, TP, PB	CMRPC, other consultants
Action item	Review zoning for opportunities to have Site Plan Review without a Special Permit for certain commercial and industrial uses where appropriate.	M	6-12 months	Very Low	ZBA, PB, TP, DIC, BLDG	Town Committee, CMRPC LPA Hours
Action item	Consider moving towards implementing a single tax rate structure.	M	12-18 months	Very Low	AD, BOA, SB, FinCom	Town Committees
Action item	Resume using consulting engineers for Site Plan Review and other planning functions; ensure all departments use the same engineering firm for consultation.	H	4-8 months	Low	BLDG, PB, TA, SB	Town Meeting
Action item	Implement Joint Permitting Meetings or convene regularly scheduled Round Table Review (where developers can meet with all permitting staff at any stage of application) to improve quality of applications and reduce permitting timelines; alternatively, amend Zoning Bylaws to allow Site Plan Review without a Special Permit for a variety of uses.	H	4-6 months	Very Low	PB, SB, TA, ZBA, BLDG	CMRPC (LPA)
Action item	Use a combined permitting and application process; hold joint hearings with the Planning Board and the ZBA.	M/H	6-12 months	Very Low	PB, ZBA, BLDG, SB	Town Committees
Action item	Continue working to bring the permitting online.	H	6-12 months	Low	BLDG, TA, SB, ZBA, PB	Community Compact IT Grants
Action item	Complete a Permitting Guide.	H	8-12 months	Low	BLDG, TA, PB, ZBA	CMRPC (DLTA)
Goal 2: Create and implement a marketing and communications plan designed to drive awareness of Hopedale's new and ongoing opportunities while providing transparency to its citizens.						
Objective	Develop a town-wide commercial marketing campaign that includes multiple components and is at the forefront for when businesses are considering locating in Hopedale.					
Action item	Create investor-friendly material on various topics (zoning, planning, tax information, schools, census, etc.) that is available online and print formats.	M	6-10 months	Very Low	TA, SB, DIC	Community One Stop for Growth

Action item	Establish public relations communications/public domain website updates (wiki) and a plan for regular website maintenance beyond updates to the main Town of Hopedale website.	M/H	6-10 months	Very Low	TC, DIC	Community Compact IT grant program; Community One Stop for Growth
Action item	Consider a rebranding competition among local colleges or commissioning local graphic/website designers and artists to assist in the marketing campaign.	L/M	6-12 months	Very Low	TC, DIC	Universities in the region;
Action item	Publish a request for proposals (RFP) for a private marketing consultant to complete an all-inclusive marketing plan.	L/M	4-6 months	Very Low/ Low	TA, SB, DIC, TC	MassDowntown Initiative (Community One Stop for Growth)
Action item	Establish working relationship with the MetroWest Chamber of Commerce and strengthen collaboration with the Milford Area Chamber of Commerce and the Blackstone Valley Chamber of Commerce to expand reach.	H	Ongoing	Very Low	TC, DIC, TA, TP	MWCOC, BVCOOC, MACOC
Action item	Continue "on-the-ground" work with property owners and businesses to promote the Town's vision, branding, and marketing efforts, i.e. working one-on-one with the business community to involve them, collect their buy-in, and help them prosper.	M/H	Ongoing	Very Low	TC, DIC, TA, TP	Town Committee, Town Staff
Action item	Create an inventory and assessment of buildable parcels and available properties with access to water, sewer, and other utilities to determine adequate space for development/redevelopment. This avoids deterring interested developers and streamlines the process.	H	4-8 months	Very Low	BLDG, TP, PB, DIC, AD	CMRPC (LPA Hours)
Action item	Engage home-based businesses and self-employed individuals as a source of potential commercial tenants.	M	Ongoing	Very Low	CP, DIC, SB, TP	Town staff and Committees
Objective	Maintain inclusive, transparent, and ongoing communication with citizens.					
Action item	Work with land use boards and committees to increase participation and expand the availability of public information regarding incoming projects.	H	Ongoing	Very Low	BLDG, PB, TA, TC, TP, DIC	Town Staff
Action item	Create a town-wide economic development strategic plan and action plan that forwards the recommendations in this Master Plan and allows for added community participation.	H	9-12 months	Very Low	FinCom, DIC	Community One Stop for Growth
Action item	Utilize and regularly maintain social media platforms to disseminate information and create a Facebook page for the Town.	M	Ongoing	Very Low	TC, SB, TA	Town Staff
Goal 3: Maintain the Town's vision throughout the planning process by developing and implementing open space, business design and upkeep, and sustainability bylaws.						
Objective	Apply environmental/ sustainability principles and open space protection toward incoming development.					
Action item	Develop bylaws/local regulations that incentivize developers to maintain open space and Sustainable Development Principles in development, i.e. an increase in gross floor area if using green infrastructure.	H	8-18 months	Very Low/ Low	OSRPC, PB, ZBA, BLDG	CMRPC for TA

Action item	Employ smart growth where feasible, as outlined in the Smart Growth/Smart Energy Toolkit Modules, to prevent sprawl in new development and promote connectivity to amenities and affordability.	H	Ongoing	Very Low	BLDG, DIC, ZBA, PB	CMRPC for TA
Action item	Employ Sustainable Development Principles to undertake a comprehensive approach to community investment (public and private) on the Draper Factory site that respects natural resources and utilized green practices.	H	Ongoing	Varies	ConCom, PB, ZBA, BLDG	CMRPC for TA
Action item	Identify community preferences for the Village Center and Draper site and enact corresponding zoning changes to help guide development in the area.	H	8-12 months	Very Low	DIC, PB, TP	CMRPC for TA
Action item	Work with boards/commissions and departments to draft and implement design guidelines for various development types in certain areas to enhance the Town's vision, promote sustainable development principles, and encourage sound design in key corridors. Ensure the guidelines include permitting and utility information for new commercial/industrial construction and expansion.	M/H	10-12 months	Very Low/ Low	TP, PB, TA, SB, DIC, PB	CMRPC for TA; EOEEA PAG and Community One Stop for Growth
Action item	Continue to institute sound parking demand management (TDM) and traffic analyses for new development in Town.	H	Ongoing	Low	RC, PB, TA, HWY	CMRPC for TA
Action item	Consider the fiscal impact of new, large-scale commercial and industrial projects, commissioning additional fiscal impact analyses when required.	H	Ongoing	Low	CP, PB, FinCom, TP, DIC	Determine a fee to charge as part of application submittal
Action item	Work with the potential Town Planner to coordinate the land use plan within <i>Envision Hopedale</i> , enforce the Zoning Bylaw, develop strategies, and help carry out those strategies on behalf of the Planning Board.	H	Ongoing	N/A	PB, SB, ZBA	GF
Town Services & Facilities		Priority	Time to Completion	Magnitude of cost: Very Low- 0-50k Low- 50-100k Med- 100-250k High: 250k- 500k Major capital item: 500k and up	Responsible Parties	Resources
Goal 1. Strengthen the Town's financial position so that funding is available for necessary services and facilities.						
Objective	Pursue new revenue streams.					
Action item	Continue to support and cultivate new business development.	H	Ongoing	Very Low	SB, TA, DIC, Permitting Staff	Chamber, MA Small Business Development Center at Clark University, Small Business Administration loans
Action item	Continue to engage with business types that provide local sales tax.	M/H	Ongoing	Very Low	SB, TA	Chamber
Action item	Continue to pursue department enterprise revenue.	M/H	Ongoing	Very Low	SB, TA, HWY, Various Department	Other communities
Objective	Reduce unnecessary operating expenses and revenue leakage.					
Action item	Explore more cost-effective health insurance benefits for employees and retirees.	M/H	6-12 months	Very Low	TA, SB, TACCNT	MMA

Action item	Continue to reduce the percentage of property taxes that go uncollected.	M/H	Ongoing	Very Low	TA, SB, TACCNT	N/A
Objective	Enhance capital planning processes					
Action item	Establish financial policies through multi-year forecasting and capital expense planning to make prudent financial decisions.	H	Ongoing	Very Low	TA, SB, CP, FinCom	DLS for best practices and guidance.
Action item	Regularly review the long-term planning guides in the school departments budget book and support the critical needs through capital planning.	H	Ongoing	Varies	TA, SB, CP, FinCom	
Goal 2. Provide quality facilities and services to meet current and future needs.						
Objective	Address deferred maintenance and critical needs at existing facilities.					
Action item	As a component of capital planning, develop a long-term maintenance program to provide resources for maintenance and repairs.	H	Ongoing	Varies	TA, SB, CP, FinCom	
Objective	Ensure that public facilities are accessible to all residents.					
Action item	Prepare a transition plan that implements the recommendations of the American's Disabilities Act (ADA).	M	8-12 months	Very Low/ Low	DC, TP, BLDG, ParkCom, TA	MOD, ADA
Action item	Secure funding for to implement priority projects in the ADA transition plan.	M	Ongoing	Varies/ High/ Major Capital Items	DC, TP, BLDG, ParkCom, TA	MOD, ADA
Objective	Address existing and foreseen capacity issues.					
Action item	Address foreseen school capacity issues resulting from population growth.	H	8-12 months	Low	SchoolCom, Schools, CP, FinCom, SB	MSBA, State Revolving Loan Fund
Action item	Continue to explore the feasibility of building a Municipal Center to house Town Hall government, public safety services, the Senior Center, and other departments.	M	Ongoing	Low	SB, TA, TACCNT	ARPA, State Revolving Loan Fund
Action item	Work with the Police Department to devise a course of action to improve the size and configuration of the Police Department building.	M	2-5 years	Major Capital Item	SB, TA, PD	MEMA, State Revolving Loan Fund, ARPA
Action item	Work with the Fire Department to devise a course of action to improve the size and configuration of the Fire Department building.	M	2-5 years	Major Capital Item	SB, TA, FD	MEMA, State Revolving Loan Fund, ARPA
Action item	Address Highway Department facility capacity needs.	M	2-5 years	Major Capital Item	SB, TA, HWY	MassDOT, State Revolving Loan Fund, ARPA
Action item	Explore strategies to make the Town Hall auditorium space suitable for use or adaptive reuse.	L/M	2-5 years	Major Capital Item	TA, SB, TP	Community One Stop, ARPA
Action item	Identify and implement strategies to expand indoor and outdoor programming space and parking at the library.	L/M	2-5 years	Varies	Library	ARPA
Action item	Identify new spaces the town could hold senior programming.	M	1-3 years	Varies	COA, SB, TA	AARP grants
Objective	Ensure that staffing levels are adequate for quality service provision.					
Action item	Address understaffing in various departments including Planning, Police, Highway, Senior Center, and Recreational facilities.	M/H	Ongoing	Varies	TA, BOS	Town Meeting, Efficiency and Regionalization grants for shared staffing, CMRPC for shared services technical assistance

Goal 3: Meet the town's transportation needs to ensure optimal mobility in town.						
Objective	Create and maintain a multi-modal road network.					
Action item	Institute a Complete Streets Plan for the town.	M	8-12 months	Very Low	HWY, SB	MassDOT Complete Streets program for funding; CMRPC for technical assistance
Action item	Increase the number of sidewalks and crosswalks in town to enhance pedestrian mobility.	M	1-7 years	High	HWY, SB	MassDOT Complete Streets program and CMMPO for funding; CMRPC for technical assistance; Shared Streets and Spaces grants; America Walks grant program; Safe Routes to School program
Action item	Evaluate town sidewalk and crosswalk conditions in town to determine where sidewalks need repair.	M	6-12 months	Low	HWY, SB	MassDOT Complete Streets program and CMMPO for funding; CMRPC for technical assistance; Shared Streets and Spaces grants; America Walks grant program; Safe Routes to School program
Action item	Evaluate town street/sidewalk lighting conditions to determine where lighting needs repair.	M	6-12 months	Low	HWY, SB	DOER Green Communities for funding; CMRPC for technical assistance; National Grid;
Action item	Improve condition of bridges on Freedom Street, Mill Street, and Mellen Street.	M	2-7 years	Major Capital Item	HWY, SB	CMMPO for TIP funding; MassDOT; USDOT
Action item	Locate additional areas to put plowed snow.	M	6-12 months	Very Low	HWY, SB	MassDOT; private property owners
Action item	Increase management of trees to prevent them from falling and damage roads, powerlines, and buildings.	M	Ongoing	Low/Med	HWY, SB	DCR Bureau of Forestry; USDA Forest Service;
Objective	Provide adequate staff and equipment for necessary transport services.					
Action item	Include school busses in capital plans as capital expenses.	M	Ongoing	High	CP, FinCom	US EPA Clean School Bus Program; DOER Vehicle-to-Grid Electric School Bus
Action item	Hire school bus drivers.	M	Ongoing	Med	Schools,	Town Meeting; collaborating towns
Action item	Hire or collaborate with nearby towns to provide senior center van drivers.	M	Ongoing	Med	COA	Town Meeting; collaborating towns
Action item	Continue to explore a multi-town partnership in the delivery of errand transportation.	M	1-3 years	Very Low	COA, TA, SB	Collaborating towns; Community Compact Efficiency and Regionalization
Goal 4: Provide high-quality parks facilities that are accessible to all residents.						
Objective	Repair and maintain existing park facilities.					
Action item	Action Item: Use ARPA, CPA, and other funds to kick off Park planning process.	M	8-12 months	Low/Med	ParksCom, SB, TA, OSRPC	ARPA, CPA, DCS/EEA Parkland Acquisitions and Renovations for Communities (PARC) Grant Program
Action item	Undertake a feasibility study to identify park facility needs and a plan for redress.	M	8-12 months	Low/Med	ParksCom, SB, TA, OSRPC	ARPA, CPA, DCS/EEA Parkland Acquisitions and Renovations for Communities (PARC) Grant Program

Objective	Enhance, protect, and expand parks facilities.					
Action item	Proactively purchase Hopedale land from private property owners to preserve the Parklands and expand parks, recreational areas, and facilities.	M	Ongoing	Varies	ParksCom, SB, TA, OSRPC	DCS/EEA Local Acquisitions for Natural Diversity (LAND) Grant Program; DCS/EEA Parkland Acquisitions and Renovations for Communities (PARC) Grant Program; DCS/EEA Massachusetts Land and Water Conservation Fund Grant Program
Action item	Conduct a feasibility study for upgrades and boat access at the bathhouse.	L	8-12 months	Low	ParksCom, SB, TA, OSRPC	DCS/EEA Parkland Acquisitions and Renovations for Communities (PARC)
Action item	Protect Hopedale Pond from invasive species by providing necessary water treatments.	L/M	Ongoing	Very Low	ParksCom, SB, TA, OSRPC	DCS/EEA Massachusetts Land and Water Conservation Fund Grant Program
Goal 5: Provide social, recreational, and cultural opportunities that enhance the quality of life for Hopedale residents of all ages and incomes.						
Objective	Increase services, resources, and opportunities for seniors consistent with the town's growing senior population.					
Action item	Collaborate with adjacent towns to share spaces and programming.	M	Ongoing	Low	COA, TA	AARP grants; MA Healthy Aging Collaborative grants; MA Councils on Aging Grants
Action item	Create additional daily issue-related programming for seniors.	M	4-8 months	Very Low	COA, TA	AARP grants; MA Healthy Aging Collaborative grants; MA Councils on Aging Grants
Action item	Provide additional technological skills training to address senior skills gap.	M	4-8 months	Very Low	COA, TA	Community Compact IT grants; AARP grants; MA Healthy Aging Collaborative grants; MA Councils on Aging Grants
Objective	Increase services, resources, and opportunities for children in Hopedale schools.					
Action item	Develop fields for athletics.	L	2-5 years	High/ Major Capital Item	Schools, ParksCom	National Park Service Outdoor Recreational Grant program; CPA (https://www.galeassociates.org/knowledge/from-our-blog/athletic-facilities-planning-design/how-to-use-cpa-funds-for-athletic-field-projects-particularly-those-involving-synthetic-turf/);
Action item	Address the shortage of gymnasium and indoor court space.	L	Varies by solution	Major Capital Item	Schools, CP	USDA Community Facilities Grant program
Action item	Provide additional space for visual and performing arts.	L/M	5+ years	Major Capital Item	Schools, CP	Mass Cultural Council
Goal 6. Improve the safety, resiliency, and sustainability of town operations.						
Objective	Enhance emergency operations.					
Action item:	Create an emergency shelter at the Junior/Senior High School.	H	8-12 months	Med/High	HEMC, Police, Fire	FEMA Hazard Mitigation grants; MEMA Emergency Management Performance grants; CMHMSC; https://www.mass.gov/doc/fema-hazard-mitigation-assistance-for-generator-projects-2021-webinar-slides/download

Action item:	Update or install emergency generators at the Hopedale Gymnasium, Hopedale Junior-Senior High School, Senior Center/Community House, and Hopedale Memorial School.	M	12-36 months	Med/High	HEMC, Police, Fire	FEMA Hazard Mitigation grants; MEMA Emergency Management Performance grants; CMHMSC; https://www.mass.gov/doc/fema-hazard-mitigation-assistance-for-generator-projects-2021-webinar-slides/download
Action item:	Work with the Hopedale Housing Authority (HHA) to obtain resources to install emergency generators in all HHA buildings.	M	12-36 months	Med	HEMC, Police, Fire	FEMA Hazard Mitigation grants; MEMA Emergency Management Performance grants; CMHMSC; https://www.mass.gov/doc/fema-hazard-mitigation-assistance-for-generator-projects-2021-webinar-slides/download
Action item:	Work with Atria Draper Assisted Living facility to ensure it has an effective evacuation plan	M	6-12 months	Very Low	HEMC, Police, Fire	FEMA Hazard Mitigation grants; MEMA Emergency Management Performance grants; CMHMSC; https://www.mass.gov/doc/fema-hazard-mitigation-assistance-for-generator-projects-2021-webinar-slides/download
Action item:	In the event of emergencies or hazards, provide extra support, services, and communication to persons identified in vulnerable persons registry and other at-risk populations.	H	Ongoing	Very Low	HEMC, Police, Fire	FEMA Hazard Mitigation grants; MEMA Emergency Management Performance grants; CMHMSC
Objective	Mitigate flooding and other impacts of climate change.					
Action item	Using the Municipal Vulnerability Preparedness (MVP) plan, identify and monitor areas vulnerable to climate change impacts.	H	Ongoing	Very Low	ConCom, Hwy, ParksCom, TP	MVP grants through EEA
Action item	Apply for MVP funding to assist in funding PFAS treatments and water resource exploration.	H	Ongoing	Very Low	ConCom, Hwy, ParksCom,	MVP grants through EEA
Action item	Use and require green and low-impact development infrastructure help mitigate flooding and polluting runoff.	M/H	Ongoing	Varies	PB, SB	MVP Action grants, EEA Planning Assistance Grants
Action item	Make necessary repairs at Sprindleville Dam and maintain the facility moving forward.	M/H	2-5 years	High	SB, TA, FinCom, CP, HWY, ConCom	Dam and Seawall Repair or Removal Program Grants and Funds; MVP Planning or Action Grants; DER funding; FEMA Hazard Mitigation grants; DER; EEA; MEMA; FEMA; www.mass.gov/files/documents/2017/11/29/Dams%20additional%20funding%20-%20dams.pdf

Action item	Engage with private dam owners to explore hazard mitigation strategies.	M/H	1-2 years	Very Low	SB, TA, HWY	Dam and Seawall Repair or Removal Program Grants and Funds; MVP Planning or Action Grants; DER funding; FEMA Hazard Mitigation grants; DER; EEA; MEMA; FEMA https://ebcne.org/wp-content/uploads/2019/11/Presentations-Funding-and-Permitting-Your-Dam-Removal-and-Repair-Project.pdf
Action item	Inventory and repair culverts, with attention to those most vulnerable to climate change impacts (Route 16 and Cook, Dutcher, and Mendon Streets).	M/H	Ongoing	Med	HWY	DER Culvert Replacement Municipal Assistance Grant Program
Objective	Control widespread invasive species impacting streams, ponds, rivers, parks, and forested areas through town.					
Action item	Identify strategies to reduce the impacts of the beaver population, including use of beaver controls as appropriate when culverts are being repaired or replaced.	M	Ongoing	Low/Med	BOH, ConCom, HWY	Mass Audubon, MSPCA, Animal Welfare Institute
Objective	Reduce carbon emissions from town buildings and vehicles.					
Action item	Ensure all new vehicle purchases fall under the Fuel-Efficient Vehicle Policy as part of the Green Communities program.	M	Ongoing	Very Low	TA	DOER Green Communities for funding; CMRPC for technical assistance
Action item	Ensure that applicable Town departments are following the Town's anti-idling policy.	M	Ongoing	Very Low	TA	Dept. Heads
Action item	Utilize grants to acquire and install electric vehicle charging stations, electric vehicles, and after-market energy saving devices.	M	Ongoing	Very Low	TA	DOER Green Communities for funding; CMRPC for technical assistance
Action item	Utilize semi-annual Green Communities grants to undertake energy efficiency projects in town-owned buildings.	M/H	Ongoing	Very Low	TA	DOER Green Communities for funding; CMRPC for technical assistance
Goal 7: Improve the town's water and sewer systems to meet current and future demands.						
Objective	Increase water sources and storage for the town water system.					
Action item	Identify new water resources and search for sources of funding to expand water capacity.	H	Ongoing	Very Low	TA, SB, W/S	USDA; MassWorks (infrastructure study; State Revolving Loan Fund; https://www.mass.gov/info-details/water-resources-grants-financial-assistance#drinking-water-supply-protection-grant-program-
Action item	Construct an additional water storage tank.	H	1-5 years	Major Capital Item	TA, SB	USDA; State Revolving Loan Fund; MassWorks (construction grant); https://www.mass.gov/info-details/water-resources-grants-financial-assistance#drinking-water-supply-protection-grant-program-
Action item	Implement existing Water and Sewer Department final engineering plans.	H	1-5 years	Very Low; Major Capital Item for implementation	TA, SB	USDA; State Revolving Loan Fund; https://www.mass.gov/info-details/water-resources-grants-financial-assistance#drinking-water-

Objective	Improve water quality for the town water					
Action item	Provide PFAS treatment where necessary.	H	2-5 years	Varies	W/S	MA DEP PFAS grants; State Revolving Loan Fund; https://www.mass.gov/info-details/water-resources-grants-financial-assistance#drinking-water-supply-protection-grant-program-
Action item	Navigate existing debt in order to fund future water system renovations/improvements.	H	4-5 years	Very High	W/S	MA DEP PFAS grants; State Revolving Loan Fund; https://www.mass.gov/info-details/water-resources-grants-financial-assistance#drinking-water-supply-protection-grant-program-
Action item	Address runoff contamination due to flooding.	H	2-5 years	High	StormWat, W/S, HWY	MA DEP PFAS grants; State Revolving Loan Fund; https://www.mass.gov/info-details/water-resources-grants-financial-assistance#drinking-water-supply-protection-grant-program-
Objective	Provide adequate sewer service.					
Action item	Address infiltration and inflow issues affecting the wastewater system.	H	4-5 years	Major Capital Item	TA, SB, W/S, CP	https://efcnetwork.org/wp-content/uploads/2019/07/MA-Water-Wastewater-Funds-2019.pdf
Action item	Address deferred maintenance of the wastewater system.	H	1-5 years	Major Capital Item	TA, SB, W/S, CP	https://efcnetwork.org/wp-content/uploads/2019/07/MA-Water-Wastewater-Funds-2019.pdf
Action item	Continue to monitor public opinion around expanded sewer service; expand service when warranted.	M	Ongoing	Very Low; Major Capital Item for implementation	TA, SB, W/S, CP	https://efcnetwork.org/wp-content/uploads/2019/07/MA-Water-Wastewater-Funds-2019.pdf
Goal 8:						
Objective	Continue to improve municipal IT.					
Action item	Continue applying for grants to upgrade municipal technology.	M	Ongoing	Very Low	TA	Community Compact IT grant program; Muncial Fiber Grant Program; MA Office of Municipal and School Technology
Action item	Continue to bring town hall services online.	L	6-12 months	Very Low/ Low	TA	Community Compact IT grant program; MA Office of Municipal and School Technology
Action item	Create and maintain inventory of the technological items (computers, radios, work cell phones) that are in most need for replacement across town services.	L	6-8 months	Very Low	TA	Town staff support
Action item	Expand online permitting to incorporate all municipal applications and permitting processes.	M	12-18 months	Very Low	TA	Community Compact IT grant program; MA Office of Municipal and School Technology

Action item	Explore permit tracking software to support staff procedural and enforcement duties.	M	6-12 months	Very Low/ Low	TA	Community Compact IT grant program; MA Office of Municipal and School Technology
Objective	Increase communication and coordination					
Action item	Create a communications plan that establishes standards, strategies, and accountability for interdepartmental and town to resident communications.	H	4-6 months	Very Low	TA, Dpt. Heads	N/A
Action item	Explore creation of a communications coordinator position or technological alternatives to a coordinator, such as communications software.	H	6-12 months	Very Low/ Low	TA	MMA, MassPlanners ListServe
Action item	Identify creative and equitable ways to educate residents about issues, resources and opportunities for service on municipal boards, committees and commissions.	H	Ongoing	Very Low	TA, SB, Dept. Heads, Boards and Committees	Cable access, local media
Action item	Consider establishing student liaison positions on committees.	H	3-6 months	Very Low	TA, SB, Dept. Heads, Boards and Committees	School Department
Action item	Hold monthly meetings with all town department heads to discuss issues as they arise.	H	Ongoing	Very Low	TA	Town staff support
Action item	Create a mechanism for residents to provide feedback on municipal services and issues (e.g., an email address/phone line, a box at town hall, or a periodic community meeting where residents can voice issues.	M/H	3-6 months	Very Low	TA, SB	Town staff support
Action item	Reconfigure the town website homepage to include a prominent banner with the most important information and updates. Update the banner weekly.	L	1-2 months	Very Low	TA, TC	Town staff support
Action item	Provide residents with an option to subscribe to email/direct texts from the town with important updates.	L	1-2 months	Very Low	TA, TC	Town staff support
Objective	Implement the recommendations of the Master Plan.					
Action item	Establish a Master Plan Implementation Committee (MPIC) that regularly reviews the Master Plan, facilitates its implementation, and maintains the Plan as a living document.	H	Ongoing	Very Low	PB, BOS	Town staff support
Action item	Conduct an annual review and benchmarking of Master Plan action items.	H	Ongoing	Very Low	MPIC, PB, Departments	Town staff support