

1. Agenda

Documents:

[2022.05.11\\_MPC\\_AGENDA.PDF](#)

2. Meeting Materials

Documents:

[2020\\_MASTER\\_PLAN-IMPLEMENTATION\\_PLAN\\_V12.5-APRIL\\_20TH\\_2022-SS-LB-TM-KB-ML.DOCX.PDF](#)

**Meeting of the Master Plan Committee**

**May 11, 2022 7:00 P.M.**

**VIRTUAL ZOOM MEETING**

May be watched or may participate in the meeting remotely with the meeting link at:  
[https://www.southboroughtown.com/remotemeetings.](https://www.southboroughtown.com/remotemeetings)

*Pursuant to Chapter 20 of the Acts of 2021, An Act Relative to Extending Certain COVID-19 Measures Adopted During the State of Emergency, signed into law on June 16, 2021, this meeting will be conducted via remote participation. No in person attendance by members of the public will be permitted.*

**CALL TO ORDER:**

**DISCUSS ANY FINAL EDITS**

**INCLUSION OF PICTURES IN THE MASTER PLAN**

**PREPARATION FOR PRESENTATION TO PLANNING BOARD AND SELECT BOARD NEXT STEPS**

**HOMEWORK FOR NEXT MEETING**

**PUBLIC COMMENT:**

**Other Business Properly Before the Board**

- Approval of Minutes 4.20.22
- Set date for Next Meeting

**ADJOURN**

Meme Luttrell, Chair

## Summary of Goals & Recommendations by Chapter & Objective

### Implementation Plan Legend

#### Primary Responsibility

| Board-Committee-Department                             | Abbreviation |
|--|--------------|
| Capital Planning Committee                             | CAPC         |
| Conservation Commission                                | CC           |
| Department of Public Works                             | DPW          |
| Economic Development Committee                         | EDC          |
| Emergency Planning Committee                           | EPC          |
| Facilities Department                                  | FAC          |
| Historical Commission                                  | HC           |
| Open Space Preservation Commission                     | OSPC         |
| Pedestrian & Bicycling Committee ~                     | PBC          |
| Planning Board   | PB           |
| Public Works Planning Board                            | PWPB         |
| Recreation Commission                                  | REC          |
| Recycling Committee                                    | RC           |
| School Committee                                       | SC           |
| Select Board   | SB           |
| Southborough Emergency Management Agency               | SEMA         |
| Southborough Housing Opportunity Partnership Committee | SHOPC        |
| Southborough Public Accessibility Committee            | SPAC         |
| Southborough Trails Committee                          | STC          |
| Technology Department                                  | TD           |

~ to be created through the Master Plan – assigned to SB for review

*Note that a timeframe and funding sources are not shown for the goals as the associated recommendations could have varying entries.*

### Estimated Timeframe

| Timeframe from Master Plan Approval | Abbreviation | Notes |
|-------------------------------------|--------------|-------|
| Completed in 1-2 years              | Short Term*  |       |
| Completed in 2-5 years              | Medium Term  |       |
| Completed in 5-10 years             | Long Term    |       |

### Potential Funding Source

| Funding Source   | Abbreviation | Notes   |
|--|--------------|---|
| Capital investment or operating expenses approved through the Town's annual budgeting process. | Town         | The source of funding will likely be finalized determined during the planning phase of a project.   |
| Funding through Southborough's Community Preservation Act                                      | CPA          | The funding source included in the Implementation Plan is based on the known scope of the project when the Master Plan was approved. It may change as the project progresses. |
| Private or Not For Profit funding from outside the Town  | External     |   |
| Funding through Federal or State grants and programs e.g., ARPA                                | Government   |   |

## 2. Land Use & Zoning (Chapter 2 v4.3)

The Land Use & Zoning recommendations are shown alongside the related recommendations in other chapters

| Objective: Align planning and zoning regulations with the vision and objectives of the master plan |  | Responsibility   | Estimated Timeframe | Potential Funding Source |
|--|--|------------------|---------------------|--------------------------|
| #  | Goal   |                  |                     |                          |
| LU-1.0   | Enhance connectivity within town to improve travel for all modes of transportation (vehicular, public, pedestrian, bicycle) to better connect people and places  | SB               |                     |                          |
| #  | Recommendations  |                  |                     |                          |
| LU-1.1   | Develop a plan to connect all parts of town with pedestrian/cycle/trail access   | PBC              | Long term           | Government               |
| LU-1.2   | Construct or repair a sidewalk network throughout town, create bike trails and lanes and connect sidewalks to trail network  | PB[PWPB]<br>[SB] | Short term          | Government               |
| LU-1.3   | Create community gathering spaces: build a multi-use community center and create community green space   | SB               | Long Term           | Town                     |
| #  | Goal   |                  |                     |                          |
| LU-2.0   | Create strategies to offer more diversity in housing, encouraging alternatives to large single-family houses that would allow young professionals/families to reside in Southborough and seniors to stay in town | SHOPC            |                     |                          |
| #  | Recommendations  |                  |                     |                          |
| LU-2.1   | Amend Multifamily Housing for the elderly section of the zoning bylaw and add an affordability requirement   | PB               | Short term          | Town                     |
| LU-2.2   | Allow duplexes by special permit   | PB               | Short term          | Town                     |
| LU-2.3   | Amend the zoning bylaw to allow mixed use buildings and multifamily housing in the Downtown District   | PB               | Short term          | Town                     |
| LU-2.4   | Investigate the zoning bylaw to allow accessory apartments by right  | PB               | Short term          | Town                     |
| LU-2.5   | Create design guidelines for use by proponents submitting proposals for the Downtown District  | PB               | Short term          | Town                     |
| LU-2.6   | Explore the opportunity to amend the zoning bylaw to allow mixed use buildings on Route 9  | PB               | Long term           | Town                     |
| #  | Goal   |                  |                     |                          |
| LU-3.0   | Strengthen the sustainability of local businesses, commercial districts and villages by attract businesses to come to Southborough and stay  | EDC              |                     |                          |
| #  | Recommendations  |                  |                     |                          |
| LU-3.1   | Amend the zoning code to allow for 4 story buildings on Route 9  | PB               | Long term           | Government               |
| #  | Goal   |                  |                     |                          |
| LU-4.0   | Establish strategies for energy conservation, carbon footprint reduction and climate change resiliency   | SB               |                     |                          |
| #  | Recommendations  |                  |                     |                          |
| LU-4.1   | Review the Stormwater and Erosion Bylaw and determine if an update is advisable  | CC               | Short Term          | Town                     |
| LU-4.2   | Amend the Site Plan Approval bylaw to require the installation of electric vehicle charging stations   | PB               | Medium Term         | Town                     |
| LU-4.3   | Create a Tree Canopy Protection bylaw  | PB               |                     |                          |
| LU-4.4   | Create and implement a native tree planting program  | DPW              | Short Term          | Town                     |

### 3. Housing (Chapter 3 v6.0)

| Objective: Improve the diversity of housing within the town |   | Responsibility | Estimated Timeframe | Potential Funding Source |
|---|---|----------------|---------------------|--------------------------|
| #   | Goal  |                |                     |                          |
| H-1.0   | Enhance local capacity to advocate for, plan, develop and manage affordable housing   |                |                     |                          |
| #   | Recommendations   |                |                     |                          |
| H-1.1   | Strengthen and expand partnerships within the town and state to develop housing   | SHOPC          | Short Term          | CPA                      |
| H-1.2   | Secure and coordinate use of funding for affordable housing from the state and other grants, CPA funds etc.                               | SHOPC          | Short Term          | Govt                     |
| H-1.3   | Develop a 5-year strategic plan for the expenditure of Affordable Housing Trust (AHT) funds; research additional state and federal grants | SHOPC          | Short Term          | CPA                      |
| H-1.4   | Identify opportunities to improve housing diversity around mass transit hubs  | SHOPC          | Med Term            | CPA,                     |
| #   | Goal  |                |                     |                          |
| H-2.0   | Identify sites for creation of diverse housing through new development, redevelopment, or preservation                                    |                |                     |                          |
| #   | Recommendations   |                |                     |                          |
| H-2.1   | Locate potential sites to create diverse housing including townhouses, apartments, and small-scale homes                                  | SHOPC          | Med Term            | CPA                      |
| H-2.2   | Engage potential developers who would be interested in the creation of different types of affordable and market rate housing              | SHOPC          | Short Term          | CPA                      |
| H-2.3   | Inventory the number of units that is deemed moderate affordable (80% to 110% AMI).   | SHOPC          | Short Term          | CPA                      |
| #   | Goal  |                |                     |                          |
| H-3.0   | Update zoning to create opportunities for development of affordable housing and to encourage diverse housing options                      | PB             |                     |                          |
| #   | Recommendations   |                |                     |                          |
| H-3.1<br>(LU-2.3)   | Promote mixed-use buildings to offer housing where appropriate  | SHOPC          | Short Term          | CPA                      |
| H-3.2<br>(LU-2.1)   | Remove barriers for the provision of multifamily housing  | PB             |                     |                          |
| H-3.3<br>(LU-2.2)<br>(LU-2.4)                               | Remove zoning barriers for accessory apartments and duplexes  | PB             |                     |                          |
| #   | Goal  |                |                     |                          |
| H-4.0   | Assist Southborough residents to obtain or maintain housing that they can afford  | SB?            |                     |                          |
| #   | Recommendations   |                |                     |                          |
| H-4.1   | Expand the utilization of senior tax deferral and work-off programs   | SB?            |                     |                          |
| H-4.2   | Support first-time homebuyers through a down payment assistance program   | SB?            |                     |                          |
| H-4.3   | Achieve (at a minimum) 10% affordable housing to obtain 40B (Safe Haven Status)   | PB?            |                     |                          |

#### 4. Economic Development (Chapter 4 v4.4)

| <b>Objective:</b> Improve the diversity of commercial activity within the Town |   | Responsibility | Estimated Timeframe | Potential Funding Source |
|--|---|----------------|---------------------|--------------------------|
| #  | <b>Goal</b>   |                |                     |                          |
| ED-1.0   | Enhance the Downtown District to provide a vibrant hub that is attractive to both businesses and residents  | EDC            |                     |                          |
| #  | <b>Recommendations</b>  |                |                     |                          |
| ED-1.1   | Define and document changes to the zoning and use regulations for the Downtown District   | EDC            |                     |                          |
| ED-1.2   | Seek consensus for the changes to zoning regulations across the appropriate town boards/commission and gain approval from Town Meeting  | PB             |                     |                          |
| ED-1.3 (LU-2.5)  | Agree upon design guidelines, to be promulgated and implemented by the PB to ensure the appropriate quality of materials, lighting, and other components that determine the look and feel of the Downtown District, can be appropriately reviewed and upheld.   | PB             |                     |                          |
| ED-1.4   | Develop a marketing and communication package to explain the changes to zoning regulations and the new design guidelines to residents and potential developers  | EDC            |                     |                          |
| ED-1.5   | Identify potential Downtown District redevelopment sites and take a leadership role in building relationships and working with current owners and potential developers on the purchase, leasing or conversion into approved mixed-use projects consistent with the Downtown District. This would include the National Grid parcel 54-40   | EDC            |                     |                          |
| ED-1.6 (LU-1.3)  | Evaluate the options for creating a "community green space" within the Downtown District  | EDC            |                     |                          |
| ED-1.7   | Take the findings from the wastewater management feasibility study and find ways to solve for wastewater issues, including development of localized wastewater treatment plants, leveraging current technology where feasible. Monitor technological developments to enable more effective, large scale wastewater treatment in the future. Seek out grant funding opportunities to support wastewater management | SB             |                     |                          |
| ED-1.8   | Gain approval from CSX to allow the Town to replace the pipes under the tracks on Main Street to resolve the Stormwater issues in the Downtown area   | SB             |                     |                          |
| ED-1.9 (LU-1.1)  | Study and improve connectivity and access to downtown for pedestrians (sidewalks and trails) and cyclists, working with the Trails Committee as appropriate. Seek funding opportunities for bike racks, outdoor seating and park areas.   | PBC            | Short Term          | Town                     |
| ED-1.10  | Encourage preservation, and, where appropriate, re-purposing of historical buildings and ensure that DPW (DPW) plans for the Downtown District align with beautification and historic priorities  | HC             |                     |                          |
| ED-1.11  | Work with Southborough Housing Opportunity Partnership Committee (SHOPC) to determine whether mixed use development within the Downtown District can support affordable housing needs and goals.  | EDC            |                     |                          |

| <b>Objective:</b> Improve the diversity of commercial activity within the Town (continued) |  | Responsibility | Estimated Timeframe | Potential Funding Source |
|--|--|----------------|---------------------|--------------------------|
|--|--|----------------|---------------------|--------------------------|

| #               | <b>Goal</b>   |      |                          |                           |
|-----------------|---|------|--------------------------|---------------------------|
| ED-2.0          | Encourage the sense of community within Southborough's Villages by supporting the expansion of local businesses through better infrastructure and access  | EDC  |                          |                           |
| #               | <b>Recommendations</b>  |      |                          |                           |
| ED-2.1          | Develop a comprehensive listing of Town owned properties and evaluate/prioritize their use/potential based on agreed criteria   | EDC  | Short Term               | Town (via committee work) |
| ED-2.2          | Define, plan and implement improvements to the sidewalk network for Fayville, Cordaville and Southville   | PWPB | Short term               | Government                |
| ED-2.3          | Increase parking in the Fayville Village District (e.g., by reconfiguring playground parking)   | DPW  | Short term               | Town                      |
| ED-2.4 (LU-1.1) | Connect the rail station to office and commercial areas in Town via improved sidewalks, shuttle bus services, cycle lanes.  | PWPB | Short term               | Government                |
| ED-2.5          | Develop approach/plan to enhance retail convenience around train station  | EDC  |                          |                           |
| #               | <b>Goal</b>   |      |                          |                           |
| ED-3.0          | Have an economically strong, diverse, and self-sustaining business community i.e., an economic engine along the Route 9 corridor.   | EDC  |                          |                           |
| #               | <b>Recommendations</b>  |      |                          |                           |
| ED-3.1          | Increase use-intensity for currently underutilized property parcels   | PB   |                          |                           |
| ED-3.2          | Increase commercial tax revenue by reducing office space vacancies and encouraging development on targeted, high-potential sites (such EMC/Dell)  | EDC  | Short Term               | Town                      |
| ED-3.3          | Improve commercial marketing position by better distinguishing Southborough from surrounding towns (Westborough, Framingham, Northborough, Marlborough, Ashland, Hopkinton)   | EDC  | Short Term               | Town, Government          |
| ED-3.4          | Stay connected and actively participate in the Route 9, I90, I495 state highway projects  | SB   | Short Term (and Ongoing) | Town                      |
| ED-3.5 (LU-3.1) | Continue to look for ways to leverage the Route 9 corridor for increased Capital Improvements Program (CIP) tax revenue e.g., changing zoning to allow taller buildings or creating a District Improvement Financing ("DIF") district.  | EDC  | Short Term               | Government                |
| ED-3.6 (LU-3.2) | Continue to develop/improve the sidewalk network  | PWPB |                          |                           |
| ED-3.7 (LU-2.6) | Explore the opportunity to revise zoning regulations for Route 9 to allow for mixed use development to improve vacancy of underutilized space (especially office space as needs change) and provide amenities to offices and residents. Collaborate with the PB in evaluating the impact on economic growth | EDC  | Short Term               | Town, Government          |
| ED-3.8          | Establish a quarterly meeting or "roundtable" forum between local/regional business leaders, the EDC and the PB to discuss infrastructure and business issues, including last-mile transportation to encourage the use of public transit and reduce congestion and environmental impacts.                   | EDC  | Short Term (and ongoing) | Town                      |
| ED-3.9          | Evaluate options for resourcing the grant research and application process particularly for large scale projects which would be difficult or expensive for the Town to support on its own, including wastewater, connectivity, and targeted development through TIF and other programs.                     | EDC  | Short Term               | Town, Government          |

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## 5. Open Space, Natural Resources & Recreation (Chapter 8 v8.1)

| <b>Objective:</b> Protect and maintain open space within Southborough |   | Responsibility | Estimated Timeframe | Potential Funding Source |
|---|---|----------------|---------------------|--------------------------|
| #   | <b>Goal</b>   |                |                     |                          |
| OS-1.0  | Develop a collaborative policy/approach for the strategic acquisition /protection of properties   | OSPC           |                     |                          |
| #   | <b>Recommendations</b>  |                |                     |                          |
| OS-1.1  | Identify criteria / define goals for strategic acquisition and protection of open space including recreational and other public use, to maintain diversity of land use within the community   | OSPC           |                     |                          |
| OS-1.2  | Educate the community regarding why it is important to acquire high priority properties and the importance of open space/natural resources conservation)  | OSPC           |                     |                          |
| OS-1.3  | Deliver a map of open space, including both existing designated lands and potential spaces to be acquired   | OSPC           |                     |                          |
| OS-1.4  | Identify key stakeholders who will input as to the strategic acquisition for open space.  | OSPC           |                     |                          |
| OS-1.5  | Identify all town owned open space parcels and to the care and control of the Conservation Commission   | CC             |                     |                          |
| #   | <b>Goal</b>   |                |                     |                          |
| OS-2.0  | Expand connectivity of and access to existing open space without compromising public safety, wildlife activity or causing adverse environmental impact  | STC            |                     |                          |
| #   | <b>Recommendations</b>  |                |                     |                          |
| O-S2.1  | Develop a plan/strategy, in collaboration with all stakeholders e.g. land holders, conservation commission, Open Space Preservation Commission (OSPC), Trails Committee etc. to link individual open space areas, considering potential restrictions due to wildlife needs e.g. access corridor | STC            |                     |                          |
| OS-2.2  | Build and maintain trails and parking; examples would include a paved walking track around Mooney Field, walking trail around golf course during appropriate times. Investigate dog walking needs.  | STC            |                     |                          |
| OS-2.3 (LU-1.1)   | Continue to establish connections to regional trails, e.g., the Boroughs Loop and Aqueduct Trail and Boston-Worcester Airline trail (BWALT)   | STC            |                     |                          |
| OS-2.4  | Increase awareness about passive recreation opportunities on trails and open space properties   | STC            |                     |                          |
| OS-2.5  | Establish ADA compliant trails and parking, where appropriate   | STC            |                     |                          |
| OS-2.6  | Engage and educate the community through guided hikes, nature walks, and programs   | STC            |                     |                          |
| OS-2.7  | Establish off road biking on appropriate trails, while protecting the surrounding environment and abiding by Department of Conservation (DCR) permitted use regulations   | STC            |                     |                          |
| OS-2.8  | Assess and add signage to indicate which trails are appropriate for dogs  | STC            |                     |                          |

| <b>Objective:</b> Protect and maintain open space within Southborough (continued) |  | Responsibility | Estimated Timeframe | Potential Funding Source |
|---|--|----------------|---------------------|--------------------------|
| #   | <b>Goal</b>  |                |                     |                          |
| OS-3.0  | Manage open space resources in collaboration with stakeholders and the community   | CC             |                     |                          |
| #   | <b>Recommendations</b>   |                |                     |                          |
| OS-3.1  | Designate major open space resources to a use, for example conservation or recreation, which will then define the primary stakeholders                       | CC             |                     |                          |
| OS-3.2  | Involve the community (both residents and businesses) in the management of open space and the maintenance of trails  | CC [STC?]      |                     |                          |
| OS-3.3  | Explore options for the disposal of dog waste on open space e.g., providing bags or composting bins  | CC [STC?]      |                     |                          |
| OS-3.4  | Educate the community about the appropriate land uses and guidelines, e.g., the impact of dog waste on trails and dangers balloons to animals on open space. | CC [STC?]      |                     |                          |
| <b>OS-3.5</b>   | Clean up the dump at Breakneck Hill  | CC             |                     |                          |
| OS-3.6  | Regularly assess and take action to prevent encroachment on Town-owned or Town-managed open space lands (e.g., by dumping brush and grass clippings etc.)    | CC             |                     |                          |

| <b>Objective:</b> Define, develop and implement “green” initiatives that sustain our environment |   | Responsibility | Estimated Timeframe | Potential Funding Source |
|--|---|----------------|---------------------|--------------------------|
| #  | <b>Goal</b>   |                |                     |                          |
| NR-1.0   | Ensure the town’s wetland protection and storm water by-laws reflect federal/state regulations and the projected impact of climate change as well as planning for droughts  | CC             |                     |                          |
| #  | <b>Recommendations</b>  |                |                     |                          |
| NR-1.1 (LU-4.1)  | Review all levels of regulation and the latest research for wetland protection and stormwater management permitting and ensure town by-laws are up to date and compliant  | CC             |                     |                          |
| NR-1.2   | Document criteria and metrics around storm water management, including snow removal/storage, for now and the future   | CC             |                     |                          |
| NR-1.3   | Amend/upgrade local regulations to better meet community needs and educate community on regulations, impact and rationale   | CC             |                     |                          |
| NR-1.4   | Implement local regulation changes requiring updated rainfall standards to be used for the hydraulic design of stream crossings and other stormwater related infrastructure, so that climate change is adequately captured in the design conditions | CC             |                     |                          |
| NR-1.5   | Work with Massachusetts Department of Transportation (MassDOT) and Department of Conservation (DCR) to implement stormwater Best Management Practices (BMPs) along Route 9, particularly at the intersection with Route 85                          | CC             |                     |                          |
| NR-1.6   | Review flood risk areas and identify stream crossings for upgrades and rehabilitation to help mitigate the risk of flooding   | CC             |                     |                          |
| NR-1.7   | Conduct an inventory of town owned facilities that are vulnerable to flooding and identify projects to mitigate flood damage by increasing stormwater storage capacity  | CC             |                     |                          |
| NR-1.8   | Pursue additional funding for the implementation of MS4 related tasks, including inventory of storm drains and detention basins, maintenance of stormwater infrastructure, and upgrades to increase storage capacity                                | CC             |                     |                          |
| NR-1.9 (LU-4.3)  | Create a Tree Canopy Protection bylaw, defining limitations on lot clearance to protect against excessive erosion, the risk of flooding and to prevent heat sinks   | PB             |                     |                          |
| #  | <b>Goal</b>   |                |                     |                          |
| NR-2.0   | Increase the volume and type of recycling by commercial and residential consumers   |                |                     |                          |
| #  | <b>Recommendations</b>  |                |                     |                          |
| NR-2.1   | Re-establish the recycling committee  | SB             | Short Term          | Town                     |
| NR-2.2   | Monitor recycling best practices to identify profitable recycling materials and determine if it is cost effective to collect these within the town.   | PWPB [RC]      | Short Term          | Town                     |
| NR-2.3   | Identify a way to recycle compostable material  | PWPB [RC]      | Short Term          | Town                     |
| NR-2.4   | Create and/or review and update recycling metrics with targets and annual report outs, including establishing if volume or weight is a more appropriate measure   | PWPB [RC]      |                     |                          |
| NR-2.5   | Evaluate the options to reduce the level of single-use plastics (e.g., plastic bags and straws within 10 years)   | PWPB [RC]      | Medium Term         | Town                     |
| NR-2.6   | Educate community on the rationale for recycling; examples would include trash pick-up/recycling methods, update signage at the transfer station regularly, clothing / book recycling options   | PWPB [RC]      | Short Term          | Town                     |

| <b>Objective:</b> Define, develop and implement “green” initiatives that sustain our environment (continued) |  | Responsibility | Estimated Timeframe | Potential Funding Source |
|--|--|----------------|---------------------|--------------------------|
|--|--|----------------|---------------------|--------------------------|

| #               | <b>Goal</b>  |      |             |                 |
|-----------------|--|------|-------------|-----------------|
| NR-3.0          | Reduce the consumption of non-renewable natural resources by public and private users  | SB   |             |                 |
| #               | <b>Recommendations</b>   |      |             |                 |
| NR-3.1          | Offer rain barrels, compost and recycling bins through the Town (cost plus administration fee); develop rain collection systems on town owned property   | DPW  | Medium Term | Town Government |
| NR-3.2          | Reduce Southborough’s town owned facilities use of coal/oil-based by 50% within 10 years   | FAC  | Long Term   | Town            |
| NR-3.3 (LU-4.2) | Install electric car charging stations around town   | FAC  | Short Term  | Town Government |
| #               | <b>Goal</b>  |      |             |                 |
| NR-4.0          | Prioritize and reduce the existence and impact of invasive species and other nuisance species on public and private properties   | OSPC |             |                 |
| #               | <b>Recommendations</b>   |      |             |                 |
| NR-4.1          | Develop education programs that cover definition of terms e.g., native vs non-native, invasive vs non-invasive, local/regional plant and insect life, what to do if you find invasive species  | OSPC |             |                 |
| NR-4.2          | Create an ongoing assessment of priority invasive species and a strategic plan for eradication of these species.   | OSPC |             |                 |
| NR-4.3          | Develop a plan for the significant reduction/control of invasive species and nuisance species (e.g. poison ivy) across both town/private land, roadways and trails.  | OSPC |             |                 |
| NR-4.4          | Join the SuAsCo Cooperative Invasive Species Management Area (CISMA) to work with partner organizations to prevent the spread of invasive species across jurisdictional boundaries of the Sudbury, Assabet, and Concord River watershed (SuAsCo)                 | OSPC |             |                 |
| #               | <b>Goal</b>  |      |             |                 |
| NR-5.0          | Expand the use of native plants and prioritize awareness and installation of pollination systems across the community  | OSPC |             |                 |
| #               | <b>Recommendations</b>   |      |             |                 |
| NR-5.1 (LU-4.4) | Work with town facilities and departments to create and manage plans for all town owned properties to be landscaped with native plants vs non-native or cultivars  | OSPC |             |                 |
| NR-5.2          | Pursue a town bylaw requiring the use of native plants and prohibiting chemicals treatments of lawns and insect spraying   | OSPC |             |                 |
| NR-5.3          | Develop a policy and associated guidelines/conditions outlining the recommended native planting schemes. Collaborate with the PB and Conservation Commission to have these formally adopted and incorporated into reviews of site plans and permit applications. | OSPC |             |                 |
| NR-5.4          | Pursue and maintain town certification as a Wildlife Habitat Community through the National Wildlife Federation  | OSPC |             |                 |

| <b>Objective:</b> Enhance Recreation Facilities & Services |   | <b>Responsibility</b> | <b>Estimated Timeframe</b>    | <b>Potential Funding Source</b> |
|--|---|-----------------------|-------------------------------|---------------------------------|
| #  | <b>Goal</b>   |                       |                               |                                 |
| R-1.0  | Improve and maintain quality and safety of all recreational facilities  | REC                   |                               |                                 |
| #  | <b>Recommendations</b>  |                       |                               |                                 |
| R-1.1  | Initiate a Facilities Study to replace the 2017 study because many of the recommendations have been or will be met in the coming years; understand the impact of potential new developments including Park Central  | REC                   | Medium Term                   |                                 |
| R-1.2  | Make continued improvements to golf course as outlined in the improvement provided in the Golf Course Committees report   | REC                   | Short Term                    | Town                            |
| R-1.3  | Implement a field rotation in line with recommended guidelines to rest fields every 4 -5 years to help maintain field integrity and extend usage prior to major repairs being required  | REC                   | Short Term                    | Town                            |
| #  | <b>Goal</b>   |                       |                               |                                 |
| R-2.0  | Continue to provide high quality recreation programs and activities that meet the needs of residents of diverse ages to build a stronger community  | REC                   |                               |                                 |
| #  | <b>Recommendations</b>  |                       |                               |                                 |
| R-2.1  | Continue to explore recreational opportunities and business continuity planning for times where social distancing is required   | REC                   | Short Term                    | Town                            |
| R-2.2  | Develop a nature based passive recreation program (gardening, bird watching, butterflies)   | REC                   | Short Term                    | Town                            |
| #  | <b>Goal</b>   |                       |                               |                                 |
| R-3.0  | Seek opportunities to expand recreational facilities  | REC                   |                               |                                 |
| #  | <b>Recommendations</b>  |                       |                               |                                 |
| R-3.1  | Work with the Select Board and EDC to ensure new residential or commercial development includes funds for recreation facilities and/or open space   | REC                   | Short Term                    | Town                            |
| R-3.2<br>(LU-1.1)  | Strive for multi-use trail and sidewalk systems to satisfy the community's walking and biking needs   | REC                   | Medium Term                   | Government                      |
| R-3.3  | Explore possible locations for a dog park as the community lacks free space where dogs can run unleashed  | REC                   | Medium Term                   | CPA                             |
| R-3.4  | Install turf at the Choate Fields located at Woodward School expanding the time and availability of field use to the town's community, and to generate revenue from other youth and adult organizations   | REC                   | Short Term                    | CPA                             |
| R-3.5<br>(LU-1.3)  | Build a multi-use Community Center intended for all interest groups/ages including Recreation and Senior Center use. The location and facility would ideally support a centrally located shared space with meeting and training rooms, a walking track and large multi-sport court, easy access to other key community locations. | SB<br>[REC]           | Medium Term<br>Long Term (ML) | Town,<br>Government,<br>CPA     |
| R-3.6  | Expand the availability of meeting and training rooms for use by programs and other community-based groups  | SB<br>[REC]           | Short Term*<br>Long Term (ML) | Town                            |

| <b>Objective:</b> Enhance Recreation Facilities & Services (continued) |  | Responsibility | Estimated Timeframe | Potential Funding Source |
|--|--|----------------|---------------------|--------------------------|
| #  | <b>Goal</b>  |                |                     |                          |
| R-4.0  | Maintain strong partnerships with committees and organizations throughout the town   | REC            |                     |                          |
| #  | <b>Recommendations</b>   |                |                     |                          |
| R-4.1  | Seek a spot on the Southborough Public Accessibility Committee to stay informed of changing regulations and seek to keep facilities in compliance while striving to achieve the highest standards  | REC            | Short Term          | Town                     |
| R-4.2  | Maintain positive partnerships with the schools in the district who provide access to their facilities including theatres, classrooms and other facilities; in the event a new school is constructed ensure the access to the same facilities remain (e.g., theatre) | REC            | Short Term          | Town                     |
| R-4.3  | Partner with the Select Board, Open Space Preservation Commission and Trails Committee on the evaluation of potential property acquisitions for multi-use purposes   | REC            | Short Term          | Town                     |
| #  | <b>Goal</b>  |                |                     |                          |
| R-5.0  | Maintain strong fiscal controls over recreation expenditure  | REC            |                     |                          |
| #  | <b>Recommendations</b>   |                |                     |                          |
| R-5.1  | Continue to fulfill the Recreation Department's responsibility to maintain the Revolving Fund for programming and the 911 fund to support ongoing maintenance and eventual replacement of the turf field   | REC            | Short Term          | CPA                      |
| R-5.2  | Continue to contribute facility user fees to the General Fund to support facility maintenance and support  | REC            | Short Term          | Town                     |
| R-5.3  | Maintain contributions and support to the Trails Committee   | REC            | Short Term          | Town                     |

## 6. Circulation & Transportation (Chapter 6 v10.1)

| <b>Objective:</b> Improve accessibility & connectivity across the Town |  | <b>Responsibility</b> | <b>Estimated Timeframe</b> | <b>Potential Funding Source</b> |
|--|--|-----------------------|----------------------------|---------------------------------|
| #  | <b>Goal</b>  |                       |                            |                                 |
| CT-1.0   | Develop the infrastructure necessary to support vehicular movement whilst improving safety, reducing pollution and preserving scenic vistas within the Town  | SB                    |                            |                                 |
| #  | <b>Recommendations</b>   |                       |                            |                                 |
| CT-1.1   | Identify additional vehicular movement infrastructure necessary over the next 10 years (e.g., relieving existing “choke points” such as causeways, Route 9 intersections with North//South streets). Develop approach/plan for funding and building the infrastructure changes         | SB                    | Long Term                  | Government                      |
| CT-1.2   | Define the options for encouraging/incenting use of fewer vehicles and/or fewer miles driven per vehicle (e.g., support for carpooling, support for more mass transit use, improved local shuttle bus service, etc.) and develop plans to implement                                    | SB                    | Medium Term                | Town Government                 |
| CT-1.3   | Develop approach/plan to deal with traffic moving through the town from surrounding towns and develop a plan to keep commuter/through traffic on designated streets (Route 9/Route 30/ Route 85/Southville) and out of residential neighborhoods (e.g., use of “flow control” devices) | SB                    | Medium Term                | Town                            |
| CT-1.4   | Define and develop a range of tools for addressing traffic control (e.g., “smart” traffic signals) and residential street speed control, including truck exclusion mechanism and plan; radar speed signs; stealth radar and targeted enforcement; pavement lining; speed bumps/dips    | SB                    | Short Term                 | Town                            |
| CT-1.5 (LU-4.2)  | Develop a comprehensive program to incent the use of electric vehicles for example: constructing public charging stations, tax credits for drivers, by-law to require new commercial developments to include charging stations. Seek state/federal funding to support the program.     | SB                    | Short Term                 | Town Government                 |
| CT-1.6   | Seek reasonable and clear mitigation commitments from development projects on Town-owned roadways, tying increases in transportation demand to an appropriate amount of improvement funding.   | PB                    |                            |                                 |
| CT-1.7   | Develop policies and implementation standards for road maintenance and reconstruction, including bridge reconstructions, which address scenic and historic characteristics while also addressing safety  | PB                    |                            |                                 |
| #  | <b>Goal</b>  |                       |                            |                                 |
| CT-2.0   | Develop a plan to improve the safety, accessibility and convenience of transportation/transit services for residents, businesses and commuters of all ages and abilities   | SB                    |                            |                                 |
| #  | <b>Recommendations</b>   |                       |                            |                                 |
| CT-2.1   | Work collaboratively with state and regional authorities to develop the local transit capability necessary to provide “in-town” transportation service and to provide leverage of external transit capability (e.g., MBTA) via “last mile” service                                     | SB                    | Short Term                 | Government                      |
| CT-2.2   | Develop approach/plan to encourage the use of the commuter rail station e.g., electric bike rental at the station, shuttles to business parks  | SB                    | Medium Term                | Government                      |

| <b>Objective:</b> Improve accessibility & connectivity across the town (continued) |   | <b>Responsibility</b> | <b>Estimated Timeframe</b> | <b>Potential Funding Source</b> |
|--|---|-----------------------|----------------------------|---------------------------------|
| CT-2.3   | Explore the opportunity to provide additional/sufficient commuter rail station parking capacity such as expanding into adjacent or adding an upper deck to the existing parking area. Develop approach/plan to provide funding and develop these solutions. | SB                    | Short Term                 | Government                      |
| CT-2.4   | Support and connect to evolving ride-sharing services including considering “commuter ride-share” software for employees of town businesses and for local residents   | SB                    | Short Term                 | Town Government                 |
| CT-2.5   | Develop approach/plan to connect to selected regional transit services  | SB                    | Short Term                 | Town Government                 |

| #                  | <b>Goal</b>   |      |             |                 |
|--------------------|---|------|-------------|-----------------|
| CT-3.0             | Develop approach/plan to connect all parts of town with pedestrian/cycle access to improve ease of commuting, recreation and social interaction   | SB   |             |                 |
| #                  | <b>Recommendations</b>  |      |             |                 |
| CT-3.1             | Establish a pedestrian and bicycling committee to be responsible for developing and implementing the master plan recommendations relating to public walkways and cycle paths. The committee should leverage Southborough's “complete streets design” status.              | SB   | Short Term  | Town Government |
| CT-3.2<br>(LU-1.1) | Define trail/sidewalk “spine” structure to provide pedestrian/cyclist access to all parts of town, connecting Southborough's villages and neighborhoods to each other and to local/regional trails where possible. Develop plans to fund and develop this infrastructure. | PBC  | Medium Term | Town Government |
| CT-3.3<br>(LU-1.2) | Develop plan for constructing sidewalks in selected individual neighborhoods and for repairing/upgrading existing sidewalks   | PWPB | Medium Term | Town Government |
| CT-3.4             | Develop plan for funding and constructing at least two Route 9 pedestrian bridges (e.g., Oak Hill and Parkerville, Flagg Road) to better connect the North and South sides of the Town  | PWPB | Long Term   | Town Government |
| CT-3.5<br>(LU-1.1) | Develop plan for constructing pedestrian walkways across five causeways (Boston Road; White Bagley Road; Cordaville Road (2); Middle Road)  | PWPB | Long Term   | Town Government |
| CT-3.6             | Develop plan/approach for providing support infrastructure for pedestrian/cyclist access routes such as parking, drinking water, bike racks, bike rental stations, etc.   | PBC  | Medium Term | Town            |

## 7. Historic, Cultural & Community Resources (Chapter 7 v9.2)

| <b>Objective:</b> Develop an enhanced sense of community |  | <b>Responsibility</b> | <b>Estimated Timeframe</b> | <b>Potential Funding Source</b> |
|--|--|-----------------------|----------------------------|---------------------------------|
| #  | <b>Goal</b>  |                       |                            |                                 |
| HC-1.0   | Protect and preserve all historical assets of the Town of Southborough   | HC                    |                            |                                 |
| #  | <b>Recommendations</b>   |                       |                            |                                 |
| HC-1.1   | Complete the process to establish a National Register District in the Downtown area  | HC                    |                            |                                 |
|  | Incorporate heightened awareness and appreciation of Southborough's historic resources within the Town's Tricentennial Celebrations  | HC                    |                            |                                 |
| HC-1.3   | Educate residents about the history of Southborough through innovative programming and events in conjunction with the Southborough Historical Society.   | HC                    | Short Term*                | Town                            |
| HC-1.4   | Expand school outreach, in conjunction with the Southborough Historical Society, to increase children's awareness of the importance of an educated and informed citizenry.   | HC                    |                            |                                 |
| HC-1.5   | Contribute, along with associated Town boards and committees, to create a cultural corridor along Main Street, linking various significant sites through an interactive walking tour   | HC                    |                            |                                 |
| HC-1.6   | Work, in conjunction with the Southborough Historical Society, to preserve, catalog and digitize historical archives for the benefit of all.   | HC                    |                            |                                 |
| HC-1.7   | Encourage the use of the Adaptive Reuse of Historic Buildings Bylaw to preserve and renew historically significant structures for the 21 <sup>st</sup> century.  | HC                    |                            |                                 |
| #  | <b>Goal</b>  |                       |                            |                                 |
| HC-2.0 (LU-1.3)  | Develop a strategic plan for the development of community gathering spaces   | SB                    | Short Term                 | Town Government                 |
| #  | <b>Recommendations</b>   |                       |                            |                                 |
| HC-2.1   | Define and document the requirements for community gathering spaces, with input from residents and stakeholders across the community   | SB                    | Short Term                 | Town                            |
| HC-2.2   | Evaluate the opportunity to leverage existing spaces/properties within the town to meet the community gathering space requirements (e.g., Woodward School, expanded Southborough Library, redeveloped Downtown Village neighborhood) | SB                    | Short Term                 | Town                            |
| HC-2.3   | Develop financial/funding and implementation plans for each community gathering space option and solicit feedback from the town  | SB                    | Medium Term                | Town                            |
| HC-2.4   | Gain approval at town meeting for the proposed community gathering space   | SB                    | Medium Term                | Town                            |

| <b>Objective:</b> Develop an enhanced sense of community |   | Responsibility | Estimated Timeframe | Potential Funding Source |
|--|---|----------------|---------------------|--------------------------|
| #  | <b>Goal</b>   |                |                     |                          |
| HC-3.0   | Improve the level of collaboration and engagement between the Town's government and the community at large  | SB             |                     |                          |
| #  | <b>Recommendations</b>  |                |                     |                          |
| HC-3.1   | Explore the options for enhancing communication with residents, schools, local businesses and community groups including determining the resourcing/funding required and how best to apply current and emerging technologies      | SB             | Short Term          | Town                     |
| HC-3.2   | Provide a welcome letter/information packet for new residents/businesses  | SB             | Medium Term         | Town                     |
| HC-3.3   | Hold bi-annual "All Boards" meetings to provide a more structured process by which boards and commissions can communicate with the Board of Selectman   | SB             | Short Term          | Town                     |
| HC-3.4   | Develop volunteer recruitment, support and recognition programs to encourage residents to serve on Town boards & commissions  | SB             | Short Term          | Town                     |
| HC-3.5   | Require all boards and committees to strive to publicly and digitally post relevant meeting information and materials (aka. "packet") prior to a meeting to foster increased opportunity for participation during public comment. | SB             | Short Term          | Town                     |
| HC-3.6   | Encourage Boards to share, read and review all relevant meeting minutes from other boards regarding issues properly before them, for example the three permitting boards (Zoning Board of Appeals, PB, Conservation Commission).  | SB             | Short Term          | Town                     |
| HC-3.7   | Continue to use the virtual Zoom meeting facilities established during the Coronavirus pandemic, including when conflicts between meeting times occur.  | SB             | Short Term          | Town                     |
| HC-3.8   | Coordinate with Town Clerk and Town Moderator to investigate the potential for Southborough to conduct joint virtual/in-person Town Meetings.   | SB             | Medium Term         | Town                     |

## Public Services, Resiliency & Schools (Chapter 8 v5.2)

| <b>Objective:</b> Provide effective, efficient and resilient facilities and services to the town |   | <b>Responsibility</b> | <b>Estimated Timeframe</b> | <b>Potential Funding Source</b> |
|--|---|-----------------------|----------------------------|---------------------------------|
| #  | <b>Goal</b>   |                       |                            |                                 |
| #  | <b>Recommendations</b>  |                       |                            |                                 |
| PS-1.0   | Be able to deliver a wide range of public services to Southborough's residents  | SB                    |                            |                                 |
| PS-1.1   | Continue to support a strong role for the Capital Planning Committee ("CAPC") in the Town's budgeting and planning process  | SB                    | Short Term                 | Town                            |
| PS-1.2   | Through the CAPC, develop and gain approval for a long-term capital plan for the Town, with annual updates; include in this capital plan the projects identified by the Southborough Public Accessibility Committee to reduce/remove public accessibility shortcomings  | CAPC                  | Short Term*                | Town                            |
| PS-1.3   | Through the CAPC, review the existing capital investment plan for each service, identify investment gaps due to either population growth or risk mitigation requirements and determine if existing capital plans are sufficient or if additional investment is required | CAPC                  | Short Term*                | Town                            |
| PS-1.4   | Through the CAPC, evaluate funding options for capital projects e.g., public (Town or State), private, shared (with other towns or private sector partner)  | CAPC                  | Short Term*                | Town                            |

|        |   |       |             |                  |
|--------|---|-------|-------------|------------------|
| PS-1.5 | Through collaboration between the CAPC and the various Town budgeting entities, develop detailed plans and budgets for capital projects, including phasing of development (based on population growth timeline and risk mitigation prioritization) and linkage to other plan objectives | CAPC  | Short Term* | Town             |
| PS-1.6 | Through collaboration between the CAPC and the various Town budgeting entities, determine responsibilities for implementation of capital projects (e.g., the Town, 3rd Party providers)   | CAPC  | Short Term* | Town             |
| PS-1.7 | Implement the recommendations of the Town's Technology Strategy   | MTC   |             |                  |
| #      | <b>Goal</b>   |       |             |                  |
| PS-2.0 | Plan for, and manage, population and development growth in a way that appropriately balances the commercial, residential and financial pressures associated with this growth.   | SB    |             |                  |
| #      | <b>Recommendations</b>  |       |             |                  |
| PS-2.1 | Update existing growth models with current data as the basis for additional analysis of growth options and financial consequences   | SB    | Short Term* | Town, Government |
| PS-2.2 | Encourage demographic diversity of the town's population through support of diverse housing initiatives   | SHOPC |             |                  |
| #      | <b>Goal</b>   |       |             |                  |
| PS-3.0 | Plan for, and manage, a balanced approach to  | SB    |             |                  |

|  |   |                       |                            |                                 |
|--|---|-----------------------|----------------------------|---------------------------------|
|  | the Town's sources of revenue and the cost pressures associated with a growing demand for public services.  |                       |                            |                                 |
| #  | <b>Recommendations</b>  |                       |                            |                                 |
| PS-3.1   | Identify and evaluate ways to broaden the tax base by generating additional funds from non-Southborough residents.  | SB                    | Short Term*                | Town                            |
| PS-3.2   | Identify opportunities for stimulating growth of commercial tax base and implement as feasible.   | EDC                   |                            |                                 |
| PS-3.3   | Look for additional funding sources for town services e.g., state/federal grants, public/private partnerships, philanthropic/not for profit investments and PILOT   | SB                    | Short Term*                | Town                            |
| <b>Objective:</b> Provide effective, efficient and resilient facilities and services to the town |   | <b>Responsibility</b> | <b>Estimated Timeframe</b> | <b>Potential Funding Source</b> |
| PS-3.4   | Research and analyze how other cities and towns to find ideas for new funding source  | SB                    | Short Term*                | Town                            |
| PS-3.5   | Identify additional "project-specific" funding opportunities (e.g., use current funding for normal operations and look for project sponsors to build and/or endow new items such as a community center or recreation facilities | SB                    | Short Term*                | Town                            |
| PS-3.6   | Evaluate options for more intensive commercial development along Route 9 (including such activities as selective rezoning, building wastewater treatment capacity, etc.)  | EDC                   |                            |                                 |

| <b>Objective:</b> Provide effective, efficient and resilient facilities and services to the town |   | Responsibility | Estimated Timeframe | Potential Funding Source  |
|--|---|----------------|---------------------|---------------------------|
| #  | <b>Goal</b>   |                |                     |                           |
| RY-1.0   | Identify hazards that affect the ability of the town to respond effectively and efficiently to natural disasters and climate change and develop appropriate mitigation plans  |                |                     |                           |
| #  | <b>Recommendations</b>  | SEMA           | Complete            |                           |
| RY-1.1   | Review/update/expand the existing Hazard Mitigation Plan(s). Complete   | SEMA           | Complete            |                           |
| RY-1.2   | Develop a Hazard Transportation and Communication Plan  | EPC            | Short Term          | Town/ Government /Private |
| RY-1.3   | Decrease tree damage sustained by ice/wind; leverage the Town's "Tree City" status with tree planting programs  | EPC            | Short Term Ongoing  | Town/ Government /Private |
| RY-1.4   | Decrease isolation of neighborhoods by updating bylaws to require multiple access points to new developments, in the event of road closures   | PB             | Short Term          | Town                      |
| RY-1.5   | Improve water supply for firefighting including identifying a cost-effective solution for Pine Hill Road  | PWPB           | Medium Term         | Town, Government          |
| RY-1.6   | Increase resiliency and redundancy of the utility networks (water, electrical, gas, communications)   | PWPB           | Medium Term         | Government                |
| RY-1.7   | Encourage development of "off-grid" local energy sources (e.g., solar)  | FAC            | Short Term          | Town                      |
| RY-1.8   | Enhance technology/information systems resiliency   | IT             | Medium Term         | Town/ Government          |
| RY-1.9   | Conduct a Water Supply Vulnerability Assessment to determine the health of wetlands, streams and water bodies; educate the public on the importance of protecting the water supply  | PWPB           | Medium term         | Government                |
| #  | <b>Goal</b>   | EPC            |                     |                           |
| RY-2.0   | Ensure the appropriate infrastructure and public services are in place to provide timely emergency response   |                |                     |                           |
| #  | <b>Recommendations</b>  |                |                     |                           |
| RY-2.1   | Investigate improvements to the causeways to help increase traffic capacity, improve hydraulic capacity and reduce flooding, and relocate utilities underground to protect from damage and outages. Specific attention to causeways where outages result in the isolation of specific areas in Town | PWPB           | Medium Term         | Government /Private       |
| RY-2.2   | Conduct a facilities inventory and assessment to assess sheltering capacity and identify potential improvements to increase capacity  | SEMA           | Medium term         | Town/ Government          |
| RY-2.3   | Prepare a continuity of operations plan to maintain communications and essential services during outages or major hazard events   | SEMA           | Short Term          | Town                      |
| RY-2.4   | Identify and engage vulnerable populations to improve access to essential emergency services during a major hazard event  | SEMA           | Short Term          | Town                      |

| <b>Objective:</b> Continue to strengthen our schools |  | Responsibility | Estimated Timeframe | Potential Funding Source |
|--|--|----------------|---------------------|--------------------------|
| #  | <b>Goal</b>  |                |                     |                          |
| S-1.0  | Ensure the highest possible standard of student development and well being   | SC             |                     |                          |
| #  | <b>Recommendations</b>   | SC             |                     |                          |
| S-1.1  | Build from Southborough's existing position of educational institution strengths to offer an increasingly strong and broad set of educational resources for Town students  | SC             | Short Term*         | Town, Government         |
| S-1.2  | Continue to operate education programs and services that set the Town's schools apart from other local education systems and maintain a "best in class" reputation   | SC             | Short Term*         | Town, Government         |
| S-1.3  | Provide all students with access to challenging and culturally responsive learning experiences that meet their individual needs  | SC             | Short Term*         | Town, Government         |
| S-1.4  | Prioritize social, emotional, and physical well-being of students  | SC             | Short Term*         | Town, Government         |
| #  | <b>Goal</b>  |                |                     |                          |
| S-2.0  | Provide high quality facilities, professional faculty and a challenging, creative curriculum   | SC             |                     |                          |
| #  | <b>Recommendations</b>   |                |                     |                          |
| S-2.1  | Develop, support, and operate sustainable, functional, and well-maintained school buildings and facilities, including maintaining a sound capital plan consistent with Town's capital planning                                     | SC             | Short Term*         | Town, Government         |
| S-2.2  | Execute the District's Strategic Plan using skilled management practices and best educational practices  | SC             | Short Term*         | Town                     |
| S-2.3  | Implement instructional practices that engage all students in developing and demonstrating their knowledge and skills through rigorous, innovative, and relevant learning experiences  | SC             | Short Term*         | Town, Government         |
| S-2.4  | Continue the District's focus on creating and delivering excellent special education programs  | SC             | Short Term*         | Town, Government         |
| S-2.5  | Demonstrate continual growth through professional collaboration  | SC             | Short Term*         | Town                     |
| #  | <b>Goal</b>  |                |                     |                          |
| S-3.0  | Explore opportunities for improved coordination and collaboration with other education providers and the community at large  | SC             |                     |                          |
| #  | <b>Recommendations</b>   |                |                     |                          |
| S-3.1  | Enhance relationships with all local education assets, including private schools and local technical schools   | SC             | Short Term*         | Town, Government         |
| S-3.2  | Look for opportunities from coordination with other schools, colleges, universities, businesses  | SC             | Medium Term         | Town, Government         |
| S-3.3  | Consider options to incorporate daycare and adult continuing education programs  | SC             | Long Term           | Town Government          |
| S-3.4  | Investigate and apply for external program-specific grants or other funding sources to enable the establishment or expansion of specialized instructional areas  | SC             | Short Term*         | Town, Government         |
| S-3.5  | Collaborate with the Town to consider building and operating an integrated structure of life-long learning, social engagement, recreational activities, and other community activities to enhance the Town's "sense of community," | SC             | Long Term           | Town, Government         |