

Implementation



Implementation

Introduction

The residents of West Brookfield take great pride in their town. Preserving the rural, small town character is a key component of the vision for the future of West Brookfield. Many residents have contributed to ideas in this plan including the vision, goals, and specific actions to take to achieve the vision. In addition, town residents through volunteering, paying taxes, raising children in the school district, and attending town events are all part of the decision-making process for the town's future. Unfortunately, opportunities for residents to have input into the future of the town are very rare. Often, by the time that something is in front of Town Meeting for consideration, years of work, research, and planning has already been done.

The overall goal of this master plan is to identify key steps and actions that should occur in the short term (1-3, 3-5, and 5-10 years). The Plan should be used as a resource and manual for Town officials in creating projects, or evaluating the importance or priority of initiatives, or assessing funding requests. Many of these items will require future funding, future Town Meeting approval, and many will affect your life as a resident. A key finding of the master plan process is that the Town must take proactively coordinated and planned steps to ensure that each distinct aspect of the community will be preserved or enhanced. Development pressures will increase and the existing regulations (both for open spaces, route 9, the Town center, and route 9 and 67 corridor) do not stand up and preserve the town's character against the test of anticipated new development and the likelihood of change.

The Town of West Brookfield does not employ many of the common regulations enacted by other communities seeking to proactively protect their character. These primarily include:

- Demolition delay bylaw
- Local Historic District
- Updated Zoning Districts (For example: Village center areas, light industrial, and conservation/rural protection)
- Other zoning tools (updated Open Space Subdivision, mixed use, new use categories, dimensional flexibility for town center areas, housing options)

In addition, the Town could significantly benefit from investments into common programs or services that will help advance many of the goals of this Master Plan:

- Green Communities designation
- Community Preservation Act
- Complete Streets
- Town Administrative leadership
- Full time/shared inspection services

These actions items, combined with other challenging issues, such as finding ways to offset the residential tax burden, the potential need for a new police and fire facilities, and many others could take years to raise public awareness, initiate, and accomplish. Taxes affect all

Implementation



residents and are necessary to support the future success of the town. In fact, how they are spent will likely become more important in the decision-making process.

A primary goal of this Master Plan is to map out a set of actions that will allow the community to monitor tax expenditures, and, for residents to understand that decisions made now will affect how those funds could be spent in 3, 5, or 10 years from now. To accomplish these goals, residents, boards, committees, town employees, and Town Meeting must all work together and participate in implementation. It will be critical for people to move past or be freed from notions such as “that will never work”, or, “it didn’t pass in 1989”.

The 10 year vision for this master plan sets important initial goals for these common municipal tools to be initiated, presented, and approved by Town Meeting in order to create the structure and framework to fulfill the vision and goals listed in this plan. Updating the plan and continuing to monitor implementation is critical. It is commonly recommended to review and update the plan again in 5-8 years. The modest investment and allocation by Town Meeting in 2016 for the creation of this plan shows the desire to be forward thinking. Resident volunteers will need to work hard and creatively to achieve the future vision and will need to be open to exploring new thoughts and ideas to keep their town competitive and retain the character it presently has.

As part of the master plan, the goals and strategies lay out necessary steps to navigate common municipal processes in Massachusetts, from ensuring the Town has achieved the necessary criteria to apply for grant funding, to ensuring that public outreach and involvement occurs prior to Town Meeting. Many of the steps can accomplish multiple goals. It’s imperative that implementation of the steps occurs; otherwise, the town is vulnerable to changes that disrupt the character of the town. Now is the time to begin efforts to create, update, and re-align regulations so that in the future when new developments or changes are proposed, the regulations will be in place. A prime example illustrating the need to act is the fact that under existing regulations, the “Plantation Store” could be demolished and replaced with a large gas station similar to a Cumberland Farms. While it seems dramatic, there is nothing in place that shapes the future development pattern for that parcel; or for any other historic property in town, in line with the desires of residents. There is the common sentiment to automatically resist new regulations or assume that property owners will do the right thing. However, there is too much at risk to rely on that hope over the next 10 years.

The approach to this Plan is to identify a program of specific changes that, if taken over time, will allow West Brookfield to retain and enhance its character while remaining economically and fiscally competitive. At the same time, the costs of services and thus taxes will likely increase over time. Therefore, strategic steps to increase the tax base can match or alleviate the costs to taxpayers while fulfilling the vision of the town. This is the goal of the Master Plan; to create the framework for this to happen. The Master Plan in and of itself will not create or protect anything. Residents, volunteers, town employees, and other stakeholders or agents need to organize, plan, act, seek funding and remain committed to working to create the future of the town. Without action, the town may change in unanticipated or undesirable ways or be developed in a haphazard way that may not benefit the residents.

Implementation Committee

The development of a Master Plan takes a great deal of time and requires input from a number of local sectors such as town staff, elected and appointed officials and volunteers, citizens, the business community, and a variety of other stakeholders. This input and participation is essential in developing a plan that will not “sit on a shelf”. Because the Master Plan serves as a blueprint and contains a “menu” of various options, creating an implementation plan and strategy is essential.

A key recommendation of this Plan is for the Town to form a committee or working group comprised of a diverse set of members in order to facilitate the implementation work. There are a wide range of options and variations for the composition of the implementation committee. The following is an example that may or may not need to be tailored provided the availability of a key staff people and/or interested residents to carry forward the entire plan.

- Board of Selectman
- Advisory Board
- Planning Board
- Town Official #1
- Town Official #2
- Resident (at large)
- Resident (Town Center)

The Committee should consider creating a “charge” to guide and establish a series of initial goals over the first 1 to 2 years. Further evaluation of the implementation matrix to prioritize actions should occur and additional responsible parties and/or funding sources be considered. One approach could be to identify, through additional meetings and consultation with other town officials and boards, at least one goal/action item in the plan to be pursued by the various existing Boards and Committees in Town. This type of program would allow for multiple actions to be explored by existing committees especially where minimal staff time is available.

After a period of time, an evaluation of the work should be conducted by the Board of Selectmen to gauge effectiveness and/or help identify or fund resources for next steps. Additionally, it is noted that grant funding (such as through DLTA) could be sought to potentially provide outside guidance and assistance during the creation of the Committee.

Other important aspects that should be considered by an Implementation Committee include, but are not limited to:

- **Representation** - The Board of Selectmen, Advisory Board, Planning Board and other boards and committees will need to work together with Town staff and residents to use this Master Plan as a guidance and policy document for the period of 2017 to 2027.
- **Accountability** - The creation of a mechanism for reporting on progress should be established. The goal may be to track action but also identify funding sources, or, identify barriers to implementation. If actions can be coordinated and grouped, the effectiveness and ability for the Plan to be useful is increased.
- **Education** - It will be important for Town Meeting members to become aware of the Master Plan over time and for them to understand that many future actions and funding requests may be generated out of the goals and actions identified in the Plan.
- **Adaptability** - It is important to note that planning is a dynamic process and priorities can shift over time. Additionally, the Town’s capacity to implement the Plan may shift over time due to changes in staffing and board membership, for example. Therefore, the actions and implementation matrix are not intended to be “set in stone” and are not necessarily permanent. The Plan offers background and guidance but requires interpretation, investigation, and subsequent action.

Implementation Matrix

Table 8-3 below summarizes the specific “goals” found at the end of each of the Plan’s elements. For purposes of the chart, not every “action” under each goal is listed. However, it is those actions and others necessary to achieve the listed goal that will require the time to implement. The matrix is not listed in a prioritized order. The timing listed in the Matrix should be considered a guide, but may require more careful review, adjustments, and consideration by the Implementation Committee or other Town officials or boards.

Pursuant to the Request For Proposal, the plan’s recommendations are assigned on an immediate, short-, medium-, and long-term basis to assist in determining the timeframe in which each item is to be considered. Some recommendations do not necessarily fall into an immediate, short-, medium-, or long-term designation and are noted in each column to reflect that they are ongoing in nature. It is important to note that when a recommendation is assigned into a long-term category, it should not imply a lesser degree of importance or a lower priority. Some recommendations simply require time for financing or design, but would still be considered a high priority. It is important that the town carefully review, adjust, and make changes to the implementation matrix as situations change. This can be done without disturbing the overarching goal of a chapter or the Plan itself. In summary, the chart is a guide that requires fine tuning by the town.

The following table identifies the acronyms used for responsible parties listed in the matrix: and potential funding sources in the table:

Table 8-1 - Responsible Parties

Code	Responsible Party
AB	Advisory Board
BI	Building Inspector/Zoning Enforcement Officer
BOH	Board of Health
BOS	Board of Selectmen
CC	Conservation Commission
CMRPC	Central Massachusetts Regional Planning Commission
COA	Council on Aging
CUC	Cultural Council
DCS	MA Division of Conservation Services
DEP	MassDEP/Massachusetts Department of Environmental Protection
HW	Highway Department
LIG	Local Interest Group
EDE	Economic Development Entity (such as Chamber of Commerce)
EOHED	Massachusetts Executive Office of Housing and Economic Development
FD	Fire Department
HA	Housing Authority
HC	Historical Commission
LIB	Public Library
DEP	Department of Environmental Protection
DOT	MassDOT/Massachusetts Department of Transportation
MHC	Massachusetts Historical Commission
PB	Planning Board
PD	Police Department
PRC	Parks and Recreation Commission
SC	Senior Center
SD	School Department
USACE	United States Army Corps of Engineers
ZBA	Zoning Board of Appeals

The following table identifies potential funding sources listed in the matrix:

Table 8-2 - Potential Funding Sources

Code	Funding Source
0	Not Applicable
1	General Fund
2	Capital Budget
3	Grant, Federal
4	Grant, State
5	Grant, Regional
6	Regional Planning Agency Technical Assistance or Consultant
7	Revenue Bond
8	General Obligation Bond
9	Special Assessment or Tax
10	Loan
11	Service Charge or User Fee
12	Community Preservation Act (CPA), if applicable
13	Other/TBD

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
POPULATION AND HOUSING GOALS & ACTIONS								
Goal 1: Fully understand and plan for current and future housing needs								
a	Create a community-guided, comprehensive housing plan that addresses the needs of all residents, accounting for changing demographic and market factors						BOS, COA, PB	4
b	Raise awareness and understanding of housing types and affordability						PB	1
Goal 2: Increase the amount and variety of housing options in certain areas								
a	Identify steps to encourage small incremental increases in new housing opportunities closer to goods, services, and infrastructure						PB	6
b	Identify suitable areas for development of housing targeted at independent seniors, empty-nesters and young professionals						PB	1, 6
Goal 3: Ensure that any new residential development will enhance and/or preserve the character of West Brookfield								
a	Identify and outline protective zoning measures to be applied to rural areas						PB	1, 6
b	Create design guidelines for new housing types						PB	6 or 13
Goal 4: Protect and preserve the existing stocking of historical and aging housing								
a	Identify and inventory key historic housing assets						HC	1
b	Develop locally generated and controlled source of capital for acquisition and rehabilitation of housing assets						BOS	13
Goal 5: Understand and evaluate the potential costs and benefits of new residential development								

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
a	Conduct buildout analysis to help the town better understand what lands are available for new development						PB	4, 6
b	Conduct a fiscal impact analysis to assess the costs and benefits of future development						PB	4, 6
LAND USE GOALS & ACTIONS								
Goal 1: Preserve and enhance the existing Town Center area and Route 9 and Route 67 corridors								
a	Consider alternate zoning districts for the Town Center and Route 9/67 corridor to encourage and support desirable, small scale business growth						PB	1, 6
Goal 2: Preserve and protect important scenic landscapes and rural character of outlying areas through permanent protection or conservation-oriented zoning provisions								
a	Create areas for Natural Resource Protection Zoning (NRPZ) or other similar conservation zoning techniques						CC, PB with other interest groups	1, 6
b	Utilize the findings of a complete buildout analysis to assist the town in prioritizing key parcels for protection						CC, PB	1
c	Consider revisions to the Open Space Residential Development Bylaw to ensure that it incorporates best practices, such as allowing these types of developments by-right, or providing the proper incentives to encourage the use of this method over a conventional subdivision						CC, PB,	6

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
Goal 3: Identify options for increasing small scale, light industry								
a	Consider a Light Industrial Overlay District or zoning bylaw designation for certain key areas						PB	6
Goal 4: Explore options to moderate lakeside growth and protection of water resources								
a	Create a residential lake zoning overlay district to provide reasonable regulations for new or renovated homes, including consideration for sanitary and water infrastructure						PB	6
Goal 5: Make the permitting process clearer and more predictable for applicants and town officials (NOTE: This should be the outcome of a review by all local review boards and such a group should also serve as a development review committee going forward)								
a	Review key processes and procedures to determine key areas of improvement						BOS, PB, AB, BI, BOH, ZBA	1, 4, 6
b	Create a permit process guide to outline a typical permit process for applicants						BOS, PB, AB, BI, BOH, ZBA	1, 4, 6
Goal 6: Conduct a complete build-out analysis to provide more detailed information on outlying residential development as the basis for future land use policy questions								

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
a	Conduct a thorough review and inventory of subdivisions over a period of time to determine the rate of development for each method. Identify the underlying characteristics in each area, and consider application of more tailored zoning in certain areas (such as Farmland Conservation around Snow Road and Natural Resource Protection Zoning around Wickaboag Valley Road). For each specific area, an inventory and analysis should occur along with preparation of information for property owners and town meeting.						PB	1, 6
<p>Goal 7: Conduct a site assessment and evaluation for 1 East Main Street. Such an evaluation should consider zoning constraints, sanitary sewer capacity, building code requirements for changes in use, and other factors necessary to preserve, restore, and/or revitalize the building.</p>								
a	Conduct a site assessment and evaluation for 1 East Main Street							
<p>Goal 8: Review and amend portions of the Town Common Overlay District to incorporate newer best practices associated with adaptive reuse of existing historic structures and preserve community character</p>								
<p>Goal 9: Consider adoption of a comprehensive solar bylaw incorporating new best practices for appropriate siting and preservation of community character</p>								
<p>Goal 10: Review and amend the sign bylaw requirements to ensure that new future signs are compatible with the characteristics of a certain area or the town as a whole. This effort should include consideration of suitably located tourist-oriented wayfinding signs.</p>								
a	Consider suitably located tourist-oriented wayfinding signs							
b	Consider size, height, and citing aspects							
c	Consider requiring multi-tenant signs where applicable							

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
Goal 11: Consider and explore different parking strategies in certain areas.								
a	Consider a small scale parking inventory and utilization study in the town center to identify available parking and/or options to increase parking supply or efficiency.							
b	Explore options to create a more coordinated event parking plan coordinated with event organizers, police, DPW, and day of volunteers to direct visitors to other available parking areas or shuttles.							
c	Review parking policies associated with pick up and drop off at the Elementary School and explore any feasible options to alleviate congestion on North Main Street and adjacent streets.							
ECONOMIC DEVELOPMENT GOALS & ACTIONS								
Goal 1: Increase tourism activity in West Brookfield								
a	Create a “brand” and “placemaking” program for the entire town with respect to its enticement from inside and outside the region (see additional info)						Responsibility here should be either an economic development committee or staffer/consultant (EDE)	1, 4, 6, 13
b	Enhance and grow ecological, agricultural, and cultural tourism businesses in West Brookfield						EDE	1, 13
c	Establish a town brand based on quality of life, food and farms, plus active and passive outdoor recreation						EDE	1, 13

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
d	Encourage lodging opportunities to capture business currently flowing to Sturbridge						PB, EDE	1, 13
Goal 2: Increase tourism awareness for visitors outside of West Brookfield and/or the region								
a	Increase and/or support small businesses						EDE	1, 13
b	Enhance general marketing for the Town as a destination within the region						EDE	1,13
Goal 3: Study opportunities to increase moderate new commercial development in certain areas								
a	Explore the feasibility of increasing light industrial opportunities in three primary areas (South Route 67 on existing quarry land, the Railroad Street/Front Street area, and eastern end of Route 9) through zoning						PB	1, 6
Goal 4: Consider rezoning of areas of Route 9/67, Town Center, and General District to ensure compatibility of new business and commercial uses								
a	Explore development opportunities and constraints in key areas of the Route 9 corridor and the General District						PB	1, 6
Goal 5: Increase tax base through encouraging and seeking appropriate and desirable businesses								
a	Establish a municipal water and sewer infrastructure plan and seek funding for improvements via MassWorks, I-Cubed (Infrastructure Investment Incentive) Program, and other sources						AB, BOS, HW	4,6
b	Encourage a diverse retail and service base to meet the needs of residents and visitors						PB	1,6

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
c	Support existing businesses to increase their viability and scale						EDE	1
d	Encourage the expansion of the industrial base by creating specific zoning districts and requirements for various compatible uses						EDE	1
e	Form an Industrial Development Authority, CDC, Economic Development Committee or other body to work market and negotiate development/ redevelopment/ expansions						BOS, EDE	1
OPEN SPACE AND RECREATION GOALS & ACTIONS								
Goal 1: Create a permanent standing Open Space and Recreation Advisory Committee to steer the development of the Open Space and Recreation Plan (OSRP) Update.								
a	Employ a full-time planner to maintain day-to-day operations and communications						BOS, PB, CC	1
b	Continue to work with the Conservation Commission and Stormwater Authority to prioritize remaining and ongoing action items identified in the 2011 OSRP						PB, CCC	1
c	Facilitate agreements with developers to preserve open space and provide recreational facilities						PB, ZBA	1
d	Promote the efficient management and maintenance of the open space and recreation areas						CC	1
Goal 2: Identify priority open space parcels for permanent protection and/or future acquisition in order to establish a wider, more connected open space network								
a	Promote the preservation of important land resources						CC	1

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
b	Coordinate the permanent protection and acquisition of the areas identified in the 2011 Open Space and Recreation Plan as unprotected “Unique or Natural Lands”						CC	1
c	Encourage the use of Chapter 61, 61A, and 61B to maintain lands identified as priority conservation parcels						CC	1
d	Identify key privately-owned open space parcels (including those with limited public access) and seek change in ownership to allow for increased recreational opportunities for residents						CC	1, 4, 6
e	Purchase lands that are withdrawn from Chapter 61, 61A, or 61B through the process of first right of refusal, then place a permanent restriction on them to maintain their existing use						CC	1, 2, 13
f	Acquire a change in ownership of the Town-owned lands along Route 9 to the Conservation Commission							
Goal 3: <i>Promote the preservation of West Brookfield’s surface and groundwater as an important source for wildlife and recreational use</i>								
a	Take actions to improve the water quality for recreational activities on Lake Wickaboag and Brookhaven Lake						CC & Lake Wickaboag Assn.	1
b	Collect data about watershed quality on an annual basis						Intern	13
c	Identify areas of contamination and pollution loads						TBD	13

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
d	Increase resident understanding of current water quality issues at Lake Wickaboag and their effects on recreational opportunities						CC, LWA	13
e	Mitigate non-point source pollution runoff into rivers and lakes						CC, HW	1
f	Continue to monitor septic systems failures near well sites and within known aquifer areas, and in homes upgradient of Lake Brookhaven, Lake Wickaboag, and tributaries to these lakes						BOH	1
g	Continue to monitor bacteria and algae problems evident in Lake Wickaboag and provide viable solutions						BOH, LWA	1, 13
Goal 4: Actively pursue funding through grants, state matching funds, or other programs for land purchase, resource preservation, and rehabilitation of existing facilities								
a	Identify key priority recreation areas in need of upgrade, repair, or maintenance						PRC	1, 4, 6
b	Seek application of the Community Preservation Act to facilitate protection of conservation lands						AB, BOS, PB, CC, HC	1,4,6
c	Seek application of the Parkland Acquisitions and Renovations for Communities (PARC) grant to allow the development of a new public outdoor recreation facility or park						PRC	1, 4
d	Seek application of the Local Acquisitions for Natural Diversity (LAND) grant to provide additional passive recreational opportunities						PRC, CC	1,4

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
e	Continue to apply for the 604(b) Water Quality Management Grant to preserve the quality of the lake and the surrounding areas						HW	1,4
Goal 5: Enhance recreational opportunities and open space resources by encouraging multiple uses and by creating linkages between open space and recreational properties.								
a	Enhance West Brookfield's natural environment by taking advantage of local and regional linkages of open space in the creation of greenways						CC	1
b	Create a strategic prioritization plan for preserving certain key parcels with the Route 9/67 corridor						CC	1
c	Provide additional passive and active recreational opportunities for all residents						CC, PRC	1, 13
Goal 6: Increase educational awareness and understanding of State-aid programs and local regulations and bylaws amongst community members								
a	Develop an education campaign or program to build awareness of the pollutants affecting Lake Wickaboag and best practices						LWA, CC	1, 13
b	Educate the public about the adopted scenic roads bylaw and the environmental impacts on local open space resources						CC, PB	1
c	Increase public understanding of the Community Preservation Act in regards to land acquisition through tax title takings							

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
NATURAL, CULTURAL, AND HISTORIC RESOURCES GOALS & ACTIONS								
Goal 1: <i>Continue to promote communication, outreach, and advocacy for the protection of natural and historic resources in town</i>								
a	Assemble a project team to update the 2007 West Brookfield Reconnaissance Report						MHC	1, 4, 13
b	Continue to inventory, map, and prioritize key unprotected open spaces						CC	1
c	Create a permanent standing Open Space and Recreation Advisory Committee to steer the development of the Open Space and Recreation Plan (OSRP) Update						CC	1
d	Continue to pursue adoption and implementation of key recommendations in Open Space and Recreation Plan						CC	1, 13
e	Identify and prioritize additional historic sites to be included in the National Historic Registry						HC	1
f	Continue to promote local history and culture at special town events						HC	1
Goal 2: <i>Establish common protective regulatory tools in key areas of town in order to preserve the community's rich cultural and historical heritage</i>								
a	Seek a cultural district designation in the Town Center area to provide funding and awareness to the area's importance							
b	Build local awareness of Local Historic District benefits and initiate public process to establish a Local Historic District in an appropriate area in Town						HC	1

Implementation

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
c	Adopt a demolition delay ordinance or bylaw to ensure protection of significant historic structures that are not presently located within historic districts in West Brookfield						HC	1,6
d	Ensure zoning districts protect historic structures in terms of use and design						HC, PB	1
Goal 3: Pursue state-funded programs for land purchase and natural resource conservation								
a	Begin a multi-phased process towards seeking the adoption of the Community Preservation Act, including a public education campaign on land acquisition through tax title takings						AB, BOS, PB, CC, HC	1,6
b	Encourage more property owners to pursue Agricultural Preservation Restrictions (APR) and Conservation Restrictions (CR)						CC, PB	1
Goal 4: Increase collaboration with neighboring communities and conservation groups to closely monitor and protect water resources as sub-regional assets								
a	Consider options for volunteer-based programs including water quality monitoring and reporting, to allow for greater resident involvement and understanding of vital resources						LWA, CC	1
b	Identify areas of contamination and pollution loads						LWA, CC	1
c	Increase education and outreach efforts to promote the protection of Lake Wickaboag and Brookhaven Lake						LWA, CC	1

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
d	Provide guidance for towns to integrate care of water resources into the goals and policies of all relevant plan documents.						PB	1
TRANSPORTATION GOALS & ACTIONS								
Goal 1: <i>Maintain and enhance the condition of West Brookfield's transportation network</i>								
a	Establish a Road Survey program to help determine road maintenance and funding needs						HW, CMRPC	1, 6
b	Establish a sidewalk and ADA ramp survey program to help determine maintenance and funding needs						HW, CMRPC	1, 6
Goal 2: <i>Increase access to different forms of transportation</i>								
a	Increase the access of residents to carpooling and other transit options						BOS, CMRPC	1, 6
b	Expand the existing pedestrian network						PB, HW	1, 3, 4
c	Enhance the parking experience of residents and visitors in key locations						HW, PB	1,3,4
Goal 3: <i>Pursue available funding through the State or other sources</i>								
a	Pursue funding from multiple sources for improvements to roads						HW	1,2,3,4, 13
b	Pursue funding from multiple sources for improvements to sidewalks and ramps						HW	1,2,3,4, 13
TOWN FACILITIES AND SERVICES GOALS & ACTIONS								
General Government Facilities								
Goal 1: <i>Improve/expand parking in the vicinity of the Town Hall and Library</i>								
a	Add more marked parking spaces and handicapped spaces on Cottage Street						HW	1,2,3,4, 13

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
b	Reconfigure Town Hall parking lot as per Safety & Emergency Facilities section below						HW	2
Goal 2: Increase Senior Center capabilities to meet the needs of the aging population								
a	Develop a plan to monitor needs and gradually increase service levels and facility utilization						COA, SC	1
b	Pursue opportunities to partner with nearby communities to offer regional senior services to help defray operational and facility costs and to expand programming options for West Brookfield's seniors						COA, SC, CMRPC	1, 6
Goal 3: Improve structural resilience of unreinforced masonry structures								
a	Study the Town Hall and Library to assess risks from earthquakes; install seismic retrofits as needed based on the cost-benefit evaluation							
Safety & Emergency Services Facilities								
Goal 4: Implement short-term solutions to mitigate inadequate public safety facilities								
a	Install a new backup generator system at the Town Hall/Police/Fire complex to provide for continuity of municipal and emergency management operations; consider FEMA HMGP program for funding						AB, BOS, PD, FD	1,2
b	Consider repaving the Town Hall parking lot and reconfiguring the layout and striping of spaces to better accommodate emergency personnel and vehicular access						HW	2

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
c	Continue to participate in and seek resources through the Central Region Homeland Security Advisory Council, the Central Massachusetts Law Enforcement Council, and Fire District 7						AB, BOS, PD, FD	1,3,4,6
d	Improve IT hardware and software to enhance administrative productivity (especially Fire)						IT	1,2
Goal 5: Implement a long-term solution to replace inadequate public safety facilities through relocation of the police and/or fire services								
a	Revisit the 2012 Fire and Police Department Needs Study to locate any potential programmatic cost savings from the recommended program						AB, BOS, PD, FD	1
b	If necessary, complete a new public safety facility feasibility study that adheres to a budget that is likely to be supported by voters at Town Meeting						AB, BOS, PD, FD	1, 13
c	Develop a funding strategy to include State earmarks, State/Federal grant and loan programs (consider USDA), as well as local options							
d	Evaluate options for regionalization or shared services in public safety to lower costs and potentially improve services; consider shared leadership, personnel, training, procurement, vehicles, vehicle maintenance, and/or facilities; also consider creation of an independent fire district						AB, BOS, PD, FD	1, 6

Implementation

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
Goal 6: Modernize the Fire Department's vehicle fleet								
a	Pursue funding options such as FEMA AFG grants to defray Town costs for major capital outlays for fire apparatus						AB, BOS, FD	1, 6
Goal 7: Support and encourage WBRS EMTs in becoming certified as paramedics								
a	Investigate funding options and the possibility of regionalized training						AB, BOS, PD, FD	1, 6
Schools								
Goal 8: Implement and add to the capital plan								
a	The district should seek MSBA assistance to complete projects at WBES as laid out in the current capital plan						SD	
b	The district should address the relatively few handicapped access concerns through future capital planning and/or securing of variances (also see below for related concerns at WBES's recreational facilities)						SD	
Goal 9: Expand upon existing shared services								
a	Continue to pursue options for sharing services with other districts, where appropriate						SD	
Goal 10: The district should the impacts of school choice on the district and on WBES in particular								
a	Conduct a cost-benefit analysis of the school choice program to better understand how the benefits of enrollment stabilization through inbound school choice students are balanced against any increased costs for language support or special education needs						SD	

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
b	If warranted, increase or decrease the level of school choice participation						SD	
Public Works Facilities								
Goal 11: Implement short-term solutions to mitigate inadequate Highway Department facilities								
a	Consider paving the Highway Garage's parking lot to reduce the impacts of salt contamination and improve vehicular access during winter conditions						HW	1,2
b	Replace the existing shed at the Drop-Off Center with a larger prefabricated structure with additional storage and some basic amenities for staff						HW	1,2
c	Implement the recommendations of the recent energy audit to improve energy efficiency						AB, BOS	2,3,4,1 3
Goal 12: Implement a long-term solution to replace inadequate Highway Department facilities through relocation or renovation								
a	Conduct a feasibility study to evaluate options for renovation and/or replacement of the Highway Garage and Salt Shed, considering renovation costs vs. relocation to a reused or new structure, as well as other factors such as flood risks at the current site						AB, BOS, HW	1,6
Goal 13: Expand solid waste disposal options for Town residents								
a	Study options for the Drop-Off Center's conversion into a transfer station where household trash and recycling are collected						HW	1
b	Consider on-site composting of yard waste						HW	1

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
c	Study options for procurement of a single waste disposal vendor to provide a reduced-rate option for residential trash pickup						HW	1
Housing Authority Facilities								
Goal 14: Supplement existing coordination between the Town and the Housing Authority								
a	Increase outreach by the Senior Center to residents of the Housing Authority to increase access to social programs, meals, wellness activities and referrals to other programs						SC, COA, HA	1
b	Supplement patrols to Olde Village by the Police Department to demonstrate the Town's commitment to residents' security						PD	1
Active Recreational Facilities								
Goal 15: Evaluate and improve parking near the Common and Town Beach								
a	Review current parking usage and capacity, especially during special events (Common) and high summer (beach)						PRC	1
b	Develop a plan to potentially reconfigure street parking near the Common to maximize capacity, and increase utilization of remote parking options						HW, CMRPC	1,6
c	Engage Lakeview Ave. property owner across from beach parking area to discuss potential usage of undeveloped flood-prone land for occasional parking, through access agreement, easement, gift or purchase						PRC	13

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
d	Increase enforcement of permitted parking requirement at the beach						PD	1
Goal 16: Leverage special events on the Common to enhance economic development								
a	Review current programming in the Brookfields region and identify gaps in dates and types of events that could potentially be exploited						EDE	1, 13
b	Continue and expand coordination between special events and related local businesses and institutions						EDE	1, 13
Water Supply System								
Goal 17: Develop an improvement plan (with funding strategy) for the water system								
a	Hire a civil engineering firm to conduct a comprehensive assessment and develop a long-term prioritized action plan for the existing water system including water sources; pumping, treatment and storage facilities; mains; valves; and hydrants						AB, BOS, HW	1,4
b	Evaluate and quantify system expansion options, in conjunction with any proposed zoning changes or economic development initiatives						AB, BOS, HW	1,4
c	Develop a funding strategy to make priority improvements including grants (MassDEP, USDA, etc.), Town funds, and betterments						AB	1
d	Consider creating a mechanism for water user fees to be reinvested in the water system, in part or in full; a water enterprise fund is one option						Is there a Water Dept?	1

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
Goal 18: Improve the water system's fire suppression capability to support public safety and commercial/retail/industrial development in the town center and Route 9 corridor								
a	Replace substandard water mains with mains at least 8" in diameter						WD	4
Goal 19: Leverage surplus water capacity for economic development purposes								
a	Develop materials for use when marketing West Brookfield to potential developers and to existing local business who are considering expansion						EDE	1
b	Consider establishing a commercial water rate for future large system users						WD	1
Wastewater Management System								
Goal 20: Explore options pursuant to creation of a local sanitary sewer system or systems								
a	As an initial step, engage the Town of Warren in formal discussions to determine its level of openness to sharing its existing sewer treatment capacity through future extension of mains into West Brookfield						AB, BOS, HW	1

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
b	Hire a civil engineering firm to more fully explore the feasibility of developing a municipal sewer treatment plant and collection network; examine potential sites, permitting requirements, costs (design, construction, and operational), revenues, regionalization options (i.e., Warren), service area scenarios (i.e., a narrow focus on the town center and Route 9 corridor vs. a broader area coterminous with the water service area), funding options, and timelines						AB, BOS, HW	1,2,3,4,13
c	To support economic development efforts in the short term, explore small-scale sewer treatment solutions focused on single large commercial/industrial users or on partnerships of smaller users; examine package plants, solar aquatic systems, and other innovative small-scale approaches; development could be fully private or subsidized by the Town as an incentive for development						AB, BOS, HW	13
Goals and Actions - Town Facilities								
Goal 21: <i>Develop a long-term plan for maintenance and replacement of Town facilities</i>								
a	Complete a capital plan for all major Town assets that includes facilities maintenance and renovation/replacement budgets, timelines, and prioritization						AB, BOS	1

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
b	Complete a facilities needs assessment to comprehensively review departmental needs to inform capital planning for facilities						AB, BOS	1, 13
c	Integrate long-term capital facilities improvements into the budgeting process and consider establishing an independent building maintenance fund						AB, BOS	1
d	Consider establishing a municipal buildings committee to oversee facilities-related planning and projects and to provide guidance to Town leadership and voters						AB, BOS	1
Goal 22: Routinely maintain Town facilities to reduce or delay capital maintenance and facility replacement costs								
a	Adhere to suggested maintenance timelines to reduce the backlog of deferred maintenance at some facilities						AB, BOS	1
Goal 23: Improve compliance with ADA and 521 CMR at applicable Town facilities								
a	Appoint a local Commission on Disability with an initial mission of reviewing compliance improvements since the 2006 Accessibility Plan and establishing a prioritized timeline for future action at Town facilities						AB, BOS	1
b	Pursue funding for access improvements through state grants (MOD, EOEEA, DHCD, etc.) and/or opt-in programs such as the Community Preservation Act						AB, BOS	1

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
Goal 24: Improve energy efficiency at Town facilities to lower costs and reduce energy use								
a	Continue to implement the recommendations of recent energy audits through upgrades to building systems and structures						AB, BOS	1
b	Examine options for siting renewable energy facilities such as solar PV and wind on Town-owned land to defray municipal energy costs						AB, BOS, PB	1
c	Pursue designation as a Green Community to enable access to state funds for municipal energy efficiency improvements						AB, BOS, CC, PB	1
Goals and Actions - Town Services								
Goal 25: Maximize the "human infrastructure" capacity of West Brookfield's government through limited restructuring and expanded professionalization								
a	Implement the recommendations of the Town Manager Study Committee's 2016 final report by creating a Town Administrator position to serve as chief administrative officer (replacing the more limited Executive Secretary position) and by consolidating the elected Treasurer and Tax Collector positions into a single appointed Treasurer/Collector position						AB, BOS	1

Implementation

Implementation

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
b	Hire a management/human resources consultant to review work flows, departmental structures, staffing needs and skills, and compensation; develop a plan to further professionalize Town staffing where appropriate and to consider possible new capabilities and/or reorganization of existing departments; Community Compact funds may be available for this type of review						AB, BOS	13
c	Examine options to increase the capacity of local inspectional services; consider increased hours, shared or regional staff, and development of a permitting guidebook						AB, BOS	11 or 13
d	Where allowable by state law, consider shifting some current elected boards/commissions to appointed status to foster qualifications-based selection, allow for more consistent training and increased professionalization, centralize supervision under the Board of Selectmen, and help fill vacancies more quickly						AB, BOS	1
Goal 26: Consider addressing "gaps" in Town staffing as reflected in Master Plan survey results								
a	Consider hiring a part-time Recreation Director to coordinate and augment functions performed by the Recreation Committee						AB, BOS, PRC	1

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
b	Consider hiring a part-time Town Planner, Conservation Agent and/or Economic Development Coordinator to enhance the Town's local capacity to attract and retain appropriate development; one individual may be qualified to serve two or three of these roles; other options include shared or regional staff; District Local Technical Assistance, Community Compact, and Efficiency and Regionalization grants may be available to support this type of review or early-stage implementation						AB, BOS, PB, CC, ZBA	1
Goal 27: Improve the Town's website and online services								
a	Conduct an overall review of Town information technology (IT) assets, capabilities, security and resilience; resources for such review may be available through the Mass. Office of Information Technology's IT Health Check program and/or Community Compact funding						AB, BOS, IT	1,2,3,4
b	Update the Town's website and related online services (bill pay, etc.); consider adding new online services (e.g. e-permitting); Community Compact and/or Efficiency and Regionalization funding may be available						IT or Intern	1
Goal 28: Expand on regionalization and sharing of services and staffing, where appropriate								

Table 8-3 Implementation Matrix		Immediate Actions (0-6 mo.)	Short-Term Actions (6-12 Mo.)	Medium-Term Actions (1-5 yrs.)	Long-Term Actions (5-10 yrs.)	Ongoing Actions	Responsible Party	Funding Source
a	Partner with CMRPC through District Local Technical Assistance and/or Community Compact funds to review specific needs and options for regional and bilateral shared services, expanding upon existing collaborations (Senior Center, schools, etc.)						AB, BOS, CMRPC	1,6
Goal 29: Explore and potentially implement a Town option for home trash and recycling collection								
a	Study options for procurement of a single waste disposal vendor to provide a reduced-rate option for residential trash pickup						AB, BOS	1,6
Goal 30: Improve public awareness of and participation in governing and advisory boards, committees, and commissions								
a	Conduct an outreach campaign to educate residents on the function of Town governing and advisory bodies to improve membership in these entities and overall public participation						AB, BOS	1