

# Implementation Plan

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The implementation matrix below summarizes the specific recommendations developed in each of the Plan Elements. The timing for implementation of the recommendations are assigned for Short-Term (1-5 years), Mid-Term (6-10 years), and Long-Term (10-15 years) to assist in suggesting a timeframe for each recommendation to be considered, though some actions are ongoing in nature. The timing of implementation should be considered flexible, as the community and its operating environment are subject to change. For example, if grant funding applicable to a recommendation identified for the mid-term were suddenly available, it could be feasible to advance the implementation of that recommendation to take advantage of the funding opportunity.

Also listed for each recommendation are the leading parties for implementation and supporting implementation partners. A rough order of magnitude (OOM) cost estimate for each recommendation is provided in the form of -, \$, \$\$, and \$\$\$, representing marginal cost, low cost, moderate cost, and high cost. Marginal cost reflects staff or volunteer time only, while low, moderate, and high costs are in the range of <\$25k, \$25k-\$100k, and >\$100k, respectively. Potential funding sources are listed where applicable and are not reflected in the cost estimates.<sup>16</sup> Implementation actions that are of high or moderate priority, as identified in coordination with the Master Planning Steering Committee and through the public engagement process, are marked in the last column.

Upon formal completion of this Master Plan, the Northborough Master Plan Steering Committee will submit the document to the Northborough Planning Board for its review and acceptance. The next step will be for the Board of Selectmen to establish a Master Plan Implementation Committee. The committee will be responsible for assisting the Town in

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<sup>16</sup> The Massachusetts Department of Housing and Community Development provides "A Guide to State Development Resources," which lists available planning, funding, and implementation resources, along with their key eligibility criteria and funding and/or eligible uses. This document is available at:  
<https://www.mass.gov/files/documents/2017/10/31/AGuidetoStateDevelopmentResources.pdf>.

implementing recommendations in the Plan and reporting on the progress of Plan implementation. A list of acronyms used in the implementation matrix is provided below. For a definition of terms, please see the Glossary that follows this Plan’s Table of Contents.

List of Acronyms:

ATA	Assistant Town Administrator
BD	Building Department
BOS	Board of Selectmen
BOH	Board of Health
CA	Conservation Agent
CAC	Community Affairs Committee
CC	Cultural Council
COA/SC	Council on Aging/Senior Center
ConCom	Conservation Commission
CPA	Community Preservation Act
CPC	Community Preservation Committee
DPW	Department of Public Works
DRC	Design Review Committee
ED	Economic Development
ENG	Engineering Department
Fire/EM	Fire Rescue and Emergency Management
FPC	Financial Planning Committee
H	Housing
HA	Housing Authority
HDC	Historic District Commission
HPC	Housing Partnership Committee
IDC	Industrial Development Commission
LU	Land Use
MassDOT	Massachusetts Department of Transportation
MassWildlife	Massachusetts Division of Fisheries and Wildlife
MIS/GIS	MIS/GIS Department
NCH	Natural, Cultural, and Historic Resources
NFL	Northborough Free Library
NGC	Northborough Garden Club
NHS	Northborough Historical Society
OSC	Open Space Committee
OSR	Open Space and Recreation
PB	Planning Board
PD	Planning Department
PFS	Public Facilities and Services
Police	Police Department

List of Acronyms (continued):

PRC	Parks & Recreation Commission
RD	Recreation Department
RSC	Regional School Committee
School	School Committee
T	Transportation
TA	Town Administrator
TC	Trails Committee
TM	Town Meeting
WRTA	Worcester Regional Transit Authority
WSC	Water & Sewer Commission
ZBA	Zoning Board of Appeals

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
<b>Land Use [LU]</b>								
<b>Goal 1: Prioritize the preservation of valuable natural resources and open spaces, while still accommodating the social and economic needs of the community.</b>								
LU1-1	Conduct a Cost of Community Services Study to prove the economic value of open space and natural lands.	OSR, NCH	PD, PB, OSC	CPC, ConCom, TC, CA	Short-term	-	Staff/Volunteer Time	
LU1-2	Build off the 495/MetroWest Development Compact Plan to inventory local priority development areas (PDAs) and priority preservation areas (PPAs) to guide future development activities in Town, as necessary.	ED, OSR, NCH	PD, PB	ATA, CPC, ConCom, OSC, IDC	Short-term	-	Staff/Volunteer Time	High
LU1-3	Review the existing Zoning Bylaw and conservation commission regulations for needed revisions to strengthen the protection of natural resources.	OSR, NCH	PD, PB	ConCom, OSC, CA	Mid-term	-	Staff/Volunteer Time	High
LU1-4	Identify flood hazards (e.g., stormwater inundation, riverine flooding) and develop updates to land use planning tools such as zoning and subdivision regulations to better define objectives in these areas. Conserve, through purchase or restriction, properties that would expand and improve flood control/hazard mitigation.	ED, NCH, PFS	PD, ConCom, ATA	DPW, PB, CA, ENG, Fire/EM	Long-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
LU1-5	Where feasible, seek actions that contribute to the quality and diversity of wildlife habitat, such as preventing habitat fragmentation and preserving wildlife corridors when large tracts of land are developed, as well as the protection of water quality.	NCH	PD, ConCom, CA	PB, ZBA	Ongoing	-	Staff/Volunteer Time	High
LU1-6	Develop a stormwater management bylaw to require stormwater management and erosion control permitting.	NCH	PD, PB	ConCom, DPW, ENG, CA	Short-term	-	Staff/Volunteer Time	High
LU1-7	Monitor stormwater maintenance plans created for the operations and maintenance phase of real estate developments.	NCH	PD, PB	ConCom, DPW, ENG, CA	Ongoing	-	Staff/Volunteer Time	High

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
<b>Goal 2: Enhance Downtown by promoting a pleasing and welcoming appearance – one that promotes a sense of place – enabling it to become the community’s proud central gathering area for residents and visitors alike.</b>								
LU2-1	Conduct a design study of the Downtown to help focus ideas and develop a clear vision for the area.	ED	PD, PB	BOS, DRC, HDC	Short-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	High
LU2-2	Conduct a visual preference survey with the community to determine what kinds of developments it prefers in Downtown and review the Town’s Zoning Bylaw for opportunities to accommodate these preferred development types.	ED	PD, PB	BOS, DRC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High
LU2-3	Review the Town’s Zoning Bylaw for opportunities to consider mixed-uses in Downtown that can promote and support walkability.	ED	PD, PB	ZBA, BOS	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	High
LU2-4	Investigate the merits of density bonuses and/or density transfer credits that could promote reasonably higher densities in the Downtown in exchange for public benefits.	ED	PD, PB	ZBA, BOS	Mid-term	-	Staff/Volunteer Time	
LU2-5	Develop a program to promote the planting and sustained growth of street trees, landscaping, and other green infrastructure in Downtown in concert with the development and fostering of partnerships, including with the Northborough Garden Club. As part of the program, undertake a tree inventory along the major corridors in Town.	OSR, NCH	DPW	NGC, PB, ZBA, DRC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High
LU2-6	Explore opportunities to create walking paths/routes along brooks/river and connecting historic properties to enhance the beauty of historic Downtown.	OSR, NCH	PD, PB	TC, HDC, OSC, CA	Mid-term	\$\$	Town Budget, CPA, Staff/Volunteer Time	Moderate
LU2-7	Take advantage of the Department of Housing and Community Development’s Massachusetts Downtown Initiative that provides services and technical assistance to communities on revitalizing their downtowns.	ED	PD	PB, ATA	Short-term	-	State Program, Staff/Volunteer Time	High

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LU2-8	Evaluate how Community Preservation Act funding and other funding sources can be used to support Downtown enhancement.	ED	PD, CPC	PB, BOS	Short-term	-	Staff/Volunteer Time	
<b>Goal 3: Ensure Northborough's future land uses support its Vision and established community character.</b>								
LU3-1	Perform periodic review of existing design guidelines to ensure a balance between the existing community character with new development and redevelopment, as well as consistency with the findings of the visual preference survey.	H, ED	PD, PB	DRC	Ongoing	-	Staff/Volunteer Time	Moderate
LU3-2	Build greater awareness of Chapter 61 programs that provide tax breaks to owners of forest, agricultural, and recreational land, and grow local participation in the program.	OSR, NCH	PD, OSC	PB, CPC, ConCom, OSC	Ongoing	-	Staff/Volunteer Time	
LU3-3	Perform periodic review of the Town-wide guidelines for commercial and industrial development.	ED	PD, PB	IDC	Ongoing	-	Staff/Volunteer Time	Moderate
LU3-4	Consider developing regulations for hazardous waste facilities to protect the Town.	NCH, PFS	PD, PB	BOS, ENG, BOH, Fire/EM	Short-term	-	Staff/Volunteer Time	
<b>Goal 4: Continue to support and manage commercial development outside of the Downtown, particularly along Route 20 (Southwest Cutoff) and Route 9, considering adjacent land use compatibility and the Town's preservation priorities.</b>								
LU4-1	Coordinate land use planning with regional transportation investments.	T	PD, PB	MassDOT	Ongoing	-	Staff/Volunteer Time	
LU4-2	Consider updating and expanding the existing Major Commercial Overlay District for Route 20 (Southwest Cutoff) and Route 9.	ED	PD, PB	BOS, IDC	Short-term	\$	Town Budget, Staff/Volunteer Time	High
LU4-3	Consider increasing water/sewer capacity, particularly along Route 20 (Southwest Cutoff) and Route 9, to enhance development potential.	ED, PFS	BOS	DPW, PD, PB, WSC	Ongoing	\$\$\$	Town Budget, Staff/Volunteer Time	High

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
<b>Natural, Cultural, and Historic Resources [NCH]</b>								
<b>Goal 1: Preserve and enhance the natural landscapes of the community, including farmlands.</b>								
NCH1-1	Continue to explore adding permanent protections to all Town-owned open spaces.	LU, OSR	ConCom, CA	CPC, BOS, PB	Ongoing	\$\$	CPA, Town Budget, Staff/Volunteer Time	High
NCH1-2	Continue supporting existing local farmlands and promote Conservation Restrictions and Agricultural Preservation Restrictions as a means to protect the Town's agricultural resources.	LU, OSR	ConCom, CA	PB, PD, BOS	Ongoing	\$\$	CPA, Staff/Volunteer Time	High
NCH1-3	Evaluate the removal of obsolete dams in order to facilitate habitat restoration and waterfront access.	LU, OSR	ConCom, CA	DPW, ENG	Mid-term	\$\$\$	State Program, CPA, Town Budget, Staff/Volunteer Time	Moderate
NCH1-4	Improve accessibility to information regarding resource protection efforts, successes, and community benefits.	-	ConCom, CA	PD, OSC	Short-term	-	State Program, Staff/Volunteer Time	High
NCH1-5	Evaluate the potential to increase protection of local floodplains, wetlands, and water resources in order to preserve natural resources and provide hazard mitigation.	LU	ConCom, CA	PD, OSC	Mid-term	\$\$	State Program, Staff/Volunteer Time	Moderate
<b>Goal 2: Maintain and expand the protection of Northborough's historic resources including: buildings, structures, landscapes, and documents.</b>								
NCH2-1	Prepare a Historic Preservation Plan for the Town of Northborough.	LU, PFS, OSR	HDC	NHS, PD, PB	Short-term	\$	State Program, CPA, Town Budget, Staff/Volunteer Time	High
NCH2-2	Continue to promote an awareness of Northborough's history by publishing and facilitating the publication of articles in local community papers and social media, installing history related signage, and collaborating with other town organizations and agencies.	-	NHS, HDC	CC, CAC, NFL, PRC, TC, School, RD, NGC	Ongoing	\$\$	State Program, Town Budget, Staff/Volunteer Time	High

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#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
NCH2-3	Promote the protection of antique properties, which include buildings, structures, documents, artifacts, landscapes, and agricultural lands.	LU, H, PFS	HDC, NHS	HDC, School, RD, PD, PB	Ongoing	\$\$	State Program, Town Budget, Staff/Volunteer Time	High
NCH2-4	Expand the Historic Assets Inventory to include additional resource types, time periods, and geographical locations. Utilize the expanded inventory to identify additional assets for protection.	LU, H	HDC	BD, CPC, NHS, PD	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
NCH2-5	Explore ways to incentivize restoration, rehabilitation, and beautification efforts for historic properties throughout Town.	LU, PFS	HDC	PD, BOS, BD, DRC, FPC, PB, ATA	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	High
<b>Goal 3: Repurpose surplus Town-owned buildings and facilities for community needs.</b>								
NCH3-1	Identify short- and long-term planning goals for properties such as White Cliffs, Westborough State Hospital, 13 Church Street, Boundary Street, and 4 West Main Street (the Old Town Hall site).	LU, PFS	PD, HDC	BOS, BD, DRC, FPC, PB, ATA, HPC	Short-term	\$\$	CPA, Staff/Volunteer Time	High
NCH3-2	Where appropriate, utilize surplus municipally-owned properties as community spaces while reuse studies are in progress.	LU, PFS, OSR	PD	HDC, PB, NGC, DPW, ATA, CC, BD, PRC, COA/SC	Short-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
NCH3-3	Identify and support reuse efforts for Town-owned historic properties, prioritizing future use by the Town, community groups, and cultural organizations.	LU, PFS	PD, HDC	PB, NHS, NGC, DPW, ATA, COA/SC, CC, BD, CAC, ATA, NFL, HPC	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate



#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
<b>Goal 4: Coordinate efforts among cultural, historical, and environmental organizations.</b>								
NCH4-1	Continue cooperating with local organizations and committees for the education and preservation of our historical heritage. These groups include: the Northborough Historical Society, Northborough Free Library, Northborough Trails Committee, Northborough Open Space Committee, Housing Partnership Committee, as well as schools, religious organizations, and local businesses.	-	HDC	NHS, PD, NFL, TC, OSC, HPC, School, CC	Ongoing	-	Staff/Volunteer Time	Moderate
NCH4-2	Evaluate the potential of becoming a Certified Local Government, which will allow Northborough to participate directly in the review and approval of National Register nominations, as well as provide additional access to preservation funding and technical services, improve coordination with the planning and building departments regarding notifications of potential antique demolitions, and prompt investigation of zoning changes to promote antique property restorations.	-	HDC	PD, BOS, Mass. Historical Commission	Mid-term	-	Staff/Volunteer Time	High
NCH4-3	Work with the Downtown planning/revitalization committee to avoid and mitigate potentially adverse impacts on historic homes along Main Street and neighboring streets.	LU, ED	HDC, PD	BD, BOS, ATA, DRC, PB	Mid-term	-	Staff/Volunteer Time	High
NCH4-4	Investigate opportunities to hire interns who have an interest in natural, historic, and cultural resources to support our local preservation projects, which will include seeking possible funding sources.	-	HDC, NHS	PD, School, TA	Short-term	-	Staff/Volunteer Time	Moderate

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<b>Housing [H]</b>								
<b>Goal 1: Continue to maintain and encourage a diversity of housing options to increase housing affordability and choice for all ages and to ensure that at least 10 percent of the Town's housing inventory continues to be deemed affordable under state guidelines.</b>								
H1-1	Explore residential uses, including affordable housing and affordable senior housing, as a potential future use for previously developed parcels that have the opportunity for redevelopment as they become available.	LU	PD, PB	HPC, HDC, COA/SC, HA	Ongoing	\$\$	State Program, CPA, Town Budget, Staff/Volunteer Time	High
H1-2	Explore the merits of zoning bylaws that would require a portion of housing units be set aside for low- and moderate-income households.	LU	PD, PB	HA, HPC	Short-term	-	Staff/Volunteer Time	High
H1-3	Work with local housing partners to identify opportunities for them to develop and own affordable housing, which will allow the Town to proactively guide affordable housing locations.	LU	PB	HPC, HA, PD, PB, BOS	Ongoing	-	Staff/Volunteer Time	
<b>Goal 2: Promote housing types that accommodate future growth in the community while maintaining and enhancing the existing character of residential neighborhoods.</b>								
H2-1	Undertake a study to understand housing price points for homeownership and rentals that would reduce the cost burden experienced by Town residents. Determine the types of housing that would meet these price points to be considered as part of a more comprehensive housing plan.	LU	PD, PB	HA, HPC, COA/SC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High
H2-2	Work with senior groups and senior representatives including Council on Aging to understand and explore housing options that could best accommodate their unique housing needs.	LU	PD, PB	HA, HPC, BD	Mid-term	\$	Town Budget, Staff/Volunteer Time	High
H2-3	Build awareness around accessory dwelling units.	LU	PD, PB	HPC	Ongoing	-	Staff/Volunteer Time	Moderate

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H2-4	Guided by zoning, design standards, and the Downtown visualization study, incorporate housing into Downtown to attract a sufficient number of residents that can supplement and support the area's economic viability while maintaining the existing character of Downtown neighborhoods.	LU, ED	PD, PB	HA, HPC, HDC	Long-term	-	Staff/Volunteer Time	High
H2-5	Update the Town's existing Housing Production Plan to include present-day information, including a robust impact analysis study.	LU	PD, PB	HA, HPC, COA/SC	Short-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	
H2-6	Create a committee to explore the housing needs of people with disabilities, or assign this responsibility to a broader-focused Commission on Disabilities.	PFS	BOS	HA, HPC, COA/SC	Short-term	-	Staff/Volunteer Time	
<b>Goal 3: Pursue a housing development strategy that balances demand with the Town's capacity to provide services and infrastructure.</b>								
H3-1	In coordination with the Public Facilities and Services recommendations, identify the Town's capacity to service increased housing demands with expanded infrastructure. Refer to the Cost of Community Services Study referenced in LU1-1.	LU, PFS	PD, DPW, PB	WSC, BOS	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	High
H3-2	Revive the Housing Partnership to monitor Northborough's housing needs, recommend policies and actions to meet housing needs, and evaluate funding sources available to create housing.	LU	BOS, PD, PB	HA, HPC, COA/SC	Short-term	-	Staff/Volunteer Time	High

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<b>Economic Development [ED]</b>								
<b>Goal 1: Define Downtown in terms of its geography (e.g., Downtown Business District), appearance, branding, and function.</b>								
ED1-1	Create a Downtown planning/revitalization committee made up of residents, Downtown business owners, representatives from Town boards, and other stakeholders that will recommend the boundaries of Downtown, support the Town's Planning office, assist in proposing and overseeing plans to enhance the Downtown, and pursue Community Preservation Act funding and other funding sources to enable this enhancement.	LU	BOS, PB	ATA, PD, CPC, HDC	Short-term	-	Staff/Volunteer Time	High
ED1-2	Explore potential acquisitions or land deals to appropriately scale the Downtown.	LU	BOS	TM, PB, PD	Mid-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
ED1-3	Explore options for creating a fresh and cohesive identity or brand for the new Downtown area such as unified signage and facades, including wayfinding and marketing materials. Use signage to clarify the boundaries of the new Downtown.	-	PB, PD	BOS, CC, DRC	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	High
ED1-4	Conduct a parking study to assess and address parking activity and pedestrian issues in Downtown, and to plan for future needs.	T	PB, DPW	Police	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High
ED1-5	Explore the potential for repurposing 4 West Main Street (the Old Town Hall site) as an anchor for the Downtown. Conduct a feasibility study to identify options and recommendations.	LU, PFS	TA, PD	CPC, BOS, PB	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High

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#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
ED1-6	Undertake a study to explore the potential of designating Downtown as a Business Improvement District, which would create a special assessment district where property owners would agree to organize and finance services above and beyond those already provided by the Town.	-	TA, PD	BOS, PB	Mid-term	-	Staff/Volunteer Time	Moderate
ED1-7	Look for opportunities to incorporate other public gathering places, such as the Town Common and Library, into the Downtown framework. Advance efforts to connect gathering places and businesses for improved walkability and accessibility.	LU, NCH, OSR, PFS, T	PD, DPW	TC, CC, PB	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	High
<b>Goal 2: Promote (re)development opportunities for vacant or underutilized commercial and industrial properties.</b>								
ED2-1	Evaluate the need for, and ability to sustain, a dedicated economic development staff and/or Economic Development Committee to actively engage the Town's business community, promote the Town's economic attractiveness, and coordinate the Town's economic development efforts through a comprehensive Economic Development Plan.	PFS	BOS	PD, ATA	Short-term	\$\$	Town Budget, Staff/Volunteer Time	Moderate
ED2-2	Consider engaging a real estate advisory firm and/or the Central Massachusetts Regional Planning Commission to create a redevelopment strategy for the Town's business districts. The strategy should incorporate analysis of appropriate uses, scale/dimension/design, as well as the infrastructure and services needed to support these redevelopments.	LU	BOS, PB	ATA	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	
ED2-3	Explore the potential for District Improvement Financing, Tax Increment Financing, and/or grants to attract private investment in the Town's business districts.	--	PD, ATA	BOS, IDC, PB	Mid-term	-	Staff/Volunteer Time	

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ED2-4	Engage more proactively with landowners in the Town's industrial districts, taking advantage of the aggregation of the property interests and working collaboratively to both market and develop industrial-zoned sites.	LU	ATA, PD	PB, IDC	Ongoing	-	Staff/Volunteer Time	
ED2-5	Explore the idea of fiscal impact assessments or mitigation funding from new developments that account for the development's added traffic, utility loads, etc. and utilize these funds for upgrades that are required to support the development or that benefit the community.	PFS, T	PD	PB, BOS	Short-term	-	Staff/Volunteer Time	High
<b>Goal 3: Grow and connect the local business community and position it to be resilient in the face of changing economic conditions.</b>								
ED3-1	Identify and encourage opportunities to incorporate office or incubator like-concepts into under-occupied spaces.	LU	PD, PB	IDC	Short-term	-	Staff/Volunteer Time	Moderate
ED3-2	Use events and programming to feature local businesses. This can include markets, pop-up retail, and rotating restaurant programs.	NCH	CAC	CC, ATA	Short-term	-	Staff/Volunteer Time	High
ED3-3	Work with existing community and business organizations to collectively increase visibility of the business community, and advocate for improvements in the business environment.	-	ATA	PD, PB	Short-term	-	Staff/Volunteer Time	High
<b>Goal 4: Position the Town to attract more visitors and commercial tax revenue.</b>								
ED4-1	Explore the possibility of attracting hospitality uses to the Route 9 commercial node through market analysis and discussions with local operators.	LU	ATA	PD, PB	Mid-term	\$	Town Budget, Staff/Volunteer Time	
ED4-2	Encourage mixed-use development for appropriately positioned private land assets. Develop a strategy for the provision of public utilities, as necessary.	LU, H	PD, PB	ATA, ZBA	Mid-term	-	Staff/Volunteer Time	
ED4-3	For publicly-controlled sites such as the Westborough State Hospital in Northborough and the Boundary Street property, develop a master plan to address key needs to include economic development, housing, recreation, and other possibilities as appropriate.	LU, H, NCH, OSR, PFS	PD, PB	ATA, HPC, PRC	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	High

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<b>Open Space and Recreation [OSR]</b>								
<b>Goal 1: Maintain and expand opportunities for active recreation to residents of all ages and abilities. Active recreation activities such as baseball, soccer, and pickleball demand considerable exertion and often require significant infrastructure.</b>								
OSR1-1	Add more active recreational facilities outside of school grounds and provide lighting and other improvements for facilities where feasible to meet increasing teen and adult recreation needs. Evaluate the Boundary Street property as a possible location for the expansion of such facilities.	LU	RD	OSC, PRC	Mid-term	\$\$\$	Town Budget, Staff/Volunteer Time	High
OSR1-2	Consider the development of a Town Dog Park.	LU	RD, CA	PRC, PD, PB, DPW, TC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	Moderate
OSR1-3	Develop plans to improve facility maintenance.	PFS	DPW	RD, PRC	Ongoing	-	Staff/Volunteer Time	
OSR1-4	Conduct feasibility analyses and capital planning for adding a turf field(s) in Town for active recreation use.	PFS	RD, TA	PRC, DPW	Short-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	High
<b>Goal 2: Continue to create and maintain passive recreation opportunities throughout Town. Passive activities such as walking and hiking demand less exertion and resources.</b>								
OSR2-1	Strengthen trail connections among various trail networks as well as to key open space areas and community centers.	LU	TC	PD, OSC, PRC	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	High
OSR2-2	Increase public access to riverfront and water-based recreation opportunities.	LU	PD, CA	OSC, PRC, ConCom, DPW	Mid-term	\$\$	State Program, Staff/Volunteer Time	Moderate
OSR2-3	Where possible, incorporate passive recreation opportunities into active recreation facilities.	LU, PFS	RD	OSC, PRC, DPW, COA/SC	Ongoing	\$\$	Town Budget, Staff/Volunteer Time	

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<b>Goal 3: Promote public awareness and increased use of the recreational opportunities within the community.</b>								
OSR3-1	Centralize information on recreation resources and opportunities for public access.	-	RD	MIS/GIS	Short-term	-	Staff/Volunteer Time	
OSR3-2	Promote one main community calendar that includes all Town-sponsored events, not just recreation-related events.	NCH	BOS, TA	MIS/GIS	Short-term	-	Staff/Volunteer Time	High
OSR3-3	Increase awareness of the Community Preservation Committee and other very important efforts to preserve the character of the Town.	LU, H, NCH	CPC	PD, HDC	Short-term	-	Staff/Volunteer Time	
<b>Goal 4: Better link existing open spaces and use these linkages to connect community assets and create a more walkable community.</b>								
OSR4-1	Identify acquisition opportunities for parcels that provide/can provide key linkages among open spaces.	LU, NHC	OSC, PD, CA	CPC	Ongoing	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
OSR4-2	Integrate enhanced signage, visibility, and walkability at the Town's recreation facilities and trail heads into overall open space and recreation network improvements.	LU	RD, CA	DPW, DRC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	High
OSR4-3	Identify opportunities to repurpose old infrastructure for trails development, such as the old trolley line and the Northborough Aqueduct Bridge, etc.	LU	PD, TC, CA	DPW, OSC	Mid-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	High
OSR4-4	Ensure adequate preservation funding is available for open space acquisition as opportunity arises.	LU	BOS, CPC, FPC	PD, ConCom, OSC	Ongoing	\$\$\$	Town Budget, CPA, Staff/Volunteer Time	Moderate



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<b>Public Facilities and Services [PFS]</b>								
<b>Goal 1: Develop plans to improve key public facilities and infrastructure to support the Town's operations and to meet the community's current and future needs.</b>								
PFS1-1	Identify the need and potential grants for expanding water/sewer infrastructure.	LU, H, ED	WSC, TA	DPW	Mid-term	\$\$	Town Budget, Staff/Volunteer Time	Moderate
PFS1-2	Gauge the quality of municipal services and identify opportunities for improvement.	-	TA	BOS, DPW	Ongoing	\$	Town Budget, Staff/Volunteer Time	
PFS1-3	Participate in the State's Municipal Vulnerability Preparedness (MVP) program to begin the process of improving the Town's key infrastructure for climate change resiliency.	NHC	DPW	BOS, PB, ConCom	Short-term	-	State Program, Staff/Volunteer Time	High
PFS1-4	Include future growth projections into updates of existing Town plans.	LU, H, ED	PD	TA, BOS, PB	Ongoing	-	Staff/Volunteer Time	
PFS1-5	Develop specific plans to reuse, repurpose, or share space at municipal buildings.	LU, H, ED, NHC	TA	BOS, PB	Short-term	\$	Town Budget, Staff/Volunteer Time	High
PFS1-6	Continue to improve the timeliness of content and ease of use of the Town's website, and expand access to information by including modernized social media platforms.	-	MIS/GIS	TA	Ongoing	\$\$	Town Budget, Staff/Volunteer Time	Moderate
<b>Goal 2: Ensure Town departments have the capital assets and staffing necessary to meet the needs of the community today and tomorrow.</b>								
PFS2-1	Maintain and publicize emergency response plans to prepare the Town and its residents for a range of disasters, man-made and natural.	NCH	Police, Fire	TA, BD	Short-term	\$\$	Town Budget, Staff/Volunteer Time	
PFS2-2	Consider modernizing the Town-wide communication network over time, as needed.	-	MIS/GIS	TA	Ongoing	\$\$	Town Budget, Staff/Volunteer Time	Moderate

## Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
PFS2-3	Periodically reevaluate staffing and facilities to ensure adequate levels to support the Town's administration and services.	-	TA	BOS	Ongoing	-	Staff/Volunteer Time	
<b>Goal 3: Incorporate sustainable development and renewable energy into municipal buildings and amenities.</b>								
PFS3-1	Leverage the Town's Green Community Designation to obtain financial and technical support from the State to perform additional energy-related initiatives and consider the creation of a sustainability committee.	NHC	TA	BOS	Ongoing	\$\$	State Program, Town Budget, Staff/Volunteer Time	High
PFS3-2	Install solar photovoltaic panels at municipal facilities, where and when possible. Update the solar feasibility study for the Town's school buildings.	NHC	TA	BOS, DPW, School	Mid-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	High
PFS3-3	Inventory the Town's greenhouse gas emissions to identify and quantify the sources of such emissions and to begin the process of reducing them.	NHC	TA	DPW	Short-term	\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
<b>Goal 4: Continue to support an excellent educational system.</b>								
PFS4-1	In conjunction with the School Department, and in line with other Public Facilities and Services and Housing goals, compile and analyze enrollment projections from the New England School Development Council, U.S. Census data, other sources, etc.	H	School	PD, RSC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	
PFS4-2	Conduct a feasibility study of usage and grade span configuration to identify an educational model that supports teaching and learning and aligns with projected enrollments and strategic planning goals for the schools and Town.	-	School	RSC	Short-term	\$\$	Town Budget, Staff/Volunteer Time	Moderate
PFS4-3	Continue to support effective and positive collaboration between the School Department and Town to identify future needs, plan for and fund projects related to the school district's capital improvement plan, strategic plan, and operating budget.	-	School	TA, FPC, RSC	Ongoing	\$\$	Town Budget, Staff/Volunteer Time	High

## Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
PFS4-4	In conjunction with PFS3-2, continue to explore the feasibility of incorporating energy conservation and efficiencies at school buildings and sites.	NCH	School, RSC	TA, DPW	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	
PFS4-5	Continue to lobby the State for adequate funding from the Special Education Circuit Breaker and regional school transportation funding programs.	-	School, RSC, TA	BOS	Ongoing	-	Staff/Volunteer Time	Moderate

## Transportation [T]

### Goal 1: Become a bicycle and pedestrian-friendly community by expanding existing bicycle and pedestrian facilities and improving connectivity.

T1-1	Develop signed bike routes throughout Town.	PFS	DPW	BOS	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
T1-2	Participate in the State's Complete Street Program to improve the bikeability and walkability of local streets.	LU, ED	DPW, PB	PD	Short-term	-	State Program, Staff/Volunteer Time	High
T1-3	Examine and identify key locations in Town for additional sidewalk improvements, focusing on pedestrian-oriented destinations (i.e., schools, parks, trails, etc.).	LU, OSR, PFS	DPW, PB	PD, TC, School, TA	Short-term	-	State Program, Staff/Volunteer Time	High
T1-4	Replace existing pedestrian crosswalks with high visibility crossings to help facilitate pedestrian connectivity.	PFS	DPW	TA, PD	Short-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	
T1-5	Develop a plan to upgrade all existing pedestrian facilities as appropriate to meet current accessibility standards.	PFS	DPW	TA, PD	Mid-term	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	

## Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
<b>Goal 2: Improve Town-wide traffic flow and safety.</b>								
T2-1	Work with the Massachusetts Department of Transportation to conduct Road Safety Audits (RSAs) at problematic intersections in Town.	PFS	DPW	Police, MassDOT	Short-term	\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
T2-2	Identify the need for and implement traffic calming measures in compliance with federal and state laws and regulations.	PFS	DPW	Police, Fire/EM	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	Moderate
T2-3	Evaluate opportunities for routes alternate to Main Street to help reduce congestion in the Downtown and foster development opportunities.	LU, ED, PFS	PD, DPW	ENG, Police, MassDOT, PB	Long-term	\$\$	Town Budget, Staff/Volunteer Time	High
T2-4	Where feasible, when improving roadways, work with the Massachusetts Department of Transportation or Massachusetts Division of Fisheries and Wildlife to improve culverts to allow for wildlife passage and reduce wildlife-related traffic incidents.	NCH	DPW, CA	MassDOT, MassWildlife, ConCom, ENG	Ongoing	\$\$\$	State Program, Town Budget, Staff/Volunteer Time	
<b>Goal 3: Work with the Worcester Regional Transit Authority, neighboring communities, and the Senior Center to explore ways to enhance public transit within Town.</b>								
T3-1	Investigate/evaluate the potential for the senior and special needs van service to run on a regular schedule, including during evening hours and weekends.	PFS	COA/SC	WRTA	Short-term	-	Staff/Volunteer Time	Moderate
T3-2	Investigate/evaluate the feasibility of providing a shuttle between the town center and/or Northborough Crossing and the Westborough Commuter Rail Station.	ED	ATA	PD, TA, BOS	Mid-term	-	Staff/Volunteer Time	Moderate
<b>Goal 4: Plan for the future of transportation and how potential changes may impact Northborough's transportation network.</b>								
T4-1	Evaluate the feasibility of implementing an adaptive signal system on Main Street to minimize congestion.	-	DPW	MassDOT, Police	Mid-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	High

Implementation Plan

#	Recommendation	Related Elements	Implementation Leadership	Implementation Partners	Timeframe	OOM Cost Estimate	Potential Funding Sources	Priority
T4-2	Provide electric charging stations in public parking areas.	NHC, PFS	DPW	TA, BOS	Short-term	\$\$	State Program, Town Budget, Staff/Volunteer Time	
T4-3	Evaluate the feasibility of implementing a private/public partnership to develop a community-driven rideshare program.	-	ATA	PD, DPW, TA, BOS	Mid-term	-	Staff/Volunteer Time	
T4-4	Look for opportunities to coordinate with neighboring communities to provide a commuting shuttle to Metro-Boston employment destinations.	ED	TA	PD, BOS	Long-term	-	Staff/Volunteer Time	
T4-5	Support training for Town staff and the Department of Public Works to understand how to plan for autonomous vehicles and advancements in traffic systems.	-	TA	DPW, Police	Long-term	\$	Town Budget, Staff/Volunteer Time	