

Chapter 9 Implementation

9.1 Introduction

The Implementation Plan outlines Action items that are assigned a lead and involved parties with a proposed timeframe and cost projection based on the goals and objectives of the chapters in the Master Plan. The actions should be reviewed annually, updated, and re-evaluated to ensure consistency with current goals and objectives.

The initial phases of master plan implementation tend to focus on zoning, but Master Plans involve far more than land use regulations. Communities with a strong tradition of public involvement are more likely to succeed with master plan implementation if they have a coordinating committee to keep the implementation process moving forward. Hubbardston should create a Master Plan Implementation Committee (Action SF1.1) to conduct the following tasks:

1. Guide the implementation process by coordinating actions that involve more than one department or board, make reports to the Town, and provide oversight, technical assistance, and advocacy should it be necessary;
2. Conduct public outreach and education;
3. Support funding requests for master plan implementation;
4. Identify areas of the plan that may need to be amended or modified, based on first year implementation experience.

A master plan usually contemplates a 10-year implementation. Hubbardston may need more time, and some actions will take longer than 10 years to complete, but 10 years is a reasonable assumption for the effective period of this Implementation Plan.

Adequate capacity is the most important component of any implementation plan. Capacity means people, knowledge, technology, infrastructure, and funding. The implementation program for this Master Plan is organized by the general “phase” or timeframe within which certain actions should occur. It may be helpful to develop a series of indicators that measure not only whether a recommended action has happened, but how effective it has been at addressing the goals of this Master Plan. Indicators can be a useful way to track overall progress, institute an “early warning system” for potential conflicts, and identify areas of the Master Plan that need to be amended.



Timeframes

- **NT** - near-term, or “first order of business” implementation needs;
- **MT** - mid-term, or actions that either depend on the completion of near-term recommendations or require more time, planning, and policy development;
- **LT** - long-term, or actions that will be needed but can be deferred, or actions requiring multiple participants, more planning work, or significant sums of money; and
- **O** - ongoing, or recurring actions.

Timeframes are developed with the understanding that all actions are subject to available personnel, funding, and appropriation.

Cost Projection Key

- \$ - Less than \$100,000
- \$\$ - \$100,001 to \$500,000
- \$\$\$ - \$ 500,001 and up

Key to potential funding sources/methods for implementation of action items:

CDBG	Community Development Block Grant
CPF	Community Preservation Fund
CPG	Conservation Partnership Grant
CTC	Conservation Tax Credit
DCR	Department of Conservation and Recreation
DWSP	Drinking Water Supply Protection Grant
EOED	Executive Office of Economic Development
EOHLC	Executive Office of Housing and Livable Communities
EFR	Existing Municipal Funding and Resources
LAND	Massachusetts Local Acquisitions for Natural Diversity Program
LPP	Landscape Partnership Program
LWCF	Massachusetts Land and Water Conservation Fund
MADOT	Massachusetts Department of Transportation programs
MADEV	Massachusetts Development Corporation
PARC	Massachusetts Parkland Acquisitions and Renovations for Communities
SW	Seasonal Workforce
V	Volunteers

9.2 Implementation Matrix

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
2. Land Use (LU)							
Goal LU1: Preserve Hubbardston’s Current Land Uses: Open Space, Forestry, Agriculture							
LU1-1	Continue to work with various public and private agencies to protect lands of conservation interest that are not yet permanently protected.	OSR	Conservation Commission	Planning Board			
LU1-2	Assess and prioritize Chapter 61 lands for possible future acquisition or other protection measures, such as an Agricultural Protection Restriction (APR) or a Conservation Restriction (CR).	OSR	Conservation Committee	Planning Board			
LU1-3	Explore bylaws, ordinances, and regulations (bylaws) and other initiatives/programs to preserve these precious lands.	OSR	Planning Board	Conservation Committee, Select Board			
Goal LU2: Explore Bylaws, ordinances, and regulations (bylaws) to better protect Hubbardston’s water and natural resources.							
LU2-1	Consider creating specific bylaws such as: a local wetland bylaw, steep slope and erosion control bylaw, riparian (river) corridor protection bylaw, low impact development bylaw.	OSR	Planning Board	Conservation Committee, Select Board			
Goal LU3: Explore alternatives that enable higher density, mixed use, walkable and economically drivers near/within town center while preserving the rural qualities of outlying areas							
LU3-1	Develop Architectural Design Guidelines for the Town Center	HC	Town Center Committee	Planning Board			
LU3-2	Explore housing alternatives in the Town Center	H	Planning Board	Select Board, Town Center Committee, Planning Board			
LU3-3	Decide on appropriate wastewater management and water supply systems and explore funding sources that would support existing and future expansion/growth for the town		Planning Board	DPW			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
	center. Funding sources could include MassWorks grants.						
LU3-4	Analyze existing and new allowed uses to make sure they are appropriate for a town center		Planning Board	Town Center Committee			
LU3-5	Explore redevelopment, readaptation, and infill opportunities to enhance the town center		Town Center Committee	Planning Board			
Goal LU4: Support expansion of commercial and industrial uses within existing zoned areas to improve viability and support for business, improve the Town’s long term financial sustainability and expand the tax base to continue to provide quality services to residents.							
LU4-1	Explore zoning alternatives or expansion of the commercial districts that enable higher density, economically drivers in the commercial district		Planning Board	Zoning Board of Appeals, Select Board			
LU4-2	Explore existing uses and new uses that are appropriate and highest and best use of the district		Planning Board	Zoning Board of Appeals, Select Board			
Goal LU5: Increase affordable housing in Hubbardston that provides housing choices for low income, seniors, disabled, young professionals, empty-nesters, and young families.							
LU5-1	Explore inclusionary zoning	H	Planning Board	Zoning Board of Appeals, Select Board			
LU5-2	Increase stock of multi-family: duplexes, town houses, in-law/accessory apartments, small house developments	H	Building Department	Planning Board			
3. Housing (H)							
Goal H1: Adopt and expand Bylaws to improve housing throughout the Town.							
H1-1	Allow mixed use, such as condos, multi-family, town houses, and dwellings above shops, in the Town Center.	LU	Select Board	Planning Board			
H1-2	Adopt an Inclusionary/Incentive Zoning Bylaw to provide housing for a	LU	Select Board	Planning Board			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
	range of incomes and household types.						
H1-3	Intergrade Inclusionary Housing into the Open Space Residential Development Bylaw.	LU	Select Board	Planning Board			
H1-4	Hubbardston should continue to strive to comply with Chapter 40B by increasing the stock of low and moderate-income housing, using bylaws to incentivize developers to set aside additional units as affordable.		Select Board	Planning Board			
H1-5	Continue efforts to expand the housing options for an aging population with an examination of the current bylaw provisions with the objective of identifying additional strategies to encourage the development of senior, over 55, housing with designs that allow aging in place.		Select Board	Planning Board, Economic Development Committee			
Goal H2: Seek out opportunities to improve the Town’s ability to meet its housing needs.							
H2-1	Create a Housing Trust to allow for the municipality to collect funds for affordable housing and segregate them out of the general budget to a trust fund.		Select Board	Finance Committee, Capital Improvement Planning Committee			
H2-2	Explore Housing Grants to meet goals and objectives such as Housing Choice Initiative, Mass Works, Housing Choice Community Capital, etc.		Capital Improvement Planning Committee	Select Board, Planning Board			
H2-3	Collaborate with Private Non-Profit Organizations such as Habitat for Humanity to build and repair houses that can be purchased through no-profit mortgage loans.		Select Board	Planning Board			

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H2-4	Development of housing on town owned land/property, non-conforming lots, or tax delinquent properties.	LU	Select Board	Planning Board			
H2-5	Use Hubbardston’s Community Preservation Act (CPA) as a Smart Growth Tool that can promote housing and expand housing opportunities.		Select Board	Planning Board			
H2-6	Work to increase the level of affordable housing that provides housing choices for low income, seniors, disabled, young professionals, empty-nesters, and young families.		Select Board	Planning Board, Economic Development Committee			

4. Economic Development (ED)

Goal ED1: Maintain the Hubbardston Economic Development Committee and facilitate the Town’s existing permitting process.

ED1-1	The Economic Development Committee should continue to meet on a regular basis.		Economic Development Committee				
ED1-2	Continue to ensure that current economic development information is listed on the Town’s website.	SF	Economic Development Committee	Planning Board			
ED1-3	The EDC could consider requesting an annual needs-based budget from the Town to cover the cost of and mailings, outreach, advertising, and training.		Economic Development Committee	Finance Committee			
ED1-4	Develop a comprehensive development permitting guidebook to assist all customers with projects of any type and scale or that need to obtain any permit and develop separate handouts for more substantive processes that require additional detail or guidance.	SF	Economic Development Committee	Planning Board, Zoning Board of Appeals			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
ED1-5	The Town should consider identifying a development liaison in Town Offices to walk customers through the process and serve as a point of contact for questions and progress.	SF	Economic Development Committee	Planning Board			
ED1-6	The Town should consider forming a Pre-Application Review Committee, as other communities have, to help applicants and potential applicants through the development review and permit process.		Economic Development Committee	Planning Board			
Goal ED2: Support existing business operations – large and small – to make certain that local businesses can evolve and continue to provide jobs and revenue to the town in future years.							
ED2-1	Develop a survey instrument that can be used to solicit information from existing businesses as to their level of satisfaction with Hubbardston as the location for their operations.		Economic Development Committee	Planning Board			
ED2-2	Host a meeting of business owners in town to hear from Hubbardston business owners and/or representatives of businesses.		Economic Development Committee	Select Board, Planning Board			
ED2-3	Create a list of all businesses located in Hubbardston that can be accessed on the town’s website to let residents and businesses alike know what the community has to offer.		Economic Development Committee	Planning Board			
Goal ED3: Support the local economy and the sustainability of existing businesses and attract new ones that fit in with the community while protecting environmental values.							
ED3-1	Hubbardston should work to boost consumer demand and support for local businesses by instituting “buy local” initiatives.		Economic Development Committee	Agricultural Commission			
ED3-2	The Town should identify and develop ways for residents to support local agricultural businesses.		Agricultural Commission	Economic Development Committee			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
ED3-3	The town should research and consider applying for any grants that may provide opportunity to support local business such as the USDA Rural Business Development Grant Program.		Agricultural Commission	Planning Board, Economic Development Committee			
Goal ED4: Promote smart growth and sustainability by strategically planning to improve infrastructure in appropriate areas.							
ED4-1	Town officials should seek out federal and state funds for road improvements and participate in the transportation planning process at MRPC.	T	DPW	Planning Board, Economic Development Committee, Select Board			
ED4-2	Town officials should ensure that key road projects are listed on the Transportation Improvement Plan (TIP) and actively press for regular funding of local projects.	T	DPW	Planning Board, Economic Development Committee, Select Board			
Goal ED5: Promote Hubbardston’s many resources that may be of interests to visitors							
ED5-2	Prepare and distribute a brochure (both paper and web-based) that highlights Hubbardston’s many resources that may be of interests to visitors.	SF	Economic Development Committee	Select Board, Town Administrator, public safety officials			
ED5-2	The Town of Hubbardston should continue to have frequent special events and fundraisers to help promote local businesses, organizations, and community. They should also explore the possibility of sponsoring an annual festival that would attract both tourists and regional residents.		Economic Development Committee	Select Board, Town Administrator, public safety officials			

5. Historic and Culture (HC)

Goal HC1: Promote the preservation, appreciation, and sustainable use of historical and cultural resources for residents and visitors.

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
HC1-1	The Town should review the Massachusetts Cultural Resource Information System (MACRIS) for any inaccurate information and make note of additional properties that should be included in the inventory.		Historical Commission	Planning Board, Community Preservation Committee			
HC1-2	Develop a plan for an active and ongoing program to initiate, maintain, update, and expand the community-wide inventory of historical and cultural resources.		Historical Commission	Planning Board, Community Preservation Committee			
HC1-3	The Town should be aware of Preservation and Conservation Restrictions as a method for protecting historic and cultural structures and sites as well as open spaces.	OSR	Historical Commission	Planning Board, Conservation Commission			
Goal HC2: Provide support for a rich variety of cultural opportunities, and activities for all groups and individuals in the community.							
HC2-1	Consider starting a “Plaque Program” for owners of the approximately 150 houses in town built before 1900 who wish to participate.		Historical Commission	Planning Board, Community Preservation Committee			
HC2-2	Hubbardston Historical Commission could perhaps partner with Hubbardston Public Schools to find students interested in assisting with research, cataloguing, and grant writing activities. Over time, the Historical Commission could create an internship.		Historical Commission	Cultural Council			
HC2-3	Improve public awareness through slide shows, newspaper articles, library displays, etc.		Historical Commission	Cultural Council, Library Trustees			
Goal HC3: Conserve land in sufficient quantity and quality to preserve the Town of Hubbardston’s historical and cultural character							
HC3-1	Educate owners of historic properties about the importance of maintenance		Historical Commission	Cultural Council			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
HC3-2	The Town of Hubbardston should be aware of the Massachusetts Preservation Project Fund is a state-funded matching grant program (in years when the Commonwealth authorizes funds) available for the preservation of properties, landscapes, and sites listed in the State Register of Historic Places.	OSR	Historical Commission	Planning Board, Select Board, Conservation Commission			
HC3-3	The Town should also be aware of the Massachusetts Historical Commission Survey and Planning Grant Program. This is a federally funded, reimbursable, 50/50 matching grant program to support historic preservation planning activities in communities throughout the state. CPA funds for these resources can also be used as matching funds.		Historical Commission	Planning Board, Cultural Council			
HC3-4	The Community Preservation Act can be used to preserve open space and historic sites.	OSR	Conservation Commission	Historical Commission, Planning Board			
HC3-5	The Town should consider adopting a Demolition Delay Bylaw.		Planning Board	Select Board			

6. Open Space and Recreation (OSR)

Goal OSR1: Continue to protect water quality, carbon sequestration, and other ecosystem services, wildlife habitat, agricultural resources, priority parcels, and enhance the quality of life.

OSR1-1	Develop and maintain a Land Protection Priority map, based upon changes in ownership, use protection status, character, etc.		Planning Board	Conservation Commission			
OSR1-2	Continue to make connections and build relationships with landowners to encourage protection of priority acreage through conservation restrictions (CR's); landscape scale conservation projects such as Forest Legacy; donations of land or CR's to take advantage of tax benefits or		Conservation Commission	Planning Board			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
	environmentally sensitive development.						
OSR1-3	Continue building connections and relationships with land conservation organizations, land trusts, etc.		Conservation Committee				
OSR1-4	Encourage town to develop protective protocol for lands being removed from Chapter 61 status.		Planning Board	Conservation Commission			
OSR1-5	Continue applications for relevant grants and funding as needed.		Planning Board				
OSR1-6	Advocate for adoption of town bylaws that encourage environmentally friendly “green” development.		Conservation Commission				
OSR1-7	Explore protection of Millers Watershed area in Hubbardston.		Conservation Commission				
Goal OSR2: Make Town-Wide Improvements that increase and improve recreational opportunities, enhance open space protection, protect water quality, and support balanced “green development.”							
OSR2-1	Work with Parks Commissioner regarding specific developed recreation sites, such as possible ice-skating rink, opportunities for physically challenged and bicycle trails.		Parks Commission	Planning Board			
OSR2-2	Develop and map localized trail systems in different areas of the town. This may involve existing trails on state land, new trails on newly acquired land or trail easements to connect existing trails. Improve upon and add to the existing trail systems in the town, especially in the town owned conservation areas, incorporating multiuse capability where possible.		Open Space Committee	Conservation Commission			
OSR2-3	Participate in Community Preservation Act fund allocation decisions. Town has approved CPA projects in each category.	HC, ED	Select Board	Planning Board, Conservation Commission			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
OSR2-4	Consider possible development of a “green cemetery” within town in partnership with the Cemetery Commission. A green cemetery is one that allows for green burials, which minimize environmental impact by forgoing embalming, use biodegradable burial containers, and do not use a vault or cement grave liner.		Planning Board	Conservation Commission, Cemetery Commission			
OSR2-5	Continue to work with the Planning Board to promote green and low-impact development as needed.	ED	Conservation Commission	Planning Board			
Goal OSR3: Encourage Community Involvement to increase the general level of education and participation of residents.							
OSR3-1	Sponsor and organize special events and field trips to expose residents to open space and recreational opportunities with particular emphasis given to youth.		Parks Commission	Open Space Committee			
OSR3-2	Consider partnership with the afterschool program to encourage after school activities at the conservation areas.		Parks Commission				
OSR3-3	Hold public meetings and hearings regarding major land use goals and decisions on an as needed basis.		Planning Board	Open Space Committee			
OSR3-4	Post list of volunteer opportunities on website such as trail maintenance, leading educational events, etc.		Open Space Committee	Conservation Committee, Parks Commission			
OSR3-5	Post on website and publicize Open Space Donation account to encourage donations for general maintenance of open space areas.		Conservation Commission				
Goal OSR4: Continue Trail and Open Space Land Improvement							
OSR4-1	Continue assessing, GPS and mapping existing and historic cart	HC	Planning Board	Conservation Commission, Open Space Committee			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
	paths and trails within the town; produce a town-wide trail map.						
OSR4-2	Explore opportunities for new, multiuse trailhead and trail systems around the town to encourage local use.		Planning Board	Conservation Commission, Open Space Committee			
OSR4-3	Create individual trail maps for new trailheads, and update maps for older trail systems as needed.		Planning Board	Conservation Commission, Open Space Committee			
OSR4-4	Explore opportunities for additional trails within the conservation area/state forest system, potentially with multiuse availability.		Planning Board	Conservation Commission, Open Space Committee			
OSR4-5	Continue to repair, enhance, and maintain existing trails through volunteer and cooperative efforts and seek out partnerships with local and regional stakeholders.		Open Space Committee	Conservation Commission			
OSR4-6	Explore possibility of including current and/or future trail and recreation maps with the annual town report to increase awareness of existing opportunities.		Open Space Committee	Conservation Commission, Parks Commission			
OSR4-7	Continue partnership with Montachusett Regional Planning Commission and abutting towns regarding region-wide trail system development.		Planning Board	Conservation Commission, Open Space Committee			
OSR4-8	Plan for and facilitate trail connections wherever practically possible. Explore opportunities to connect local trails into DEM Rail Trail and incorporate multiuse as a general principle.		Conservation Commission	Planning Board, DPW			
OSR4-9	Continue to explore appropriate funding opportunities for improvement of existing trails (culverts, bridges, etc.).		Conservation Commission	DPW, Planning Board			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
OSR4-10	Encourage and assist Historical Commission efforts to develop a mill pond/mill site interpretive trail within existing trail network; promote trail access to other significant historical sites.	HC	Conservation Commission	Historical Commission, Planning Board			
OSR4-11	Complete Hubbardston's ADA Assessment, develop an initial plan (including funding), and, if funding available, begin an initial ADA trail.		Planning Board	DPW			
Goal OSR5: Continue Resource Protection and Enhancement							
OSR5-1	Explore open space land plantings of Nonesuch apple trees and/or other fruit trees and plants beneficial to wildlife.		Conservation Commission				
OSR5-2	Encourage conservation and reclamation efforts at the Pitcherville gravel pits about aquifer and wildlife habitat protection.		Conservation Commission	Planning Board			
Goal OSR6: Mt. Jefferson and Malone Road Conservation Areas Stewardship							
OSR6-1	Improve parking area regarding location and drainage.		DPW				
OSR6-2	Address illegal ORV/ATV/truck use.		Conservation Commission	Planning Board			
OSR6-3	Address trash dumping and littering.		Conservation Commission				
OSR6-4	Develop self-guided nature trail.		Conservation Commission				
OSR6-5	Involve and engage community in resource management (forests and fields) decisions and land use planning.	LU	Conservation Commission	Planning Board			
OSR6-6	Maintain and improve existing signs.		Conservation Commission				
OSR6-7	Develop H/C accessible trails.		Conservation Commission	DPW			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
OSR6-8	Continue to foster relationship with local state forest administration and advocate for town open space needs relating to state forest funding and protection issues.		Conservation Commission				
OSR6-9	Urge the Massachusetts Executive Office of Energy & Environmental Affairs (EOEEA) to support and promote non-motorized recreation and trail access to the Ware River Watershed. Sustainable recreation made possible by public access to trails is important to long-term economic development of Hubbardston.		Planning Board	Conservation Commission			
OSR6-10	Urge the EOEEA to require the Division of Water Supply Protection to allow non-motorized access to the many miles of singletrack trails that are either currently or could be made sustainable in the watershed.		Planning Board	Conservation Commission			

7. Circulation and Transportation (C)

Goal C1: Maintain and improve the Town’s roadways and infrastructure.

C1-1	The Town should consider the merits of applying the principals of Pavement Management when going forward with future maintenance schedules and the costs and benefits of utilizing a Pavement Management System.		DPW	Planning Board			
C1-2	Conduct and maintain an inventory of culverts within the community and seek to identify a mechanism to clean, repair and update the structures as needed.		DPW	Planning Board			
C1-3	The town may seek to establish a Comprehensive Circulation Study/Plan of non-motorized users that could identify major travel routes, crosswalks, sidewalks,	OSR	DPW	Planning Board, Town Center Committee, Open Space Committee			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
	appropriate pavement markings and signage, etc.						
C1-4	Schedule Traffic Counts with MRPC and analyze traffic crash data.		DPW	Planning Board			
C-5	Continue proactive participation with MRPC. Decisions related to project development, prioritization, funding, and scheduling are made through the metropolitan planning process and the MRPC serves as staff to the Metropolitan Planning Organization (MPO).		Planning Board	DPW			
Goal T2: Improve pedestrian access throughout the Town.							
C2-1	Make the neighborhoods more pedestrian - friendly through the construction and rehabilitation of sidewalks and perhaps bike lanes. Current design standards for ADA compliance should be incorporated.	OSR	DPW	Planning Board, Town Center Committee, Open Space Committee			
C-2-2	Work with neighboring communities and align the Town with regional trails groups i.e. Montachusett Regional Trail Coalition (MRTC) and North Quabbin Trails Association.	OSR	Planning Board	DPW, Open Space Committee			
C2-3	Consider creating a community trail plan to assist with trail priority development and additional funding opportunities.	OSR	Open Space Committee	Planning Board, DPW			
C3-4	The Town should continue its efforts to work with the Commonwealth's Complete Streets Program to bring additional state funds for transportation improvements to Hubbardston and enhance public safety.		DPW	Planning Board, Open Space Committee			

8. Services and Facilities (SF)

Goal SF1: Maintain, enhance, and identify ways to better utilize and improve municipal services and programs that serve the needs of the community.

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
SF1-1	Establish a Master Plan Implementation Committee to carry out the recommended goals and actions, holding periodic briefings about progress and any changes.		Select Board	Planning Board			
SF1-2	Update and maintain ADA Self-Inventory and Transition Plan to ensure that public buildings and facilities are accessible to all people.		Planning Board	DPW			
SF1-3	Update and digitize existing maps and incorporate any missing facilities, features, or additional information that would be used by the town in any current and future work, planning activities, or the provision of services to the public.		Planning Board	Zoning Board of Appeals, Select Board			
SF1-4	Develop a permitting guidebook which includes concise information and sources such as contacts, regulations, and forms.		Planning Board	Select Board, Economic Development Committee, DPW			
Goal SF2: Maintain, enhance, and promote environmentally sound practices to provide high quality services and programs that serve the needs of all the residents of Hubbardston.							
SF2-1	Explore relocating or repurposing the existing Senior Center in the Slade Building to function as a general community building that the Council on Aging also makes use of.	ED	Select Board	Planning Board, Capital Improvement Planning Committee, Economic Development Committee			
SF2-2	Develop a plan to build a new public safety building for the Hubbardston Police Department to use instead of having to share space with municipal offices. The current Slade Building is not suitable to meet the needs of the Police Department.	ED	Public Safety Building Committee	Finance Committee, Planning Board, Capital Improvement Planning Committee, Select Board			
SF2-3	Consolidate the town offices and departments into a singular building with space for storage and public meetings that will then serve as a dedicated Town Hall/Community	ED	Select Board	Planning Board, Capital Improvement Planning Committee, Finance Committee			

#	Action	Related Elements	Implementation Leadership	Implementation Partners	Cost Estimate	Timeframe	Resource Needed
	Center that Hubbardston currently lacks.						
SF2-4	Expand the DPW facilities to meet the current needs, including additional garage sheds for sheltering equipment.	T	Select Board	Planning Board, DPW, Capital Improvement Planning Committee			
SF2-5	Continue to explore and identify land to acquire that is suitable for additional municipal facilities to be located on.	LU	Select Board	Planning Board			
SF2-6	Explore the possibility for the development of municipal fiberoptic high-speed broadband internet network.	ED	Planning Board	Planning Board, Conservation Commission			
Goal SF3: Improve inter- and intra-committee communication to promote more efficient public administration and to better serve residents of the town.							
SF3-1	Identify strategies to implement mediation between committees.		Planning Board	Select Board			
SF3-2	Identify possible changes to the town bylaws to make the committees' roles, responsibilities, and powers more explicit.		Planning Board	Select Board			
SF3-3	Continue to provide training opportunities and materials for New Board, Committee and Commission Members.		Select Board	Planning Board			