



South Hadley 2020 Master Plan Update

Prepared for the Town of South Hadley, Massachusetts
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APPENDIX E



GOAL 1: A THRIVING COMMUNITY

South Hadley creates a respectful and welcoming environment in which all community members can prosper and thrive.

Summary of Action Strategy

Actions for this goal should focus on:

- Creating and sustaining a diverse and welcoming community.
- Attracting businesses that will provide well-paying jobs for residents.
- Attracting businesses that will provide goods and services for residents.
- Updating and developing inclusionary housing stock suitable for people at every stage of their lives and priced at varying levels of affordability.
- Improving current and creating new connections, both physical (pedestrian, bicyclist, driver) and social (access to the internet, community groups) for all ages, interests, and needs.
- Providing educational opportunities that support lifelong learning for access to better jobs and to increase happiness.
- Creating sub-area plans to further apply many of the goals for people, prosperity, housing and connections to specific strategies to truly create neighborhoods for all.

Objectives

#	Goal 1 Objectives	Proposed Metrics
1-1	Create the physical and regulatory conditions that support business retention and growth, and attract new, well-paying jobs.	Change in physical and regulatory conditions. Number of jobs retained. New businesses generated. Number of new jobs. Number of new businesses.
1-2	Support the development of housing at different scales and price ranges to meet the needs of people at all life stages and incomes.	Number of units created at different price ranges. Change in typology of housing produced.
1-3	Improve connections for all, including those with varied abilities, and especially to open space and recreational activities to support community health and engagement.	Number of new connections. Location of new connections. Change in typology of connections (sidewalks, paths, bike lanes). ADA accessible improvements. Change in what is connected (open space, recreational areas, commercial centers). Change in number of users. Demographics of users. Changes in public health. Changes in community engagement.



GOAL 1: A THRIVING COMMUNITY

#	Goal 1 Objectives	Proposed Metrics
1-4	Strengthen social engagement by providing multi-generational programming.	Amount and types of multi-generational programming. Change in attendance. Reactions of participants.
1-5	Support educational resources for people of all ages and abilities.	Change in availability. Change in types of educational resources by user type. Number of users.
1-6	Be a welcoming community that attracts and supports a diverse population.	Change in diversity of population.

Actions

These are new actions to support implementation of this goal and its objectives. If an action has more than one board or committee listed, the Primary Entity is first.

#	Goal 1 Actions	Entities Responsible	Evaluation Metrics	Priority
G1-1	Assist in development/distribution of brochures/trail maps, and provide support for improved wayfinding, volunteer trail efforts.	Bike/Walk Committee	Number of brochures developed. Number of brochures distributed.	ST
G1-2	Encourage young families and schoolchildren to use/enjoy our outdoor resources.	Bike/Walk Committee School Department Recreation Commission Conservation Commission Commission on Disabilities	Change in numbers of young families/school children using outdoor resources.	I
G1-3	Support improved connectivity, including mapping to identify easements and routes for more direct walking/biking connections to schools, shopping, town/outdoor resources, and other amenities; and construction of trails and multiuse paths.	Planning & Conservation Department Bike/Walk Committee	Number and miles of new routes provided.	MT
G1-4	Support permitting for access routes for pedestrians and bicyclists in new business/housing projects.	Planning & Conservation Department Bike/Walk Committee	Number and miles of new routes provided.	MT



GOAL 1: A THRIVING COMMUNITY

#	Goal 1 Actions	Entities Responsible	Evaluation Metrics	Priority
G1-5	Establish regular funding and volunteer base for stewardship of conservation areas and the trail network.	Planning & Conservation Department Bike/Walk Committee	Amount of funds raised/ available. Number of volunteers. Hours of volunteer time. Description of specific stewardship activity or trail work.	ST
G1-6	Increase awareness among residents about the value of natural resources through learning programming.	Planning & Conservation Department Conservation Commission School Department	Types of outreach. Number of people reached. Programs supported as a result of increased awareness.	ST
G1-7	Restore and protect the floodplain storage capacity of Buttery Brook as a component for redevelopment of South Hadley Falls.	Planning & Conservation Department Conservation Commission	Date of restoration. Date of permanent protection. Number of square feet flooded and amount of property damage annually.	LT
G1-8	Advocate for programs and services that allow seniors to age in place.	Council on Aging	Number of senior housing units available. Number of seniors housed in dedicated units. Date of hire for nurse. Date for hire for licensed social worker. Number of individuals helped with health and social issues. Survey of quality-of-life metrics.	ST
G1-9	Expand programming for seniors.	Council on Aging	Number of new programs. Number of people participating. Expanded Memory Café.	ST



GOAL 1: A THRIVING COMMUNITY

#	Goal 1 Actions	Entities Responsible	Evaluation Metrics	Priority
G1-10	Provide and support inter-generational programming.	South Hadley Public Library Cultural Council Council on Aging Historical Commission School Department	Number of offerings. Number of participants. Participant satisfaction. Ages of persons participating.	ST
G1-11	Raise awareness of the stigma of ageism and promote opportunities to highlight the wisdom and strength of aging.	Council on Aging	Types of outreach. Number of people reached. Actions taken as a result of increased awareness.	MT
G1-12	Develop historic walks around town.	Historical Commission Bike/Walk Committee Commission on Disabilities	Number of walks developed. Number of maps downloaded. Feedback received.	ST
G1-13	Use the park adjacent to the Library to highlight South Hadley's historical, cultural and natural resources.	South Hadley Public Library Historical Commission Cultural Council Conservation Commission Redevelopment Authority HG&E	Number of people using park.	MT
G1-14	Offer more technology assistance for people trying to keep up with their devices.	South Hadley Public Library School Department Council on Aging	Number of people requesting help.	ST
G1-15	Support implementation of the 2016 <i>Housing Production Plan</i> with relevant regulatory strategies and update the plan in 2022.	Planning Board Commission on Disabilities Council on Aging Housing Authority	Date regulatory strategies approved.	ST



GOAL 1: A THRIVING COMMUNITY

#	Goal 1 Actions	Entities Responsible	Evaluation Metrics	Priority
G1-16	Engage an affordable housing developer to build new housing.	Planning & Conservation Department Administration Housing Authority Redevelopment Authority	Date developer(s) engaged. Number of affordable units developed.	MT
G1-17	Create a planning process that identifies the sub-areas in South Hadley (neighborhoods).	Planning & Conservation Department	Date process developed. Description of sub-areas identified.	I/ST
G1-18	Develop sub-area plans that identify strategies for preserving desirable characteristics and neighborhood enhancement needs.	Planning & Conservation Department	Date plans approved.	ST
G1-19	Create a plan for locating outdoor gathering spaces and seating, and advocate for public outdoor seating/ areas as a priority in all new business and housing projects. Develop and maintain a master map of all outdoor seating and gathering areas.	Planning & Conservation Department Bike/Walk Committee Commission on Disabilities Conservation Commission Department of Public Works Planning Board	Number of gathering/ seating areas created. Distribution of areas throughout town.	ST/MT
G1-20	Assess and map undersized (non-conforming) and undeveloped lots to understand where they are located and the adjacencies to other land uses.	Planning & Conservation Department	Number of lots mapped.	I
G1-21	Support traffic calming measures in permitting for new projects and municipal roadway improvements.	Police Department Planning and Conservation Department DPW	Number and types of traffic calming devices.	ST
G1-22	Work with Council on Aging to improve communication, education and programming to elderly population regarding fraud and scams.	Police Department Council on Aging SHCTV	Number of presentations or communications. Number of seniors reached. Number scams/fraud attempts reported.	I



GOAL 1: A THRIVING COMMUNITY

#	Goal 1 Actions	Entities Responsible	Evaluation Metrics	Priority
G1-23	Distribute information about existing programs to assist residents of the Falls, e.g. CDAC Home Modification Loan Program, for housing rehabilitation for low income families.	Redevelopment Authority Falls Neighborhood Association	Number of people reached. Number of people applying. Number of rehabilitation projects completed.	I
G1-24	Develop a marketing and facilitation campaign to encourage more housing and small business for the Town, with a focus on the Falls.	Redevelopment Authority	Date plan for campaign approved. Change in business demand. Change in residential demand. Number of new businesses. Number of existing business that have expanded. Number of new jobs created. Change in tax revenues received.	ST
G1-25	Promote low cost reliable electricity and availability of fiber; consider offering or expanding incentives for business or industry to locate or expand in South Hadley.	SHELD Administration Redevelopment Authority	Number of inquiries from businesses. Number of new businesses. Number of existing business that have expanded. Number of new jobs created. Change in tax revenues received.	ST
G1-26	Identify and encourage conditions that attract and support Black, Indigenous, and People of Color population.	Selectboard Administration All entities	Process for identifying issues concerning BIPOC population and for monitoring the experience of Town services across all demographics. Process for identifying challenges and addressing them. Change in Town demographics. Change in diversity of people participating in civic life.	ST/MT



GOAL 1: A THRIVING COMMUNITY

#	Goal 1 Actions	Entities Responsible	Evaluation Metrics	Priority
G1-27	Increase transportation options for members of the South Hadley community, including affordable and accessible options.	Selectboard Administration Commission on Disabilities Council on Aging School Department	Types of transportation available. Number of people taking trips. Change in routes. Change in number of routes. Fee for trips.	MT/LT
G1-28	Support changing student demographics and needs.	School Department South Hadley Public Library	Demographics of people served. Change in programs.	MT
G1-29	Investigate offering town-wide wifi and/or wifi hot spots.	Town Administration SHELD	Date plan approved. Date equipment installed.	ST
G1-30	Facilitate public outreach events and forums around sustainability, such as public access TV, Know Your Town, mailed resource advertisements, and social media.	Sustainability and Energy Commission SHCTV SHELD	Number of events. Number of attendees. Number and type of other outreach attempts. Change as a result of increased awareness.	ST
G1-31	Foster Town engagement with college/university personnel and consultants to provide special expertise.	Administration Other entities as appropriate	Number of personnel used. Type and effectiveness of services provided.	ST, MT, LT



GOAL 2: CARING FOR OUR RESOURCES

South Hadley provides community-wide stewardship of its natural, cultural, and historic resources.

Summary of Action Strategy

Actions for this goal should focus on:

- Understanding that the physical health of the people in South Hadley is directly linked to the health of our environment.
- Valuing the history of the town as reflected in our buildings, landscape, and institutions and as expressed by the culture and backgrounds of all its people.
- Building a strong community identity around the connections between people, the environment, our history, and our culture.

Objectives

#	Goal 2 Objectives	Proposed Metrics
2-1	Protect the community's drinking water supply and groundwater and ensure that the water supply is adequate to meet the needs of the community in perpetuity.	Acres of land formally protected. Adequacy of water supply for current and future needs. Quality of water. Enforcement of Water Supply Protection District (WSPD) regulations.
2-2	Expand resources by engaging community members in support of the acquisition and maintenance of strategic open space parcels to support community and wildlife needs.	Number of community members involved. Number of parcels acquired. Date maintenance plan(s) approved.
2-3	Protect agricultural land as a natural resource and support local agriculture as an economic enterprise and historic resource.	Change in amount of agricultural land protected. Change in types of agricultural activity.



GOAL 2: CARING FOR OUR RESOURCES

#	Goal 2 Objectives	Proposed Metrics
2-4	Develop regulations and programs that support the reuse and rehabilitation of historic buildings, the retention of historic development patterns (the interrelationship of streets, building footprints and open spaces), and the creation of new and protection of existing viewsheds (views of landscapes and/or natural and historic resources), especially those of the Connecticut River and the Mount Holyoke Range.	Number of historic structures that have been rehabilitated or converted to adaptive reuse. Number of new streets constructed and location of relative to existing streets. Number of new and protected viewsheds.
2-5	Integrate cultural opportunities into the life of the town, including regular and seasonal community events, public art in appropriate areas of town, support for cultural and educational programs, events at Mount Holyoke College, and a variety of existing and future indoor and outdoor gathering spaces.	Number of and types of events. Change is the amount, type, and location of public art. Change in the number, type, and location of gathering spaces. Change in the use of the gathering spaces.
2-6	Identify state and federal programs and seek grants and other sources of funding.	Number and types of grant applications. Number and types of grants funded. Funding applied for and funding awarded.
2-7	Protect woodlands from threats associated with climate change such as wildfires, disease and pests through proper management.	Inventory of existing policies for the management of forest lands, resource sharing, regional coordination, emergency protocols. Change in that inventory.

Actions

These are new actions to support implementation of this goal and its objectives. If an action has more than one board or committee listed, the Primary Entity is first.

#	Goal 2 Actions	Entities Responsible	Evaluation Metrics	Priority
G2-1	Create and update master map for outdoor seating and gathering areas.	Bike/Walk Committee	Date map created. Date(s) map updated.	ST
G2-2	Develop and implement a forest management program on Town-owned forest lands.	Conservation Commission	Date program approved. Effects of implementation on forests.	MT



GOAL 2: CARING FOR OUR RESOURCES

#	Goal 2 Actions	Entities Responsible	Evaluation Metrics	Priority
G2-3	Develop internships with area colleges to assist the Commission in stewardship activities, including trail maintenance, and conduct ecological inventories of conservation areas.	Planning & Conservation Department Conservation Commission	Number of interns. Tasks completed. Number of miles of trails maintained. Number of inventories completed. Number of students involved.	MT/LT
G2-4	Expand funding for land conservation through regional partnerships to tap into new resources.	Planning & Conservation Department	Amount of new funding received.	MT/LT
G2-5	Work toward protection of parcels identified as priority for protection in the Open Space and Recreation Plan.	Planning & Conservation Department	Identified amount. Change in number of acres protected relative to optimum amount.	LT
G2-6	Increase land protection in the Bachelor Brook watershed, including the Mount Holyoke Range.	Planning & Conservation Department Water District #2	Change in number of acres protected.	LT
G2-7	Inventory/map parcels vulnerable to development in the Mount Holyoke Range.	Planning & Conservation Department	Date inventory and map complete. Uses and users of inventory and map.	ST
G2-8	Permanently protect land in Zone 2 for aquifer recharge to public water supplies.	Planning & Conservation Department Water District #2	Change in number of acres permanently protected.	ST
G2-9	Restore Titus and Black Stevens Ponds (including Newton Smith Brook).	Planning & Conservation Department	Date restoration plan developed. Timeline of restoration actions. Date restoration completed.	LT
G2-10	Seek/support opportunities to pair land use conservation with culture/arts/historic preservation and other uses.	Planning & Conservation Department Cultural Council Historical Commission	Number of opportunities developed. Change in uses.	MT
G2-11	Identify and inventory existing Connecticut River viewsheds.	Planning & Conservation Department	Number of viewsheds identified.	ST



GOAL 2: CARING FOR OUR RESOURCES

#	Goal 2 Actions	Entities Responsible	Evaluation Metrics	Priority
G2-12	Create an inventory of historic structures and views.	Historical Commission	Date inventory created. Availability to others. Number and types of use of the inventory.	ST
G2-13	Work with other Town entities to create and implement a plan to maintain viewsheds that currently exist.	Planning & Conservation Department Department of Public Works Historical Commission Tree Committee and Tree Warden	Date plan approved. Number of views maintained.	MT
G2-14	Encourage applicants who seek grants for development of cultural events and arts management to include interns as part of the project.	Cultural Council	Number of internships. Number of events. Number of participants.	ST, MT
G2-15	Increase visibility of, communication about, and investment in the arts, education, and associated activities in the community.	Cultural Council Historical Commission Old Firehouse Museum School Department South Hadley Public Library	Changes in participation. Change in financial support. <i>Primary entity would change depending on the project.</i>	ST
G2-16	Inventory and preserve archives at the Town of South Hadley Library and the Old Firehouse Museum.	Historical Commission Town Clerk's Office	Date connections made. Number and type of actions undertaken. Number of documents preserved.	LT
G2-17	Undertake a study of the Endorse Dry Brook aquifer to assess the extent of recharge and contributing factors.	Fire District #2 Water Department	Date of endorsement.	LT
G2-18	Revise subdivision regulations through such means as: limitations on clear cutting of trees, decrease impervious surface cover and encouragement of more shared open space.	Planning Board	Date of bylaw revision.	ST
G2-19	Review/update Flexible Development Bylaw and whether it should be allowed by right.	Planning Board	Date of report on model. Date bylaw change made.	LT



GOAL 2: CARING FOR OUR RESOURCES

#	Goal 2 Actions	Entities Responsible	Evaluation Metrics	Priority
G2-20	Examine how agriculture may be encouraged via incentives/regulations.	Planning & Conservation Department	Date incentives/regulations identified. Date incentives/regulations established. Number of acres under cultivation. Amount and variety of agricultural items sold.	ST
G2-21	Research options for conserving open space and agricultural parcels without access to CPA funds.	Planning & Conservation Department	Date options identified. Date of adoption/approval of options. Number of parcels protected.	ST
G2-22	If SHELD moves, consider redevelopment of site on Main Street.	SHELD	Date of move. Date building or site redeveloped.	ST/MT
G2-23	Investigate impacts of taxation or new stormwater utility on new asphalt installations for roads and driveways.	DPW Sustainability & Energy Commission Board of Assessors	Date of report of impacts. Date new policy adopted.	ST
G2-24	Monitor and safeguard water safety at point of delivery in all public buildings.	Administration Health Department	Set standards. Monitor safety. Propose new regulations or appropriations as required.	ST
G2-25	Coordinate resources for protection against wildfire, given climate change such as physical improvements as well as public education.	Fire Districts #1 and #2 Conservation Commission Department of Public Works Planning Board Police Department Tree Warden	Date of inventory of current policies re: management of forest lands, resource sharing, regional coordination, emergency protocols. Date new policies adopted. Impact of new policies.	ST/MT



GOAL 3: A RESILIENT COMMUNITY

South Hadley incorporates measures in its policies and practices to increase the Town’s resiliency and ability to prosper and thrive in response to challenges such as a significant economic downturn, climate change, or other stressors.

Summary of Action Strategy

Actions for this goal should focus on:

- Implementation of near-term actions required for mitigation of the impacts of climate change. This could be as simple as protecting and planting shade trees and as complex as requiring low-impact development strategies for stormwater management for both public and private development.
- Increasing and diversifying the tax base to protect South Hadley during an economic downturn and to provide more resources during times of economic prosperity.
- Strengthening social networks and bonds, both in-person and virtual, to address normal emergencies, such as winter storms, and less frequent crises, such as pandemics.
- Promoting a greater diversity of people on town boards and committees.

Objectives

#	Goal 3 Objectives	Proposed Metrics
3-1	Address climate change and resiliency measures in all actions.	Identification of point person to monitor progress. Date of education campaign to boards, committees, and departments. Date(s) that change in policies/new policies adopted. Impact of change in policies.
3-2	Diversify the tax base to support the municipal budget in order to increase capacity and services.	Number of new jobs. Number of new businesses. Number of expanded businesses. Change in tax revenue.



GOAL 3: A RESILIENT COMMUNITY

#	Goal 3 Objectives	Proposed Metrics
3-3	Encourage participation on Town boards and committees by people who are under-represented in the community to ensure broad-based representation in decision-making and support for Town policies and actions.	Number of people recruited. Number of people appointed to Town boards and committees. Number of people new to board and committee service. Number of participants in town-wide forums and discussions about civic affairs.
3-4	Develop a program to connect all residents and businesses to the internet. Provide appropriate training and devices for low income and/or elderly households.	Number of households and businesses connected. Number of people receiving devices and training.
3-5	Identify and use non-tax base revenue sources.	Date sources identified. Amount and sources of funds applied for. Amount and sources of funds received.

Actions

These are new actions to support implementation of this goal and its objectives. If an action has more than one board or committee listed, the Primary Entity is first.

#	Goal 3 Actions	Entities Responsible	Evaluation Metrics	Priority
G3-1	Change boilers in Town buildings to heat pump systems when the boilers need to be replaced.	Sustainability & Energy Commission Administration	Date of inventory. Date boiler(s) replaced with heat pump system(s). Change in energy usage.	ST/MT
G3-2	Develop a campaign for sponsorship of benches to increase public seating.	Bike/Walk Committee	Number of benches installed. Number of donors.	ST
G3-3	Develop an urban forestry plan for public shade trees, including a management plan to improve the health of existing shade trees and a plan to increase the urban forest canopy.	Planning & Conservation Department Department of Public Works Tree Committee and Tree Warden	Date plan developed. Date plan adopted. Number of trees planted. Change in health for each tree.	ST/MT



GOAL 3: A RESILIENT COMMUNITY

#	Goal 3 Actions	Entities Responsible	Evaluation Metrics	Priority
G3-4	Assess tree health; prune or remove hazardous trees.	Tree Committee and Tree Warden Department of Public Works	Number of trees removed. Number of trees replaced.	ST/MT
G3-5	Develop program with South Hadley High School to have a youth member on the Conservation Commission.	Conservation Commission	Date of policy adoption. Date youth member appointed.	ST
G3-6	Incorporate floodplain management in design and planning of redevelopment projects.	Redevelopment Authority Planning & Conservation Department Planning Board	Change in site plan and/or special permit review criteria. Number, type, and location of projects affected. Change in number of acres flooded. Change in amount of damage created by flooding.	ST/MT
G3-7	Develop set of best practices for addressing climate change through project permitting.	Planning & Conservation Department	Date of best practices report. Date best practices adopted. Number, type, and location of projects affected. Number of acres of wetlands and wetland buffers affected.	ST
G3-8	Consider adoption of the Community Preservation Act (CPA).	Selectboard	Date CPA adopted. Amount of funds generated. Use of funds.	ST/MT
G3-9	Support an investigation to re-delineate the District 2 Water Supply recharge area.	FD #1 and #2 Board of Water Commissioners Conservation Commission Planning Board	Date investigation completed. Date action plan adopted.	ST



GOAL 3: A RESILIENT COMMUNITY

#	Goal 3 Actions	Entities Responsible	Evaluation Metrics	Priority
G3-10	Consider alternative community heating and cooling sites and work to identify and map new potential sites.	Board of Health Administration Council on Aging School Department South Hadley Public Library Sustainability & Energy Commission	Number of sites. Date map available. Number of uses. Date of use. Reason for use.	ST
G3-11	Review Town regulations and regulatory authority concerning preserving and promoting public health.	Board of Health Administration	Date new regulations proposed. Date new regulations adopted.	ST/MT
G3-12	Update and maintain the current affirmative action plan.	HR/Administration Commission on Disabilities	Date plan developed. Date plan adopted. Change in hiring process. Change in demographics of people hired.	ST
G3-13	Create volunteer opportunities for employees to give back to South Hadley.	HR/Administration	Date program created. Number of participants. Number of volunteer hours. Types of tasks completed.	ST
G3-14	Incorporate addressing climate change/resiliency into routine permitting and operations.	All Boards and Committees	Date new mandate adopted. Changes to Zoning or subdivision regulations adopted. Impact on projects.	ST
G3-15	Work with Town administration and neighboring towns to consider adoption of Zero Net Carbon goals, tree planting, requiring energy efficiency standards with new construction (particularly municipal) electric charging stations, solar on existing structures, etc.	Planning Board Administration SHELD Sustainability & Energy Commission Tree Committee and Tree Warden	Date goals adopted. Number of projects affected.	ST



GOAL 3: A RESILIENT COMMUNITY

#	Goal 3 Actions	Entities Responsible	Evaluation Metrics	Priority
G3-16	Measure baseline climate data (carbon, number of trees, solar, etc.) and track these markers.	Planning & Conservation Department	Date of baseline measurement. Change in markers at set times (i.e. annual, biannual, seasonal).	ST/MT
G3-17	Train all Police Supervisors in Incident Command System #300 and #400 to improve response to an emergency within the community.	Police Department	Number of supervisors trained. Change in response time and actions at scene.	ST
G3-18	Seek charitable donations for work of the Redevelopment Authority. Mention at all presentations/public events that the Redevelopment Authority can accept donations. Enable online donations.	Redevelopment Authority	Amount raised.	ST
G3-19	Consider solar energy and install as feasible at public facilities.	School Department Capital Planning	Date of installation. Change in electricity purchases. Reduction in carbon footprint of power produced.	ST/MT
G3-20	Hire staff and recruit volunteers from a wide base in terms of diversity and educational backgrounds.	School Department Administration Commission on Disabilities	Change in demographics of new hires and volunteers.	ST
G3-21	Install solar arrays on the South Hadley High School with battery storage in conjunction with SHELD.	School Department SHELD Sustainability & Energy Commission	Number of arrays installed. Change in cost of energy.	MT
G3-22	Reach outside South Hadley for hiring purposes.	School Department Administration	Residential location of hires.	ST
G3-23	Monitor unfilled seats on boards and committees and, using inclusionary policies, identify people to fill those seats.	Selectboard	Number of candidates identified. Number of candidates appointed/elected. Change in demographics of candidates.	ST



GOAL 3: A RESILIENT COMMUNITY

#	Goal 3 Actions	Entities Responsible	Evaluation Metrics	Priority
G3-24	Work with boards and committees to produce videos to welcome new members and give them a brief overview of responsibilities.	SHCTV All boards	Number of videos. Number of boards and committees participating. Feedback from viewers.	ST
G3-25	Encourage people of diverse backgrounds to run for boards and/or apply for committees to ensure broad representation of all residents in government functions.	All boards	Number of candidates identified. Number of candidates elected. Change in demographics of candidates.	ST/MT
G3-26	Incorporate renewable energy into our portfolio over time as load permits either through Department owned assets or other large-scale installations.	SHELD	Change in amount of renewable energy incorporated into portfolio.	MT
G3-27	Provide internet connectivity to every household and business in South Hadley with a combination of broadband, fiber and Wifi.	SHELD Town Administration	Number of households connected. Number of businesses connected. Types of connections.	MT
G3-28	Establish a grant program to provide internet-enabled devices to low-income households.	SHELD Council on Aging School Department South Hadley Public Library	Date grant program established. Number of devices provided.	ST/MT
G3-29	Work with Council on Aging and Library to provide training for those unfamiliar with connecting to online resources.	SHELD Council on Aging School Department South Hadley Public Library	Number of requests for help. Number receiving training. <i>Primary will depend on population to be served.</i>	ST
G3-30	Advocate for all new residential and commercial buildings to be built with a solar-ready roof.	Sustainability & Energy Commission Planning Board	Number of solar-ready roofs constructed. Number of new buildings constructed.	MT
G3-31	Advocate for all new municipal buildings to be built as Net Zero.	Sustainability & Energy Commission Planning Board	Number of town buildings built as Net Zero. Number of new Town buildings built.	MT



GOAL 3: A RESILIENT COMMUNITY

#	Goal 3 Actions	Entities Responsible	Evaluation Metrics	Priority
G3-32	Discuss with SHELD the long-term changeover away from nuclear power to renewables (planned for 2045).	Sustainability & Energy Commission SHELD	Date discussion held. Identified next steps.	MT/LT
G3-33	Support charging stations in town, operated by private entities and the Town.	Sustainability & Energy Commission Administration	Number of stations installed.	MT
G3-34	Attend relevant meetings of Conservation Commission, Planning Board, the Bike/Walk Committee and other Town committees.	Tree Committee and Tree Warden	Number of meetings attended. Identified outcomes (e.g. shared information, joint projects).	I
G3-35	Develop an inventory of public mature shade trees throughout the town. Record the location and condition status of each tree. Develop recommendations for new trees, locations and cost estimates for funding.	Tree Committee and Tree Warden	Date inventory developed. Availability to others. Number and types of use of the inventory. Date budget developed. Number of sources of funds identified. Amount sought. Amount raised.	ST



GOAL 4: EXCELLENT COMMUNICATION

South Hadley is a leader in municipal communication, with the public and among municipal staff, boards, and volunteer committees.

Summary of Action Strategy

Actions for this goal should focus on:

- Strengthening communication between the municipal government and its residents, businesses, and institutions.
- Creating a strong and consistent identity that attracts new businesses and residents to move to South Hadley.
- Creating strong partnerships among the different boards, committees, and departments and community organizations such as the Chamber of Commerce and other volunteer groups to achieve implementation of this Master Plan Update.

Objectives

#	Goal 4 Objectives	Proposed Metrics
4-1	Support a strong and welcoming multi-ethnic and multiracial community identity .	
4-2	Create a consistent style of Town communication through coordinated visual presentation, including graphics and typefaces in all content communications (reports, informational materials, signage and Town website, social media, and other messaging).	Date coordinated graphics package distributed for use. Feedback from residents and business owners.
4-3	Attract new business and residents through coordinated outreach and marketing.	Change in content, type, and media of message. Number of new businesses. Number of new residents. Feedback from new businesses and new residents.
4-4	Develop a clear and consistent method of publicizing Town policies, regulations, bylaws and procedures.	Date publication plan developed. Date approved. Consistency of publication across media. Feedback on communication methods. Feedback on policies post-announcement.



GOAL 4: EXCELLENT COMMUNICATION

#	Goal 4 Objectives	Proposed Metrics
4-5	Provide timely information about Town actions, services, meetings and events.	Date information is posted relative to date need (i.e. number of days prior to a meeting that an announcement is made). Number of responses. Number of people using services. Type of services used. Number of participants at virtual and in-person events or meetings. Number of views of recorded meetings.
4-6	Function well and consistently in an emergency, with connections to regional resources.	Compare responses in an emergency with neighboring and/or similar community.
4-7	Communicate progress in reaching the goals of this plan.	Date data is collected. Consistency of collection methods. Date data is shared with the Town. Change in how data is used (eliminate completed actions, shape ongoing actions, refocus as necessary).
4-8	Improve public access and ability for participation in Town governance to the extent permissible.	Number of people participating in virtual meetings. Number of boards and committees whose meetings are available. Number of elected and appointed officials with Town emails. Number of email accounts in use. Number of committees with webpages. Timeliness and relevancy of information of webpage.



GOAL 4: EXCELLENT COMMUNICATION

Actions

These are new actions to support implementation of this goal and its objectives. If an action has more than one board or committee listed, the Primary Entity is first.

#	Goal 4 Actions	Entities Responsible	Evaluation Metrics	Priority
G4-1	Create working groups of staff and committee and board members to meet regularly around common priorities to identify and work together toward shared objectives.	All boards, committees, and departments Administration Selectboard	Date working group created. Number of shared priorities identified. Number of group actions being pursued. Number of actions completed.	ST
G4-2	Conduct an annual joint meeting with other committees to share priorities.	Conservation Commission	Date meeting held. Number of entities participating. Resulting actions.	I
G4-3	Create digital resources on various platforms a podcast or video campaign to hat answers basic questions about Town government and Town department procedures.	Administration SHCTV	Number of podcasts created. Number of viewers. Feedback from viewers. Boards and departments involved in podcast creation.	ST
G4-4	Improve inter-departmental communications within the municipality and to the public.	Administration All departments	Number and types of communications. Feedback from residents and business owners.	ST/ MT
G4-5	Provide professional development for all departments and committees as appropriate to improve skills in website content development and presentation.	Administration All departments	Date provided. Number of participants.	ST/ MT
G4-6	Develop a professional communications position.	Administration	Date position approved. Date position filled.	LT
G4-7	Develop uniform standards and set of content for the website presence of boards and committees.	Administration	Date standards created. Date standards approved. Date standards promulgated. Consistency of application of standards across webpages.	ST/ MT



GOAL 4: EXCELLENT COMMUNICATION

#	Goal 4 Actions	Entities Responsible	Evaluation Metrics	Priority
G4-8	Create a central resource directory on the Town website for all listing and linking to all current plans, reports and key data.	Administration All boards, committees, and departments	Date resource created. Relevance of information provided. Use of information.	ST/MT
G4-9	Develop "onboarding" protocols for new members of boards and committees and publicize the protocols online. This should include the charge of the board or committee and resources available to assist them.	Administration	Date protocols developed. Date protocols approved. Date protocols distributed. Use of protocols.	ST
G4-10	Create a shortened URL that each board, committee or department can use to drive visitors to their pages.	Administration	Date created. Date distributed. Consistency of use.	ST
G4-11	Provide clear communications standards and training for boards and committees, including timely posting of meeting minutes on the website and maintaining an up-to-date and informative presence on the Town website.	Administration	Date meeting minutes and/or videos are posted relative to date of meeting. Last set of minutes/video on site relative to last meeting held.	ST
G4-12	Create a single repository of GIS data, adding dynamic layers and linking permitting data and tax data.	Board of Assessors	Date repository created. Number of downloads. Number of users. Type of information used. Purpose of use.	ST
G4-13	Prior to Town Meeting, review proposed bylaws as to legality, consistency with other bylaws, and alignment with the goals of this Master Plan Update and make recommendations for action (recommend or not recommend) to the Selectboard and Town Meeting.	Bylaw Review All other boards and committees	Date(s) bylaws reviewed. Number of committees and/or proposers consulted. Recommendations made. Votes by Town Meeting.	ST/MT
G4-14	Increase awareness among residents and knowledge about what a wetland is and when work needs a permit.	Conservation Commission Planning & Conservation Department	Number of applications. Number of approvals. Number of violations.	ST



GOAL 4: EXCELLENT COMMUNICATION

#	Goal 4 Actions	Entities Responsible	Evaluation Metrics	Priority
G4-15	Increase the public's willingness to seek guidance from the Conservation Commission before doing work.	Conservation Commission Planning & Conservation Department	Number of inquiries.	ST/MT
G4-16	Increase use of media and the Town website to promote and showcase good projects with outcomes in support of the values of the Wetlands Protection Act and the goals of this Master Plan Update.	Conservation Commission Planning & Conservation Department	Number of articles. Types of media. Distribution of coverage. Number of projects shown.	ST/LT
G4-17	Promote the Town's age friendly initiatives.	Council on Aging	Number of requests for services. Number of participants in age-friendly programs. Number of programs offered.	ST
G4-18	Create a publicly available Cultural Resource Guide.	Cultural Council	Date guide created. Number of downloads.	ST
G4-19	Use the District sign to better inform our customers of our activities.	Fire and Water Department District #2	Number and types of questions/concerns. Feedback.	ST/MT
G4-20	Use the water billing notice mailings to inform customers about water department activities and policies.	Fire and Water Department Districts #1 and #2	Feedback.	ST/MT
G4-21	Procure portable road signs for emergency use.	Health Department Emergency Management Director	Number of times used. Locations at which signs placed. Feedback.	ST
G4-22	Post articles in area newspapers, Town's website and social media.	All boards and committees.	Number of articles posted. Number of responses or other feedback.	ST/MT
G4-23	Focus on ways to improve the on-boarding process for new employees.	HR/Administration	Feedback from participants.	ST/MT
G4-24	Look at ways to coordinate services with the School Department's Human Resources.	HR/Administration School Department	Changes in coordination of services. Amount of time and/or money saved.	ST/MT



GOAL 4: EXCELLENT COMMUNICATION

#	Goal 4 Actions	Entities Responsible	Evaluation Metrics	Priority
G4-25	Review bylaw for Master Plan Implementation Committee and consider updating charge.	Master Plan Implementation Committee Bylaw Review Committee	Date bylaw reviewed. Date changes approved.	ST
G4-26	Work with boards, committees, and departments to develop a progress "dashboard" that the public can see.	Master Plan Implementation Committee Administration Information Technology	Date dashboard identified. Date dashboard approved. Date dashboard installed. Number of views. Feedback from users. Participation from boards, committees, departments in providing and updating content.	ST/ MT
G4-27	Work with boards, committees and departments to identify baseline data for impact evaluation and standard metrics, as appropriate.	Master Plan Implementation Committee All boards, committees, and departments	Date baseline data identified. Schedule for collection of baseline data. Date(s) data collected.	MT
G4-28	Work with boards, committees, and departments to monitor progress towards goals using metrics recommended in this Master Plan Update, as appropriate.	Master Plan Implementation Committee All boards, committees, and departments	Identify schedule and process for monitoring. Feedback from boards etc. as to usefulness. Dates of progress updates to Selectboard, Planning Board, and Town Meeting.	MT/ LT
G4-29	Work with Town Administrator, Planning Board and Selectboard to determine whether there are additional reporting mechanisms that should be put in place, for example to flag an urgent issue.	Master Plan Implementation Committee Administration Planning Board Selectboard All departments	Date additional reporting mechanisms identified. Number of users. Feedback on effectiveness.	ST/ MT



GOAL 4: EXCELLENT COMMUNICATION

#	Goal 4 Actions	Entities Responsible	Evaluation Metrics	Priority
G4-30	Update Police page on Town's website to include more relevant information.	Police Department Information Technology	Date page updated. Date(s) of future updates. Number of users. Feedback from users.	I
G4-31	Issue regular press releases, supported by robust and current website content, about projects and programs supporting redevelopment of the Falls.	Redevelopment Authority	Number of releases. Number of inquiries.	ST/ MT
G4-32	Use social media more broadly, as part of an overarching communications plan, to promote redevelopment efforts.	Redevelopment Authority	Number of postings. Number of inquiries.	ST/ MT
G4-33	Communicate progress on goals twice a year to the entire community.	School Department	Date(s) of communications. Feedback.	ST
G4-34	Create sustainability action sheets for residents, businesses and Town offices. These sheets would focus on sustainable acts that could be carried out in residential, commercial, industrial and municipal environments.	Sustainability & Energy Commission	Number of sheets created. Number of sheets and types of information distributed. Feedback from users.	ST
G4-35	Publish a running list of all green incentives throughout Town using flyers and social media/website.	Sustainability & Energy Commission	Date list published. Date(s) list updated. Number of people/businesses using incentives.	ST
G4-36	Collaborate with Tree Committee and Tree Wardens in other towns in the region to share information and form project partnerships.	Tree Committee and Tree Warden	Number of opportunities for collaboration. Number of joint projects completed. Impact of joint projects (e.g. more trees planted, cost savings, other).	ST/ MT
G4-37	Create more publicity for current recreation programs, including greater outreach online and using social media.	Recreation Department	Change in number of publicity campaigns. Change in number of participants in programs publicized.	ST

