



(Left) Three examples of mixed-income residential developments, more attractive and inclusive housing model than traditional all low-income housing developments (like the “high rise” on Ashland Street, below). Some of the more modern designs build on the precedent set by the MCLA Science and Innovation building (above).



Policy HN 1.3: Transition affordable housing stock to a mixed-income model.

Action A: Prioritize Sites for New Mixed-Income Construction or Renovation

New sites, either through demolition or reuse (such as a vacant mill site) offer opportunities to add new housing units that meet the needs of specific demographics. This could include young professionals, artists, or seniors. Either way, while the city has a relatively high supply of affordable housing both individually and within the region, there is still unmet need and specific quality concerns related to needing more units. New developments should be mixed income to offer a more integrated community and shift the city away from

Action B: As Housing Authority Complexes Age, Rethink Their Shape, Location, and Function

Much of the affordable housing in the city is developed as “projects” concentrated areas of subsidized units physically removed from surrounding neighborhoods and lacking transportation connections and socially isolated through stigma. These environments dampen opportunities offered to residents and can result in higher incidence of crime. Modern practice has gotten away from the “project” concept in favor of mixed-income developments that de-concentrate poverty, remove stigma, and yield better outcomes for low-income residents. As public housing ages and requires significant investment and upgrades, the city and Housing Authority should explore options to demolish and rebuild units in a more modern, energy efficient, and mixed income format.

GOAL HN 2: ADDRESS BLIGHT AND IMPROVE PROPERTY VALUES

Policy HN 2.1: Empower neighborhoods and individuals to combat blight and disrepair conditions.

Action A: Offer Creative Programs to Support Owner Action

Create programs such as free “rent-a-tool” programs, paint drop-off pick up sites, volunteer project teams or help-a-neighbor programs to help elderly or lower-income property owners access the resources they need to bring their property into compliance or otherwise maintain their properties.

Action B: Continue City Cleanup Days

Continue city cleanup days to target larger issues of trash buildup on vacant lots and open space areas.

See also – community garden policies in Food and Agriculture Section.

Policy HN 2.2: Improve issue property identification and enforcement procedures.

Action A: Neighborhood Code Violation Monitors

Neighborhood volunteers are trained to identify code violations and report them to city personnel. This helps keep more eyes on the street to find and report issues to free up some staff time.

Action B: Adopt Vacant or Foreclosed Property Ordinance

The goal of the ordinance is to achieve compliance so that the City is better able to manage and respond to concerns about vacant or foreclosed properties. Similar ordinances have been adopted in Springfield, Boston, Lawrence, Lowell, Methuen, and Albany, New York.

Under the ordinance, the maintenance of vacant or foreclosed residential properties would require the owners to:

- Register their property with the City at a cost (e.g.\$100 per year);
- Provide the owner’s name and mailing address (which cannot be a P.O. Box) so that the City has a good address for service of legal notices;
- Identify as part of the registration (and post on the property) the 24-hour contact name, number, and address for a local property manager (either a person or company) who is located within 30 miles of the property; and
- Maintain the property on a weekly basis including keeping it secured.

The ordinance also requires that a property be registered as soon as a foreclosing process commences (with the delivery of a mortgagee's notice of intent to foreclosure). The ordinance defines a vacant property as one that has not been legally occupied for 60 days or more and/or a property that is not occupied and not properly maintained or secured. Failure to comply with the registration requirement, or failure to maintain a registered property, can result in fines (e.g., up to \$300 per week) for non-compliance.

Action C: Use GIS to Track Geography of Code Violations and Police Calls

As the City grows its GIS capability, efforts should be made to use addresses to track patterns of code violations and police calls to help identify and refine target areas. The use of police calls in addition to the code violation information can help draw the link between vacant and blighted properties and squatting or illegal activities that may gravitate to problem areas and vacancies. This can further help prioritize interventions where there is a social/safety and service impact as well as physical/aesthetic.

Policy HN 2.3: Create progressive system to bring tax lien and delinquent properties back into productive use.

Action A: Maintain Property Inventory

The City should work to be proactive about identifying and tracking its tax lien properties to understand and be able to communicate the economic impact of those properties, view them on a map in relation to other criteria or target areas to help set priorities for intervention activities, and to generally help guide a comprehensive strategy to dealing with them.

Action B: Streamline Receivership

The city has several options for receivership; the preferred option should be evaluated, selected, and communicated so that there is an organized method for pulling tax lien properties back into use.

Action C: Develop Reuse Strategy to Help Target Efforts

The city can build on the work of the plan and, with ongoing input from residents and other stakeholders, identify reuse options for specific areas. This could include preservation of single-family units, rental units, and transition of buildings to another use or demolition to allow for redevelopment or the creation of supportive spaces (e.g., parking) for adjacent properties.

Policy HN 2.4: Work with landlords to maintain their properties.

Action A: Rental Property Registration and Inspection

Require landlords to register all rental units with the City. The City can inspect units prior to occupancy to ensure they are up to building and health code standards. The City can also offer incentives for landlords who have a track record of no findings such as reduced inspection fees and more time between inspections. In the case of dirty landlords or those who repeatedly have violations, the timeframe can be shortened. Once notified a unit is not up to code, landlords have a timeframe to bring the unit back into compliance before fines are issued.

Action B Create Meaningful Incentives and Penalties to Support Action

Review and revise code enforcement penalties, with a focus on compounded penalties for inaction.

GOAL HN 3: SUPPORT STRONG COMMUNITY CONNECTIONS WITHIN NEIGHBORHOODS

Policy HN3.1: Collaborate to reduce crime in neighborhoods.

Action A: Neighborhood Watch

Work with interested neighborhoods to start a neighborhood watch program and install street signs to help make crime awareness more visible.

Action B: Property Security Trainings

Partner with private business to create a grant-based community safety program that can educate owners and renters about how to make their homes more secure and less attractive to thieves. This could include a short class or demo and then free or reduced cost items such as safety lights, locks, window locks, etc.

Action C: Neighborhood Beat Officers

Work to create stronger alignment between patrol officers and neighborhoods. In urban neighborhoods, this could include some bike or walking patrol. In more dispersed neighborhoods, this could simply be making sure all areas are patrolled with a certain frequency.

Action D: Prioritize Safety Lighting Needs

Work with neighbors to identify areas where dark spots create a sense of insecurity or potential danger from poor visibility.

Policy HN 3.2: Support neighborhood groups and neighborhood activities.

Action A: Create a Standing Neighborhoods Committee

Create a city neighborhoods committee with representatives from each neighborhood and relevant city department staff to have a clear and ongoing means of communication between neighborhoods and the city.

Action B: Provide Annual Support for Community-Driven Neighborhood Initiatives

Ensure that annual city community grants include competitive grants for neighborhoods to support special projects or community events such as a neighborhood block party.

Policy HN 3.3: Work to create stronger physical and social connections between affordable housing projects and surrounding neighborhoods.

Action A: Bike Path and Walking Connections

Prioritize safe routes between current affordable housing developments and jobs and essential services. This could include building the planned bike path through the Barbour Street connection, sidewalk improvements along Route 2, and maintenance enforcement to ensure those routes stay open year-round.

Action B: Continue to Support Programs and Efforts to Create Broader Concept of Neighborhood

For several years, “neighborhoods” in the city referred to affordable housing developments. The new boundaries delineate neighborhoods, of which the developments are one part. This will be supported by creating opportunities for interaction between neighbors of these larger areas, including clean-ups, neighborhood watch, and block parties.

Policy HN 3.4: Ensure each neighborhood has quality local recreation options and easy connections to city- or regional-scale amenities.

Action A: Focus Project Priorities on increasing variety and balancing supply of recreation options across neighborhoods.

Develop a framework for monitoring and prioritizing community recreation options across neighborhoods. This could include classifying types (trails, bike path, pocket parks, community parks, etc.) and inventorying for each neighborhood. Condition issues and new projects could then be considered against this list to focus on adding options and ensuring that those options are improving level of service to each neighborhood in a way that is context and population appropriate (supply versus demand but also age demographics of different portions of the city).

See also Parks and Open Space section and the City's Open Space and Recreation Plan (OSRP).

HISTORIC PRESERVATION

The City of North Adams has many historic structures and neighborhoods which tell the story of our community's heritage. The city's historic fabric is laced with church steeples, industrial buildings, and compact neighborhoods. While significant aspects of North Adams' physical history were lost to Urban Renewal and disinvestment, many layers of history remain which will benefit from community stewardship.

In many instances, historic structures and cultural features of the community have been demonstrated to have economic benefit. During the past two decades, the city has supported and encouraged the adaptive reuse of historic mills for artist lofts and galleries, a museum, business incubator space, and a community youth center. The city aims to continue working with property owners and partners in the community, to be mindful of preserving the structures, landscapes and other aspects of the city's historic fabric.

HISTORIC PRESERVATION AND THE CITY'S FUTURE

Historic preservation involves the retention and use of a wide range of properties including Main Street storefronts, churches, mills, barns, and landscapes that relate to historic places or events. Because the many structures and landscapes in the city are designated or eligible to be designated as historic resources, historic preservation is an important process and perspective to include in any discussion of the city's future.

Economic Development + Historic Preservation



There are numerous economic benefits to preserving and appropriately reusing historic resources. Heritage tourists spend more than general tourists, and the development of the city's cultural industry has reclaimed former industrial sites, particularly through adaptive reuse of properties such as MASS MoCA and the Eclipse Mill. In addition, construction activity resulting from rehabilitation creates more jobs than for new construction, largely because the expenses are greater for labor than materials. Such reinvestments in the physical historic resources in North Adams can contribute to increased property values; national evidence in particular, correlates increases to historic districts. The creation of incentives for rehabilitation and allowances for creative reuse are essential to attract such reinvestment.

Housing and Neighborhoods + Historic Preservation



Historic preservation has a strong role to play in the city's neighborhoods, most of which contain historic properties and some of which have been designated as national historic districts. The process of investing in a historic home demonstrates an interest in sustaining the character of a neighborhood and a community, recognizing what makes it special and distinguished. Many of North Adams' historic neighborhoods are compact and walkable, some with proximity to essential services. These traditional neighborhoods should be maintained and enhanced for future generations.

Civic Spaces and Cultural Venues + Historic Preservation



Many of the key civic and cultural spaces in the city are historic properties. The library is a notable example of a historic property which has been renovated and is now a LEED Silver building, demonstrating that historic structures can be very energy efficient. MASS MoCA is another great case study of how a historic mill was transformed into an internationally prominent museum and music venue. The churches whose steeples inspired the nickname “City of Steeples” are perhaps the next property type that will benefit from creative reuse strategies. Historic preservation’s financial incentives are critical tools in the city’s arsenal to successfully promote reinvestment into its built environment.

Landscape and Recreational Amenities + Historic Preservation



Historic resources are not limited to buildings alone. There are numerous outdoor amenities which offer recreation and scenic enjoyment alongside historic resources. Natural Bridge State Park is a notable historic landscape which showcases a geologic marvel that tells a history of the region predating human settlement. Mount Greylock, with its history with the Civilian Conservation Corps (CCC) is another notable historic landscape that provides recreation and tourism opportunities that benefit the city. Making connections between recreation, history and preservation can help attract more visitors (local and out-of-town), and deepen the appreciation for special sites.

GOALS, POLICIES AND STRATEGIES

GOAL HP 1: PROVIDE THE HISTORICAL COMMISSION WITH THE SUPPORT AND RESOURCES NEEDED TO ACHIEVE THE CITY'S HISTORIC PRESERVATION GOALS

The North Adams Historical Commission is the group of residents who work on behalf of the city to identify, protect, and highlight important historic resources. They do this through the historic survey and nomination process, providing comments about certain development projects, and by helping with broad engagement of residents and visitors in appreciating historic sites or districts. This group, however, sometimes works in relative isolation from other city processes and with little to no resources to support their volunteer work. Moving forward, the city will work to integrate historic preservation and the Historical Commission into the work, trainings, and awareness of related boards and departments such as the tourism office, public works department, and planning and zoning boards. It will also better support the work of the Historical Commission as it relates to the successful implementation of the goals and policies of this comprehensive plan.

Policy HP 1.1: Maintain and expand historic inventory and listing activity.

Historic resource inventories are the foundation of preservation planning for any community. Only once resources have been identified can they be prioritized, listed, and protected through a variety of means. The city will work to update, expand and make widely available inventory and survey information by pursuing the following actions.

Action A: Bring All Existing Surveys Up-to-Date

The city has numerous surveys completed for historic sites, most of which were completed in the mid-1980s. While there is no exact expiration, thirty years is almost certainly too far out-of-date. It is considered good practice to update the inventories to capture changing conditions such as modifications, demolitions, or additional properties that would have become age-eligible for surveys. The North Adams Historical Commission has identified updating survey work as an immediate need.

Action B: Identify and Prioritize Additional Survey Areas or Resource Types

The city has many areas that likely have historic properties which have never been surveyed. This includes many neighborhoods or sites from the turn of the last century as well as post-WWII era construction which may now be eligible for historic listing.

Action C: Identify Ongoing Revenue Sources to Fund Survey Work

Identify and pursue resources to support new and updated survey work on an annual or biennial basis. This should include pursuing grants such as the Mass Historical Commission matching grant for survey work, among others, to defray the cost. In the recent past it has been challenging to provide required matching funds for state grants to conduct inventories; a consistent funding source for this activity will ensure it proceeds on a regular basis.

Action D: Make Historic Inventories Available Online

Support the North Adams Historical Commission's efforts to make inventories available electronically. This will make information readily accessible to property owners and community members. A lack of understanding about the significance of a property may lead to the loss of its integrity and value.

Action E: Map Historic Resources

Incorporate inventory information into city Geographic Information Systems (GIS) as that capability is developed. Mapping available information can help plan for historic resources in a comprehensive manner, by providing tools to identify under-recognized neighborhoods or types of buildings, or areas which are most in need of updated inventories.

Action F: Pursue Regional Survey Partnerships

Collaborate with other local historical commissions or historical societies to identify multi-jurisdictional or regional survey needs and jointly pursue survey applications. Such efforts can help streamline the process to hire consultants, reduce cost, and allow the city to link and discuss resources by type across municipal boundaries. This broader thinking can help support the area's heritage tourism development.

Policy HP 1.2: Integrate the Historical Commission into larger city government functions and decision-making.

The reuse, modification, and maintenance of historic properties and landscapes in the city involves and impacts the work of numerous agencies, departments, boards, and commissions. The city will work to strengthen channels of communication across all impacted parties and cultivate a common preservation ethic in the city.

Action A: Increase the Capacity of the North Adams Historical Commission

Ensure that commission appointments include persons with appropriate skills and professional experiences including architects, restoration contractors, historians, archivists, and also overlapping membership with the North Adams Historical Society, Inc. The commission's most important goal is the preservation of the community's historic places. The purpose of a local historical commission is to work toward this goal by planning and implementing programs for the identification, evaluation, and protection of its community's historical resources.

Allocate municipal staff time to support appropriate efforts of the North Adams Historical Commission. Depending on the specific needs of the Commission, the Office of Community Development or the Building Department can provide support. Professional assistance and internal coordination, and information sharing among municipal departments can help advance the work of the Commission in an efficient manner. This may require in-house education on linking and supporting efforts.

Action B: Historic Preservation Tools and Techniques Education and Outreach

Develop targeted education for the public and municipal leaders about measures for protection of historic resources. Introduction of demolition delay, local historic districts and other protective measures will certainly require multiple levels of education. Any efforts should underscore the broad historic resources and the benefits of preservation.

GOAL HP 2: RETAIN AND MAINTAIN THE HISTORIC FABRIC OF THE CITY TO THE GREATEST EXTENT FEASIBLE

The protection, promotion and enhancement of the physical historic and cultural resources throughout the city require a coordinated effort. The following are policies and actions which address the needs and opportunities to maintain the city's existing historic fabric.

Policy HP 2.1: Implement municipal bylaws and policies to protect historic resources from irrevocable harm.

There are a number of historic preservation bylaws and municipal practices which can be employed to help retain the historic fabric over time. A number of these should be considered as the city moves forward to revise its zoning ordinances.

Action A: Adopt a Demolition Delay Bylaw

Adopt a strong demolition delay bylaw for historically-significant structures in order to investigate and promote options for reuse prior to removal. The elimination of significant properties can cause irrevocable harm, as was evidenced during the period of Urban Renewal. Instituting a review process will provide opportunity to more comprehensively understand a building's contributions to the city and neighborhood and investigate alternatives to demolition. *Note: During the course of this plan's development, the City of North Adams enacted a 12 month Demolition Delay bylaw. The City will need to continue education about Demolition Delay and its significance in historic preservation.*

Action B: Adopt an Affirmative Maintenance Bylaw

Reduce loss through demolition by neglect. When owners fail to maintain their property, the neighborhood, residents, and property values suffer. Support the city's current efforts to establish a type of affirmative maintenance bylaw to provide local regulatory authority over threatened buildings, including historically-significant ones, and mandate that owners take necessary actions toward stabilization.

Action C: Identify Buildings with Maintenance Concerns Early

Encourage the North Adams Historical Commission to work with the Building Department to facilitate identification of early code violations in historic properties, and particularly in historic districts. Flagging sites of concern as early as possible may slow or stop the harmful process of neglect. Education and financing may be necessary to incentivize improvements.

Action D: Identify Priority Areas to be Protected through a Local Historic District

The strongest tool for preserving historic properties and districts is a local historic district. Local historic districts can protect the character of important areas through the use of design guidelines that seek to foster preservation and ensure compatible infill development projects. These can be applied to both residential and commercial areas, such as traditional Main Street downtowns.

Action E: Identify Priority Areas to be Protected through Architectural Preservation Districts, aka Neighborhood Conservation Districts

Less rigorous than a local historic district, a Neighborhood Conservation District establishes project review on additions, major alterations, demolition and new construction, for properties within a designated district. The ultimate goal of such a district is to ensure that defining characteristics of the neighborhood remain while allowing for sensitive change and development. See Key Tools and Techniques on the following page.

Policy HP 2.2: Develop and make available financial incentives supporting historic property reinvestment in the city.

Developing financial assistance mechanisms, particularly for private landowners, has been noted as a strong desire and need in the community. Though some private owners may recognize the significance of their historic properties, attaining the financial resources for their maintenance is challenging for many.

Action A: Establish a Revolving Loan Fund

Support current regional efforts to establish a Revolving Loan Fund for privately owned historic properties. Investigate the potential to establish a North Adams specific fund and consider expanding to cultural institutions and locally-owned commercial properties. Such an option would provide a direct funding source at low- or no-interest to encourage historic building reinvestment projects, facilitate their financing, and reduce the overall project cost.

KEY TOOLS & TECHNIQUES

Two key tools municipalities can pursue are Demolition Delay and Local Historic Districts. The Massachusetts Historical Commission (MHC) is the State Historic Preservation Office, which recommends that at a minimum, municipalities have a Demolition Delay ordinance to protect the most vulnerable historic assets. A local historic district is probably the strongest tool a community can enact for historic preservation; often local historic districts are confused with National Register Districts. The differences are described below.

Demolition Delay - The Details

When a municipality has a Demolition Delay ordinance in place, it creates an opportunity to find alternative solutions to demolition. For example, in some places where Demolition Delay exists, property owners did not understand the building's historical significance and importance to the community until their plans for demolition were publicly reviewed. During the delay period, the building owner, historical commission members, and appropriate municipal officials can explore opportunities to preserve or move the threatened building.

A Demolition Delay ordinance should be specially tailored to the community. Established as a general ordinance requiring a simple majority vote of the City Council, it can be tailor-made to suit the municipality's specific needs and wishes. The length of delay typically ranges from 6-12 months. The ordinance may apply to buildings of a certain age, those that are listed on the state or national historic register, or a combination of requirements. The delay is enacted if the Local Historical Commission determines that the building is preferably preserved. The Massachusetts Historical Commission (MHC) recommends an age-based requirement, in order to ensure comprehensive application, and a delay of at least 12 months.

Local Historic Districts and National Register Districts - What's the Difference?

In general, local historic districts are more effective at preventing inappropriate changes than National Register Districts. Local historic districts can protect the character of important areas through the use of design guidelines that seek to foster preservation and ensure compatible infill development projects. These can be applied to both residential and commercial areas, such as traditional Main Street downtowns.

National Register District 900+	# in Massachusetts	Local Historic District 200+
Federal designation process through the MHC. Won't pass if majority of property owners object.	Establishment	Specific steps outlined in MGL Ch. 40C; require 2/3 majority of City Council vote.
Massachusetts Historical Commission (State Historic Preservation Office)	Oversight	Local Historic District Commission
No state or federal involvement in the project (\$ or permitting) = no protections or limitations changes.	Property rights	Reviews exterior architectural changes visible from a public way for respect to historic character of district.
Promotion and appreciation of architectural heritage; minimal protections. Potential tax benefits for income-producing properties.	Benefits	LHD's have saved historic structures, neighborhoods and villages from inappropriate alterations and demolition.

GOAL HP 3: MAXIMIZE THE BENEFITS OF HISTORIC PRESERVATION TO THE CITY'S ECONOMY

The protection, reuse, and promotion of the city's historic resources can positively contribute to the local economy. Zoning and tourism strategies which acknowledge and enhance historic resources should contribute to economic development. These efforts will rely on partnerships with the North Adams Historical Society, Inc., Office of Tourism, Office of Community Development, the North Adams Historical Commission, Berkshire Cultural Resource Center, and organizations and non-profits.

Policy HP 3.1: Promote and facilitate the sensitive and robust reuse of historic residential, commercial and industrial properties throughout the city.

The city's zoning code is in need of a comprehensive reiteration. Amendments have been made regularly to address immediate needs without the opportunity to holistically evaluate how effective or appropriate the zoning bylaws are. Conflicts exist where there is a mismatch between current zoning and development which occurred prior to that zoning. Ensure that historic preservation is a consideration in the development of updated zoning.

Action A: Include Up Zoning and Down Zoning in a Comprehensive Zoning Rewrite

A comprehensive zoning rewrite should consider the uses and required parcel dimensions of each zoning district in order to protect historic patterns and properties, as well as to allow for uses which contribute to more vibrant and active neighborhoods. The zoning processes are called up zoning and down zoning. See the call-out box, right, for more information on this process.

Policy HP 3.2: Integrate historic tourism into the city's overall culture and tourism strategy.

Tourism can be for both the out-of-towner and the local resident – tourism activities in North Adams should support both user groups. There are many diverse offerings and organizations in the city that are engaged in cultural activities attractive to tourists. However, there is a lack of coordination and support which makes it difficult to sustain these efforts.

See [\[link\]](#) which discusses connections between historic and cultural activity in greater detail.

Action A: Make the Historic Fabric of North Adams Part of a Wayfinding Campaign

Develop a wayfinding campaign throughout the city, incorporating attractions such as MASS MoCA which helps to tell the story of North Adams' industrial heritage to its present-day cultural development. Underscoring the important roles historic properties play in defining the character of North Adams is vital in this effort to help visitors navigate the city in a meaningful way and to encourage residents to experience their community more profoundly.

UP ZONING & DOWN ZONING

These modifications are best implemented following a comprehensive planning process.

Up Zoning: Intensifying uses, decreasing dimensional requirements, allowing-mixed use (i.e. a building with retail, offices and housing) is called up zoning. This can help preserve historic resources if the new zoning requirements more closely align to the historic pattern of the area. Up zoning should permit positive adaptive reuse of buildings (i.e. conversions of large homes to Bed and Breakfasts), and provide for sensitive infill development.

Down Zoning: Modification of a zoning district to encourage less intense use and increasing the dimensional requirements of a parcel are part of down zoning. This approach can be used to protect historically sensitive areas from detracting development.

Implementing Zoning Changes: Any change to zoning, including increasing or decreasing intensity requires a 2/3 affirmative vote of the City Council, following a report of the planning board and a public hearing.

Action B: Maintain and Enhance a Historical Museum

The North Adams Historical Society, Inc. currently maintains the North Adams Museum of History and Science at the Western Gateway Heritage State Park. The city will ensure that a venue for local history remain, and explore ways to expand and enhance its reach. Expansions should include multi-media options such as video stations, digital tour companions, and virtual tours.

Action C: Support Efforts to Designate Downtown North Adams as a Cultural District

Through an act of the State legislature in 2010, the Mass Cultural Council established a process for designating Cultural Districts. The intent of this designation is to strengthen the sense of place, stimulate local economic activity, and improve the personal experience of visitors and residents. The historic fabric of North Adams contributes significantly to its potential as a Massachusetts Cultural District. This designation will bring attention to the City of North Adams as a tourist destination, rather than one or two individual sites. It will also build a case for applying to grant programs and focusing investment.

Policy HP 3.3: Support preservation and robust use of local landmarks and institutional uses.

The city has a rich inventory of historic landmarks which create interesting spaces. These sites provide settings for local events, and when linked together (i.e. through tours), they can tell the larger story of the city or the region. The city should work to maximize the benefits of having these notable places.

Action A: Develop Zoning to Protect Landmarks and Civic Uses

Develop overlay districts where landmarks are clustered to protect their character-defining attributes and promote active uses in the surrounding areas. Areas such as the juncture of Church, Ashland, Eagle and Main Streets, offer a cluster of historic buildings, landmarks and vistas, which should be protected and enhanced where appropriate.

Action B: Locate Cultural Activities within and around Historic Properties

Encourage the location of cultural activities and events at historic properties (i.e. existing Eagle Street Beach Party); consider relocating popular events to such locations (i.e. Saturday Farmer's Market). Bringing as much foot traffic to these sites and encouraging residents and visitors to have a positive experience there will help build appreciation and stewardship.

Action C: Call Attention to Lost or Hidden Historically Significant Sites

There are a number of historic sites in North Adams which have been lost to time or development, or are obscured by existing conditions. Calling attention to these sites, such as Monitor Park, where parts of the Civil War ship, The Monitor, were made, or former Fort Massachusetts, offers additional opportunity to identify what makes North Adams distinctive. In particular, Monitor Park could serve as a linkage between MASS MoCA, downtown, and the Western Gateway Heritage State Park. Directly across the West Main Street from Monitor Park is the Scenic Byway kiosk which could be enhanced and used as a linkage between the sites.

GOAL HP 4: SET HISTORIC PRESERVATION PRACTICE AS A CORNERSTONE FOR AN OVERALL HOUSING AND NEIGHBORHOODS STRATEGY

North Adams has ample historic resources within its boundaries, including homes, commercial buildings, monuments and public spaces. But the city was built for a much larger community, nearly twice its current population. There is an excess of housing, contributing to a high vacancy rate, and more infrastructure to maintain. Economic constraints of the population over recent decades have led to blighted buildings which are now difficult, if not impossible, to bring up to state building code. Residents and city administrators acknowledge these conditions require a balance of reinvestment and relinquishment (ex. demolition) of residential and institutional resources. Engaging in a deliberate process of prioritizing preservation and reinvestment will best utilize funding and protect valuable physical resources.

Policy HP 4.1: Facilitate Homeowner Access to Information on Historic Properties and Preservation Options

Owners of historic homes may be unaware that their property is listed, particularly as ownership changes over time. Additionally, property owners may not be aware of sources of information on how to appropriately care for their home to maintain or even enhance its historic significance. This is especially challenging as new materials for historic renovations are constantly being developed to offer better appearance and performance.

Action A: Promote Publicly Available Information on Historic Properties

Work with the North Adams Historical Commission and the North Adams Historical Society to make information available about historic properties throughout the city. Distributing existing inventory forms and promoting expanded, electronic versions when available will help owners understand, and hopefully protect, the historic value of their properties.

Policy HP 4.2: Promote and facilitate the purchase of and investment in historic properties in foreclosure or owned by the city.

The city has a number of vacant and foreclosed properties within its neighborhoods that contribute to blight or are slated for eventual demolition. In some cases, these properties were seized for tax delinquency and are now the responsibility of the city. The city will work to highlight the historic merits of and promote private investment into these properties.

Action A: Create a Catalogue of Historic Homeownership Opportunities with a Financial Incentive

Develop a catalog of vacant historic buildings available for renovation into homes. Feature pictures, critical information, and historic attributes. By utilizing marketing tools, the city can promote the redevelopment potential of these priority properties to local banks, real estate agents, and individuals. A financial incentive per unit (i.e. \$5-10,000) can further entice the purchase of these buildings.

Action B: Offer a Guide to Historic Housing Rehabilitation

Develop and distribute a guide to the intricacies of historic home rehabilitation. This guide should address issues of maintaining key historic details, lead paint, energy efficiency, and specialty contractors. If North Adams designates one or more local historic districts, an additional guide should be developed to help owners understand the designation and make appropriate choices about their renovations.

GOAL HP 5: MAXIMIZE SOCIAL BENEFITS OF HISTORIC AND CULTURAL RESOURCE BENEFITS FOR THE COMMUNITY

Policy HP 5.1: Build community awareness and support for historic preservation.

Because so much of the built environment in slow growing New England communities is historic, residents often take for granted the historic and architectural values that surround them. These can serve as a resource for education of all ages, job creation, and rebranding the city. The city will work to highlight and build community awareness and pride for its history and the great potential preservation offers the future of its built environment.

Action A: Encourage Local History in Elementary and Secondary Schools

Expand and support efforts to teach local history in elementary and secondary schools. Provide a combination of bringing students to sites and providing materials and support for teachers to bring into the classroom. This will serve a two-fold purpose: it will enhance existing lessons (creating a 'tangible' history), and cultivate an appreciation of North Adams at an early age.

Action B: Support Local History at Institutions of Higher Learning

Encourage continued and additional public history classes taught through MCLA, Berkshire Community College, and Williams College. There has been positive response to classes including local history taught at MCLA, and programs are expanding to offer education for teachers through these institutions. These are important opportunities to maintain for residents interested in developing a deep understanding of their local history and its connections to historic events and time periods.

Offer continuing education credits for professionals utilizing local architecture and other aspects of the built environment. Work with area educational institutions such as MCLA and Berkshire Community College to offer professional requirements locally in order to educate architects, planners and others about North Adams.

Action C: Offer Glimpses of City History on a Daily Basis

Create opportunities for residents to learn about local history and culture through modest efforts such as signage and newspaper articles, historic building and home visits, and lectures. Integrating the history of North Adams into the daily lives of residents can help enrich lives and experiences. Utilizing many types of media and outlets will allow the message to reach a broader audience.

Action D: Continue and Enhance Historic Tours

Continue to offer historic tours (walking and trolley) and support their enhancement. As part of a broader city branding and marketing strategy, (described in greater detail in the Cultural Resources section, page [15](#)), enhancement and variation of the tours should be considered. A tour linking the historical resources, cultural developments, and natural resources of the community may be a model to consider. Incorporation of technology to supplement and expand existing tour options should be utilized.

Action E: Develop a Clearinghouse of Information about North Adams History

There have been numerous projects developed (many at the college level) studying the history of North Adams. Often students or groups recreate past work because there is no central location for projects specific to the city. Developing a site where such information or links to it can be accessed would benefit future study and reduce the burden on residents or people acting as information resources.

Action F: Promote the Connection of Historic and Cultural Resources

Connect historic and cultural resources within promotional materials and tours wherever possible; harness the broader audience for cultural attractions to provide information about the historic resources of the area. Making explicit the connections between cultural developments and the historic fabric of a place will enhance the visitor's and resident's experience and deepen their appreciation for North Adams.

GOAL HP 6: SUPPORT REGIONAL PRESERVATION INITIATIVES AND ENSURE CITY IS WELL REPRESENTED

Policy HP 6.1: Support efforts to coordinate historic preservation initiatives and programs at the regional-scale.

Regional-scale historic preservation planning initiatives have begun to gain momentum over the past decade. The city has already benefited greatly from programs such as the federal Scenic Byways program which highlight Route 2 and the tour over Mount Greylock. The recently designated Upper Housatonic Valley National Heritage Area, while stopping just south of the city, provides a regional resource and partner (Housatonic Heritage) to help link the city to regional historic tours and trails, such as the paper trail.

Action A: Encourage a Revolving Loan Fund for Private Homeowners

Participate in and support current regional efforts to establish a Revolving Loan Fund for private owners investing in historic properties. Research along the Mohawk Trail Scenic Byway showed that private homeowners hold responsibility for a majority of its historic resources, yet they have the fewest available financial resources. A feasibility study is underway for the development of a Revolving Loan Fund to offer low- or no-interest loans to these owners to support reinvestment along the byway. Route 2 in North Adams is one of the areas included in this pilot project.

Action B: Participate in Scenic Byway Planning

Continue and enhance involvement in scenic byway planning to make best use of this tourist activity and draw. The Mohawk Trail Scenic Byway and the Mount Greylock State Reservation Scenic Byway both have segments traveling through North Adams. The development of the Mount Greylock access trail from North Adams will help capture these visitors.

Action C: Support a Regional Historic Preservation Organization

Participate in efforts to establish a regional organization dedicated to historic preservation in Berkshire County. Local Historical Commissions and local history organizations across the county support the creation of a group which would represent the regional interests of historic preservation organizations, providing technical assistance and coordination efforts. North Adams representatives should participate in this process to the extent possible.

FOOD AND HEALTH

INTRODUCTION

While the Berkshires as a region have a long tradition of agriculture, there is very limited agricultural activity remaining in North Adams. Some of this is due to the terrain, which affords limited opportunities; agricultural producing lands occupy only three percent of the total land area. This limited agricultural land supply has resulted in two trends in local food production: a strong relationship between farms in surrounding communities as the foodshed for the city through the farmers market and Community Supported Agriculture (CSA) shares and a keen interest in urban gardening within city neighborhoods. The existing urban fabric of North Adams offers opportunities for creative reuse of old mill, church or school buildings and related infrastructure for the production, processing and distribution of food. Institutions like the North Adams Regional Hospital are active in identifying and promoting spaces for community gardens. North Adams is working as a community to actively address food access and equity through such efforts as the community garden program, Berkshire Food Project, Hoosac Harvest, and Northern Berkshire Community Coalition's Mass in Motion program. This section establishes goals for building a strong local food system in the city that facilitates access to healthy food for all residents.

FOOD AND AGRICULTURE GOALS AND POLICIES

GOAL FH 1: STRIVE TO INTEGRATE A ROBUST, LOCAL FOOD SYSTEM (PRODUCTION, DISTRIBUTION AND ACCESS) INTO EXISTING URBAN FABRIC

Policy FH 1.1: Promote urban farming and community gardening as a way to produce and distribute local, healthy foods in North Adams.

Action A: Identify Viable Spaces for Urban Farming or Community Gardens

Use existing property databases and develop additional site criteria to identify vacant or underused parcels suitable for urban agriculture or community gardens. Water access, for example, is very important for a community garden or urban farm to be productive and successful. Identify city-owned vacant lots that are viable spaces for community gardens or farmers without farms. Create an inventory of available parcels or lots accessible and searchable to the public.

Action B: Facilitate Use of City-Owned Vacant Parcels for Garden Spaces

Use land holding techniques (e.g., land bank, land trust) to make city-owned vacant spaces affordable for food production. Cities such as Detroit have found success in land banking as a way to take ownership of vacant properties and encourage uses that offer community benefits, including community gardening and urban agriculture.

Create a process to proactively identify spaces owned by the city and suitable for community gardening and manage use, lease or purchase agreements between the City and community gardeners. Formulate standards of use (i.e., requiring raised beds, soil tests and organic maintenance) and use or lease agreements for these city-owned parcels. The Detroit Food Policy Council has helped identify best practices in terms of what such a process should look and feel like to community members. Other cities and towns have developed programs that encourage gardening and farming activities on city owned properties, including: The purchase of a lot; the purchase for nominal price of

vacant lots adjacent to an interested party's property; bid sales; or through a garden permit/Adapt-A-Lot Program. (See also Housing and Neighborhoods Chapter.)

Action C: Align Regulations with Local Food Goals

Ensure city regulations support neighborhood food production, such as front yard gardening and beekeeping. Sometimes, existing zoning regulations make agricultural production challenging or impossible within town or city limits. Current zoning regulations in North Adams are relatively flexible in terms of food production – livestock, for example, is permissible with a lot size of 2 acres or larger and enclosure for the animals. The 2 acre lot size could be a challenge for neighborhoods with higher density and less space and residents who would like to keep a few chickens.

Action D: Link Gardens to Education to Empower More People to Grow and Eat Fresh

Identify partnerships between North Adams Regional Hospital, community gardens, schools and institutions and food sites. Pursue ongoing and pilot projects that partner institutions with gardening and healthy food programs to North Adams food sites to ensure that all North Adams residents have access to healthy and local food from a variety of sources.

Action E: Incorporate Food Production in Affordable Housing Site Plans

Incorporate productive food spaces into affordable housing opportunities as they are proposed and potentially developed in or around North Adams. Food Works at Two Rivers Center, in Montpelier, Vermont, helps to manage and maintain gardening programs at affordable housing communities in Central Vermont, providing residents with educational programs focused on food production and nutrition education. A similar concept applied locally could increase access to healthy, local food in some of North Adams' lower-income neighborhoods and increase access to food education throughout the year.

GOAL FH 2: STRENGTHEN THE NORTH ADAMS ECONOMY THROUGH ITS FOOD SYSTEM

Policy FH 2.1: Encourage the growth of businesses that grow, distribute, process and sell local and healthy foods – especially those that offer healthy food access to low-income neighborhoods or areas designated as USDA Food Desert.¹

Action A: Market and Site Analysis to Understand Business Development Options

Value-added processing is a key way farmers can raise their profit margins, but the county currently lacks the infrastructure to support commercial-scale processing. The city and its partners should conduct a market study for local/regional food processing facility, cold storage and other food related infrastructure in northern Berkshire and southern Vermont area. Explore mill buildings and old church reuse as potential sites for these types of businesses, and promote these types of businesses as opportunities to promote North Adams as a great place to open and maintain a local business.

Action B: Consider Growing and Recruiting Food Related Anchor Businesses

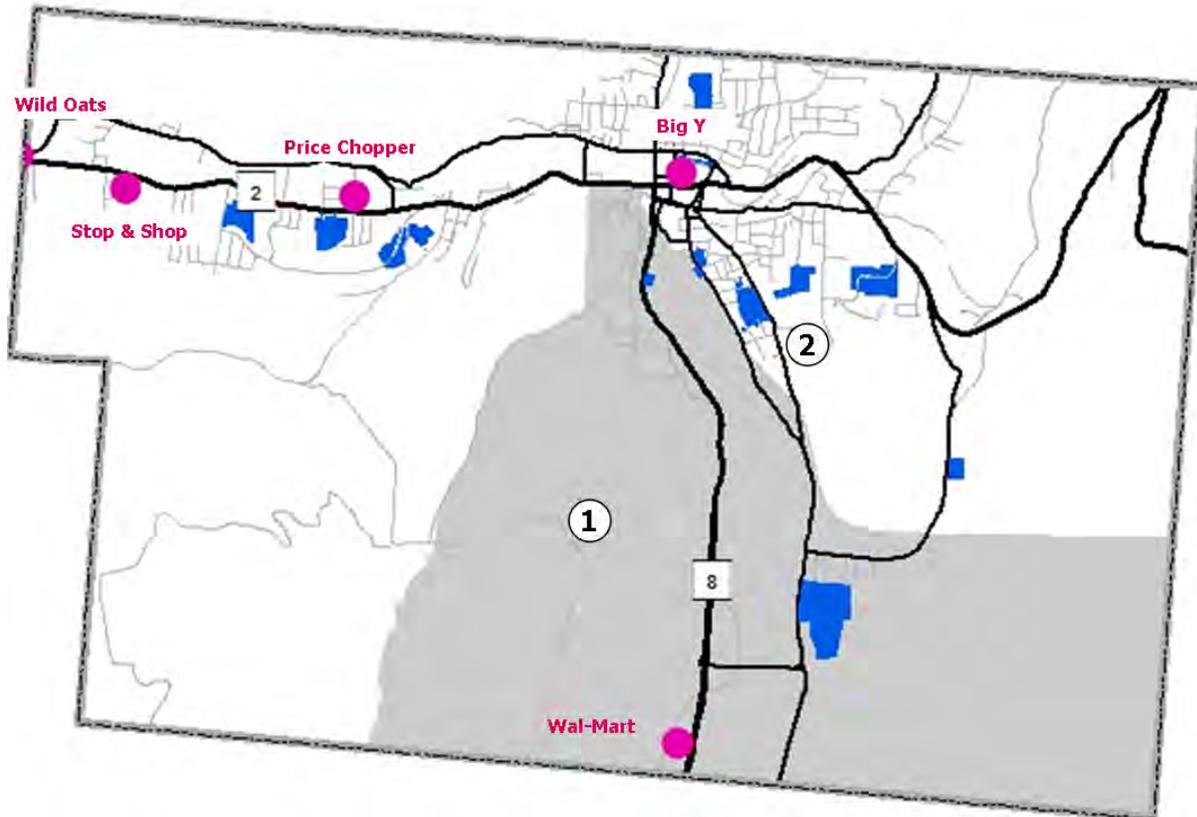
Continue partnering with 1Berkshire to identify and offer North Adams building stock as potential homes for business, specifically food and agriculture related businesses such as value added food processing, production and distribution. A food hub business that aggregates and distributes local produce, is one business identified as a missing piece in the food system.

¹USDA defines a "food desert" as an area where at least 500 people and/or 33% of the census tract population reside more than one mile from a supermarket or grocery store.

Action C: Encourage the Location of a Local Foods Market in North Adams

Locating a health food store or a coop like Wild Oats Market in Williamstown or Berkshire Organics in Dalton would increase access to healthy, local foods. A pedestrian-friendly location would further enhance access. Potential locations already exist, identified as the area surrounding Heritage Park or on (Main Street).

Figure 5: Food Desert and Community Garden Sites



1 Food Desert— A food desert, as defined by the USDA, is a low-income census tract in which a large number or share of residents have low access to a supermarket or large grocery store. At least 500 people, and/or 33% of the census tract population must reside more than one mile from a supermarket or grocery store. This low access can have negative health implications, as it can impede the purchase and consumption of fresh fruits, vegetables and whole, healthy foods. The North Adams neighborhoods of South Church Street, West Shaft Road, Church Street, State Street and Braytonville are shaded as a food desert. However, the recent location of a Super Wal-Mart may have resolved the food desert status by providing grocery access to that area of the city.

2 Community Gardens—there are a number of community gardens across the city. Some are tied to community kitchen to support meals, others are linked to a neighborhood to provide grow-your-own options for residents. These programs can be very valuable to enhancing nutrition and hunger, as well as providing space for hobby recreation and social interaction.

GOAL FH 3: PROVIDE ACCESS TO HEALTHY, LOCAL FOOD FOR ALL NORTH ADAMS RESIDENTS

Policy FH 3.1: Promote pedestrian friendly locations for food outlets, including healthy food retail, farmers markets and community gardens within easy walking or cycling distance of low-income neighborhoods, work places and other gathering points.

Action A: Safe Routes to Food

Work with regional and local entities to include proximity to food access points as a priority evaluation criterion in transportation planning considerations, including pedestrian improvement planning. Regional and local planners could either consider the potential to increase food access on a case-by-case basis, or create a toolkit or criteria matrix to help guide the inclusion of food access into transportation plans and projects, planning transportation for health. The Nashville, Tennessee Metropolitan Planning Organization, for example, prioritizes project investments with a 100 point criteria system. Sustainable Development, Multi-Modal Options and Health and Environment are 10 and 15 point categories, with food access falling into the health and environment category. They award points based on the proximity and number of food outlets in the area surrounding the proposed transportation system investment.

Action B: Eliminate Food Desert

Use incentives for businesses to site healthy food access points in neighborhoods identified as Food Deserts. Incentives can include expedited permitting or gap funding opportunities for businesses committed to increasing food access and promoting community health and wellness through their enterprise. This kind of effort could be in conjunction with economic development efforts.

Action C: Relocate North Adams Farmers Market

Identify a site for the North Adams farmers market that promotes pedestrian access for all North Adams residents, but especially low-income neighborhoods or areas identified as Food Deserts. Incorporate food and nutrition education into the new Farmer's Market site through training workshops and food demos.

Action D: Encourage Healthy Options in all Food Retail Sites

Support Mass in Motion's Healthy Market initiative to make available and promote healthy options in "convenience stores" throughout North Adams.

Policy FH 3.2: Enhance affordability and access of local, healthy food options for all North Adams residents.

Action A: Expand Retailer Options for Food Subsidy Program Recipients

Enable and encourage use of Electronic Benefit Transfer (EBT)/Women, Infants and Children (WIC) use at North Adams Farmers Market. While some vendors already accept EBT/WIC resources, not all do. It is also important that everybody with EBT/WIC benefits know that the North Adams Farmers Market does accept EBT/WIC, so marketing and outreach is a key element in further promoting healthy, local food access through outreach and communication. Work with the North Adams WIC office to encourage the use of these benefits at the Farmers Market when consulting with users.

Action B: Offer Healthy Food Purchase Incentives

Investigate dollar stretching programs to incentivize the purchase of local, healthy food products at farmers markets and other food outlets (i.e., Double value coupon program or 'Fresh Bucks' – multiplies value of federal Supplemental Nutrition Assistance Program (SNAP) benefits). Wholesome Wave is one example of a doubling program for farmers markets.

Action C: Offer 'Fruit and Vegetable Prescription Program'

With health care shifting increasing focus to preventative health programs, the city and hospital should look for opportunities to forge a collaboration to promote healthy eating as a health care step.

Local health care providers could encourage the purchase of fresh fruit and vegetables through coupons, cost-sharing or subsidizing and partnerships between health clinics and food outlets.

Action D: Continue to Support Subsidized CSA Share Programs

There are good examples of subsidized or donated community supported agriculture (CSA) shares in the region, such as Berkshire Grown's 'Share the Bounty' program and its north Berkshire presence Hoosac Harvest. Community service groups could partner to support this program and expand its ability to provide shares to city residents.

Action E: Create Mobile Food Options

Explore mobile food access opportunities, such as a Veggie Mobile, a Farm-to-Family drop-off system, or a work-place delivery system such as that in place between Berkshire Organics and North Adams Regional Hospital. The Capital District Community Garden Veggie Mobile brings fresh and local (as available) produce to neighborhoods throughout the Albany, NY region. They offer food and cooking demos using ingredients available from the veggie mobile. Each of these should accept SNAP/WIC benefits in North Adams.

Action F: Healthy Cooking Training for Food Service Employees

Increase food and nutrition education and training opportunities at pantries, schools, and in elder service programs such as Meals on Wheels and senior meal program at All Saints Church. There are many resources for cooking locally and seasonally, including a Mass Farm to School cookbook that helps take the guesswork out of meeting food requirements in a school setting.

Action G: City-MCLA Garden Partnership

Pursue collaboration with MCLA to integrate larger North Adams community into its garden program through work shares or other agreements. Cultivate a partnership that benefits MCLA staff and students as well as North Adams residents through the sharing of a community garden.

Action H: Promote Food Education to Facilitate Healthy Eating Behaviors

Education is a critical element in promoting healthy, local eating behaviors. Incorporating activities and projects into school curriculum is a way to introduce it; parallel efforts in the cafeteria and at home reinforce healthy food behaviors. Vermont FEED (Farm to School Education Every Day!) is a good example of how federal agencies, non-profits and schools can collaborate to integrate farm to school and food education into the classroom and cafeteria.

Policy FH 3.3: Support food assistance sites, such as pantries and meal locations, in providing local, healthy foods.

Action A: Increase Presence of Local Food in Emergency Food Options

Coordinate gleaning partnerships between area farms and local pantries and meal sites and the Food Bank of Western Massachusetts. Gleaning is the collection of left over product from agricultural fields after harvest.

- Partner with Hoosac Harvest to strengthen existing program and identify new opportunities.
- Promote 'grow an extra row' partnerships – identify new opportunities for such programs.
- Partner with Mass in Motion and Hoosac Harvest to recruit volunteers for a 'grow an extra row' program.
- Consider school gardens as sources for pantry or meal site foods.
- Assist food pantries and kitchens with the sourcing of local food products, emphasizing fresh vegetables or fruit.
- Encourage pantries or food sites to purchase a CSA share, or enter into a purchasing contract with a farmer.
- Facilitate subsidized shares or direct contracts between farms and food assistance sites.

Action B: Increase Exposure to Healthy Food

Promote food and nutrition education at food assistance sites: Provide tasting samples and recipes to those waiting for food at pantries and meal sites, or food demos. Coordinate efforts with food pantries to encourage and raise awareness for healthy donation options during Postal Food drive as well as other food drives.

Action D: Season Extension

Promote seasonal extension methods to ensure year-long access to fresh fruit and vegetables – i.e., mobile fruit & veggie processing unit for flash freezing bulk items for institutions and food pantries or kitchens. This can be done in bulk at the food processing facility in Greenfield. Also, consider partnerships that provide storage opportunities to enhance capacity for keeping and serving fresh, local foods at food assistance sites in North Adams.

Policy FH 3.4: Enhance existing opportunities for healthy and local foods at local restaurants, stores and other market outlets.***Action A: Partner with Northern Berkshire Community Coalition's Mass in Motion Program to Assist Local or Neighborhood Stores in Stocking Fresh, Healthy Foods***

Identify ongoing programs and funding opportunities to assist smaller stores in stocking healthy foods, and promoting the purchase and consumption of healthier foods through signs, coupons and in-store promotions. Capital District Community Gardens, in Albany, New York, have a program called the Healthy Convenience Store Initiatives, in which they install refrigerator units in neighborhood stores, and stock with healthy food options twice a week, and work with owners to limit price mark-up. Partner with Northern Berkshire Community Coalition and Mass in Motion (MiM) to enroll convenient stores in MiM activities, including the provision and promotion of healthier foods and consumer food and nutrition education. This should be prioritized in low-income or food desert areas.

Action B: Augment Awareness of and use of SNAP or WIC Benefits at the North Adams Farmer's Market

Partner with Northern Berkshire Community Coalition's Mass in Motion (MiM) Program to increase benefits utilized and spent at the North Adams Farmers Market by increasing awareness and resources. Encourage outreach and information campaigns, and provide assistance where applicable.

Action C: Encourage Healthy and Fresh Food Options in Local Restaurants—from the local pizza shop to higher end or specialty restaurants.

Work with local restaurants to offer and promote healthy dining out options. In the central Berkshires, Tri-Town Health is responsible for the Healthy Dining Program. This program includes 60 eateries and institutions that create menus focused on encouraging healthy eating habits. Through this program, restaurants commit to designating nutritional information for each menu item, making salt shakers available by customer request, banning trans fat, reducing portion size, offering gluten free substitutions and providing low fat or non-dairy options when milk is offered as a beverage.

GOAL FH 4: INCREASED OPPORTUNITIES FOR HEALTH AND WELLNESS IN NORTH ADAMS SCHOOLS AND INSTITUTIONS

Policy FH 4.1: Promote health and nutrition through better eating and other wellness activities in and around North Adams schools and institutions.

Action A: Promote Partnerships for Healthful Eating in City Institutions

Collaborate with dietitians and local health care providers to design healthier menus in the hospital cafeteria, as well as in other institutional cafeterias, including day care sites and senior centers.

Action B: Support Education and Career Development Focused on Agriculture and Food Systems, including Food Preparation, Value-added Processing, Nutrition and Hospitality.

Explore partnership or collaboration potential with McCann Technical School, specifically its Culinary Arts program. Find out whether they use local food, they emphasize healthy cooking and if a pilot program in which Culinary Art students teach community members how to cook with local, healthy food could be a viable pilot project.

Action C: Encourage Opportunities for Youth Training and Participation with Local Partners

Identify opportunities for ‘Guest Chefs’, ‘Guest Farmers’ or Junior Iron Chef Competition at institution cafeterias, including North Adams Regional Hospital, MCLA and schools.

Action D: Encourage Healthy and Local Foods in Cafeteria Settings

Create a ‘Veggie or Fruit of the Month’ program to introduce healthy and local food products in cafeteria settings – highlight the product, distribute recipes.

Action E: Explore Municipal Purchasing Arrangements between City Programs and Local Food Suppliers.

Expanding food options and enhancing local economic relationships between the City and food suppliers.

Action F: Provide Municipal Support for School Wellness Programs

Assist the Northern Berkshire Community Coalition’s Mass in Motion program with coordinating school wellness programs, including nutrition, with the school wellness committee.

Action G: Partner with the North Adams Regional Hospital to further Community and Institutional Wellness Initiatives

Actively collaborate with North Adams Regional Hospital to promote healthy food and wellness options in and out of the hospital. Access to green space and gardens is restorative to patients and health care providers. Identify walking loops around hospital for staff and patients. Identify opportunities for kitchen gardens near the hospital for use in hospital cafeteria meals. Identify funding opportunities for healthy hospital food programs and options.

From Farm to School

Two organizations in Massachusetts assist in bringing food and agriculture into the cafeteria and classroom.

[The Massachusetts Farm to School Project](#) facilitates sustainable purchasing relationships between local institutions and local farms. It offers trainings to institutional food services and farm-to-institution matchmaking. The organization already works with the Northern Berkshire Community Coalition Mass in Motion program to help connect community to healthy food and bring more local foods to North Adams schools. Through a USDA grant, the organization was able to work with Crosby Elementary School in Pittsfield to launch a school garden program, and work with the food services director to purchase and provide local foods in the cafeteria. This grant was targeted to assist low-income school districts.

[Massachusetts Agriculture in the Classroom](#) is a non-profit organization provides agricultural education training for teachers and other educators, helping students identify the connections between foods, fibers and other agricultural products they use. Massachusetts Agriculture in the Classroom connects these lessons to state curriculum frameworks. The organization provides mini-grants, skills workshops and demonstrations for teachers and other educators to bring new lessons and skills into their classrooms and schools.

Policy FH 4.2: Promote local foods in the North Adams education system, and reduce non-healthy food options.

Action A: Provide Municipal Support where Possible for School Gardens

Promote school gardens as opportunities for education and food production. Consider ways to ensure that the garden programming remains active even in summer months, like Project Sprout at Monument Mountain High School. Consider low-cost tools for weather protection and season extension, such as hoop houses.

Action B: Encourage Healthy, Local Food Options in Schools through Both Cafeteria Service and Curriculum Development

Increase in-class and at-lunch food education in North Adams schools, and encourage in-school curriculum that promotes the value of horticulture and nutritional value of fruit and vegetables. Work with the school district and independent or charter schools to integrate activities and lessons into curriculum that emphasize healthy eating and food production.

Action C: Provide Technical Assistance for North Adams Schools Interested in School Gardens.

Identify schools with an active interest and suitable site for a school garden. Develop a toolkit for schools interested in hosting a school garden: what is needed to start and maintain a successful school garden? What are good site characteristics? Explore partnership opportunities so that the space remains maintained during vacation periods, and the fruit or vegetables not wasted. Potential partners include the Massachusetts Farm to School Project, Northern Berkshire Community Coalition's Mass in Motion program, the Massachusetts Agriculture in the Classroom group, and the North Adams School District.

Action D: Encourage Schools to Identify Funding Opportunities for School Gardens from a Variety of Funding Sources, including Public and Private Entities.

Identify funding opportunities for school gardens within North Adams. Actively seek opportunities to fund school gardens, in the form of grants as well as technical assistance or in-kind donations.

Action E: Promote Healthy Vending Opportunities in North Adams Schools.

Identify opportunities for fresh and healthy vending opportunities, including vegetables, fruit, and dairy products around the MCLA campus.

Action F: Help Connect North Adams with Partners to Increase the Range of Snacks Available within City Schools.

Encourage North Adams schools to offer healthy food options along with or instead of conventional vending machine snacks. Potential partners include Massachusetts Farm to School.

Action G: Encourage Sharing and Promotion of Nutrition and Physical Activity Best Practices at North Adams Schools.

Partner with local health care providers and experts to bring best practices into schools through classroom visits, field trips and integration into curriculum.

Action H: Establish a Working Group of Food Service Directors, Superintendents and other School Stakeholders to Address Farm to School Opportunities and Challenges.

Coordinate working meetings with food service directors to share ideas, challenges and solutions to getting more local food in schools, in partnership with Massachusetts Farm-to-School.

Action I: Implement a Pilot Farm to Cafeteria Project: Identify a Grower and Institution Interested in Testing out Contractual Growing.

Assist school system in reviewing options and testing priority 'local first' sourcing for cafeteria food. Work with Massachusetts Farm to School to develop a pilot farm to cafeteria program at a North Adams school to encourage other schools to participate.

Action J: Include Garden Mosaics Service Learning Program as a Fixed item in the School Budget to Encourage Sustained Capacity.

Dedicate school budget item for Garden Mosaics service learning gardening program.

Action K: Promote Healthy Eating and Living through a Variety of Media.

Use public resources, like Channel 22 (public access television) to promote healthy food behaviors. Offer information about healthy eating behaviors, and how to prepare local, healthy foods as part of Channel 22 programming.

Policy FH 4.3: Integrate food and agriculture planning efforts into broader policy and governance conversations.

Action A: Be an Active Advocate in Ongoing Work of the Massachusetts Food Policy Council.

Participate in the upcoming statewide food and agriculture plan to be led by the Food Policy Council. The Executive Office of Energy and Environmental Affairs is leading efforts, through the Massachusetts Food Policy Council, to develop a statewide strategic food systems plan. North Adams should explore opportunities for participation and eventual implementation items that develop from the planning process.

Action B: Develop Working Group, such as North Adams Food Policy Council, Representing a Full Cross-section of Local and Regional Government.

The council could include members of the planning department, health department, community and economic development departments, recreation, school districts, and institutions or organizations working with food or agriculture related projects to continue and prioritize food and agriculture action items and implementation.

Action C: Leverage Local and Regional Assets to Grow and Sustain Community Food System Initiatives.

Actively collaborate with local foundations to support community engagement, evaluation activities and longer-term coordination of food system strategies. Actively seek funding opportunities and partnership opportunities through State agencies and regional foundations and non-profit organizations.

Action D: Use Food System-related Actions to Help Achieve Open Space, Transportation, Land Use, Community & Economic Development, Housing, Natural Resource and Solid Waste Goals of Comprehensive Plan, and vice a versa.

When implementing strategies from other comprehensive plan elements, consider how these actions will enhance or detract from the North Adams food system. When implementing food related strategies consider how impacts could extend beyond the food system and offer cross-cutting solutions. For example: a pedestrian and bike path between North Adams and Williamstown slated for 2014 will increase safe food access for low income residents in North Adams lacking independent transportation while also increasing access to recreation and transportation. See Figure 2.

GOAL FH 5: PROMOTE SUSTAINABLE METHODS OF FOOD PRODUCTION AND FOOD WASTE MANAGEMENT

Policy FH 5.1: Encourage sustainable gardening and agriculture practices through community education opportunities and outreach.

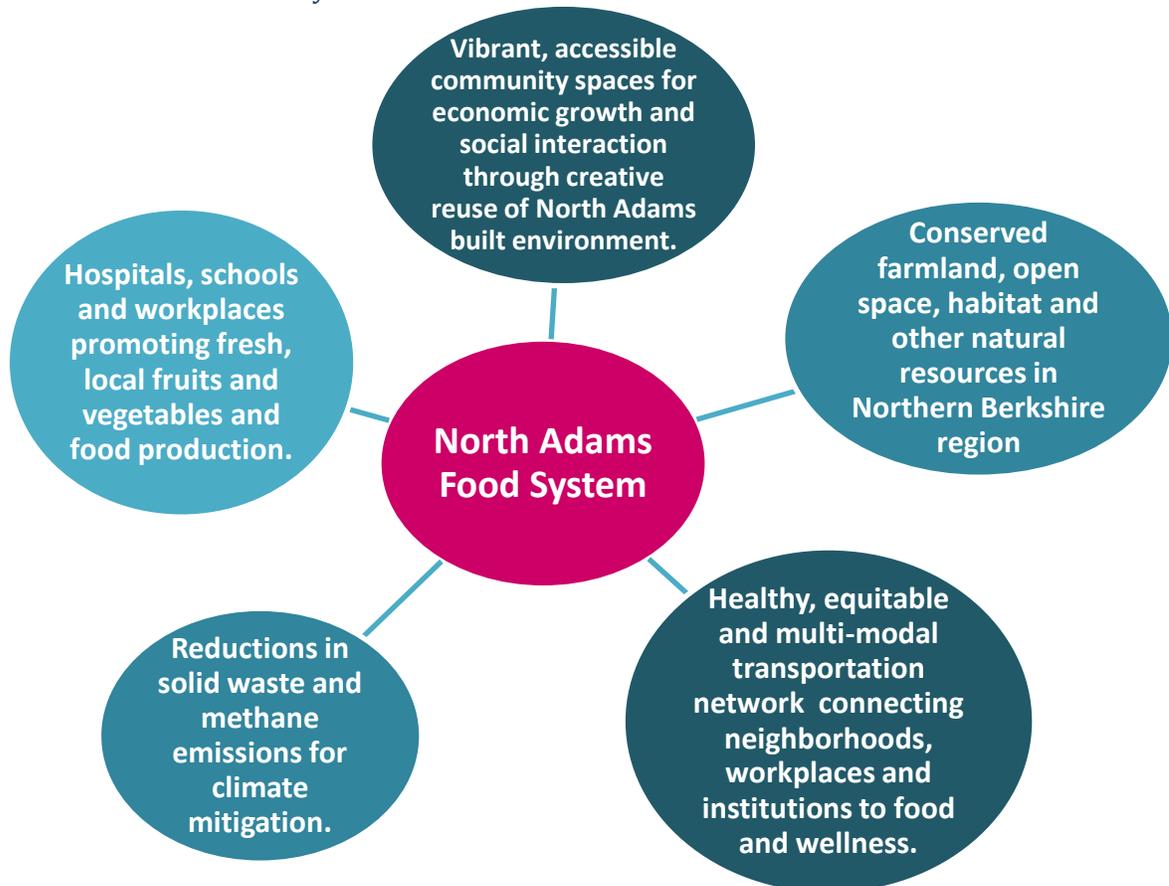
Action A: Partner with Local and State Institutions and Organizations to Provide Gardening Workshops.

Many organizations and institutions within Berkshire County provide training and education related to sustainable gardening and agriculture. Partnering with interested groups provides opportunity for broad community exposure to workshops, seminars and other valuable resources. Local colleges, Massachusetts Department of Agricultural Resources (MDAR), Berkshire Grown, Berkshire Botanical Garden, Natural Resources Conservation Service (NRCS), UMass Extension, etc. offer such resources.

Action B: Consider Possible Partnerships with Massachusetts College of Liberal Arts MCLA, in Celebration of its Agricultural History.

Ongoing efforts continue to promote community engagement through food producing gardens. A partnership with MCLA could provide opportunities for community outreach and education, and student opportunities for service learning and wider integration into the city and community of North Adams.

Figure 6: North Adams Food System



Policy FH 5.2: Reduce food waste.

Action A: Synchronize Local Efforts to Address and Meet State Regulations Regarding Food Waste.

Work to implement regulations such as the proposed Department of Environmental Protection policy requiring hotels, food waste processors and large institutions generating large volumes of food waste to compost – proposed regulations targets diverting at least 35% of source separated organics from disposal by 2020. Identify largest producers of food waste, and facilitate the siting and regulation of composting facilities where suitable. Look to other cities who have implemented composting programs, including curbside compost pick up. Conduct education and outreach so that residents understand the benefits of composting and best composting practice.

Action B: Work with Schools and Institutions to Implement Composting Program.

Publicize existing projects, such as ongoing efforts at the North Adams Regional Hospital and its ‘Green Team’. Publicizing ongoing efforts such as the North Adams Regional Hospital and its ‘Green Team’ provides positive and realistic examples of institutions implementing sustainable practices

Action C: Consider Food Waste as a Potential Energy Resource within the City of North Adams.

Work to identify other uses of food waste besides composting: Energy generation via anaerobic digestion is one example of an alternative use for food waste, and feasible at facilities such as the waste water treatment plants like the one in North Adams.

Action D: Support Investment in Organics Infrastructure—for the Collection and Hauling of Organic Materials.

The City of North Adams can look for and pursue funding or technical assistance opportunities to implement an organics infrastructure throughout the city, and partner with organizations already committed to food waste reduction and recycling, such as the North Adams Regional Hospital.

Action E: Support Targeted Business Development to Create New and Green Jobs in Food Waste Reduction and Recycling.

Promoting entrepreneurial opportunity in food waste reduction and recycling (like the Pedal People in the Pioneer Valley, or the Vermont Composting Company) could lead to employment opportunity and job development for residents interested in organic, sustainable horticulture and agriculture practice.

INFRASTRUCTURE AND SERVICES

INTRODUCTION

The City of North Adams is responsible for a network of built infrastructure which includes roads, streets and bridges, wastewater, water, and stormwater. The City is also responsible for a number of services, including schools and education, law enforcement, fire and emergency, and solid waste. Aged infrastructure has been noted to be an issue, as has the condition of some public facilities. As the population of North Adams has declined over time, so has its tax base and municipal revenue. This creates a challenging scenario in the City – it faces needed infrastructural repair or replacement but faces limited fiscal resources. Long term planning for adaptive planning and investment in city infrastructure will ensure that the needs of existing residents, businesses and institutions are met while continuing to promote North Adams as a great place to be. North Adams is in a position to adapt practices to further its fiscal and environmental sustainability: it has expressed interest in an enterprise fund for infrastructure and services, and is pursuing municipal solar projects, while also possessing potential for wind and hydro power within the city. Through public workshops, increased investment in traffic calming, street and sidewalk maintenance/repair, snow removal and residential solar programs were identified as infrastructure and service priorities. It is important for the City of North Adams to consider the impacts of climate change when planning new or enhancing existing infrastructure, and to plan city services to address predicted trends such as more high heat days. Goals, policies and strategies are categorized in the following groups:

- *General Infrastructure and Services Recommendations*
- *Energy*
- *Water and Sewer*
- *Roads and Bridges*
- *Schools and Education*
- *Public Safety*
- *Technology*

GOALS, POLICIES AND STRATEGIES

INFRASTRUCTURE AND SERVICES ELEMENT, GENERAL

GOAL IS 1: ENSURE THAT LONG-TERM PLANNING INITIATIVES INCLUDE THE MAINTENANCE, OPERATION AND EVENTUAL REPLACEMENT OF EXISTING INFRASTRUCTURE

Policy IS 1.1: Engage in proactive asset management programs in all aspects of infrastructure planning including both new development and routine maintenance.

Action A: Adopt a Capital Improvement Plan and Community Facilities Plan

In 2011, Tighe and Bond prepared a Capital Improvement Plan for the drinking water system in North Adams. The City should build upon this effort to incorporate other departments and services. By engaging multiple departments, the City will be able to identify tandem efforts, such as street or road improvements that could incorporate water or sewer line improvements or replacement. The City has identified a Capital Improvement Plan in their 2014 CDBG grant, and would hire an outside consultant to assist in drafting the plan and ensuring its correspondence with the North Adams Vision 2030 Plan.

Action B: Encourage a Proactive Asset Management Regime in All City Departments

Encourage all departments to conduct annual updates of facilities, vehicles or properties within their jurisdiction and link to potential funding sources.

Action C: Expand Use of User Fees

Understand the true cost of services and adjust user fees to more fully cover true costs of services to support long-term fiscal health of the City. The City already has water and sewer fees, but could explore expanding this model to other services.

Action D: Track Infrastructure in GIS

Continue to pursue the City's capacity and use of GIS tools in the collection, visualization and analysis of data. This would be helpful in the Capital Improvement Plan, and was also noted as a specific need for the drinking water system.

Action E: Municipal Services Efficiency

Seek to consolidate and digitize municipal services and functions where practical – such as online permitting.

Capital Improvement Plan

1. Draft and adopt a CIP bylaw
2. Form a CIP committee or advisory council
3. Conduct an inventory of current facilities and conditions
4. Survey status of previously approved projects
5. Prepare financial analysis
6. Receive departmental requests
7. Review and rank projects in committee or advisory council
8. Draft long term schedule and funding mechanisms
9. Review in-house: with City Council and Finance Committee and Mayor
10. Incorporate priority projects into budget
11. Public notification
12. City approval

Action F: Plan to Maintain and Develop Services to Enhance North Adams' Competitiveness

Ensure that areas of the City identified as priority locations for new businesses are well served, in terms of infrastructure, including high-speed internet, as well as water and sewer connection to the industrial park.

Enterprise Funds

Enterprise funds allow departmental services to fund themselves by identifying a total service cost and revenue to fund these costs. It also retains investment income and surplus for specific use. An enterprise fund adopted by a governing entity can be used for a public utility, healthcare, recreation or transportation facilities. North Adams has identified interest in setting up a water system enterprise fund. Revenue includes user charges and fees, state funding or grants, as well as bond anticipation and investment income. These funds are only usable by the enterprise fund. The city can terminate the fund after three years. Communities such as Pittsfield and Ware have adopted enterprise funds.

Policy IS 1.2: Prioritize economic self sufficiency at the department level – where feasible, encourage the adoption of an enterprise fund and departments to engage in revenue generating strategies.

Action A: Establish Dedicated Maintenance and Replacement Accounts for Infrastructure Projects

Create dedicated accounts for infrastructure projects to make accounting more transparent and organized.

Action B: Consider Enterprise Funds for Public Utilities, Recreation or Transportation

The 2011 Tighe and Bond Drinking Water Capital Improvement Plan, in conjunction with external audits and a report by the MA Department of Revenue, note that an enterprise fund accounting system should be used to support maintenance and repairs of the North Adams water system. Other areas where enterprise funding has been considered includes the sewer system, Windsor Lake, and Harriman West Airport.

Policy IS 1.3: Explore new opportunities for shared services and/or regionalization to reduce costs and create efficiencies.

Action A: Group Purchasing

Continue to lead or participate in the regional group purchasing program with a focus on cost savings but also greening city operations through non-toxic cleaning alternatives and recycled content paper products.

Action B: On-line Permitting

Continue to engage in the multi-town online permitting program. This includes online application for building permits, burn permits and health inspections. Communities who have participated have reported cost savings.

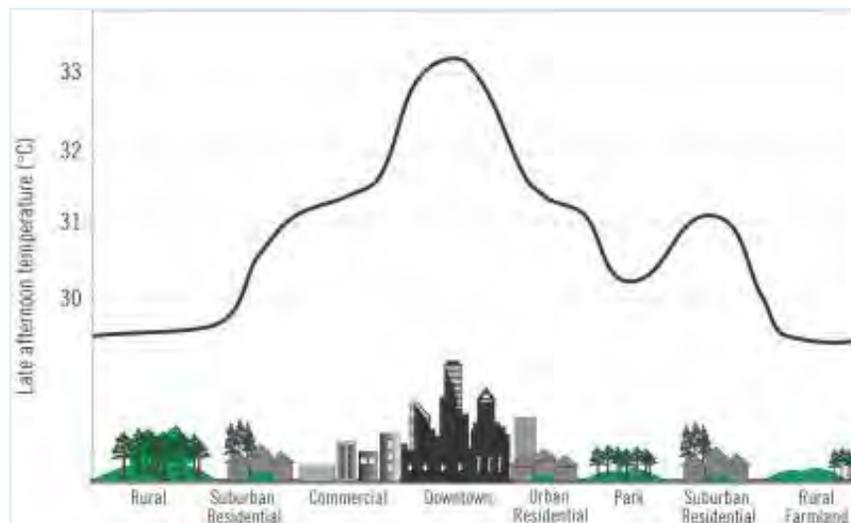
Action C: Continuously Pursue Service Delivery Efficiency

Conduct feasibility studies to share or consolidate other services. The City has identified interest in sharing or regionalizing a recycling facility, an animal control officer, lock-up, dispatch, information technology and IT disaster recovery, and tourism and marketing director.

GOAL IS 2: BUILD CLIMATE RESILIENCE INTO THE PLANNING AND MAINTENANCE OF MUNICIPAL FACILITIES AND SPACES

Policy IS 2.1: Integrate planning for increased temperatures into North Adams planning practice

Figure 7: Urban Heat Island Effect by Development Type



All communities are likely to be impacted by increased temperatures, but urban areas more so due to the Urban Heat Island (UHI) Effect. With less vegetation and more impervious surface, urban areas retain captured heat, cooling less in the evening. A study in Springfield indicated cooler day-time temperatures in areas with shade trees, while areas impacted by the 2011 tornado, with no shade trees, had higher day-time temperatures.

Source: US EPA, Urban Natural Resource Institute

Action A: Offer shade and drinking water in public spaces

An anticipated climate impact in the Northeast is warmer weather, specifically an increase in the number of high heat days. Developed areas with ample impervious surface such as asphalt and concrete are hotter than non-urban places, and retain heat longer, an effect referred to as Urban Heat Island. Populations with existing health concerns are more vulnerable to these conditions, but all residents will benefit from increased shade and access to drinking water in public spaces. Trees in urban settings help mitigate the urban heat island effect, and also offering aesthetic and environmental benefits along with shade.

Replacing concrete or asphalt with permeable pavement can also help cool urban areas, as can increasing an area's albedo. Light-colored rooftops and light colored pavement can help to cool urban spaces and buildings.

Action B: Encourage shade tree planting in public works and in commercial or residential levels. Consider not just planting for shade but also for edibility, and promote edible landscaping where appropriate.

As described above, urban tree planting is a cross-cutting strategy: it helps to mitigate the urban heat island effect, provides environmental benefits and services, including wildlife habitat and carbon sequestration, and aesthetic benefits. Encouraging edible tree plantings would further food access goals. Attention should be paid to what sort of trees and other plantings are selected: are they drought tolerant? Are they susceptible to pests? Selecting species today that will tolerate tomorrow's potential climate will help North Adams continue to reap benefits of urban trees and plantings. When redeveloping or developing building sites, consider placing trees in areas that will provide shade through most of the day, reducing energy use and costs.

Action C: Develop a cooling center network

An increased number of high heat days, and hotter, drier summers over all will be a challenge faced by all New England residents, but for those living in urban settings the issue will be exacerbated. The elderly, very young, and residents with heart or respiratory conditions are especially vulnerable to increased heat. Developing a heat shelter network ensures that all residents have access to space with air conditioning during periods of extreme heat. This could be implemented at the City scale, or through neighborhood groups (See Housing and Neighborhoods **Goal X, Policy X**). In the greater Boston region, communities advertise cooling centers through the news, and some, like Worcester, offer free rides to cooling centers for residents without transportation. A cooling center can be an existing community space, like a library or senior center, or can be a space specifically created or adapted to meet need, like a gym/auditorium or tented area.

Action D: Develop a vulnerable populations phone tree

As the population grows older, there will be more residents living alone in older homes or apartment settings. Checking in on vulnerable residents can help build community while also identifying issues before a resident is too hurt or sick to seek help. This could be implemented at the City scale, or through neighborhood groups (See Housing and Neighborhoods **Goal X, Policy X**).

Policy IS 2.2: Work to reduce impacts caused by hydrologic extremes from increased intensity and frequency of storm events to periods of drought.

Action A: Green Roofs

Support assessment and implementation of green roofs in the commercial areas of North Adams. Green roofs provide cross-cutting benefits in urban areas, and can be as straightforward as a few inch groundcover, or as complex as a designed park. Benefits of green roofs include: reduced energy use, as the vegetation insulates the roof during cold periods and cools it during hot periods; reduced and slowed stormwater runoff, and water filtration. Green roofs are good for the environment and good for human health, and can be encouraged or incentivized through zoning and development regulation.



Two examples of green roofs in Massachusetts communities: An 'intensive' roof growing flowering plants and shrubs, including blueberry plants, on the right, at the Lowell Regional Wastewater Utility. An 'extensive' system, with different varieties of low growing, drought-tolerant plants, on the left, at a senior housing complex in Ipswich.

Source: Lowell Regional Wastewater Utility, Mass. DCR.

Action B: Rainwater Harvesting

Support rainwater harvesting through municipal and residential programs. Rainwater harvesting captures water run-off, storing it for non-potable uses such as lawn and garden watering. It helps to reduce demand on public water supplies by using rainwater. A rainwater harvesting system can fit many scales, including small residential rain barrels or large-capacity underground storage tanks. The City could work with local or regional nurseries, hardware or home/yard supply stores to offer education and discounts to residents interested in installing a rainwater harvesting system. In Hamilton (Massachusetts), a 200-gallon system was installed at an elementary school, where the rainwater served a butterfly and vegetable garden, and teachers developed specific curriculum around the rainwater system.

Action C: Increase Capacity of Bridges and Culverts

Proactively plan culverts, roads and bridges in response to current and anticipated impacts from climate change. In a meeting with public safety and municipal service officials, nine areas within the city were identified to have flooding and drainage issues, with one area specifically noted for storm flooding. These include areas along Massachusetts Avenue, Catherine Street, near Hillside Cemetery, Lyman Street, wetland areas to the east of Route 8 and along the river, and Beaver Street.

GOAL IS 3: ENSURE THAT NORTH ADAMS' PUBLIC BUILDINGS AND FACILITIES MEET CURRENT NEEDS AND RECEIVE THE MAINTENANCE REQUIRED TO PRESERVE THEIR FUNCTIONALITY AND VALUE TO THE CITY

Policy IS 3.1 Promote innovative practices in facility management and maintenance, paying special attention to practices that are good for human health and environmental quality.

Action A: Develop a framework for the assessment of public buildings and facilities and link this to an annually updated report with applicable funding sources.

Annually inspect City managed buildings and facilities, documenting maintenance and repair needs with a proposed time line for completion. This will help the City pro-actively maintain assets and avoid big fixes where possible through smaller maintenance or repair efforts.

Action B: Consider adopting a comprehensive environmental management strategy for all City facilities.

Identify opportunities to increase energy efficiency of City facilities, and integrate environmentally sensitive landscape design into building areas. The City of Lowell, for example, designed their Regional Wastewater Utility to be an example of green design.

Action C: Streamline maintenance of buildings and grounds across City departments.

Where possible, consolidate or streamline the maintenance of buildings and grounds in such a way to increase efficiencies in time and cost.

ENERGY

GOAL IS 4: BUILD A RESILIENT CITY BY PROACTIVELY WORKING TO SET AND ADVANCE CLIMATE CHANGE ADAPTATION AND MITIGATION BEST PRACTICE

Policy IS 4.1: Endorse Sustainable Berkshires Climate and Energy Element and work to implement its contents at the municipal level.

Action A: Endorse Regional Climate and Energy Element

A key component of the strategy is to set a regional climate emissions reduction target that mirrors that set by the state. The element also sets forth a number of policies on climate adaptation strategies to reduce impacts on the city and region from climate change.

Action B: Adopt Berkshire Climate Resolution

Participate in the drafting and adoption of a climate resolution for regional municipalities and any tracking and reporting discussions that result as it is implemented or pursued.

Action C: Track Emission Reductions

The state has set up Mass Energy Insight, a free online tracking tool of metered utility accounts as a tool for communities implementing the Green Communities Act and pursuing Green Communities designation. This tool is available for all municipalities and special districts and could be used to track emission reductions of the City.

Action D: Highlight Climate Reduction Best Practices and Opportunities in North Adams

As success stories emerge, the City should work to report them as they relate to citizen involvement, cost savings for residents, fiscal efficiency and municipal operations leadership, and the like as a result of climate adaptation and mitigation efforts. This can also be integrated into the City's rebranding message.

Action E: Create a North Adams Energy Committee

Municipal energy or green committees take the lead role in implementing projects and programs in a wide variety of green living topics including solar incentives, municipal energy projects, energy efficiency, water efficiency, and solid waste reduction. The City does not currently have a green committee, but could begin one, perhaps in partnership with MCLA where class projects and guest speakers could help advance thinking and practice while also enhancing the educational experience for students.

Policy IS 4.2: Create a policy and incentive environment that is supportive of renewable energy project implementation.

Action A: Continue to Pursue Green Communities Designation

The City began the process of exploring interest and logistics of achieving Green Communities designation. Due to staffing turnover and need to further explore and deliberate the desirability of certain criteria, this process was put on hold for the time being. At the time, the program was new and there is now more guidance and case study evidence from communities on the pros and cons of participating. The City should revisit the topic and determine a course for moving forward. For example, even if the City does not want to pursue all five criteria, some of those five may be of interest and value for the City to implement regardless of a desire to pursue designation. If the City does continue to pursue the designation, it would be eligible for State funding made available every six months.

Action B: Renewable Energy Bylaws

Ensure that North Adams has municipal regulations in place to be prepared for renewable energy project proposals and control potential impacts from projects.

Action C: Provide Residential Solar Incentives

Explore Solarize Mass or other partnerships to provide incentives for residential or commercial solar projects. Pittsfield and Lenox currently participate in this program.

Policy IS 4.3: Continue to improve the City's renewable energy portfolio.***Action A: Green Energy Mix Through Group Purchasing***

One way the City can green its energy immediately is through negotiating the composition of energy being served to the City by the electric company. Power purchase agreements, whether as a single city or as a collaborative of municipalities, allow a municipality to negotiate a fixed price but also to negotiate the mix to help raise demand for renewable energy. While results of the former have been mixed as they depend on market fluctuations in the cost of energy, the latter use has solid merit and has gained traction as the primary reason to engage in such contracts, at least given recent energy cost trends which have been lower than projected. This picture may also change. The Town of Lanesborough has started to do this in pursuit of cost savings.

Action B: Lead by Example

North Adams is pursuing solar projects at the airport and/or land fill, and also would like to install solar at the wastewater treatment plant in the long run. North Adams has rooftop and ground mounted solar capacity. GIS analysis indicates greater capacity toward the western edge of the city, within the Route 8 corridor. There is also capacity toward the eastern end of the City. Residential and commercial rooftop potential is dispersed throughout the City, although commercial buildings have greater roof area than smaller residential units. Please see [Map A](#).

Action C: Continue to Pursue Hydroelectric Feasibility

There are seven dams in North Adams with potential for hydroelectric energy. The Eclipse Mill dam has been specifically noted by the City for its high power potential. In the 1980s, the City completed a feasibility study and had developers interested in a hydroelectric energy project, but the cost was then too high. The State has made dam and seawall restoration available through a loan program. North Adams should continue to explore the possibility, and continue to explore funding programs. The City should work with the State to assess these dams and identify a pilot project. Please see [Map B](#).

Action D: Conduct Wind Power Feasibility Study

The City does have wind potential, with two areas identified with a GIS analysis. The first area is along West Mountain Road, accessible via Reservoir Road and just over the Adams/North Adams line, while a smaller area is east of South Church Street, below the Mohawk Trail and adjacent to the Savoy Mountain State Forest. Please see [Map B](#).

Action E: Track Emerging Technologies and Grant Programs

Stay up to date on emerging technologies and promising opportunities for clean, renewable energy generation and evaluate their utility and potential in helping to achieve larger climate and energy goals of the city as well as cost savings or revenue generation.

Policy IS 4.4: Maximize use of existing energy efficiency and conservation programs through marketing and promotion of available options.

Action A: Implement Energy Efficiency In Municipal Buildings

The City should maximize energy efficiency improvements in its buildings and operations to help save money while also helping the environment.

Action B: Promote Available Efficiency Programs

There are numerous energy efficiency programs available to residential and commercial properties that are undersubscribed. The city should work with neighborhood and business groups to promote these programs to help save money and the environment.

Action C: Promote Water Conservation Through Low Flow Appliances

The City has noted reduction in water use through a reduction in water fees received. It would like to maintain this trend. Low-flow fixtures and water efficient appliances help save water at the building level, and be encouraged in residential homes and apartments as well as institutional or commercial buildings. Examples include: aerators for faucets and showers, ultralow flow toilets, and leak detection systems. Communities in the Ipswich River watershed have offered rebate and discount programs to encourage water-efficient appliances, providing rebates for clothes washers, dishwashers, refrigerators and air conditioners. Such rebate programs can be offered through appliance companies or through the City. The program in Ipswich was managed through EnergyStar and the utility department.

WATER AND SEWER

GOAL IS 5: MAINTAIN ADEQUATE WATER, WASTEWATER AND STORMWATER FACILITIES AND SUBSURFACE INFRASTRUCTURE.

Policy IS 5.1: Implement and maintain an up-to-date water Capital Improvement Plan.

Action A: Expand long term (20 year) water study into full Capital Improvement Plan

The City has developed a detailed 20 year improvement plan for its drinking water system. The City should adopt this plan and begin to identify implementation items.

Action B: Enterprise Fund

Adopt an enterprise fund for water and sewer services to help fund maintenance and repairs on water and sewer infrastructure.

Action C: Explore Sustainable Infrastructure Alternatives

A number of cities facing high infrastructure upgrade and maintenance costs have been experimenting with green or sustainable infrastructure as a means of lower-cost improvements that reduce or eliminate the need for traditional approaches and associated costs.

Policy IS 5.2: Provide high quality municipal infrastructure and utility services.

Action A: Maintain, upgrade and improve wastewater collection system..

Continue to implement programs to upgrade the wastewater collection system to mitigate existing deficiencies and accommodate the needs of the region in the present and into the future.

Action B: National Pollutant Discharge and Elimination System (NPDES) Compliance

Make the necessary improvements to comply with the National Pollutant Discharge and Elimination System (NPDES) Phase II permit requirements as determined by the U.S. Environmental Protection Agency. This program controls water pollution by regulating point sources such as pipes or man-

made ditches that discharge pollutants into water. Industrial, municipal and other facilities with discharge going directly to surface waters must obtain a permit.

Action C: Water Supply to Meet Current and Future Needs

Maintain adequate water supply, storage facilities, and delivery system to serve the needs of existing and future residents and businesses. Track population and use projections to ensure adequate supply and retain surface water (reservoir) and associated watershed lands to ensure supply into the future as an added insurance against climate or pollution risks. Install contemporary water meter in all residences in North Adams, to add efficiency to tracking water use.

Policy IS 5.3: Manage stormwater to minimize flood hazards and protect water quality by employing watershed-based approaches that balance environmental, economic and engineering considerations.

Action A: Understand the system and its performance

Digitize stormwater system documentation for use in maps and analysis.

Action B: Maintain drainage

Ensure that the city's drainage systems are adequately maintained.

Action C: Reduce stormwater runoff and protect water quality within North Adams

Pursue a range of approaches to reduce stormwater runoff and protect water quality including during peak flow events. Encourage these tools at all levels: residential neighborhoods, institutional campuses and public spaces. For residential applications, the University of Massachusetts Extension provides information regarding how to site a rain garden, size considerations and suitable plantings. Consider such applications as: Rain gardens, bioretention cells or swales, permeable pavement. These different types of green infrastructure can be encouraged or incentivized through zoning and development regulations.



Two examples of green infrastructure at UMass-Amherst: On the left, a bioretention swale catches storm water and slows it down, allowing it to cool and percolate into the ground instead of flowing quickly, full of sediment, into the Mill River and its wetlands. On the right, a rain garden on the UMass-Amherst campus provides a beautiful space to relax while providing water slowing and filtering services. A parking lot in Wilmington (MA) uses permeable pavement and a swale to reduce water runoff at a lake-side recreation area.

ROADS AND BRIDGES

GOAL IS 6: CONTINUE TO PROMOTE A TRANSPORTATION SYSTEM THAT AFFORDS MOBILITY FOR ALL AND PROVIDES APPROPRIATE ACCESS TO EMPLOYMENT, HOUSING, SERVICES AND RECREATION AREAS.

Policy IS 6.1: Advocate for priority transportation infrastructure needs of the city in regional investment and planning decisions.

Action A: Maintain a Map of Roadway Conditions

The city should maintain a map of roadway conditions in GIS that allows the city to analyze and prioritize improvements, including how those improvements could be packaged with other subsurface infrastructure needs. This will also enable the city to quickly respond and advocate its needs in special grants as well as the annual transportation improvement program process.

Action B: Ensure City Transportation Priorities Are Well Represented on Regional Project Lists

Continue North Adams' presence on the regional MPO (Metropolitan Planning Organization) and develop a municipal list of priority projects eligible for MPO funds for which to advocate in that venue.

Action C: Address Challenges Posed by Route 2 Design and Overpass

Route 2, particularly the overpass, pose a number of access, livability, and multi-modal safety barriers to fostering a people-oriented downtown and supporting economic activity for small businesses. During the planning process, this issue was repeatedly raised and recognized; however, it was considered a longer-term item given the high cost of removing the overpass and relative newness of the roadway. It is not impossible: Buffalo, New York is currently working to remove the "skyway" and rebuild an Olmsted park that had been removed for road construction decades ago. The city would also like to see Route 2 reintegrated into its downtown, perhaps also allowing additional development in that area more reminiscent of the downtown prior to urban renewal demolitions. As road and bridge projects move forward and major investments are planned that include Route 2, a reconstruction should be considered instead of a simple maintenance of the roadway as it is currently built. The City owns this bridge, and will need to pursue state or federal funding to address challenges.

Policy IS 6.2: Implement multi-modal improvements and maintenance for a well connected, safe year-round system.

Action A: Promote Broader Use of Transit in the City

Promote expanded public transportation options and ridership campaigns. Ensure that existing and future employment, commercial and service centers, and housing concentrations are adequately served by public transit.

Action B: Use Incremental Maintenance Process to Implement Multi-modal Streets

Encourage projects, designs and initiatives that promote a shared, safe transportation system for bicyclists, motorists, transit users and pedestrians. Work with MassDOT's GreenDOT initiative, and consider pursuing programs such as Safe Routes to School and working with Mass in Motion to identify and offer multi-modal incentives for things like ride sharing and biking.

Action C: Improve Vehicular Routes and Alignments

The road changes due to Route 2 and other major changes have created issues for cars, trucks and buses following intended routes, being forced into changes and difficulty posting appropriate signage. Inventory these problems and conduct a traffic study to remedy them. There are also

intersections with no signage, which can be confusing to new residents or visitors from out of town. Seek to clearly mark and sign all intersections.

Action D: Identify and Address Areas of Congestion, Chronic Speeding, and Accidents

During the neighborhood meetings, residents pointed to a number of areas where speeding, poor signage, and congestion from on-street parking caused mobility and safety concerns. The city should build on these conversations and work interdepartmentally with property owners and neighborhood groups to implement changes and improvements such as traffic signs, conversion of certain streets to one-ways, stronger enforcement, and addressing multi-family parking needs in high-density areas.

Action E: Identify Priority Areas for Enforced Snow Clearing or Removal

Work with neighborhood associations and businesses to communicate about snow removal requirements and enforce those requirements. The city should also review its role as a snow-removal entity along major roadways to ensure there are not problem spots and whether there are additional areas that should be included in its route. Conversations and enforcement should be age- and ability-aware to ensure there are not outstanding reasons for non-compliance. Work with neighborhood and community groups to assess alternate compliance methods. Consider enforcement regimes with commercial establishments, and include areas around schools and transit stops priority for early snow removal.

Action F: Consider Possibility of Returned Passenger Rail Service to North Adams or the Northern Berkshires

While the City is pursuing efforts to introduce a scenic railway experience between North Adams and Adams, it also has rail tracks used by CSX for freight transport. It should consider future use of these tracks for passenger rail service. In the mean time, the City could support the proposed return of passenger rail service from Danbury, Connecticut to Pittsfield, Massachusetts and explore ways it could benefit from this.

Action G: Continue to Promote the Airport as an Asset for Economic Development and Recreation

The airport is an asset for the City of North Adams, and should continue to pursue funding opportunities for maintenance and enhancements as necessary. The state currently provides funding for municipal airports, including for terminal buildings. In the past, the airport has been a hub for recreational use such as hang gliding. The Pittsfield airport has undergone substantial infrastructural improvements to improve safety and enhance its use commercially.

SCHOOLS AND EDUCATION

GOAL IS 7: PROVIDE PUBLIC SCHOOLS THAT OFFER A HIGH QUALITY EDUCATION FOR ALL NORTH ADAMS' CHILDREN AND ADEQUATE SCHOOL FACILITIES AND EQUIPMENT TO SERVE THE ENTIRE COMMUNITY.

Policy IS 7.1: Proactively work with the school departments and school boards to better utilize resources, including infrastructure, in a cost effective manner.

Action A: Hold regular working group meetings with school department, school board and municipal officials

Hold a summit for school departments, school boards and municipal officials and establish a mechanism for regular dialogue. School budgets are a significant component of municipal budgets often approaching or exceeding 50% of the total budget. However, there is no forum for regular dialogue between municipal officials and schools boards or departments at a municipal or regional level. A forum for regular dialogue would enable municipal officials and school departments to identify common issues and objectives and seek collaborative solutions.

Policy IS 7.2: Monitor and forecast school service demand based upon actual and predicted population demographics.

Action A: Participate in the development of, and share demographic information about, population projections

Nearly all of the communities in Berkshire County are experiencing population loss. Many communities are already grappling with low student enrollment and rising education costs. Working constructively to develop and share data is an important first step toward identifying potential problems and viable solutions that work toward the best interests of the majority.

Action B: Explore creative alternatives to meet the changing needs of the region

Explore creative alternatives for providing adequate school infrastructure to meet the changing needs of the city. There is a cost associated with the operation and maintenance of school buildings, along with salaries, health insurance, desks, supplies, etc. With reductions in state aid and declining student enrollment creative alternatives need to be considered to ensure that the needs of the students and the community are met without resulting in a fiscal burden. Creative alternatives may include sources of grant funding, grant application across school districts, shared resources, equipment or technology, and shared use of school buildings for compatible uses where allowed by state law.

PUBLIC SAFETY

GOAL IS 8: ENSURE THAT NORTH ADAMS HAS THE NECESSARY SERVICES, FACILITIES, EQUIPMENT, AND MANPOWER REQUIRED TO PROVIDE FOR ALL PUBLIC HEALTH, SAFETY AND EMERGENCY NEEDS.

Policy IS 8.1: Ensure adequate staffing and facilities to enable public safety services to perform their duties with excellence.

Action A: Complete a Public Safety Facility Study

Complete a study to determine true extent of needed renovations or construction of a new facility. The existing public safety facility has ADA issues. Future efforts should include identifying suitable locations for a public safety facility.

Action B: Replace Aging Cruisers and Fire Apparatus

Existing pumper/engines for the fire department are from 1987 and 1989.

Action C: Interdepartmental Collaboration for Proactive Safe Design in City Projects

As infrastructure and facility projects move forward, departments should include public safety officials to identify hazards in infrastructure or development projects to ensure new problems are not created or an opportunity to eliminate a safety or access problem is missed because of a lack of communication.

Action D: Maintain Mutual Aid or Mutual Assistance Agreements

Maintain mutual aid or mutual assistance agreements with local fire departments to ensure an adequate response in the event of a major fire, fire in areas with limited capacity, or other emergencies.

Action E: Expand the Mutual Aid Model

Expand the mutual aid model to create efficiencies through the use of shared equipment whenever possible without compromising public safety.

Action F: Support Training Costs

The City has identified the need for a Public Safety training facility/program, as many of the training opportunities are far away. This should be included in the Public Safety Facility Study.

Action F: Support Funding for a Public Safety Vehicle Maintenance Program

Create a program and hire or contract out repair and maintenance of all Public Safety vehicles by certified emergency vehicle technicians.

Policy IS 8.2: Take actions and implement programs to support neighborhood and community crime and safety needs.***Action A: Identify Priority Areas for Police Substation***

At a series of neighborhood workshops, North Adams residents identified a desire to see enhanced police presence to help prevent crime. Longtime residents noted that neighborhood substations were community assets.

Action B: Identify Priority Areas for Foot or Bicycle Patrols

Neighborhood residents also noted the usefulness of foot or bicycle patrols to ensure police presence and engagement in priority neighborhood areas.

Action C: Identify Locations for Community Policing Programs

Neighborhood residents and the City have noted a need for strengthened relationships between city residents (especially youth) and law enforcement. One suggestion included having officers hold “office hours” in schools or community centers – maintaining an engaged presence while conducting non-patrol work.

Action D: Advocate for Mental Health and Substance Abuse Treatment

Local treatment options for mental health and addiction are limited and yet drug and alcohol use is frequently cited as a major contributing factor to violent crime incidents and property crime events. Continue to advocate for resources to support long-term, intensive mental health care as well as preventative strategies as a form of crime prevention.

Action E: Increase Funding for Evidence-based Crime Prevention Programs

Continue to identify new sources of revenue and support for preventative programs, including the potential of public-private partnerships and youth-based initiatives.

See also Housing and Neighborhoods Chapter.

GOAL IS 9: DISASTER PREPAREDNESS

Policy IS 9.1: Encourage proactive planning within North Adams to reduce the loss of life, property, infrastructure, environmental and cultural resources from natural disasters.***Action A: Develop and maintain up-to-date Hazard Mitigation and Comprehensive Emergency Management Plans***

All communities should have up-to-date Hazard Mitigation and Comprehensive Emergency Management Plans on file with Massachusetts Emergency Management.

Action B: Encourage broader participation in Code RED system

North Adams already participates in the Code RED system, but broader participation is desired. Outreach to recruit additional residents into the system could be conducted at the City level as well as at the neighborhood group level. Outreach to vulnerable populations, such as elderly residents living alone, should be prioritized.

Action C: Citywide Disaster Awareness Campaign

Make sure that all North Adams residents are familiar with municipal disaster plans as well as steps individual homes and businesses should take independently to promote their own safety and readiness.

Action D: Coordinate Disaster Planning Between City and Major Employers

Continue to work with North Adams institutions, including North Adams Regional Hospital and the Massachusetts College of Liberal Art to develop disaster plans.

TECHNOLOGY

GOAL IS 10: INVEST IN STATE OF THE ART TECHNOLOGY AND RECOGNIZE THE IMPORTANCE OF FIBER NETWORKS TO BETTER SERVE THE COMMUNITY.

Policy IS 10.1: Continue to improve, expand and maintain state of the art technology equipment.

Action A: Expand City Municipal Fiber Network

Integrate fiber network expansion with other infrastructure projects to cost effectively plan for future fiber network to homes, businesses and local government.

Action B: Increase Capacity for Next-Generation Broadband Connectivity

While recognizing that future emerging technology is challenging, it is critical that planning exists to ensure that capability exists for increased broadband connectivity speeds.

Action C: Adopt Phased Funding Approach to Maintain and Upgrade Technology Equipment

A phased approach to stay ahead of the curve with state of the art technology equipment will ensure that funding is available for regularly scheduled future technology equipment upgrades and improvements.

GOAL IS 11: IMPROVE CITIZEN ACCESS TO BROADBAND.

Policy IS 11.1: Expand and support community broadband access.

Action A: Increase Broadband Access

Partner with broadband provider companies to identify neighborhood-based low broadband usage areas and explore partnerships to provide low-cost or free broadband access.

Action B: Expand Current Public Wireless Broadband Access

Recognize current and future broadband expectations by providing city-wide wireless broadband access with initial focus on all city recreational areas, school campuses, police substations and their surrounding neighborhoods.

Action C: Improve and Support Public Computer Centers

Replace computers used by the public with state of the art equipment and adopt a replacement program to keep them up-to-date. Continue technical support to all city computer centers, including the North Adams Public Library and Council on Aging who provide free broadband access and technical education to our community.

GOAL IS 12: CREATE EFFICIENT GOVERNMENT SERVICES USING TECHNOLOGY

Policy IS 12.1: Improve, Expand, Consolidate and Share Data Centers, Backups, Disaster Recovery and Technology Services

Action A: Develop a Consolidation Plan for City and School Data Centers

Consolidating all city and school computer servers into the city's fully virtualized data center is a cost effective measure that provides disaster recovery and a centralized backup system.

Action B: Identify and Inventory City and School Technology Equipment

Conduct an inventory all city and school computer technology equipment and identify areas where duplication exists.

Action C: Centralized Mobile Applications

Continue to engage with other governmental entities to provide mobile applications with the flexibility to serve the residential and business needs of our community. The city's investment in mobile applications will strive to provide a central portal for all municipal needs while having the capability for seamless future expansion.

Action D: Expand City Voice and Fax over IP

Continue to expand the city Voice and Fax over IP solution which is a long term cost effective solution with the capability to accommodate future expansion to all city and school buildings.

Action E: Partner with Other Governmental Entities and Educational Institutions

Continue to explore partnerships with other governmental entities and educational institutions to better serve our community and local government.

Action F: Incorporate Cutting-Edge Emerging Technology

Incorporate cutting-edge mobile and social media technology to communicate reliable city public information. The goal is for information to be available anywhere, at any time, and include services such as distributing bills, receiving bill payments or soliciting resident concerns, etc.

Action G: Coordinate City-Wide Technology Purchases

Recognize technology investments made and coordinate future city-wide technology purchases to ensure that all equipment maintains a level of flexibility and interoperability to efficiently and economically handle the changing needs of technology.

Action H: Explore State-Wide Financial Software Solutions

A secure flexible centralized financial software solution that has the capability to handle all city and towns while allowing for autonomous reporting and analysis. The software modules would minimally include of General Ledger, Accounts Payable, Accounts Receivable, Purchase Orders and Payroll and have the flexibility to seamlessly integrate future applications.

Action I: Explore a State-Wide Centralized Mobile-Based Application for Bill Collections

Explore a centralized portal to handle all bill collections for every city and town in Massachusetts.

Action J: Implement Non-Cash Payment Methods

Implement the capability for non-cash payment methods using debit, credit cards and automatic bank account withdrawals.

Action K: Develop and Implement Geographical Information System (GIS) Strategic Plan

Recognize the importance of maintaining and improving the city's Geographical Information System (GIS) by developing a strategic plan for future investment. Continued development of the city's geospatial data and integration with the State of Massachusetts' Geographical Information System (GIS) data is an integral component for a successful Geographical Information System (GIS).

Action L: Replace Water Meters with Electronic Readers

Implement and fund to replace all water meters with automatic electronic meters that could be automatically read from vehicles that traverse the city on a daily basis.

Action M: Pursue Paperless Local Government

Identify areas where going paperless is cost effective and develop plans for replacement solutions.

Action N: Support Telecommunication Expansion

Continue to lobby for expanded and improved telecommunication to better serve our city.

Action O: Explore Centralized Retirement Board Administration

A centralized Retirement Board Administration computer system available to all retirement systems throughout the commonwealth is a cost effective solution for every city and town.

DRAFT



LAND USE

This section is draft pending the upcoming public workshop but has been reviewed by the Steering Committee.

GOALS, POLICIES AND STRATEGIES

GOAL LU 1: IMPLEMENT FUTURE LAND USE PLAN TO ACHIEVE COMMUNITY GOALS RECOGNIZED THROUGHOUT NORTH ADAMS VISION 2030

Policy LU 1.1: Use the future land use plan as a guide for land use, development and conservation decisions within North Adams.

Action A: Use the Plan as a Guide for Development or Redevelopment Decision Making

Use desired land use goals and other plan goals to guide projects that will positively influence the City of North Adams.

Action B: Comprehensive Zoning Update

Update North Adams’ existing zoning code to be consistent with the future land use plan, possibly including form-based code elements. The City will be working with BRPC to identify issues with the existing zoning code, and identify strategies to bring the code up to date and become a tool to help implement goals of the North Adams Vision 2030 plan.

Policy LU 1.2: Adopt land use tools and techniques to revitalize and expand activity within downtown.

Action A: Consider Mixed-use Zoning in the Downtown Area

Increasing the mix, including allowing housing on the upper floors of buildings, and businesses can help support a more active downtown. This was noted in both the Economic Development and Housing and Neighborhoods section.

Action B: Consider Adopting Design Guidelines

Design guidelines can help the city guide and enforce aesthetics of areas, whether infill and modifications within the downtown or areas identified as downtown gateways. Gateways are a visitor’s first impression of a community and design guidelines can help guide plantings, façade improvements and property maintenance.

Action C: Consider a Smart Growth Zoning Overlay District (40R)

The 40R Overlay District encourages mixed income housing development by providing financial incentives to municipalities through payments for units, bonus payments, educational costs and funding preference from DHCD, the Executive Offices of Environmental Affairs, Transportation, and Administration and Finance.

Action D: Designate Local Historic District Bylaw with Design Guidelines

Having a local historic district allows for review of exterior architectural changes visible from a public way for respect to the historic character of a district. Encouraging design guidelines within the district would ensure renovations or new development are consistent with and do not detract from the historic character.

Action E: Adopt a Corridor Overlay District in the Downtown

A pedestrian-friendly downtown is a key objective of the city. This overlay district can help support pedestrian-friendly design by promoting denser development or redevelopment, mixed-use, parking considerations and urban design elements such as building placement, parking location, or provision of active facades. In the public workshops, residents especially noted the need for traffic calming along Route 2.

Action F: Adopt Cultural District Designation

The Massachusetts Cultural Council's Cultural District designation aims to strengthen the sense of place, stimulate local economic activity and improve the personal experience of visitors and residents. The designation will bring attention to the City as a tourist destination rather one or two individual sites, and will also build a case for grant program applications and focused investment.

Policy LU 1.3: Adopt land use tools and techniques to support and expand the industrial park and commercial areas to retain and add living wage jobs, and to promote North Adams as a business-friendly community.

Action A: Identify Priority Growth or Priority Development Area(s)

The state has incorporated this language into a number of its programs as it works to prioritize and package public investment in a way to maximize impact. The region has set a goal of working to identify these sites countywide, whether those sites are local or regional. The city should proactively work to identify its own priority sites to make it more competitively placed for funding and enable the city to advocate for one or more city sites as sites of regional and state priority.

Action B: Consider adopting the Chapter 43D Expedited Permitting Zoning Bylaw

43D sites have an expedited permitting pathway which allows municipalities to offer a maximum of 180 day local permitting process. Opting into 43D allows cities to target areas for economic development through streamlined permitting. The Berkshire region has three of these districts, but none are in North Adams. Such a district could be a tool in redeveloping some of the larger, unused buildings in the City. This could ideally be linked to a high priority site the city would like to see listed as a state Priority Development Area as the state considers 43D status in those selections.

Action C: Consider an Adaptive Reuse Zoning Bylaw

One city objective is to facilitate the reuse of historic buildings and sites, including mills, churches, former big box stores or any kind of large building. An Adaptive Reuse Zoning Bylaw can be linked to special permitting to allow further discretion for the City and/or permitting authority.

Action D: Foster Business-friendly Environment Within Zoning Update Process

Work with the business community to identify current problem areas and explore zoning or permitting tools or incentives to remove barriers as a means of facilitating industrial and commercial site reuse and business growth and development. These could include overlay districts as described above.

Action E: Consider a Corridor Overlay District on Route 8 and Route 2

These two main arterial corridors are also home to planned bike paths, major community serving commercial and major employers. It is therefore important to support traffic management and foster a multi-modal environment in highway commercial and industrial areas, particularly where the bike paths or major pedestrian routes (e.g. Appalachian Trail crossing) interface with those areas.

Action F: Continue to Ensure That the City Supports Alternative Means of Employment

With broadband expansion, alternate employment and business models such as telecommuting and home-based businesses are expected to increase. The city can support this by reviewing and

updating home based business regulations and by promoting mixed use opportunities in the Downtown and surrounding neighborhoods.

Policy LU 1.4: Employ appropriate land use tools and techniques to support the river as a central recreation and character asset in the downtown and larger community.

Action A: Consider a Low Impact Development Bylaw

The river is a major feature of the city and one planned for increased recreation and aesthetic focus. The terrain of the city means water runoff and flood management has been and will continue to be a critical infrastructure need. Current practice is working to integrate “green infrastructure” to help support system capacity and function as an alternative to traditional, high-cost upgrades. Practices encouraged in a Low Impact Development bylaw could include green infrastructure such as stormwater planters, vegetated swales, and rain gardens or required use of infiltration or permeable pavements.

Action B: Consider Adopting Native Landscaping Standards for Neighborhoods

Individual property owner decisions on landscaping and maintenance can impact water quality. A bylaw to help cultivate best practices, particularly within the riparian corridor or near other features of natural resource significance to help protect the integrity of wildlife corridors and crossings.

Action C: Provide Training and Technical assistance for Residents and Businesses

Commercial and private property owners interested in implementing green infrastructure in front yards of right of ways should be able to access information and technical assistance to do so. This could include partnering with MCLA or McCann, as well as with local nursery or gardening centers, and working with City to identify priority areas for green infrastructure implementation and best practices.

Action D: Maintain Resource Protection Overlay Districts

North Adams has resource protection overlay districts, and maintaining these districts will help protect natural resources and public health and welfare.

Action E: Continue to Pursue the Planning and Implementation of the Mohawk Bicycle Pedestrian Trail

North Adams is working with BRPC and Williamstown to plan and implement a bicycle and pedestrian pathway between the two communities and along the river. This planning effort offers great benefits for residents of both communities.

Policy LU 1.5: Use land use tools and techniques to retain or improve linkages to key recreational resources.

Action A: Negotiate Public Resource Connections

Explore how the negotiation of public resource connections can be retained through development review process to help promote linkages to public resources regardless of ownership.

Action B: Maximize the Use of Publicly or Privately Conserved Land

This effort can be pursued through estate planning, to secure permanent public access to recreation and open space resources

Policy LU 1.6: Adopt land use tools and techniques to encourage the maintenance of and reinvestment in all of North Adams' neighborhoods.

Action A: Consider Complete Streets Design Standards

This would be best used for neighborhoods struggling with vehicular traffic. These standards can address street width, parking patterns, plantings and other elements of design and construction to help calm traffic and focus on pedestrian safety and comfort.

Action B: Consider adopting a Mixed-use Bylaw (this will be explored through the scenarios)

Action C: Designate Local Historic District Bylaw with Design Guidelines where Appropriate

The city has a number of national historic districts, but no local districts which carry a greater degree of protection. As the Historical Commission works through the process of updating surveys and nominating districts, the Planning Board and other city leaders should support the investigation and proposal of one or more local historic districts where there are concentrations of notable sites and structures.

Policy LU 1.7: Adopt land use tools and techniques to support and expand food production within the City of North Adams, and to support active life styles through enhanced pedestrian and cycling infrastructure as well as linkages to recreation and open space.

Action A: Require Multi-modal Infrastructure

Consider incorporating pedestrian or cycling infrastructure as a design standard in new development or adaptive reuse projects.

Action B: Safe Routes to School

Consider implementing Safe Routes to School to encourage walking or biking as healthy and safe means of school transportation

Action C: Right to Farm

Adopt a Right to Farm bylaw to encourage food production within North Adams.

GOAL LU 2: PROVIDE THE NORTH ADAMS PLANNING BOARD WITH THE SUPPORT NECESSARY TO CHAMPION THE NORTH ADAMS VISION 2030 LAND USE PLAN

Policy LU 2.1: Communicate and educate on the plan and how to use it.

Action A: Support Boards Through Increased Access to Training

Actively pursue training opportunities open to planning board members, including workshops and presentations hosted by BRPC or the Citizen Planner Training Collaborative.

Action B: Working Group Meetings

Encourage working group meetings between the planning board and city staff, boards, and officials to foster better understanding of implementation efforts and progress and opportunities for collaboration.

Action C: Seamless Development Review Communications within City

Ensure staff and other boards and commissions (e.g., Conservation Commission and Historic Commission) are brought into development decisions early, perhaps using an all boards approach if the proposal is complex enough to warrant it.

Action D: Promote Use of the Neighborhood Geographies

Continue to incorporate the newly delineated neighborhood boundaries into land use planning efforts and implementation.

Action E: Engage the North Adams Neighborhood Council in land use planning efforts

Once created, engage them as community partners to help define and shape land use planning efforts as appropriate (See Housing and Neighborhoods, Goal 3, Policy 2, Strategy 1).

IMPLEMENTATION

The following section reviews the mechanisms and resources through which the plan will be implemented. While the list of actions called for in the plan is extensive, it is useful to remember that the list is long because it is intended to keep the City and its partners busy for ten years or more.

HOW WILL THE PLAN BE IMPLEMENTED?

TYPES OF IMPLEMENTATION ACTION

The implementation table, below, breaks down the actions of the plan into five basic types:

1. **Policy/Planning:** Actions that call for new policies enacted at the administrative level to guide departments and City functions or additional studies to bring a project or idea to fruition.
2. **Regulatory:** Actions that call for new or amended regulations by the City including formal policies adopted by City Council, changes to zoning, addition of special districts, and other similar tools.
3. **Capital Investments:** Actions that require hard investments by the City such as anything related to transportation, water, and wastewater infrastructure and the equipment and facilities needed to provide City services.
4. **Work Plan Integration:** Strategies that can easily be integrated into the existing work plans for City departments, boards, commissions, non-profits, business groups, and civic groups.
5. **Partnerships/Initiatives:** For strategies that would be new – no one is currently doing this work or efforts are fragmented and would benefit from some economy of scale or coordination. This includes any number of partnerships as make sense for the specific action, including public, private, institutional, and/or nonprofit/institutional sectors. The goal is to leverage resources to maximum impact for the community.

IMPLEMENTATION PARTNERS

While the City will take the lead with plan implementation and tracking progress over time, they will not be alone. Achieving all of the goals for the future of North Adams will require the unified collaboration of non-profits, community groups, private sector, and residents working with each other and the City.

FINANCING IMPLEMENTATION

- **Policy/Planning:** The City will maximize the use of existing staff time and use of specialized consultants as needed depending on the types of policy changes or type of extent of planning studies.
- **Regulatory:** Regulatory changes will be made through a combination of staff work and the use of specialized consultants.
- **Capital Investments:** Capital investments will be financed through the city, with a maximum emphasis on bringing various grants or private investment into specific projects to minimize cost to the city.

- **Work Plan Integration:** These should be primarily achievable through existing staff time, with the exception of any ancillary costs such as additional tools or training that might be needed.
- **Partnerships/Initiatives:** With the exception of capital improvements, these are potentially the most costly over the long-term. This is because there is up-front work needed to build momentum and coordinate individual turfs and agendas to pave the way for changes or new initiatives on scale of what these actions envision. These would be largely funded through private and grant funds.

IMPLEMENTATION MATIX

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	0	0-1	2-5	5+			
ECONOMIC DEVELOPMENT							
GOAL E1: EFFECTIVELY REBRAND AND MARKET THE CITY							
Policy E1.1: Develop a rebranding package to effectively communicate the city to residents and visitors.							
<i>Action A: Rebrand and Market the City</i>		✓					
<i>Action B: Offer a Central Platform for North Adams and Northern Berkshire Tourism and Events</i>		✓					
Policy E1.2: Work with local, northern Berkshire and regional entities to market the city.							
<i>Action A: Increase Local Use of Northern Berkshire Events and Attractions</i>		✓					
<i>Action B: Coordinate Unified Messaging and Reciprocity</i>		✓					
<i>Action C: Cultivate Local Business Referral Practices</i>			✓				
<i>Action D: Maximize Benefit to City of Regional Marketing and Business Development Efforts</i>			✓				
GOAL E2: LEVERAGE THE CITY'S MANY ASSETS INTO ECONOMIC CATALYSTS							
Policy E2.1: Capitalize on the proximity of local colleges to grow new business and link graduates into the workforce.							
<i>Action A: Grow Innovation Challenge Events</i>			✓				
<i>Action B: Offer Local Start-up Financing to Grow or Support Clusters</i>							
<i>Action C: Continue to Partner with MCLA On Mutually Supportive Projects and Investments</i>	✓						
<i>Action D: Maximize Economic Impact of New Center for Science and Innovation</i>		✓					
<i>Action E: Expand Degree Programming to Meet Economic Development Goals</i>			✓				

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			
<i>Action F: Alumni Business Recruitment Events</i>							
Policy E2.2: Grow the region as a premier active outdoor recreation destination in the northeast.							
<i>Action A: Increase Visitor Capture From Mt. Greylock</i>			✓				
<i>Action B: Promote Active Outdoor Recreation Business Development</i>							
<i>Action C: Increase Number of Outdoor Race Events</i>		✓					
<i>Action D: Create Better Connections Between City and Surrounding Trail Systems</i>			✓				
<i>Action E: Achieve Appalachian Trail Community Designation</i>		✓					
Policy E 2.3: Strengthen connections between the North Adams Regional Hospital and the larger community, while supporting the economic vitality of Northern Berkshire Healthcare.							
<i>Action A: Enhance Preventative Health Programming</i>			✓				
<i>Action B: Highlight the Hospital as an Important City Asset</i>		✓					
<i>Action C: Support Hospital Workforce Attraction and Retention Needs</i>			✓				
<i>Action D: Evaluate Potential and Desire for Health Industry Cluster</i>			✓				
GOAL E3: WORK EFFECTIVELY WITH BUSINESS, THE COMMUNITY AND INVESTORS TO ACHIEVE A CONTINUAL CYCLE OF INVESTMENT AND IMPROVEMENT							
Policy E3.1: Make permitting and city processes a model of business-friendly best practice.							
<i>Action A: Streamline and Modernize Development Permitting and Review</i>		✓					
<i>Action B: Advance Ways to Quickly Connect Small Businesses to Appropriate Resources</i>		✓					
Policy E 3.2: Make optimal use of tools and incentives to attract and leverage investment.							
<i>Action A: Pursue New Market Tax Credits to Leverage Investment</i>		✓					
<i>Action B: Designate Key Sites for Financing Tools and Incentives</i>		✓					
<i>Action C: Work With North Adams Chamber of Commerce on Business Improvement District</i>			✓				
<i>Action D: Develop Package of Small Business Programs</i>			✓				
<i>Action E: Explore Ways to Meet Full Range of</i>			✓				

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	0	0-1	2-5	5+			
<i>Small Business Financing Needs Locally</i>							
<i>Action F: Leverage Investment Through Public-Private-Non-Profit Partnerships</i>				✓			

GOAL 4: ENCOURAGE JOB GROWTH AND BUSINESS RELOCATION IN THE CITY

Policy 4.1: Actively recruit new businesses to the city.

<i>Action A: Offer a Clear and Coordinated Business and Resident Recruitment Platform</i>			✓				
<i>Action B: Designate Single Point of Contact for Business Recruitment</i>		✓					
<i>Action C: Expand and Improve Technology Infrastructure</i>				✓			

GOAL 5: GROW A SKILLED WORKFORCE TO MEET ECONOMIC NEEDS NOW AND IN THE FUTURE

Policy 5.1: Offer a diverse range of internship, apprenticeship, and on-the-job training opportunities in the city.

<i>Action A: Strengthen Internship Network</i>		✓					
<i>Action B: Utilize Technical High School for Emerging Workforce Training Opportunities</i>			✓				
<i>Action C: Enable Additional Higher Education Opportunities</i>				✓			

Policy 5.2: Ensure that the City's Pre-K-12 education system is one of the best in the region.

<i>Action A: Focus on Early Childhood to Improve Kindergarten Readiness</i>			✓				
<i>Action B: Set Targets for School Performance and Then Meet or Exceed Them</i>			✓				
<i>Action C: Offer a Multi-faceted Curriculum that Maximizes Benefit of Context</i>			✓				

GOAL 6: IMPLEMENT STRATEGIC REDEVELOPMENT ACTION TO RECONNECT AND REBUILD THE DOWNTOWN TO ELIMINATE THE SCARS LEFT BY URBAN RENEWAL

Policy 6.1: Build upon strong anchor points within the downtown, expanding and connecting destinations until the cycle of reinvestment impacts the entire downtown.

<i>Action A: Develop Zoning to Better Support Redevelopment</i>				✓			
<i>Action B: Ensure Future Development Improves Downtown Fabric</i>			✓				
<i>Action C: Assess Parking Needs and Distribution</i>		✓					

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			
Action D: Create a Tool to Market Downtown Spaces for Rent		✓					
Action E: Plan for Future Needs of Downtown Commercial Occupants			✓				
Action F: Develop Key Partnerships to Advance Private Investment Efforts			✓				
Action G: Utilize New Cultural District Designation		✓					
Policy 6.2: Target key pedestrian and bicycle improvements to foster safe and easy movement throughout the downtown and between the downtown and adjacent neighborhoods.							
Action A: Plan for Long-Range Municipal Improvements to Bike and Pedestrian Infrastructure		✓					
Action B: Utilize Best Practices to Make Streets Safe for All Modes of Travel			✓				
Action C: Reduce Excessive Pavement in the Downtown				✓			
Action D: Develop Bike Routes in Key Locations				✓			
Action E: Address Problem Intersections for Pedestrians and Cyclists			✓				
Action F: Support Multi-modal Culture in the City		✓					
GOAL 7: IMPROVE THE LIVABILITY AND LIVELINESS OF DOWNTOWN							
Policy 7.1: Increase the number and diversity of people living and working in the downtown.							
Action A: Diversify Housing Options in Downtown				✓			
Action B: Coordinate Development of Artist Housing			✓				
Action C: Encourage Student Housing in Downtown		✓					
Action D: Provide Transit Options to Connect Students to Downtown		✓					
Policy 5.1.1: Foster a culture of regionalism focused on net gain of jobs.							
Strategy A: Focus on Adding Living Wage Jobs							
GOAL 5.2: OFFER A COMPREHENSIVE SET OF ECONOMIC DEVELOPMENT SERVICES							
Policy 7.2: Develop attractive gateways and critical capture points to draw people into the downtown.							
Action A: Utilize Signage to Market Key Destinations		✓					
Action B: Support Transit to Better Connect Local Communities		✓					

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	0	0-1	2-5	5+			
Policy 5.3.1: Link economic decisions to regional plan.							
Action A: Connect Key Anchor Points in the Downtown			✓				
Action B: Link Special Events to the City Core		✓					
Action C: Streamline Permitting for Special Events		✓					
Action D: Encourage Visitation of Downtown with Accessible Entertainment		✓					
Action E: Leverage Downtown Proximity to Mount Greylock			✓				
Policy 7.4: Integrate accessible and interactive community spaces for all ages throughout the downtown.							
Action A: Increase New Green and Public Spaces in the Downtown			✓				
Action B: Improve Existing Community Spaces		✓					
Action C: Reconnect the Community to the Hoosic River		✓					
Action D: Continue Art Displays		✓					
Action E: Utilize Bike Path Development for the Benefit of Downtown			✓				
GOAL 8: ENHANCE BUSINESS ACTIVITY IN THE CITY CORE							
Policy 8.1: Coordinate and promote existing businesses in the downtown.							
Action A: Enhance Retail and Business Options for Residents and Visitors			✓				
Action B: Make North Adams More of a College Town		✓					
Action C: Address Physical Barriers Around Anchor Institutions	✓						
Policy 8.2: Support programmatic connections between downtown and anchor attractions such as MCLA and MASS MoCA.							
Action A: Strengthen Programmatic Connections from MCLA to Downtown			✓				
Action B: Make North Adams More of a College Town				✓			
Action C: Address Physical Barriers Around Anchor Institutions				✓			

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			

GOAL 9: DEVELOP SOUTH ROUTE 8 AS A KEY EMPLOYMENT AREA AND STRENGTHEN ITS CONNECTION TO THE REST OF THE CITY

Policy 9.1: Target specific priority sites along the Route 8 corridor for redevelopment and supporting infrastructure improvements.

Action A: Route 8 Corridor Study		✓					
Action B: Safeguard Southern Route 8 Corridor as an Employment Hub			✓				
Action C: Redevelop Wal-Mart Building in Highest and Best Use		✓					
Action D: Support Key Investments at Noel Field			✓				
Action E: Reposition Heritage State Park as a City Attraction		✓					

Policy 9.2: Cultivate and connect Route 8 gateway district to serve as an attractive gateway and extension to the downtown.

Action A: Business Façade and Streetscape Beautification			✓				
Action B: Traffic Calming, Bike and Ped Improvements				✓			
Action C: Gateway Signage and Treatments			✓				

GOAL 10: BUILD AN ATTRACTIVE GOODS AND SERVICES CORRIDOR ALONG ROUTE 2 BETWEEN WILLIAMSTOWN AND NORTH ADAMS

Policy 10.1: Make physical improvements to improve appeal and usability of the Route 2 Corridor.

Action A: Reduce Unnecessary Signage Along Route 2				✓			
Action B: Target Pedestrian Improvements at Key Locations				✓			

Policy 10.2: Target specific priority sites along the Route 2 corridor for redevelopment and supporting infrastructure improvements.

Action A: Continue to Support Airport Improvement		✓					
Action B: Determine Potential Future Uses of Fairground Site			✓				
Action C: Address Needs for Redevelopment of Mills			✓				
Action D: Reuse Remediated Sites				✓			

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			

OPEN SPACE AND RECREATION

GOAL 1: OFFER A HIGH-QUALITY AND DIVERSE RECREATION SYSTEM TO SUPPORT THE HEALTH, ENJOYMENT, AND ECONOMIC NEEDS OF THE CITY.

Policy 1.1: Make the parks and recreation offerings of the city more visible to residents and visitors. (4)

Action A: Develop Comprehensive North Adams Recreation Guide		✓					
Action B: Improve Recreation Amenity Wayfinding Signage			✓				
Action C: Coordinate and Maintain Comprehensive Trail Map Data	✓						

Policy 1.2: Maintain a high level of service for different user groups across the city. (6)

Action A: Maintain an Up-to-date Open Space and Recreation Plan	✓						
Action B: Centralize the Organization of Recreation Facilities, Programs, and Outreach				✓			
Action C: Prioritize Existing Facility Maintenance and Enhancement		✓					
Action D: Provide Safe Routes to Recreation			✓				
Action E: Expand Use of Existing Recreational Facilities			✓				
Action F: Catalyze and Coordinate Development or Protection of Priority Sites	✓			✓			

Policy 1.3: Leverage city park and recreation amenities to support business development, tourism, and resident attraction and retention efforts. (7)

Action A: Cultivate System of Mountain Biking Trails			✓				
Action B: Increase and Leverage Presence of Winter Outdoor Recreation			✓				
Action C: Market North Adams Businesses to Outside Racing Events and Attractions	✓	✓					

GOAL 2: IMPLEMENT WESTERN NEW ENGLAND GREENWAY COURSE THROUGH THE CITY

Policy 2.1: Implement Bikepath as Part of Western New England Greenway Vision (4)

Policy 2.2: Cultivate Riverway Multi-use Path as Asset for Recreation and Enjoyment (6)

Action A: Focus on River Greening and Increased Access within Community Core			✓				
Action B: Secure or Create River Access Points for Recreational Use			✓				

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			
<i>Action C: Recreation-Supporting Infrastructure</i>			✓				
Policy 2.3: Employ the River Corridor Greenway as Wildlife Habitat and Movement Corridor							
<i>Action A: Employ Wildlife-Friendly Landscaping</i>			✓				
<i>Action B: Ensure Conservation Commission Involved In Development Review Process</i>		✓					
GOAL 3: PROMOTE YEAR-ROUND HEALTHY LIVING AND ACTIVE LIFESTYLES FOR ALL AGES							
Policy 3.1: Promote healthy active living within the community. (14)							
<i>Action A: Increase Healthy Activity in City's School System</i>		✓					
<i>Action B: Establish Network of Walking Routes and Trails</i>			✓				
<i>Action C: Make More Healthy Heart Trails Locally</i>			✓				
<i>Action D: Mayor's Fitness Challenge</i>		✓					
GOAL 4: RESPECT THE CITY'S PLACE WITHIN IMPORTANT HABITAT AREAS BY PROVIDING WILDLIFE CORRIDORS AND CONNECTIONS TO SUPPORT BIODIVERSITY							
Policy 4.1: Work with local conservation partners to implement the regional Conservation Framework within the city. (4)							
<i>Action A: Refine and Adopt Conservation Framework</i>				✓			
<i>Action B: Educate Landowners on Conservation Options</i>			✓				
Policy 4.2: Develop appropriate tools and practices to support wildlife-friendly development, prioritizing important habitat areas as identified within the Conservation Framework. (1)							
<i>Action A: Facilitate Safe Wildlife Movement Across Route 2</i>				✓			
GOAL 5: CONTINUOUSLY WORK TO IMPROVE THE HEALTH AND INTEGRITY OF THE NATURAL ENVIRONMENT IN AND AROUND THE CITY							
Policy 5.1: Improve the data environment to inform decision-making around environmental quality and natural resources. (5)							
<i>Action A: Advocate for and Support a Hoosic Watershed Rare Species Survey</i>			✓				
<i>Action B: Develop Comprehensive Understanding of Municipal Conservation Issues</i>		✓					
<i>Action C: Continue Water Quality Analysis and Pollution Reduction Strategies</i>		✓					
<i>Action D: Create and Maintain Comprehensive</i>		✓					

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			

Brownfield Site Inventory

Policy 5.2: Protect and enhance the water quality of rivers and lakes throughout the city. (7)

<i>Action A: Work with Army Corps of Engineers and other River Partners to Improve Water and Habitat Conditions in Chutes</i>				✓			
<i>Action B: Implement Urban Tree Program along River</i>			✓				
<i>Action C: Address Dams and Other Sources of Stream Fragmentation</i>			✓				
<i>Action D: Engage in Local Education About Non-point Source Pollution</i>		✓					

GOAL 6: BROADEN RANGE OF TOOLS AND PARTNERS TO ACHIEVE EFFICIENT RECREATION AND OPEN SPACE MANAGEMENT.

Policy 6.1: Diversity funding and stewardship resources to benefit open space and recreation amenities. (4)

<i>Action A: Adopt Community Preservation Act</i>		✓					
<i>Action B: Pursue Corporate Sponsorship Arrangements</i>		✓					
<i>Action C: Gradually and Consistently Pursue Grants to Implement Improvements</i>	✓						
<i>Action D: Encourage Community Members to Adopt a Park or Trail</i>		✓					
<i>Action E: Engage Local Youth to Care for their Recreation Facilities</i>		✓					

Policy 6.2: Coordinate Maintenance to Maximize Impact of Scarce Resources (3)

<i>Action A: Coordinated Recreational Resource Management</i>				✓			
<i>Action B: Identify and Promote Financial Benefits for Private Owners</i>			✓				

HOUSING AND NEIGHBORHOODS

GOAL 1: PROVIDE HIGH QUALITY HOUSING OPTIONS THAT MEET A VARIETY OF NEEDS AND LIFESTYLES

Policy 1.1: Monitor housing supply and demand to proactively plan to meet needs.

<i>Action A: Maintain Up-to-Date Housing Needs Assessment</i>							
<i>Action B: Create a Municipal Affordable Housing Committee</i>							

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			
Policy 1.2: Support public, private and individual reinvestment into housing and neighborhood conditions.							
Action A: Support Non-profit Housing Renovation Program Activity							
Action B: Update the Mill Revitalization District to Increase Flexibility							
Policy 1.3: Transition affordable housing stock to a mixed-income model.							
Action A: Prioritize Sites for New Mixed-Income Construction or Renovation							
Action B: As Housing Authority Complexes Age, Rethink Their Shape, Location, and Function							
GOAL 2: ADDRESS BLIGHT AND IMPROVE PROPERTY VALUES							
Policy 2.1: Empower neighborhoods and individuals to combat blight and disrepair conditions.							
Action A: Offer Creative Programs to Support Owner Action							
Action B: Continue City Cleanup Days							
Policy 2.2: Improve issue property identification and enforcement procedures.							
Action A: Neighborhood Code Violation Monitors							
Action B: Adopt Vacant or Foreclosed Property Ordinance							
Action C: Use GIS to Track Geography of Code Violations and Police Calls							
Policy 2.3: Create progressive system to bring tax lien and delinquent properties back into productive use.							
Action A: Maintain Property Inventory							
Action B: Streamline Receivership							
Action C: Develop Reuse Strategy to Help Target Efforts							
Policy 2.4: Work with landlords to maintain their properties.							
Action A: Rental Property Registration and Inspection							
Action B: Create Meaningful Incentives and Penalties to Support Action							
GOAL 3: SUPPORT STRONG COMMUNITY CONNECTIONS WITHIN NEIGHBORHOODS							
Policy 3.1: Collaborate to reduce crime in neighborhoods.							
Action A: Neighborhood Watch							
Action B: Property Security Trainings							

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	0	0-1	2-5	5+			
<i>Action C: Neighborhood Beat Officers</i>							
<i>Action D: Prioritize Safety Lighting Needs</i>							
Policy 3.2: Support neighborhood groups and neighborhood activities.							
<i>Action A: Create a Standing Neighborhoods Committee</i>							
<i>Action B: Provide Annual Support for Community-Driven Neighborhood Initiatives</i>							
<i>Action C: Action: Provide Annual Support for Community-Driven Neighborhood Initiatives</i>							
Policy 3.3: Work to create stronger physical and social connections between affordable housing projects and surrounding neighborhoods.							
<i>Action A: Bike Path and Walking Connections</i>							
<i>Action B: Continue to Support Programs and Efforts to Create Broader Concept of Neighborhood</i>							
Policy 3.4: Ensure each neighborhood has quality local recreation options and easy connections to city- or regional-scale amenities.							
<i>Action A: Focus Project Priorities on increasing variety and balancing supply of recreation options across neighborhoods.</i>							
HISTORIC PRESERVATION							
GOAL 1: PROVIDE THE HISTORICAL COMMISSION WITH THE SUPPORT AND RESOURCES NEEDED TO ACHIEVE THE CITY'S HISTORIC PRESERVATION GOALS.							
Policy 1.1: Maintain and expand historic inventory and listing activity.							
<i>Action A: Bring All Existing Surveys Up-to-Date</i>							
<i>Action B: Identify and Prioritize Additional Survey Areas or Resource Types</i>							
<i>Action C: Identify Ongoing Revenue Sources to Fund Survey Work</i>							
<i>Action D: Make Historic Inventories Available Online</i>							
<i>Action E: Map Historic Resources</i>							
<i>Action F: Pursue Regional Survey Partnerships</i>							
Policy 1.2: Integrate the Historical Commission into larger city government functions and decision-making.							
<i>Strategy A: Increase the Capacity of the North Adams Historical Commission</i>							
<i>Strategy B: Historic Preservation Tools and Techniques Education and Outreach</i>							

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			
GOAL 2: RETAIN AND MAINTAIN THE HISTORIC FABRIC OF THE CITY TO THE GREATEST EXTENT FEASIBLE							
Policy 2.1: Implement municipal bylaws and policies to protect historic resources from irrevocable harm.							
<i>Action A: Adopt a Demolition Delay Bylaw</i>							
<i>Action B: Adopt an Affirmative Maintenance Bylaw</i>							
<i>Action C: Identify Buildings with Maintenance Concerns Early</i>							
<i>Action D: Identify Priority Areas to be Protected through a Local Historic District</i>							
<i>Action E: Identify Priority Areas to be Protected through Architectural Preservation Districts, aka Neighborhood Conservation Districts</i>							
Policy 2.2: Develop and make available financial incentives supporting historic property reinvestment in the city.							
<i>Action A: Establish a Revolving Loan Fund</i>							
GOAL 3: MAXIMIZE THE BENEFITS OF HISTORIC PRESERVATION TO THE CITY'S ECONOMY							
Policy 3.1: Promote and facilitate the sensitive and robust reuse of historic residential, commercial and industrial properties throughout the city.							
<i>Action A: Include Up- and Down-Zoning in zoning rewrite</i>							
Policy 3.2: Integrate historic tourism into the city's overall culture and tourism strategy.							
<i>Action A: Make the Historic Fabric of North Adams Part of a Wayfinding Campaign</i>							
<i>Action B: Maintain and Enhance a Historical Museum</i>							
<i>Action C: Support Efforts to Designate Downtown North Adams as a Cultural District</i>							
Policy 3.3: Support preservation and robust use of local landmarks and institutional uses.							
<i>Action A: Develop Zoning to Protect Landmarks and Civic Uses</i>							
<i>Action B: Locate Cultural Activities within and around Historic Properties</i>							
<i>Action C: Call Attention to Lost or Hidden Historically Significant Sites</i>							

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			

GOAL 4: SET HISTORIC PRESERVATION PRACTICE AS A CORNERSTONE FOR AN OVERALL HOUSING AND NEIGHBORHOODS STRATEGY

Policy 4.1: Facilitate Homeowner Access to Information on Historic Properties and Preservation Options

<i>Action A: Promote Publicly Available Information on Historic Properties</i>							
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Policy 4.2: Promote and facilitate the purchase of and investment in historic properties in foreclosure or owned by the city.

<i>Action A: Create a Catalogue of Historic Homeownership Opportunities with a Financial Incentive</i>							
<i>Action B: Offer a Guide to Historic Housing Rehabilitation</i>							

GOAL 5: MAXIMIZE SOCIAL BENEFITS OF HISTORIC AND CULTURAL RESOURCE BENEFITS FOR THE COMMUNITY

Policy 5.1: Build community awareness and support for historic preservation.

<i>Action A: Encourage Local History in Elementary and Secondary Schools</i>							
<i>Action B: Support Local History at Institutions of Higher Learning</i>							
<i>Action C: Offer Glimpses of City History on a Daily Basis</i>							
<i>Action D: Continue and Enhance Historic Tours</i>							
<i>Action E: Develop a Clearinghouse of Information about North Adams History</i>							
<i>Action F: Promote the Connection of Historic and Cultural Resources</i>							

GOAL 6: SUPPORT REGIONAL PRESERVATION INITIATIVES AND ENSURE CITY IS WELL REPRESENTED

Policy 6.1: Support efforts to coordinate historic preservation initiatives and programs at the regional-scale.

<i>Action A: Encourage a Revolving Loan Fund for Private Homeowners</i>							
<i>Action B: Participate in Scenic Byway Planning</i>							
<i>Action C: Support a Regional Historic Preservation Organization</i>							

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			

FOOD AND HEALTH

GOAL 1: STRIVE TO INTEGRATE A ROBUST, LOCAL FOOD SYSTEM (PRODUCTION, DISTRIBUTION AND ACCESS) INTO EXISTING URBAN FABRIC

Policy 1.1: Promote urban farming and community gardening as a way to produce and distribute local, healthy foods in North Adams.

<i>Action A: Identify Viable Spaces for Urban Farming or Community Gardens</i>							
<i>Action B: Facilitate Use of City-Owned Vacant Parcels for Garden Spaces</i>							
<i>Action C: Align Regulations with Local Food Goals</i>							
<i>Action D: Link Gardens to Education to Empower More People to Grow and Eat Fresh</i>							
<i>Action E: Incorporate Food Production in Affordable Housing Site Plans</i>							

GOAL 2: STRENGTHEN THE NORTH ADAMS ECONOMY THROUGH ITS FOOD SYSTEM

Policy 2.1: Encourage the growth of businesses that grow, distribute, process and sell local and healthy foods – especially those that offer healthy food access to low-income neighborhoods or areas designated as USDA Food Desert.¹

<i>Action A: Market and Site Analysis to Understand Business Development Options</i>							
<i>Action B: Consider Growing and Recruiting Food Related Anchor Businesses</i>							
<i>Action C: Encourage the Location of a Local Foods Market in North Adams</i>							

GOAL 3: PROVIDE ACCESS TO HEALTHY, LOCAL FOOD FOR ALL NORTH ADAMS RESIDENTS

Policy 3.1: Promote pedestrian friendly locations for food outlets, including healthy food retail, farmers markets and community gardens within easy walking or cycling distance of low-income neighborhoods, work places and other gathering points.

<i>Action A: Safe Routes to Food</i>							
<i>Action B: Eliminate Food Desert</i>							
<i>Action C: Relocate North Adams Farmers Market</i>							
<i>Action D: Encourage Healthy Options in all Food</i>							

¹USDA defines a “food desert” as an area where at least 500 people and/or 33% of the census tract population reside more than one mile from a supermarket or grocery store.

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			
<i>Retail Sites</i>							

Policy 3.2: Enhance affordability and access of local, healthy food options for all North Adams residents.

<i>Action A: Expand Retailer Options for Food Subsidy Program Recipients</i>							
<i>Action B: Offer Healthy Food Purchase Incentives</i>							
<i>Action C: Offer 'Fruit and Vegetable Prescription Program'</i>							
<i>Action D: Continue to Support Subsidized CSA Share Programs</i>							
<i>Action E: Create Mobile Food Options</i>							
<i>Action F: Healthy Cooking Training for Food Service Employees</i>							
<i>Action G: City-MCLA Garden Partnership</i>							
<i>Action H: Promote Food Education to Facilitate Healthy Eating Behaviors</i>							

Policy 3.3: Support food assistance sites, such as pantries and meal locations, in providing local, healthy foods.

<i>Action A: Increase Presence of Local Food in Emergency Food Options</i>							
<i>Action B: Increase Exposure to Healthy Food</i>							
<i>Action C: Season Extension</i>							

Policy 3.4: Enhance existing opportunities for healthy and local foods at local restaurants, stores and other market outlets.

<i>Action A: Partner with Northern Berkshire Community Coalition's Mass in Motion Program to Assist Local or Neighborhood Stores in Stocking Fresh, Healthy Foods</i>							
<i>Action B: Augment Awareness of and use of SNAP or WIC Benefits at the North Adams Farmer's Market</i>							
<i>Action C: Encourage Healthy and Fresh Food Options in Local Restaurants – from the local pizza shop to higher end or specialty restaurants.</i>							

GOAL 4: INCREASED OPPORTUNITIES FOR HEALTH AND WELLNESS IN NORTH ADAMS SCHOOLS AND INSTITUTIONS

Policy 4.1: Promote health and nutrition through better eating and other wellness activities in and around North Adams schools and institutions.

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			
<i>Action A: Promote Partnerships for Healthful Eating in City Institutions</i>							
<i>Action B: Support Education and Career Development Focused on Agriculture and Food Systems, including Food Preparation, Value-added Processing, Nutrition and Hospitality.</i>							
<i>Action C: Encourage Opportunities for Youth Training and Participation with Local Partners</i>							
<i>Action D: Encourage Healthy and Local Foods in Cafeteria Settings</i>							
<i>Action E: Explore Municipal Purchasing Arrangements between City Programs and Local Food Suppliers.</i>							
<i>Action F: Provide Municipal Support for School Wellness Programs.</i>							
<i>Action G: Partner with the North Adams Regional Hospital to further Community and Institutional Wellness Initiatives.</i>							
Policy 4.2: Promote local foods in the North Adams education system, and reduce non-healthy food options.							
<i>Action A: Provide Municipal Support where Possible for School Gardens.</i>							
<i>Action B: Encourage Healthy, Local Food Options in Schools through Both Cafeteria Service and Curriculum Development.</i>							
<i>Action C: Provide Technical Assistance for North Adams Schools Interested in School Gardens.</i>							
<i>Action D: Encourage Schools to Identify Funding Opportunities for School Gardens from a Variety of Funding Sources, including Public and Private Entities.</i>							
<i>Action E: Promote Healthy Vending Opportunities in North Adams Schools.</i>							
<i>Action F: Help Connect North Adams with Partners to Increase the Range of Snacks Available within City Schools.</i>							
<i>Action G: Encourage Sharing and Promotion of Nutrition and Physical Activity Best Practices at North Adams Schools.</i>							
<i>Action H: Establish a Working Group of Food Service Directors, Superintendents and other School Stakeholders to Address Farm to School Opportunities and Challenges.</i>							

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			
<i>Action I: Implement a Pilot Farm to Cafeteria Project: Identify a Grower and Institution Interested in Testing out Contractual Growing.</i>							
<i>Action J: Include Garden Mosaics Service Learning Program as a Fixed item in the School Budget to Encourage Sustained Capacity.</i>							
<i>Action K: Promote Healthy Eating and Living through a Variety of Media.</i>							

Policy 4.3: Integrate food and agriculture planning efforts into broader policy and governance conversations.

<i>Action A: Be an Active Advocate in Ongoing Work of the Massachusetts Food Policy Council.</i>							
<i>Action B: Develop Working Group, such as North Adams Food Policy Council, Representing a Full Cross-section of Local and Regional Government.</i>							
<i>Action C: Leverage Local and Regional Assets to Grow and Sustain Community Food System Initiatives.</i>							
<i>Action D: Use Food System-related Actions to Help Achieve Open Space, Transportation, Land Use, Community & Economic Development, Housing, Natural Resource and Solid Waste Goals of Comprehensive Plan, and vice versa.</i>							

GOAL 5: PROMOTE SUSTAINABLE METHODS OF FOOD PRODUCTION AND FOOD WASTE MANAGEMENT

Policy 5.1: Encourage sustainable gardening and agriculture practices through community education opportunities and outreach.

<i>Action A: Partner with Local and State Institutions and Organizations to Provide Gardening Workshops.</i>							
<i>Action B: Consider Possible Partnerships with Massachusetts College of Liberal Arts MCLA, in Celebration of its Agricultural History.</i>							

Policy 5.2: Reduce food waste.

<i>Action A: Synchronize Local Efforts to Address and Meet State Regulations Regarding Food Waste.</i>							
<i>Action B: Work with Schools and Institutions to Implement Composting Program.</i>							
<i>Action C: Consider Food Waste as a Potential Energy Resource within the City of North Adams.</i>							
<i>Action D: Support Investment in Organics Infrastructure – for the Collection and Hauling of Organic Materials.</i>							

Goals, Policies and Actions	Implementation Timing				Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+			
<i>Action E: Support Targeted Business Development to Create New and Green Jobs in Food Waste Reduction and Recycling.</i>							