

North Adams Comprehensive Plan

Part III of III

2014



8

INFRASTRUCTURE AND SERVICES

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



Related Maps

Map 9: Slope and Drainage

Map 10: Solar Energy Potential

Map 11: Wind and Hydroelectric Potential

Map 12: Water Resources

Map 13: Infrastructure

Map 14: Transportation

Map 15: Community Facilities

Located in Appendix C

GENERAL INFRASTRUCTURE AND SERVICE GOALS, POLICIES AND ACTIONS

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.

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.

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

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 which have participated have reported cost savings.

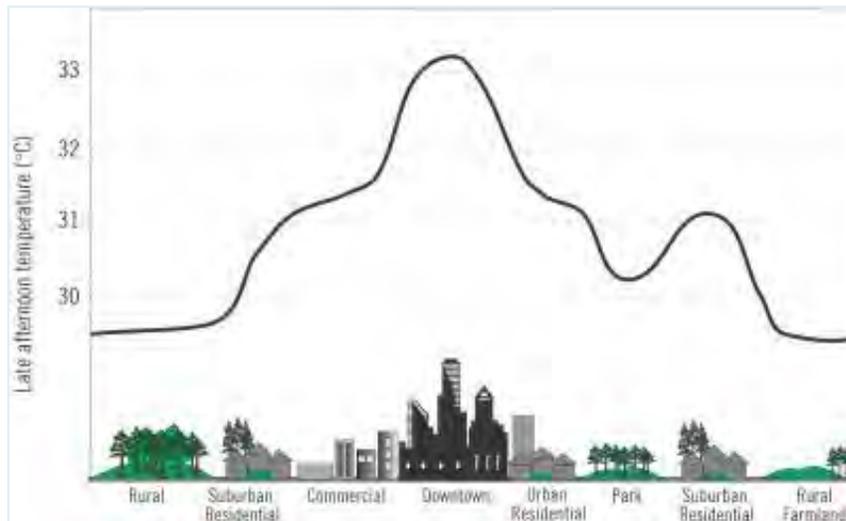
Action C: Continuously Pursue Service Delivery Efficiency

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 11: 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 offer 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 Plans or Areas

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. Also, consider not just planting for shade but also for edibility, and promote edible landscaping where appropriate.

Action C: Develop a Cooling Center Network

An increased number of high heat days, and hotter, drier summers overall 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. 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.

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: Public Building and facility Assessment Framework

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 as to increase efficiencies in time and cost.

INFRASTRUCTURE- AND SERVICE-SPECIFIC GOALS, POLICIES AND ACTIONS

- A. Energy
- B. Water and Sewer
- C. Roads and Bridges
- D. Schools and Education
- E. Public Safety
- F. Technology

A. 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.



The capped landfill will soon be home to a new solar array.

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 plan 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. See Map 10 in Appendix C.

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. See Map 11 in Appendix C.

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. See Map 11 in Appendix C.

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 should 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.

B. 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.



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.

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 Stormwater 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.



Improving access to the river (foreground) and eventual removal of the Route 2 overpass (background) to reroute traffic back through downtown are two significant infrastructure objectives.

C. 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. Consider the re-integration of Route 2 into the 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 city's roadways, due to the Route 2 overpass and other major changes, contain multiple issues for cars, trucks and buses following intended routes. Inventory these problems, conduct a traffic study and define and implement remedies to traffic flow and safety problem spots. 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 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 we 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 gliding. The Pittsfield airport has undergone substantial infrastructural improvements to improve safety and enhance its use commercially.



The city is fortunate to have McCann Technical School, an important regional asset for workforce development.

D. 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.



The City employs one of the only professional (versus volunteer) fire departments in the county.

E. 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 Substations

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.



The concrete flood chutes, while not ideal from a visual or environmental perspective, were put to a full test during Hurricane Irene.

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 area health care providers and the Massachusetts College of Liberal Art to develop disaster plans.

F. 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 of 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

Acquire 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 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 the replacement of 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.

9 LAND USE

The city is set within a valley with steep terrain on all sides. This means that the city has naturally developed with a compact footprint and is largely “built out” in terms of additional developable land. This does not however mean that land use pattern changes cannot occur. The city can still define the patterns it would like to see in the future through new development, infill, and redevelopment. This chapter sets out the future land use plan, the map and accompanying land use descriptions that convey what patterns are desired for the future of the city. It then sets goals, policies, and actions for the city to pursue to implement that map to achieve the quality and type of development to foster a strong future for the city.



Related Maps

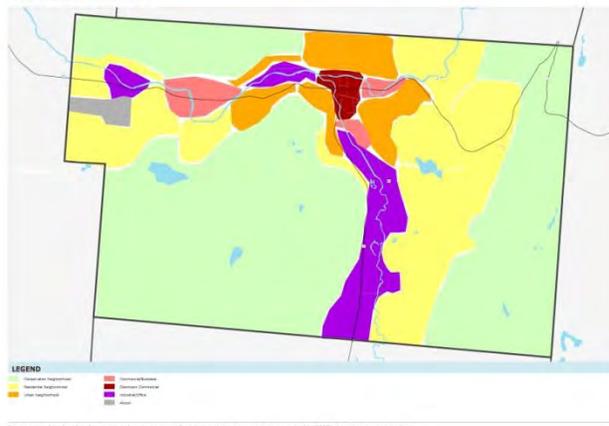
- Map 16: Existing Land Use (State)
- Map 17: Existing Land Use (Assessor)
- Map 18: Zoning
- Map 19: Future Land Use Plan

Located in Appendix C

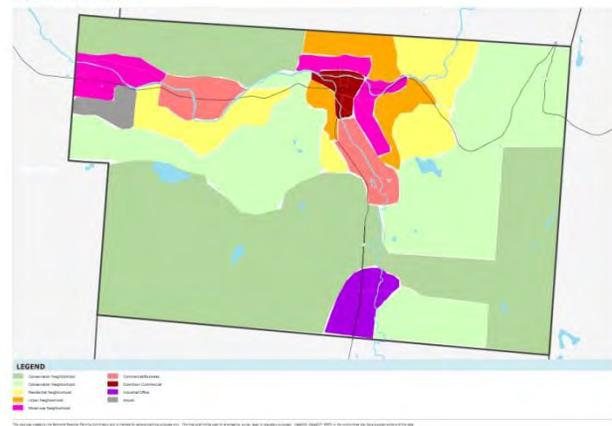
FUTURE LAND USE PLAN

A future land use plan maps out land use patterns and functional areas for the long-term future of a community. It is a non-regulatory blueprint intended to guide development or redevelopment efforts, zoning changes, and encourage a range of place making efforts. A summary of the public open house on land use and infrastructure and services is contained in Appendix D.

SCENARIO 1



SCENARIO 2



The future land use plan was developed through scenarios whereby members of the public and the steering committee were given two scenarios, and asked to indicate which they preferred. The first scenario demonstrated the status quo, or land use continuing as is in North Adams. The second scenario demonstrated new mixed use areas, scaled back development expectations in areas with constraints, and emphasized community gateways to mark entry into the city. Participants resoundingly selected scenario 2 as the future land use plan for the city.

LAND USE CATEGORIES

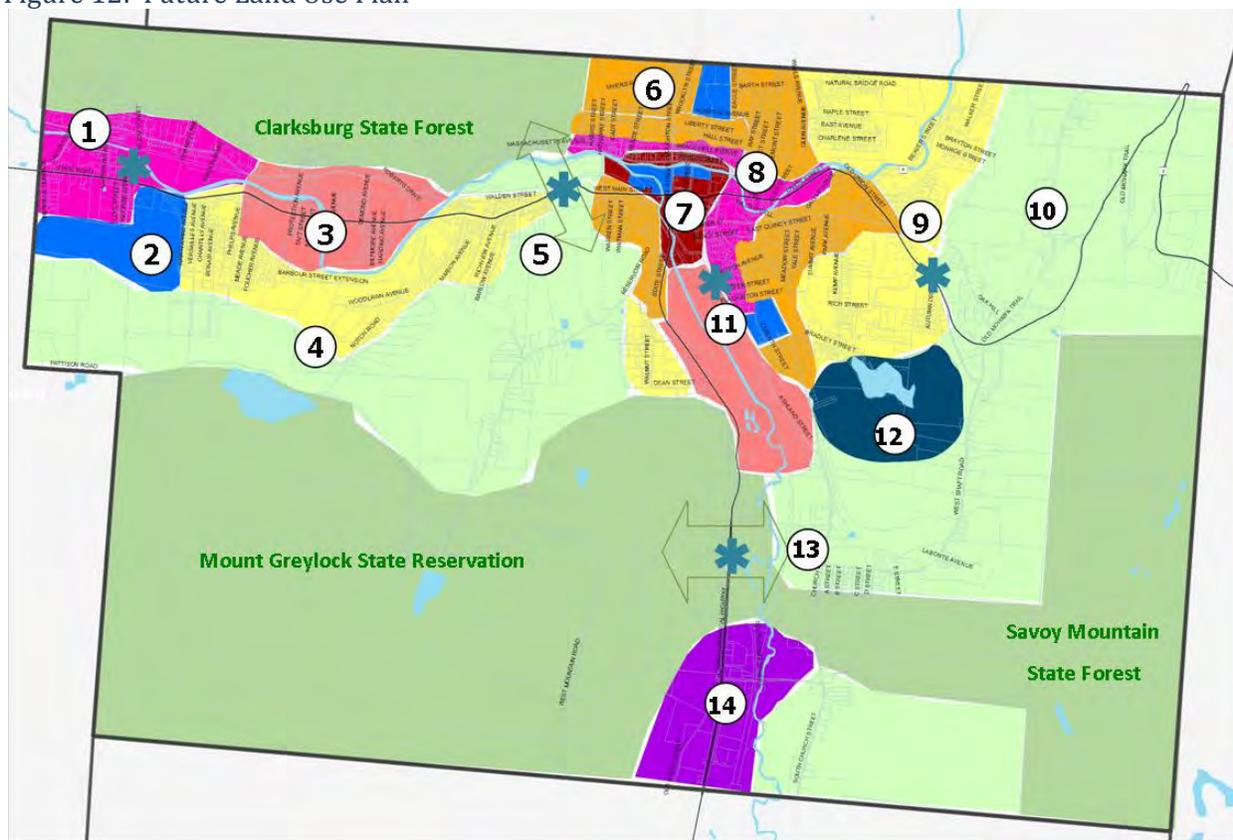
This table provides a summary of each land use category. These categories sync with the regional land use plan adopted through the Sustainable Berkshires plan in March 2014. The summary paints the picture – what land use looks like in the area. The primary and secondary uses indicates area appropriate uses to support through land use and zoning regulation.

Future Land Use Category	Description	Primary Uses	Secondary Uses
Resource Conservation <i>Density: Very low</i>	<p>This land use category denotes those lands currently protected from development. It contains state owned land as well as lands protected by conservation restrictions, held by towns and non-profit organizations such as land trusts. These lands contain critical habitat, provide biodiversity and offer recreation resources. They provide connectivity of other resource areas and provide corridors for wildlife. Typically they have many constraints to development including habitat and slope constraints. The scenic nature of many of these areas, including view sheds and landscapes, is a contributing factor to the Berkshires being a tourism attraction.</p>	<ul style="list-style-type: none"> • Open Space • Recreation • Habitat preservation 	<ul style="list-style-type: none"> • Forestry • Watershed protection
Rural Residential <i>Density: Low</i>	<p>This land use category represents areas where low-density residential development either exists or in many instances could occur, although in many instances there are severe constraints to development that would preclude any development, such as slope or wetlands. These areas are outside of the downtown and generally adjacent to conserved lands. The emphasis here is to maintain a distinct rural identify and landscape and ensure that low density development in these areas employs best practices for wildlife-friendly landscaping, stormwater management, and resource protection.</p>	<ul style="list-style-type: none"> • Single-family residences • Agriculture • 	<ul style="list-style-type: none"> • Duplexes • Home-based businesses • Rural small businesses • Resource based economic development
Outdoor Recreation Neighborhood <i>Density: Medium to High</i>	<p>Regionally, these areas are medium to high density neighborhoods around lakes, ski or other resort areas. They are located there because of the lake or resort and may be largely second homes. In the city, the development around Windsor Lake resembles this given, while more connected to the city than other such areas in the county, the lake is a key draw and asset. Care needs to be given not to degrade the recreational asset or impair associated environmental qualities or restrict access to a degree that limits the lake as a recreational resource for the broader community.</p>	<ul style="list-style-type: none"> • Single family residences • Condos • Recreation 	<ul style="list-style-type: none"> • Supporting retail /commercial • Home-based businesses
Residential Neighborhood <i>Density: Medium to High</i>	<p>This land use category represents areas of medium to high density residential development. This is the Berkshires version of the suburbs. These are our well-established neighborhoods, often with sidewalks, of primarily single family homes with some duplexes and apartments. They are largely auto-dependent and do not contain a broad mix of services or retail opportunities for residents.</p>	<ul style="list-style-type: none"> • Single-family residences • Duplexes • Apartments • 	<ul style="list-style-type: none"> • Small scale gardening • Home-based businesses

<p>Urban Neighborhood <i>Density: High to Very High</i></p>	<p>This land use category contains predominantly high density residential development in an urban environment. These areas contain single and multi-family residences in close proximity to each other. A diverse mix of residents populates these areas. Residents feel closely linked to the activities happening in downtown and to nearby neighborhood-serving retail as well as service and employment opportunities. Services such as pocket parks, corner stores or coffee shops provide the opportunity for social engagement. High quality public services are generally provided.</p>	<ul style="list-style-type: none"> • Single-family residences • Duplexes • Apartments • Condos • Multi-family residences • Neighbor-hood commercial and retail 	<ul style="list-style-type: none"> • Community services • Home based business
<p>Mixed-Use Neighborhood <i>Density: Medium to High</i></p>	<p>Mixed use neighborhoods contain an eclectic mix of uses, including a range of residential densities, vertical and horizontal mixed use, and commercial uses - that can provide for many of the needs of the residents without the use of cars.</p>	<ul style="list-style-type: none"> • Residential 	<ul style="list-style-type: none"> • Community retail • Community services • Home-based businesses
<p>Highway/Corridor Commercial <i>Density: Medium to high</i></p>	<p>These areas provide retail, commercial, and professional services developed corridor-style along route 2 and route 8. Public transit generally serves these sites although they are auto-oriented in their design, typically with large parking areas in front of the buildings. Most of the shopping areas, including grocery stores, are located in these sites.</p>	<ul style="list-style-type: none"> • Retail • Professional office • Hotel / motel • 	<ul style="list-style-type: none"> • Storage / warehousing
<p>Downtown Commercial <i>Density: Very high</i></p>	<p>The downtown is the physical and social heart of the city. It has high density mixed use multi-story buildings in close proximity to each other. A wide mix of land uses offer basic as well as specialized good and services along with municipal services and cultural opportunities. Residential opportunities, especially on upper floors, are provided. There is a space for residents and visitors of all ages and backgrounds to enjoy social engagement, recreational activities and cultural events. Pedestrian accessibility is a strength of these areas.</p>	<ul style="list-style-type: none"> • Retail • Medical services • Professional services • Cultural amenities • Senior housing • Apartments • Restaurants • Residential 	<ul style="list-style-type: none"> • Urban recreation • Light manufacturing
<p>Industrial <i>Density: Low to high</i></p>	<p>These areas serve as employment centers and house a number of the city’s larger employers. They have major infrastructure needs: arterial highway access is very important and transit service is available. This includes the industrial park and other current industrial use areas as well as some additional land that could be developed with employment uses.</p>	<ul style="list-style-type: none"> • Manufacturing • Industrial • Energy & infrastructure • Freight / goods movement • Transportation 	<ul style="list-style-type: none"> • Supporting commercial • Storage/ware housing •
<p>Special Use Area</p>	<p>These areas contain educational institutions (MCLA), the hospital, and the airport: institutions with relatively large land holdings and a unique function within the city distinct from more general land use categories, They are areas that are relatively self-contained but exert a strong influence on the surrounding areas. They can serve as activity centers used by relatively large numbers of people on a periodic or regular basis. In many instances they have their own facilities plan.</p>	<ul style="list-style-type: none"> • Educational Institutions • Hospitals • Airports • Cultural Institutions¹ • 	<ul style="list-style-type: none"> • Supporting commercial

¹ Because the Mass MoCA campus includes additional commercial use, the Steering Committee opted to not designate it as a Special Use Area.

Figure 12: Future Land Use Plan



- 1 Blackinton area is designated mixed-use, which is similar to the current land use pattern which includes a mix of housing types and interspersed small-scale commercial both in the small commercial district and along Route 2.
- 2 The airport is highlighted as a major feature with a strong connection to and gateway treatments on that section of Route 2 to create an attractive entry for those entering the city from the west or by air.
- 3 Community-scale commercial is retained in this area of Route 2.
- 4 Neighborhood density is “feathered” getting less dense closer to mount Greylock to both create an urban-rural transition and to reflect some of the natural constraints, including slope and draining, in this area.
- 5 This area, with cemeteries on either side of route 2, creates a natural break just before one begins the descent into downtown. This break is emphasized here as a gateway into downtown, doubling as a wildlife crossing.
- 6 Urban neighborhoods surround downtown and support patronage of the businesses and activities there.
- 7 The downtown is a higher density mixed use area with an emphasis on vertical mixed use that includes housing.
- 8 Mixed use areas surround downtown and create a transition between the higher-density mixed use of the downtown with some more moderate density mix of uses (vertical and horizontal).
- 9 Route 2 gateway treatments for those descending into the city from Mohawk Trail Scenic Byway east of the city.
- 10 Rural neighborhoods along West Shaft Road and Mohawk Trail retain their lower-density rural character.
- 11 The commercial corridor or Ashland Street is emphasized as an important corridor connecting the downtown and MCLA.
- 12 Windsor Lake and the surrounding neighborhood is highlighted with a special district emphasizing the recreation and natural values of the resource and retaining access for public use into the future.
- 13 This area, with its many wetlands and seasonal flooding, is not well suited to development and serves as a natural gateway separating the industrial uses on Route 8 in Adams and North Adams from the downtown area.
- 14 The industrial park and additional nearby undeveloped lands are retained as an important land supply for primary employment sites and jobs creation.

GOALS, POLICIES AND ACTIONS

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 chapters.

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 than 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 it 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 a 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. Develop 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.

Action F: Consider Adopting Scenic Mountains Act

Scenic Mountains Act is a Berkshire County land use tool designed to guide development in higher-elevation areas as a means of safeguarding surface water quality in lowland areas. While much of the upland area surrounding the city is in conservation, the bylaw could be of use in helping to retain the scenery of the surrounding landscape, assist with stormwater runoff, and protect surface water quality of Windsor Lake and the river.

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: Adopt a Mixed-use Bylaw

A Mixed-use bylaw or district supports neighborhood-scale commercial activity in what are now primarily residential neighborhoods. It also helps advance the addition of housing in the downtown, helping to maintain continual activity and presence. A mixed use district for the downtown and surrounding neighborhoods should include design parameters that prioritize pedestrian access and safety. Route 2 corridor mixed use should also accomplish this, but may have different criteria given the more residential setting and scale, however, addressing traffic-calming for Route 2 and Massachusetts Avenue is a priority in that area.

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 understating 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).

10 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.

PLEASE NOTE: As of May 1, this implementation table has not been completely filled out. It is included in the planning packet to provide the Planning Board with an idea of how implementation will be guided and tracked.

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 (PP):** 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 (R):** 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 (CI):** 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 (WPI):** Strategies that can easily be integrated into the existing work plans for City departments, boards, commissions, non-profits, business groups, and civic groups.
5. **Existing Collaboration (EC):** For strategies that are either being addressed through a current collaboration or initiative, or that could be addressed through an expansion of an existing effort.
6. **Partnerships/Initiatives (PI):** 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, it 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.

Community Partners

IB	I Berkshire	NBBUW	Northern Berkshire United Way
ATC	Appalachian Trail Conservancy	NB-CoC	Northern Berkshire Chamber of Commerce
BCoC	Berkshire Chamber of Commerce		
BCREB	Berkshire County Regional Employment Board	nbCC	Northern Berkshire Community Coalition
BHS	Berkshire Health Systems	P	Partnership for North Adams
BH	Berkshire Housing Development Corp	RR	Hoosic River Revival
BNRC	Berkshire Natural Resources Council		Spitzer Senior Center
BVB	Berkshire Visitors' Bureau		Airport Commission
C	City of North Adams		Industrial Park Commission
BRPC	Berkshire Regional Planning Commission		
MCLA	Massachusetts College of Liberal Arts		
MiM	Mass In Motion		
MoCA	MASS MoCA		

North Adams Boards and Departments

OT	North Adams Office of Tourism	MO	Mayors' Office
NAHA	North Adams Housing Authority	CA	City Administrator
	Planning Board	OCD	Office of Community Development
	Historical Commission	BD	Building Department
	Zoning Board of Appeals	DPW	Department of Public Works
		PARK	Parks Department
		PD	Police Department
		FD	Fire Department
		SD	School Department

FINANCING IMPLEMENTATION

- **Policy/Planning:** The City will maximize the use of existing staff time and use specialized consultants as needed depending on the types of policy changes or type and 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 that these actions envision. These would be largely funded through private and grant funds.

C	City of North Adams	TBD	To be determined
CDBG	Community Development Block Grant		
MiM	Mass In Motion (and related future program grants that sustain work on health and wellness)		
PARC	PARC Grants		

IMPLEMENTATION TIMING AND TRACKING

This plan is intended to contain enough action steps to create a 10+ year work plan for the City and its partners. In the following implementation matrix, each action step is assigned a target implementation time in one of four categories:

- O Ongoing
- 0-1 Early/first year
- 2-5 Shorter-term but not immediate
- 5+ Longer-term

Some actions either dovetail well with current efforts or can easily be integrated into city functions. These can be identified as either ongoing or early actions to take. Other actions are more complicated in that they either require additional plans or studies (including engineering), consensus building, capital investment, or all of the above. Priorities are not set in detail after five years with the expectation that the City will revisit this table as time goes by and items are implemented to set new priorities within the actions within this time category.

As items are completed, assigned timing can be revised to check off the C for complete. This should be done on an annual basis through a collaboration of city staff and the Planning Board, with a summary update provided to the City Council at a regular meeting, which will be televised for city residents to view.

IMPLEMENTATION MATRIX

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
ECONOMIC DEVELOPMENT								
GOAL E 1: EFFECTIVELY REBRAND AND MARKET THE CITY								
Policy E 1.1: Develop a rebranding package to effectively communicate the city to residents and visitors.								
<i>Action A: Rebrand and Market the City</i>		✓				PI	OT, BVB	
<i>Action B: Offer a Central Platform for North Adams and Northern Berkshire Tourism and Events</i>		✓				PI		
Policy E 1.2: 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>		✓				EC		
<i>Action B: Coordinate Unified Messaging and Reciprocity</i>		✓				EC		
<i>Action C: Cultivate Local Business Referral Practices</i>			✓			EC		
<i>Action D: Maximize Benefit to City of Regional Marketing and Business Development Efforts</i>			✓			EC		
GOAL E 2: LEVERAGE THE CITY'S MANY ASSETS INTO ECONOMIC CATALYSTS								
Policy E 2.1: 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>			✓			EC		
<i>Action B: Offer Local Start-up Financing to Grow or Support Clusters</i>						PI		
<i>Action C: Continue to Partner with MCLA On Mutually Supportive Projects and Investments</i>	✓					EC		
<i>Action D: Maximize Economic Impact of New Center for Science and Innovation</i>		✓				EC		
<i>Action E: Expand Degree Programming to Meet Economic Development Goals</i>			✓			EC		
<i>Action F: Alumni Business Recruitment Events</i>						EC		
Policy E 2.2: Grow the region as a premier active outdoor recreation destination in the northeast.								
<i>Action A: Increase Visitor Capture From Mt. Greylock</i>			✓			EC/PP		
<i>Action B: Promote Active Outdoor Recreation Business Development</i>						EC/PP		
<i>Action C: Increase Number of Outdoor Race Events</i>		✓				EC		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
<i>Action D: Create Better Connections Between City and Surrounding Trail Systems</i>			✓			EC		
<i>Action E: Achieve Appalachian Trail Community Designation</i>		✓				EC/PP		
Policy E 2.3: Strengthen health services in the city to support the economic vitality of the northern Berkshire region.								
<i>Action A: Restore and Enhance Health Care Delivery to Fit Community Needs</i>						EC		
<i>Action B: Enhance Preventative Health Programming</i>			✓			EC/PI		
<i>Action C: Highlight Local Health Care Services as an Important City Asset</i>		✓				EC		
<i>Action D: Support Medical Workforce Needs</i>			✓			EC/PI		
<i>Action D: Evaluate Potential and Desire for Health Industry Cluster</i>			✓			PP		
GOAL E 3: WORK EFFECTIVELY WITH BUSINESS, THE COMMUNITY AND INVESTORS TO ACHIEVE A CONTINUAL CYCLE OF INVESTMENT AND IMPROVEMENT IN THE CITY								
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>		✓				R		
<i>Action B: Advance Ways to Quickly Connect Small Businesses to Appropriate Resources to Improve Success Rate</i>		✓				PI		
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>		✓				PP		
<i>Action B: Designate Key Sites for Financing Tools and Incentives</i>		✓				PP		
<i>Action C: Work With North Adams Chamber of Commerce on Business Improvement District</i>			✓			EC		
<i>Action D: Develop Package of Small Business Programs</i>			✓			EC/WPI/PI		
<i>Action E: Explore Ways to Meet Full Range of Small Business Financing Needs Locally</i>			✓			PI		
<i>Action F: Leverage Investment Through Public-Private-Non-Profit Partnerships</i>				✓		PI		

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

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

Policy E 4.1: Actively recruit new businesses to the city.

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

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

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

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

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

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

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

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

Action A: Develop Zoning to Better Support Redevelopment				✓		R		
Action B: Ensure Future Development Improves Downtown Fabric			✓			PP		
Action C: Assess Parking Needs and Distribution		✓				PP		
Action D: Create a Tool to Market Downtown Spaces for Rent		✓				EC/PI		
Action E: Plan for Future Needs of Downtown Commercial Occupants			✓			PP		
Action F: Develop Key Partnerships to Advance Private Investment Efforts			✓			EC/PI		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
<i>Action G: Utilize New Cultural District Designation</i>		✓				PP/R		
Policy E 6.2: Target key pedestrian and bicycle improvements to foster safe and easy movement throughout the downtown and between the downtown and adjacent neighborhoods.								
<i>Action A: Plan for Long-Range Municipal Improvements to Bike and Pedestrian Infrastructure</i>		✓				PP/CI		
<i>Action B: Utilize Best Practices to Make Streets Safe for All Modes of Travel</i>			✓			PP/CI		
<i>Action C: Reduce Excessive Pavement in the Downtown</i>				✓		PP/CI		
<i>Action D: Develop Bike Routes in Key Locations</i>				✓		PP/CI		
<i>Action E: Address Problem Intersections for Pedestrians and Cyclists</i>			✓			PP/CI		
<i>Action F: Support Multi-modal Culture in the City</i>		✓				PP/CI		
GOAL E 7: IMPROVE THE LIVABILITY AND LIVELINESS OF DOWNTOWN								
Policy E 7.1: Increase the number and diversity of people living and working in the downtown.								
<i>Action A: Diversify Housing Options in Downtown</i>				✓		PP/PI		
<i>Action B: Coordinate Development of Artist Housing</i>			✓			PP/PI		
<i>Action C: Encourage Student Housing in Downtown</i>		✓				EC/PP		
<i>Action D: Provide Transit Options to Connect Students to Downtown</i>		✓				EC		
Policy E 7.2: Develop attractive gateways and critical capture points to draw people into the downtown.								
<i>Action A: Utilize Signage to Market Key Destinations</i>		✓				PP/CI		
<i>Action B: Support Transit to Better Connect Local Communities</i>		✓				EC		
Policy E 7.3: Link economic decisions to regional plan.								
<i>Action A: Connect Key Anchor Points in the Downtown</i>			✓			PP/CI		
<i>Action B: Link Special Events to the City Core</i>		✓				PP/EC/CI		
<i>Action C: Streamline Permitting for Special Events</i>		✓				R/WPI		
<i>Action D: Encourage Visitation of Downtown with Accessible Entertainment</i>		✓				PP/CI		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
<i>Action E: Leverage Downtown Proximity to Mount Greylock</i>			✓			PP/CI		
Policy E 7.4: Integrate accessible and interactive community spaces for all ages throughout the downtown.								
<i>Action A: Increase New Green and Public Spaces in the Downtown</i>			✓			PP/CI		
<i>Action B: Improve Existing Community Spaces</i>		✓				PP/CI		
<i>Action C: Reconnect the Community to the Hoosic River</i>		✓				PP/CI/EC		
<i>Action D: Continue Art Displays</i>		✓				EC		
<i>Action E: Utilize Bike Path Development for the Benefit of Downtown</i>			✓			PP/CI		
GOAL E 8: ENHANCE BUSINESS ACTIVITY IN THE CITY CORE								
Policy E 8.1: Coordinate and promote existing businesses in the downtown.								
<i>Action A: Enhance Retail and Business Options for Residents and Visitors</i>			✓			EC		
<i>Action B: Develop an Internal Scheduling Process</i>		✓				WPI		
<i>Action C: Continue to Encourage Buy Local Campaign</i>	✓					EC		
Policy E 8.2: Support programmatic connections between downtown and anchor attractions such as MCLA and MASS MoCA.								
<i>Action A: Strengthen Programmatic Connections from MCLA to Downtown</i>			✓			EC		
<i>Action B: Make North Adams More of a College Town</i>				✓		EC/PP/CI		
<i>Action C: Address Physical Barriers Around Anchor Institutions</i>				✓		PP/CI		
GOAL E 9: DEVELOP SOUTH ROUTE 8 AS A KEY EMPLOYMENT AREA AND STRENGTHEN ITS CONNECTION TO THE REST OF THE CITY								
Policy E 9.1: Target specific priority sites along the Route 8 corridor for redevelopment and supporting infrastructure improvements.								
<i>Action A: Route 8 Corridor Study</i>		✓				PP		
<i>Action B: Safeguard Southern Route 8 Corridor as an Employment Hub</i>			✓			PP/R		
<i>Action C: Support Key Investments at Noel Field</i>			✓			PP/CI		
<i>Action D: Reposition Heritage State Park as a City Attraction</i>		✓				EC/CI		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
Policy E 9.2: Cultivate and connect Route 8 gateway district to serve as an attractive gateway and extension to the downtown.								
<i>Action A: Business Façade and Streetscape Beautification</i>			✓			PP/CI		
<i>Action B: Traffic Calming, Bike and Pedestrian Improvements</i>				✓		PP/CI		
<i>Action C: Gateway Signage and Treatments</i>			✓			PP/CI		
GOAL E 10: BUILD AN ATTRACTIVE GOODS AND SERVICES CORRIDOR ALONG ROUTE 2 BETWEEN WILLIAMSTOWN AND NORTH ADAMS								
Policy E 10.1: Make physical improvements to improve appeal and usability of the Route 2 Corridor.								
<i>Action A: Reduce Unnecessary Signage Along Route 2</i>				✓		PP/CI		
<i>Action B: Target Pedestrian Improvements at Key Locations</i>				✓		PP/CI		
Policy E 10.2: Target specific priority sites along the Route 2 corridor for redevelopment and supporting infrastructure improvements.								
<i>Action A: Continue to Support Airport Improvement</i>		✓				EC		
<i>Action B: Determine Potential Future Uses of Fairground Site</i>			✓			PP		
<i>Action C: Address Needs for Redevelopment of Mills</i>			✓			PP/R		
<i>Action D: Reuse Remediated Sites</i>				✓		PP/CI		
OPEN SPACE AND RECREATION								
GOAL OSR 1: OFFER A HIGH-QUALITY AND DIVERSE RECREATION SYSTEM TO SUPPORT THE HEALTH, ENJOYMENT, AND ECONOMIC NEEDS OF THE CITY.								
Policy OSR 1.1: Make the parks and recreation offerings of the city more visible to residents and visitors. (4)								
<i>Action A: Develop Comprehensive North Adams Recreation Guide</i>		✓				PI		
<i>Action B: Improve Recreation Amenity Wayfinding Signage</i>			✓			PP/CI		
<i>Action C: Coordinate and Maintain Comprehensive Trail Map Data</i>	✓					EC		
Policy OSR 1.2: Maintain a high level of service for different user groups across the city. (6)								
<i>Action A: Maintain an Up-to-date Open Space and Recreation Plan</i>	✓					PP		
<i>Action B: Centralize the Organization of Recreation Facilities, Programs, and Outreach</i>				✓		WPI		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
Action C: Prioritize Existing Facility Maintenance and Enhancement		✓				WPI/PP		
Action D: Provide Safe Routes to Recreation			✓			PP/CI/EC		
Action E: Expand Use of Existing Recreational Facilities			✓			WPI		
Action F: Catalyze and Coordinate Development or Protection of Priority Sites	✓			✓		PP/CI/PI		
Policy OSR 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			✓			PI		
Action B: Increase and Leverage Presence of Winter Outdoor Recreation			✓			WPI/EC		
Action C: Market North Adams Businesses to Outside Racing Events and Attractions	✓	✓				WPI/EC		
Action D: Make North Adams a Trail Friendly Community						EC		
GOAL OSR 2: IMPLEMENT WESTERN NEW ENGLAND GREENWAY COURSE THROUGH THE CITY								
Policy OSR 2.1: Implement Bikepath as Part of Western New England Greenway Vision (4)								
Policy OSR 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			✓			EC/CI/PP		
Action B: Secure or Create River Access Points for Recreational Use			✓			EC/CI/PP		
Action C: Recreation-Supporting Infrastructure			✓			PP/CI		
Policy OSR 2.3: Employ the River Corridor Greenway as Wildlife Habitat and Movement Corridor								
Action A: Employ Wildlife-Friendly Landscaping			✓			PP		
Action B: Ensure Conservation Commission Involved In Development Review Process		✓				WPI		
GOAL OSR 3: PROMOTE YEAR-ROUND HEALTHY LIVING AND ACTIVE LIFESTYLES FOR ALL AGES								
Policy OSR 3.1: Promote healthy active living within the community. (14)								
Action A: Increase Healthy Activity in City's School System		✓				WPI		
Action B: Establish Network of Walking Routes and Trails			✓			WPI/EC		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
<i>Action C: Make More Healthy Heart Trails Locally</i>			✓			EC		
<i>Action D: Mayor's Fitness Challenge</i>		✓				WPI/PI		
GOAL OSR 4: RESPECT THE CITY'S PLACE WITHIN IMPORTANT HABITAT AREAS BY PROVIDING WILDLIFE CORRIDORS AND CONNECTIONS TO SUPPORT BIODIVERSITY								
Policy OSR 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>				✓		WPI/PP		
<i>Action B: Educate Landowners on Conservation Options</i>			✓			WPI/EC		
Policy OSR 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>				✓		WPI/EC/CI		
GOAL OSR 5: CONTINUOUSLY WORK TO IMPROVE THE HEALTH AND INTEGRITY OF THE NATURAL ENVIRONMENT IN AND AROUND THE CITY								
Policy OSR 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>			✓			PI		
<i>Action B: Develop Comprehensive Understanding of Municipal Conservation Issues</i>		✓				PP		
<i>Action C: Continue Water Quality Analysis and Pollution Reduction Strategies</i>		✓				EC		
<i>Action D: Create and Maintain Comprehensive Brownfield Site Inventory</i>		✓				WPI/EC		
Policy OSR 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>				✓		PI		
<i>Action B: Implement Urban Tree Program along River</i>			✓			WPI/PI		
<i>Action C: Address Dams and Other Sources of Stream Fragmentation</i>			✓			PP/CI/PI		
<i>Action D: Engage in Local Education About Non-point Source Pollution</i>		✓				WPI		
<i>Action E: Offer Programs and Incentives for Property-Owner Run-off Reduction</i>						WPI		

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

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

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

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

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

Action A: Coordinated Recreational Resource Management				✓		WPI		
Action B: Identify and Promote Financial Benefits for Private Owners			✓			WPI/PI		

HOUSING AND NEIGHBORHOODS

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

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

Action A: Maintain Up-to-Date Housing Needs Assessment						WPI/PP		
Action B: Create a Municipal Affordable Housing Committee						PP		

Policy HN 1.2: Support public, private and individual reinvestment into housing and neighborhood conditions.

Action A: Support Non-profit Housing Renovation Program Activity						EC		
Action B: Update the Mill Revitalization District to Increase Flexibility						R		

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

Action A: Prioritize Sites for New Mixed-Income Construction or Renovation						PP		
Action B: As Housing Authority Complexes Age, Rethink Their Shape, Location, and Function						PP		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
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						PI		
Action B: Continue City Cleanup Days						WPI		
Policy HN 2.2: Improve issue property identification and enforcement procedures.								
Action A: Neighborhood Code Violation Monitors						PI		
Action B: Enhance Vacant or Foreclosed Property Ordinance								
Action C: Use GIS to Track Geography of Code Violations and Police Calls						WPI		
Policy HN 2.3: Create progressive system to bring tax lien and delinquent properties back into productive use.								
Action A: Maintain Property Inventory						WPI		
Action B: Streamline Receivership						WPI/PP		
Action C: Develop Reuse Strategy to Help Target Efforts						PP		
Policy HN 2.4: Work with landlords to maintain their properties.								
Action A: Rental Property Registration and Inspection						WPI/PP		
Action B: Create Meaningful Incentives and Penalties to Support Action						PP/R		
GOAL HN 3: SUPPORT STRONG COMMUNITY CONNECTIONS WITHIN NEIGHBORHOODS								
Policy HN 3.1: Collaborate to reduce crime in neighborhoods.								
Action A: Neighborhood Watch						PI/EC		
Action B: Property Security Trainings						PI		
Action C: Neighborhood Beat Officers						WPI		
Action D: Prioritize Safety Lighting Needs						WPI		
Policy HN 3.2: Support neighborhood groups and neighborhood activities.								
Action A: Create a Standing Neighborhoods Committee						WPI/PP		
Action B: Provide Annual Support for Community-Driven Neighborhood Initiatives						WPI		
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						EC/WPI		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
<i>Action B: Continue to Support Programs and Efforts to Create Broader Concept of Neighborhood</i>						WPI/EC/PI		

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

<i>Action A: Focus Project Priorities on Increasing Variety and Balancing Supply of Recreation Options Across Neighborhoods</i>						WPI/PP		
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HISTORIC PRESERVATION

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

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

<i>Action A: Bring All Existing Surveys Up-to-Date</i>						WP/II		
<i>Action B: Identify and Prioritize Additional Survey Areas or Resource Types</i>						WPI		
<i>Action C: Identify Ongoing Revenue Sources to Fund Survey Work</i>						WPI		
<i>Action D: Make Historic Inventories Available Online</i>						WPI		
<i>Action E: Map Historic Resources</i>						WPI		
<i>Action F: Pursue Regional Survey Partnerships</i>						PI		

Policy HP 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>						WPI		
<i>Strategy B: Historic Preservation Tools and Techniques Education and Outreach</i>						R/PP/WPI		

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

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

<i>Action A: Adopt a Demolition Delay Bylaw</i>						R		
<i>Action B: Adopt an Affirmative Maintenance Bylaw</i>						R		
<i>Action C: Identify Buildings with Maintenance Concerns Early</i>						WPI/PI		
<i>Action D: Identify Priority Areas to be Protected through a Local Historic District</i>						PP/R		
<i>Action E: Identify Priority Areas to be Protected through Architectural Preservation Districts, aka Neighborhood Conservation Districts</i>						PP/R		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
Policy HP 2.2: Develop and make available financial incentives supporting historic property reinvestment in the city.								
Action A: Establish a Revolving Loan Fund						R/PI		
GOAL HP 3: MAXIMIZE THE BENEFITS OF HISTORIC PRESERVATION TO THE CITY'S ECONOMY								
Policy HP 3.1: Promote and facilitate the sensitive and robust reuse of historic residential, commercial and industrial properties throughout the city.								
Action A: Include Up- and Down-Zoning in zoning rewrite						R		
Policy HP 3.2: Integrate historic tourism into the city's overall culture and tourism strategy.								
Action A: Make the Historic Fabric of North Adams Part of a Wayfinding Campaign						PI		
Action B: Maintain and Enhance a Historical Museum						CI/PI		
Action C: Support Efforts to Designate Downtown North Adams as a Cultural District						WPI		
Policy HP 3.3: Support preservation and robust use of local landmarks and institutional uses.								
Action A: Develop Zoning to Protect Landmarks and Civic Uses						R		
Action B: Locate Cultural Activities within and around Historic Properties						PP/PI		
Action C: Call Attention to Lost or Hidden Historically Significant Sites						WPI		
GOAL HP 4: SET HISTORIC PRESERVATION PRACTICE AS A CORNERSTONE FOR AN OVERALL HOUSING AND NEIGHBORHOODS STRATEGY								
Policy HP 4.1: Facilitate Homeowner Access to Information on Historic Properties and Preservation Options								
Action A: Promote Publicly Available Information on Historic Properties						WPI		
Policy HP 4.2: Promote and facilitate the purchase of and investment in historic properties in foreclosure or owned by the city.								
Action A: Create a Catalogue of Historic Homeownership Opportunities with a Financial Incentive						WPI/PP/PI		
Action B: Offer a Guide to Historic Housing Rehabilitation						WPI/PI		

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

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.

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

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.

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

FOOD AND HEALTH

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.

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

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

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						PP		
Action B: Consider Growing and Recruiting Food Related Anchor Businesses						PP		
Action C: Encourage the Location of a Local Foods Market in North Adams						PP		

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						WPI/PP		
Action B: Eliminate Food Desert						PP		
Action C: Relocate North Adams Farmers Market						EC		
Action D: Encourage Healthy Options in all Food Retail Sites						EC		

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						EC/PI		
Action B: Offer Healthy Food Purchase Incentives						PI		
Action C: Offer ‘Fruit and Vegetable Prescription Program’						EC/PI		
Action D: Continue to Support Subsidized CSA Share Programs						EC		
Action E: Create Mobile Food Options						EC/PI		
Action F: Healthy Cooking Training for Food Service Employees						PI		
Action G: City-MCLA Garden Partnership						EC		
Action H: Promote Food Education to Facilitate Healthy Eating Behaviors						WPI/PI		

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+	C			
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						EC		
Action B: Increase Exposure to Healthy Food						EC		
Action C: Season Extension						PP		
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						EC		
Action B: Augment Awareness of and use of SNAP or WIC Benefits at the North Adams Farmer's Market						EC		
Action C: Encourage Healthy and Fresh Food Options in Local Restaurants						PP/EC		
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						EC		
Action B: Support Education and Career Development Focused on Agriculture and Food Systems, Including Food Preparation, Value-added Processing, Nutrition and Hospitality.						EC/WPI/PI		
Action C: Encourage Opportunities for Youth Training and Participation with Local Partners						EC		
Action D: Encourage Healthy and Local Foods in Cafeteria Settings						WPI		
Action E: Explore Municipal Purchasing Arrangements between City Programs and Local Food Suppliers.						WPI		
Action F: Provide Municipal Support for School Wellness Programs.						WPI		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
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.						WPI		
Action B: Encourage Healthy, Local Food Options in Schools through Both Cafeteria Service and Curriculum Development.						WPI		
Action C: Provide Technical Assistance for North Adams Schools Interested in School Gardens.						PI		
Action D: Identify Funding Opportunities for School Gardens from a Variety of Funding Sources, including Public and Private Entities.						WPI		
Action E: Promote Healthy Vending Opportunities in North Adams Schools.						PP		
Action F: Help Connect North Adams with Partners to Increase the Range of Snacks Available within City Schools.						WPI		
Action G: Encourage Sharing and Promotion of Nutrition and Physical Activity Best Practices at North Adams Schools.						WPI		
Action H: Establish a Working Group of Food Service Directors, Superintendents and other School Stakeholders to Address Farm to School Opportunities and Challenges.						PI		
Action I: Implement a Pilot Farm to Cafeteria Project: Identify a Grower and Institution Interested in Testing out Contractual Growing.						WPI		
Action J: Include Garden Mosaics Service Learning Program as a Fixed item in the School Budget to Encourage Sustained Capacity.						PI		
Action K: Promote Healthy Eating and Living through a Variety of Media						WPI		
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						WPI		
Action B: Develop Working Group, Such as North Adams Food Policy Council, Representing a Full Cross-section of Local and Regional Government								
Action C: Leverage Local and Regional Assets to Grow and Sustain Community Food System Initiatives						EC		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
<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 a versa.</i>						WPI		

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.

<i>Action A: Partner with Local and State Institutions and Organizations to Provide Gardening Workshops</i>						EC/PI		
<i>Action B: Consider Possible Partnerships with Massachusetts College of Liberal Arts MCLA</i>						PI		

Policy FH 5.2: Reduce food waste.

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

INFRASTRUCTURE AND SERVICES

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.

<i>Action A: Adopt a Capital Improvement Plan and Community Facilities Plan</i>						WPI/PP		
<i>Action B: Encourage a Proactive Asset Management Regime in All City Departments</i>						WPI		
<i>Action C: Expand Use of User Fees</i>						PP/R		
<i>Action D: Track Infrastructure in GIS</i>						WPI		
<i>Action E: Municipal Services Efficiency</i>						WPI		

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
<i>Action F: Plan to Maintain and Develop Services to Enhance North Adams' Competitiveness</i>						WPI		
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.								
<i>Action A: Establish Dedicated Maintenance and Replacement Accounts for Infrastructure Projects</i>						PP		
<i>Action B: Consider Enterprise Funds for Public Utilities, Recreation or Transportation</i>						PP		
Policy IS 1.3: Explore new opportunities for shared services and/or regionalization to reduce costs and create efficiencies.								
<i>Action A: Group Purchasing</i>						PP		
<i>Action B: On-line Permitting</i>						PP		
<i>Action C: Continuously Pursue Service Delivery Efficiency</i>						PP		
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								
<i>Action A: Offer Shade and Drinking Water in Public Spaces</i>								
<i>Action B: Encourage Shade Tree Planting in Public Works and in Commercial or Residential Plans or Areas</i>								
<i>Action C: Develop a Cooling Center Network</i>								
<i>Action D: Develop a Vulnerable Populations Phone Tree</i>								
Policy IS 2.2: Work to reduce impacts caused by hydrologic extremes from increased intensity and frequency of storm events to periods of drought.								
<i>Action A: Green Roofs</i>								
<i>Action B: Rainwater Harvesting</i>								
<i>Action C: Increase Capacity of Bridges and Culverts</i>								
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.								
<i>Action A: Public Building and facility Assessment Framework</i>								

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
<i>Action B: Consider Adopting a Comprehensive Environmental Management Strategy for all City Facilities</i>								
<i>Action C: Streamline Maintenance of Buildings and Grounds Across City Departments</i>								

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.

<i>Action A: Endorse Regional Climate and Energy Element</i>								
<i>Action B: Adopt Berkshire Climate Resolution</i>								
<i>Action C: Track Emission Reductions</i>								
<i>Action D: Highlight Climate Reduction Best Practices and Opportunities in North Adams</i>								
<i>Action E: Create a North Adams Energy Committee</i>								

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

<i>Action A: Continue to Pursue Green Communities Designation</i>								
<i>Action B: Renewable Energy Bylaws</i>								
<i>Action C: Provide Residential Solar Incentives</i>								

Policy IS 4.3: Continue to improve the City's renewable energy portfolio.

<i>Action A: Green Energy Mix Through Group Purchasing</i>								
<i>Action B: Lead by Example</i>								
<i>Action C: Continue to Pursue Hydroelectric Feasibility</i>								
<i>Action D: Conduct Wind Power Feasibility Study</i>								
<i>Action E: Track Emerging Technologies and Grant Programs</i>								

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

<i>Action A: Implement Energy Efficiency In Municipal Buildings</i>								
<i>Action B: Promote Available Efficiency Programs</i>								

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
<i>Action C: Promote Water Conservation Through Low Flow Appliances</i>								

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.

<i>Action A: Expand Long-Term (20 year) Water Study Into Full Capital Improvement Plan</i>								
<i>Action B: Enterprise Fund</i>								
<i>Action C: Explore Sustainable Infrastructure Alternatives</i>								

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

<i>Action A: Maintain, Upgrade and Improve Wastewater Collection System</i>								
<i>Action B: National Pollutant Discharge and Elimination System (NPDES) Compliance</i>								
<i>Action C: Water Supply to Meet Current and Future Needs</i>								

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.

<i>Action A: Understand the Stormwater System and its Performance</i>								
<i>Action B: Maintain Drainage</i>								
<i>Action C: Reduce Stormwater Runoff and Protect Water Quality Within North Adams</i>								

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.

<i>Action A: Maintain a Map of Roadway Conditions</i>								
<i>Action B: Ensure City Transportation Priorities Are Well Represented on Regional Project Lists</i>								
<i>Action C: Address Challenges Posed by Route 2 Design and Overpass</i>								

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

<i>Action A: Promote Broader Use of Transit in the City</i>								
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Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
<i>Action B: Use Incremental Maintenance Process to Implement Multi-modal Streets</i>								
<i>Action C: Improve Vehicular Routes and Alignments</i>								
<i>Action D: Identify and Address Areas of Congestion, Chronic Speeding, and Accidents</i>								
<i>Action E: Identify Priority Areas for Enforced Snow Clearing or Removal</i>								
<i>Action F: Consider Possibility of Returned Passenger Rail Service to North Adams or the Northern Berkshires</i>								
<i>Action G: Continue to Promote the Airport as an Asset for Economic Development and Recreation</i>								

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.

<i>Action A: Hold regular working group meetings with school department, school board and municipal officials</i>								
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Policy IS 7.2: Monitor and forecast school service demand based upon actual and predicted population demographics.

<i>Action A: Participate in the development of, and share demographic information about, population projections</i>								
<i>Action B: Explore creative alternatives to meet the changing needs of the region</i>								

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.

<i>Action A: Complete a Public Safety Facility Study</i>								
<i>Action B: Replace Aging Cruisers and Fire Apparatus</i>								
<i>Action C: Interdepartmental Collaboration for Proactive Safe Design in City Projects</i>								
<i>Action D: Maintain Mutual Aid or Mutual Assistance Agreements</i>								
<i>Action E: Expand the Mutual Aid Model</i>								

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
Action F: Support Training Costs								
Action G: Support Funding for a Public Safety Vehicle Maintenance Program								

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 Substations								
Action B: Identify Priority Areas for Foot or Bicycle Patrols								
Action C: Identify Locations for Community Policing Programs								
Action D: Advocate for Mental Health and Substance Abuse Treatment								
Action E: Increase Funding for Evidence-based Crime Prevention Programs								

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								
Action B: Encourage broader participation in Code RED system								
Action C: Citywide Disaster Awareness Campaign								
Action D: Coordinate Disaster Planning Between City and Major Employers								

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								
Action B: Increase Capacity for Next-Generation Broadband Connectivity								
Action C: Adopt Phased Funding Approach to Maintain and Upgrade Technology Equipment								

GOAL IS 11: IMPROVE CITIZEN ACCESS TO BROADBAND.

Policy IS 11.1: Expand and support community broadband access.

Action A: Increase Broadband Access								
Action B: Expand Current Public Wireless Broadband Access								

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
Action C: Improve and Support Public Computer Centers								

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								
Action B: Identify and Inventory City and School Technology Equipment								
Action C: Centralized Mobile Applications								
Action D: Expand City Voice and Fax over IP								
Action E: Partner with Other Governmental Entities and Educational Institutions								
Action F: Incorporate Cutting-Edge Emerging Technology								
Action G: Coordinate City-Wide Technology Purchases								
Action H: Explore State-Wide Financial Software Solutions								
Action I: Explore a State-Wide Centralized Mobile-Based Application for Bill Collections								
Action J: Implement Non-Cash Payment Methods								
Action K: Develop and Implement Geographical Information System (GIS) Strategic Plan								
Action L: Replace Water Meters with Electronic Readers								
Action M: Pursue Paperless Local Government								
Action N: Support Telecommunication Expansion								
Action O: Explore Centralized Retirement Board Administration								

LAND USE

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								
Action B: Comprehensive Zoning Update								

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

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:								
Action B: Consider Adopting Design Guidelines:								
Action C: Consider a Smart Growth Zoning Overlay District (40R)								
Action D: Designate Local Historic District Bylaw with Design Guidelines								
Action E: Adopt a Corridor Overlay District in the Downtown								
Action F: Adopt Cultural District Designation								

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 Areas								
Action B: Consider adopting the Chapter 43D Expedited Permitting Zoning Bylaw								
Action C: Consider an Adaptive Reuse Zoning Bylaw								
Action D: Foster Business-friendly Environment Within Zoning Update Process								
Action E: Consider a Corridor Overlay District on Route 8 and Route 2								
Action F: Continue to Ensure That the City Supports Alternative Means of Employment								

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								
Action B: Consider Adopting Native Landscaping Standards for Neighborhoods								
Action C: Provide Training and Technical assistance for Residents and Businesses								
Action D: Maintain Resource Protection Overlay Districts								
Action E: Continue to Pursue the Planning and Implementation of the Mohawk Bicycle Pedestrian Trail								

Goals, Policies and Actions	Implementation Timing					Type of Action	Partners	Potential Funding Sources
	O	0-1	2-5	5+	C			
Policy LU 1.5: Use land use tools and techniques to retain or improve linkages to key recreational resources								
<i>Action A: Negotiate Public Resource Connections</i>								
<i>Action B: Maximize the Use of Publicly or Privately Conserved Land</i>								
Policy LU 1.6: Adopt land use tools and techniques to encourage the maintenance of and reinvestment in all of North Adams' neighborhoods.								
<i>Action A: Consider Complete Streets Design Standards</i>								
<i>Action B: Consider adopting a Mixed-use Bylaw (this will be explored through the scenarios)</i>								
<i>Action C: Designate Local Historic District Bylaw with Design Guidelines where Appropriate</i>								
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.								
<i>Action A: Require Multi-modal Infrastructure:</i>								
<i>Action B: Safe Routes to School</i>								
<i>Action C: Right to Farm</i>								
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.								
<i>Action A: Support Boards Through Increased Access to Training</i>								
<i>Action B: Working Group Meetings</i>								
<i>Action C: Seamless Development Review Communications within City</i>								
<i>Action D: Promote Use of the Neighborhood Geographies</i>								
<i>Action E: Engage the North Adams Neighborhood Council in land use planning efforts</i>								