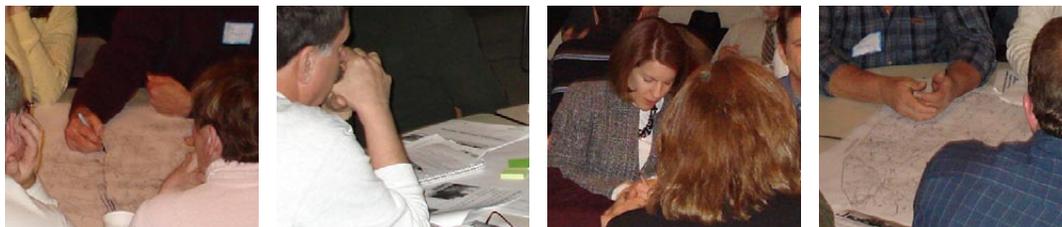




10. Implementation



This element is arguably the most important in the entire master plan. The implementation element is based on the goals and objectives of this Master Plan and the data that was collected and analyzed.

Introduction

This element is arguably the most important in the entire master plan. The implementation element is based on the goals and objectives of this Master Plan and the data that was collected and analyzed. To ensure the implementation on a year-to-year basis of these actions, the Town of Southborough should clearly identify some entity comprised of representatives from Town staff and existing boards and commissions and other key stakeholders that will be charged with ensuring that this plan is used and followed. This entity will be responsible not only for coordinating overall implementation of the plan, but would also work to ensure that public outreach and education is achieved.

Specifically, the best options are to either create a Board of Selectmen appointed Master Plan Implementation Committee, or that responsibility can be left to the Planning Board, which is already charged with official adoption of the Plan pursuant to M.G.L. c. 41 §81D. Regardless, in order to provide some “accountability” for plan implementation, this Committee or the Board should be required to present an annual report to the Board of Selectmen and Town Meeting on plan implementation progress,

achievements, and barriers to successful implementation.

The implementation element is often the most difficult component of a Master Plan. Unlike the lofty goals and objectives of the previous sections, here is where the rubber meets the road, where the planning ideals are translated into concrete actions. The following recommendations can sometimes be difficult to commit to and be problematic to review over time. Items that have been accomplished fade from view, while the more intractable problems linger for years. Financial and political trends may change, advancing some items while leaving others untouched. For these reasons alone, many communities are hesitant to put in writing the full scope of their intentions.

The following implementation plan intends to deliver on the promise of the goals and objectives expressed throughout this process, with a program of tangible steps for the Town to take over the next ten years and beyond. There is a high level of activity on these issues, based upon the input received during the planning process.

A scene from the first Public Forum held during the master plan process.

These actions are targeted to address the physical as well as the organizational issues confronting the Town, as described and analyzed throughout this plan. The recommendations described below work to correct these “process” problems, while still maintaining a focus on the substantive issues of land use; housing; economic development; open space and recreation; natural, cultural and historic resources; transportation and circulation; municipal facilities; and Southborough’s villages.

In order to ensure follow-through on the recommendations of this plan, the Town should consider some mechanism for reporting on progress on a regular basis. Some communities require annual reports to Town Meeting. Another community has developed a follow-up evaluation form that specifically lists each action item and asks for responses. It is important to note that planning is a dynamic process and priorities can shift over time. A consistent review process allows for these issues to be acknowledged while keeping each specific recommendation on the table unless a situation dictates that it be reconsidered. A regular evaluation or follow-up procedure will at least indicate how a particular action item was ultimately addressed, or it calls out those that still need attention.

The table below summarizes the specific recommendations found at the end of each of the plan’s elements. However, they are organized by function (i.e. land use and zoning, data collection, municipal facilities, etc.). Thus, recommendations from several plan elements may actually be listed under land use and zoning. The department, board or commission responsible for implementing each recommendation is identified. Levels of priority are

assigned to assist in determining the timeframe in which each item is to be considered. Finally, if funding is required to achieve success, the potential sources for the funds are listed.

Please note that the recommendation numbers in the matrix below may not be in numerical order due to the way in which they have been functionally categorized.

Implementation Plan

Responsible Parties

- ▶ BOH – Board of Health
- ▶ BOS – Board of Selectmen
- ▶ C of C – Chamber of Commerce
- ▶ Con. Comm. – Conservation Commission
- ▶ CPA – Community Preservation Act
- ▶ CPC – Community Preservation Committee
- ▶ DCR – Department of Conservation and Recreation
- ▶ DPW – Department of Public Works
- ▶ Hist. Comm. – Historical Commission
- ▶ MBTA – MA Bay Transportation Authority
- ▶ MHD – MA 2009 - Highway Department
- ▶ MWRA – MA Water Resources Authority
- ▶ OSPC – Open Space Preservation Commission
- ▶ PB – Planning Board
- ▶ Planning – Planning Department
- ▶ Rec. Comm. – Recreation Commission
- ▶ SHA – Southborough Housing Authority
- ▶ SHOPC – Southborough Housing Partnership Committee
- ▶ TIP – Transportation Improvement Plan

Data Collection				
Recommendation		Responsibility*	Priority/ Timing	Potential Funding Source
LU - 1	Revise and update demographic and land use data after 2010 Census	Planning	2011 - 2014	
LU - 2	Develop database to reflect current land use trends to improve and update GIS information	Planning	2011 - 2014	
H - 5	Inventory Town-owned and tax title property to identify potential parcels for use as affordable housing sites to be developed/rehabilitated by Town or by private developers	Planning; Treasurer; SHOPC; SHA;	2009 - 2010	
OSR - 12	Inventory Town-owned and tax title property to identify potential parcels for use for open space and recreational purposes	Planning; Treasurer; OSPC; Rec. Comm.	2009 - 2010	

* The entity charged with the primary responsibility for implementation is shown in **bold**.

Implementation Plan

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
NCHR - 14	Complete an inventory with descriptions and photo documentation of each of the roads in Southborough including the character defining features to assist in review under the Scenic Roads Act	BOS; OSPC; Hist. Comm.	2011 - 2014	
Land Use and Zoning*				
LU - 3	Conduct thorough review of zoning bylaw <ul style="list-style-type: none"> ▶ Formatting ▶ Update definitions ▶ Conformance with master plan ▶ Legal consistency ▶ Update use regulations ▶ Smart growth techniques 	PB	2008	Town funding
LU - 4	Specifically allow for mixed-use projects in Business Village and Business Highway districts	PB	2008	Town funding
LU - 5	Establish design guidelines or use form-based codes to encourage better building layout and streetscape design	PB	2008	Town funding
LU - 6	Overhaul and update the Town's off-street parking requirements in zoning, and consider establishing maximum (in addition to the existing minimum) parking space requirements	PB	2008	Town funding
LU - 7	Review subdivision rules and regulations to make consistent with zoning changes and LID bylaw	PB	2008	Town funding
LU - 8	Consider zoning incentives to encourage reinvestment and redevelopment of existing properties (i.e. density bonuses for preservation of buildings, streetscape improvements or public amenities, etc.)	PB	2009 - 2010	Town funding

* For Land Use and Zoning implementation, the Planning Board holds primary responsibility, but it is intended that a Steering Committee including representatives, selected boards, commissions, key stakeholders, and interested citizens will be established.

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
LU - 9	Consider adopting a Transfer of Development Rights (TDR) bylaw to encourage the preservation of valued open space in rural portions of Southborough and transfer those development rights to a village center that may be appropriate for more dense development (i.e. Downtown)	PB	2009 - 2010	Town funding
LU - 10	Consider changing the zoning for lands already protected as open space so that they are rezoned for the Conservation District	PB	2009 - 2010	Town funding
LU - 11	Revise zoning to amend Major Residential Development to an Open Space Residential Development that provides for clustered housing development	PB	2008	Town funding
H - 7	Expand affordable housing provisions in zoning (inclusionary zoning) to include Multi-family Housing for the Elderly bylaw and mixed-use development if adopted. Consider providing incentives to make it more attractive to developers	PB	2008	Town funding
H - 8	Revise zoning to expand housing choices by allowing multi-family dwellings, mixed-use development, duplexes, etc. in a variety of zoning districts	PB	2008	Town funding
H - 9	Allow duplexes by special permit	PB	2008	Town funding
H - 10	Revise zoning to allow accessory apartments through site plan review by the Planning Board	PB	2008	Town funding
ED - 3	Evaluate opportunities to modify the Highway Business District boundaries in order to provide more depth and foster orderly commercial development along Route 9	PB	2008	Town funding

Implementation Plan

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
ED - 4	<p>Reduce the potential for land use conflicts and preserve commercially zoned land for business uses by:</p> <ul style="list-style-type: none"> ▶ prohibiting single-family dwellings in the Highway Business District and the Industrial District ▶ considering elimination of the power to grant use variances once a comprehensive revision of the zoning bylaw is complete and it is determined that they are no longer relevant 	PB	2008 (first bullet) 2009 - 2010 (second bullet)	Town funding
ED - 8	Overhaul and update the existing use regulations in the business and industrial districts to reduce use conflicts, foster multi-use development, and encourage clusters of compatible businesses	PB	2008	
OSR - 5	Revise zoning bylaw to expand effective cluster development opportunities by amending Major Residential Development to create an Open Space Residential Development bylaw	PB	2008	Town funding
NCHR - 18	Adopt zoning regulations to address development impacts on scenic vistas	PB	2008	
NCHR - 19	Consider a scenic overlay district which may provide a no-disturb buffer on private property bordering on scenic roads or adopt flexible zoning standards to protect certain views	PB	2011 - 2014	
V - 1	Consider increasing the size threshold for uses requiring a special permit in the Business Village District and establishing minimum design and impact standards that permitted uses must meet in order to obtain site plan approval from the Planning Board	PB	2008	Town funding

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
V - 2	<p>To provide more foot traffic and encourage appropriate scale and design in the Business Village District:</p> <ul style="list-style-type: none"> ▶ Allow mixed-use buildings as of right in the Business Village District, subject to minimum design and impact standards, and site plan approval by the Planning Board (Cordaville, Downtown and Fayville). ▶ Use zoning to encourage appropriate transit-oriented development around MBTA station ▶ Allow small multi-family dwellings in the Business Village District, i.e., without limiting the use to a Major Residential Development. 	PB	2008	Town funding
V - 3	Establish guidelines for specific villages to include architectural, lighting, and streetscape design standards that enhance local character	PB	2009 - 2010	
V - 4	Review and revise boundaries of the Business Village District	PB	2008	Town funding

Implementation Plan

Recommendation	Responsibility	Priority/ Timing	Potential Funding Source	
Housing				
H - 1	Develop a master plan for use of CPA funds	CPC; SHOPC; SHA	2008	CPA
H - 2	Continue to use CPA funds for variety of affordable housing strategies: <ul style="list-style-type: none"> ▶ rehabilitation of existing housing stock (loan program) ▶ develop creative financing mechanisms to assist income eligible households ▶ purchase existing multi-family homes for rental housing administered by SHA ▶ buy-down existing housing stock ▶ construct septic systems for non-profit affordable housing development ▶ provide matching funds for partnerships with non-profits ▶ provide housing for disabled and elderly residents 	CPC; SHOPC; SHA	Ongoing	CPA; HOME American Dream Downpayment Initiative; Affordable Housing Trust Fund
H - 3	Encourage development on in-fill and non-conforming parcels	PB; SHOPC; SHA	2008	Town funding
H - 4	Encourage re-use of commercial buildings for loft apartments and/or live-work space	SHOPC; SHA	2011 - 2014	
H - 6	Encourage a greater diversity of housing options (apartments in 40B projects; accessory apartments, deed restrictions in existing dwellings, etc.)	SHOPC; SHA	Ongoing	
H - 11	Allow shared septic systems to encourage alternatives to single-family homes.	BOH	Ongoing	

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
Economic Development				
ED - 1	Explore opportunities for shared wastewater disposal or small package treatments plants to meet the needs of multiple commercial properties, and assure that local regulations do not impede shared systems	BOH; PB	2009 - 2010	
ED - 2	Consider opportunities for local government to construct area or district wastewater disposal facilities and finance the design/construction costs through betterments or a District Improvement Financing (DIF) agreement	BOS; DPW	2011 - 2014	
ED - 5	Continue to participate in regional economic development organizations in the MetroWest area, and consider institutionalizing a quarterly meeting or "roundtable" forum between local and regional business leaders and the Planning Board	PB; Corridor 9; MetroWest Growth Mgt. Comm.; Marlborough Regional C of C; Metrowest C of C; Arc of Innovation	Ongoing	
ED - 6	Re-establish an Economic and Industrial Development Commission in order to build Southborough's capacity to carry out economic development and broaden the tax base. Include representatives of for-profit and non-profit employer establishments and self-employed individuals	BOS	2008	
ED - 7	Establish a local business directory on the Town's website, or create links to local business and non-profit organization websites	BOS	2008	
ED - 9	Consult with a variety of stakeholders, including developers, engineers and attorneys with working knowledge of Southborough's zoning, to define and identify bottlenecks, conflicts and redundancy	PB; BOS	2008 and ongoing	
ED - 10	Consider streamlining the permitting process for allowed uses in small and mid-size developments by assigning administrative site plan review authority to the Development Coordinating Group	PB; BOS	2008	Town funding

Implementation Plan

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
ED - 11	Prepare a development permitting guidebook for use by developers and Town boards	PB	2011 - 2014	M.G.L. 43D
Open Space and Recreation				
OSR - 1	Develop criteria to establish priorities for open space acquisition	OSPC/Rec. Comm.; Con. Comm.	2009 - 2010	
OSR - 2	Create process for addressing right of first refusal for Chapter 61 lands that become available	BOS; OSPC; Rec. Comm.;	2008	
OSR - 3	Develop a master plan for use of CPA funds	CPC; OSPC	2008	CPA
OSR - 4	Work with land trusts and establish public-private partnerships to preserve farm land through purchase of conservation restrictions (CRs) or agricultural preservation restrictions (APRs)	OSPC; BOS	Ongoing	CPA; private funding; APR program; Self-Help
OSR - 6	Protect land contiguous with open space along the Bay Circuit Trail	OSPC/Rec. Comm.; CPC	2011 - 2014	CPA; Self-Help
OSR - 7	Work with MWRA and DCR to expand access to open spaces and water resources in Southborough	BOS; OSPC; Rec. Comm.;	Ongoing	
OSR - 8	Establish canoe launch and walking trails, and enhance natural buffer along the Sudbury River and Mill Pond	OSPC/Rec. Comm.; Con. Comm.	2011 - 2014	CPA; Self-Help
OSR - 9	Establish walking trails and bicycle paths to create network that connects open space resources in Southborough with adjacent towns and state land (i.e. Hopkinton State Park)	OSPC/Rec. Comm.	2015 - 2018	CPA; Self-Help; Urban Self-Help
OSR - 13	Provide and communicate high quality recreation programs and activities that meet the needs of all ages of residents and builds a stronger sense of community	Rec. Comm.	Ongoing	
OSR - 14	Strengthen partnerships with committees and organizations throughout the Town	Rec. Comm.	Ongoing	

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
OSR - 15	Operate Recreation like an enterprise to increase user loyalty and provide fiscally sound budgeting	Rec. Comm.	Ongoing	
Natural Resources				
NCHR - 1	Identify, evaluate and map potential wildlife corridors, including regional and local connections to core habitat areas	Con. Comm.; OSPC	Ongoing	CPA
NCHR - 2	Identify, delineate and document wetland resources	Con. Comm.; OSPC	2009 - 2010	
NCHR - 3	Continue to apply for certification of vernal pools	Con. Comm.	Ongoing	
NCHR - 4	Work with MWRA and DCR to maintain vegetation along the Sudbury Reservoir to preserve and enhance views from surrounding areas and trails	BOS; OSPC; Con. Comm.; Rec. Comm.	Ongoing	
NCHR - 5	Adopt policies to encourage green development practices and LEED* certifiable technologies by the Town and private developers (i.e. review site plan review for environmental/energy efficiency criteria)	BOS; PB	2009 - 2010	
NCHR - 6	Prepare local climate action plan for emission reduction, implementation, and monitoring	BOS; Town-wide	2009 - 2010	MA Climate Action Network (technical assistance)
NCHR - 7	Prepare and implement habitat protection plans for open space in ecologically sensitive areas	Con. Comm.; OSPC	2009 - 2010	
Cultural and Historic Resources**				
NCHR - 8	Develop a master plan for use of CPA funds	CPC; Hist. Comm.	2008	CPA

* LEED – Leadership in Energy and Environmental Design

** See Chapter 6 for a detailed list of funding sources for historic preservation initiatives.

Implementation Plan

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
NCHR - 9	Consider establishment of National Register neighborhood historic district in Southville, Cordaville, Fayville and Downtown	Hist. Comm.	2009 – 2010	CPA
NCHR - 10	Nominate individual properties to the National Register of Historic Places	Hist. Comm.	Ongoing	CPA
NCHR - 11	Reconsider demolition delay bylaw to preserve historic and architecturally significant buildings	Hist. Comm.	2009 - 2010	CPA
NCHR - 12	Heighten awareness, understanding, and appreciation of Southborough's historic and archaeological resources and their preservation	Hist. Comm.	Ongoing	CPA
NCHR - 13	Document additional farms that may not presently be included in Southborough's inventory of historic resources, using MHC survey forms	Hist. Comm.; OSPC	Ongoing	CPA
NCHR - 15	Create local Scenic Roads Bylaw that add design criteria to be considered when approving removal of trees and stone walls, such as a provision allowing only one driveway cut per property on scenic roads	PB; Hist. Comm.	2009 - 2010	
NCHR - 16	Develop policies and implementation standards for road maintenance and reconstruction, including bridge reconstructions, which address scenic and historic characteristics while also addressing safety	DPW; Hist. Comm.	Ongoing	
NCHR - 17	Encourage the use of historic tax credits by providing more information on federal and state rehabilitation tax credits to the general public	Hist. Comm.	Ongoing	
Transportation, Transit, and Circulation				
T - 1	Seek reasonable and clear mitigation commitments from development projects on Town-owned roadways, tying appropriate increases in transportation demand to an appropriate amount of improvement funding	PB	Ongoing	

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
T - 2	Continue legislative advocacy for and encourage MassHighway participation in a study of the Rt. 9 corridor	BOS; PB	2008	
T - 3	In order to improve the problem of the north-south divide created by Rt. 9, consider an at-grade intersection or flyover at Parkerville Road and Rt. 9	DPW; BOS	2015 - 2018	
T - 4	Work with the MetroWest Regional Transportation Authority and continue involvement with the MBTA to actively work to expand public transportation services in Southborough and adjacent communities	BOS; Planning	2008	
T - 5	Encourage the MBTA to provide more parking at or near commuter rail station and work with neighboring communities to identify potential park and ride lots and identify opportunities for transit-oriented development	BOS; MBTA; Planning	2009 - 2010	MBTA; private investment
T - 6	Establish a sidewalk, pedestrian, and bicycling committee to facilitate better opportunities and improvements	BOS; Rec. Comm.	2008	
T - 7	Provide safe bicycle and pedestrian access by repairing and constructing new sidewalks; maintaining crosswalks; and providing bicycle lanes, paths, and parking (prepare sidewalk master plan and implement Central Transportation Planning Staff report)	BOS; Planning; DPW	2009 - 2010	
T - 8	Establish and implement streetscape improvements for larger new development projects	PB	2009 - 2010	
T - 9	Look for ways to increase street connectivity by creating through roadways instead of cul-de-sacs where feasible	PB	Ongoing	
T - 10	Require large developments to implement transportation demand management strategies designed to reduce vehicle miles traveled	PB	Ongoing	
T - 11	Begin analysis and planning for addressing vehicular mobility, road conditions, and intersection improvements	DPW; BOS	2015 - 2018	Ch. 90; TIP funds

Implementation Plan

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
Municipal Facilities				
OSR - 10	Identify Town-wide needs for recreational facilities	Rec. Comm.	2008	
OSR - 11	Develop long-term comprehensive plan for improving the quality and maintaining the safety of all recreational facilities including Town parks, playgrounds and athletic fields	Rec. Comm.	2009 - 2010	Urban Self-Help
OSR - 12	Develop Town-wide recreation center to provide year-round activities for all age groups	Rec. Comm.; BOS	2011 - 2014	Urban Self-Help
MF - 1	Replace the Police Station with a modern, safe, adequately sized facility that can meet current and future needs	BOS; Police	2009 - 2010	Town
MF - 2	Plan for and schedule improvements to the Fire Department's headquarters	BOS; Fire	2009 - 2010	Town
MF - 3	Identify suitable site, or explore regional opportunities, for a fire substation to serve the southern part of Southborough; plan for and schedule construction of a fire substation	BOS; Fire	2011 - 2014	Town
MF - 4	Implement the Southborough Facilities Plan by planning for renovations and improvements to Cordaville Hall	BOS	2011 - 2014	
MF - 5	Continue to upgrade and improve Fayville Hall	BOS	2011 - 2014	
MF - 6	Explore opportunities for shared wastewater disposal or small package treatments plants, such as a wastewater treatment facility serving facilities in the center of Town, and assure that local regulations do not impede shared systems	BOH; PB	Ongoing	Private
MF - 7	Consider opportunities for using District Improvement Financing (DIF) to leverage public facility investments from commercial or industrial development	BOS; PB	Ongoing	
MF - 8	Adopt a Town manager form of government, whether by establishing a charter commission or petitioning for a special act of the legislature ("special act charter").	BOS; Town Meeting; State Legislature	2011 - 2014	

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
MF - 9	Consider holding quarterly meetings or “all boards” meetings in order to have a predictable process for encouraging boards and commissions to communicate	BOS; all boards and commissions	Ongoing	
MF - 10	Provide support for website development and maintenance, and include technology in any program for enhancing communications within Town government	BOS	Ongoing	
MF - 11	<p>Develop volunteer recruitment and volunteer recognition programs to encourage residents to serve on Town boards.</p> <ul style="list-style-type: none"> ▶ Create a “mentor” system with a small corps of veteran board or committee members who serve as points of contact for new appointees. ▶ Design and distribute a “welcome packet” for interested volunteers, including basic information about Southborough’s local government, finances, public service opportunities, and major issues affecting the Town. ▶ Provide high-quality training programs so that new officials can learn their roles and responsibilities and all officials can stay on top of major issues, changes in state law, and case law affecting the jurisdiction of the boards on which they serve. 	BOS	Ongoing	
MF - 12	Explore additional options for streamlining and modernizing Southborough’s form of government, e.g., a consolidated finance department	BOS	2009 - 2010	
MF - 13	Establish a systematic process for developing, maintaining and implementing a Capital Improvements Plan (CIP)	BOS; all Town departments	Ongoing	
MF - 14	Charge the Capital Budget Planning Committee (Capital Planning or Asset Management Committee) with responsibility for developing an asset management plan	BOS	Ongoing	
MF - 15	Establish criteria for making (a) surplus property determinations and (b) land use suitability decisions for properties that will be sold or leased	BOS; PB	Ongoing	

Implementation Plan

Recommendation		Responsibility	Priority/ Timing	Potential Funding Source
MF - 16	Use the Town-owned property inventory developed for the CIP and the surplus property criteria referred to above, conduct a parcel-by-parcel assessment of a site's suitability for municipal facilities or open space	BOS; PB; Con. Comm.	Ongoing	
MF - 17	Rank or group properties by relative importance to the Town, and consult with Town boards and committees about properties that appear to be appropriate candidates for disposition	BOS; PB; Con. Comm.	Ongoing	
MF - 18	For properties deemed appropriate for disposition based on an initial consultation process, conduct a public meeting to solicit comments and answer questions from residents	BOS	As needed	
MF - 19	Develop standard documents that can be used to dispose of surplus property, e.g., standard Request for Proposals (RFP) documents that comply with the Uniform Procurement Act, M.G.L. c. 30B	BOS	2009 - 2010	
MF - 20	Secure Town meeting approval for property dispositions (when a Town meeting vote is required by law)	BOS	As needed	
MF - 21	Maintain timely updates of the Southborough Open Space and Recreation Plan, and implement it	OSPC; Con. Comm.; Rec. Comm.	Ongoing	Self-Help; Urban Self-Help
MF - 22	Integrate recreation facility improvements within the Capital Improvements Plan	Rec. Comm.; OSPC	Ongoing	Urban Self-Help
MF - 23	Prepare and implement land management plans for publicly owned open space	Con. Comm.; OSPC; Rec. Comm.	2009 - 2010	
Villages				
V - 5	Preserve and encourage activity at key village buildings such as Fayville Hall, South Union School building, and others	Hist. Comm.; neighborhood groups	Ongoing	

