

# 11

## Implementation

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### Introduction

The implementation element is based on the goals and objectives of this Master Plan and the data that was collected and analyzed.

All planning elements will be initiated by the Planning Board. The Board of Selectmen and other Town Boards, Commissions and Committees with the assistance of the Town staff should use this Master Plan as a guidance and policy document for the period of 2014 to 2025.

It is important to note that planning is a dynamic process and priorities can shift over time. Additionally, the Town's capacity to implement the Plan may shift over time due to changes in staffing, for example. 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.

In order to ensure follow-through on the recommendations of this plan and provide some "accountability" for plan implementation, the Town should consider some mechanism for reporting on progress on a regular basis. It is important to make sure that the Town makes progress toward implementing the Plan and highlighting accomplishments over time. This reporting should include updates on progress and achievements, but should also address barriers to implementation that have been identified and how they may be overcome. Some communities provide this information in annual reports to the Board of Selectmen or Town Meeting. Others have developed a follow-up evaluation form that specifically lists each action item and asks for responses. The appointment of a Master Plan Implementation Committee could assist in the oversight and coordination of the plan's implementation.

The 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.

Table 11-1 below summarizes the specific recommendations found at the end of each of the plan's elements. The timing for implementing the plan's recommendations are assigned on a short-, medium-, and long-term basis to assist in determining the timeframe in which each item is to be considered. Some recommendations do not necessarily fall into a short-, medium-, or long-term designation and are noted in each column to reflect that they are ongoing in nature. It is important to note that when a recommendation falls into a long-term category, it should not imply a lesser degree of importance or a lower priority. Some recommendations simply require time for financing or design, but would still be considered a high priority.

The responsible parties are also listed. If more than one entity could be charged with implementing a particular strategy or recommendation, the "lead agency" is listed first in **bold**. Table 11-2 (to be inserted) sorts the recommendations by the agency that has the lead responsibility for implementation.

The following list identifies the acronyms used for responsible parties and potential funding sources in the table:

- AHT – Affordable Housing Trust Fund
- BOH – Board of Health
- BOS – Board of Selectmen
- CC – Conservation Commission
- CD – Community Development Department
- CPC – Community Preservation Committee
- COA – Council on Aging
- DCS – MA Division of Conservation Services
- DPW – Department of Public Works
- EA – Executive Assistant
- EDC – Economic Development Commission
- FC – Finance Committee
- FD – Fire Department
- HA – Housing Authority
- HC – Historical Commission
- HDC – Historic District Commission
- HLP – Hudson Light & Power
- Lib – Library
- MassDEP – Massachusetts Department of Environmental Protection

- MassDOT – Massachusetts Department of Transportation
- MHC – Massachusetts Historical Commission
- OARS - Organization for the Assabet, Sudbury and Concord Rivers
- PB – Planning Board
- PD – Police Department
- Rec – Recreation Department
- SD – School Department
- USACE – United States Army Corps of Engineers

**Table 11-1 Plan Recommendations – Priority and Responsible Party**

Land Use	Time Period for Implementation				Funding	Responsible Party
	Short-term	Medium-term	Long-term	Ongoing		
LU – 1	Inventory all under-utilized properties of 2 acres or more and assess how the property can be developed or redeveloped to maximize its potential land use particularly for commercial, industrial, and mixed-uses.		♣			EDC, CD, PB
LU – 2	Consider establishing zoning incentives to encourage reinvestment and redevelopment of existing properties. Such incentives could include density bonuses.		♣			PB, CD, EDC
LU – 3	Create one table of uses to replace the existing narrative listing of uses allowed by right or special permit in each zoning district.	❖				PB
LU – 4	Consolidate all of the definitions in the bylaw into one section, Chapter 2, Definitions.	❖				PB
LU – 5	Review Table 1 – Intensity Schedule and the Town's Zoning Map to ensure the zoning districts are consistent.	❖				PB
LU – 6	Update the parking standards and include both minimum and maximum parking standards to avoid areas that are over-parked and to establish a mechanism for reducing impervious coverage for new development. Consider allowing shared parking in certain areas such as Downtown Hudson.	❖				PB
LU – 7	Review the SB district and its purpose, and consider allowing duplexes in this district by special permit if they meet certain design standards.	❖				PB
LU – 8	To encourage redevelopment and reuse of buildings within the C1 Downtown District, consider allowing buildings to add stories up to a maximum of 3 stories as of right, instead of only to the highest of the lowest abutting building.	❖				PB, CD, EDC
LU – 9	Consider allowing small multi-family residential dwellings whereby residential units on the first floor level are regulated by special permit and residential units above the first floor level are permitted by right within the C-1 District to encourage multi-family housing development in the Downtown.	❖				PB, CD, AHT

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Land Use Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
LU – 10	Consider combining the C2 through C13 districts (with very similar requirements) since these districts to simplify zoning bylaw.	❖					PB, CD, EDC
LU – 11	Consider combining M-1 through 5, and 7, since these districts are virtually the same in terms of allowed uses and dimensional requirements.	❖					PB, CD, EDC
LU – 12	Develop a Downtown Wayfinding signage program.	❖				Town	CD, EDC
LU – 13	Create Downtown design guidelines for major building renovations, new construction, and new signage.		♣			Town	PB
LU – 14	Explore additional public parking on South Street.			➤		Town	DPW, CD
LU – 15	Renovate Downtown sidewalks and initiate streetscape improvements.		♣			Town, MassDOT	DPW
LU – 16	Improve pedestrian connections from Downtown to other key features such as Cherry Street and the Assabet River Rail Trail.		♣			Town, MassDOT	DPW
LU – 17	Host a regularly occurring farmers market in the Downtown area.				✓	Private funding	EDC
LU – 18	Encourage streetscape improvements that create gateways to Hudson along Route 62 near the rotary and Downtown.			➤		Town, MassDOT	PB
LU – 19	Develop a master plan for the Route 85 corridor to ensure there is adequate transition between uses.		♣			Town	PB, CD, EDC
LU – 20	Reassess zoning along the Route 85 corridor to establish mixed use standards where appropriate.		♣				PB
LU – 21	Design pedestrian linkages between the mill buildings and the Assabet Rail Trail, the Assabet River, and Downtown.		♣			Town	PB
LU – 22	Create and maintain a comprehensive inventory of buildings, occupancy status, tax title status, and other pertinent information within the AROD.				➡	Town	CD
LU – 23	Explore innovative techniques to encourage smart energy including green technologies.				➡	Town, DOER, Utility programs	CD, HLP
LU – 24	Identify all the infrastructure improvements that may be required to revitalize the district and attempt to fund through existing state level grant programs.		♣			Town, MassDEP	DPW, CD
LU – 25	Consider revision of AROD zoning to allow for increased residential density within the AROD.		♣			Town	PB
LU – 26	Explore financial tools to encourage new development in old mill buildings, such as tax abatements, Tax Increment Financing (TIF) or District Improvement Financing (DIF) Districts, long-term leases, and grants.		♣			Town, Private funding	CD, EDC
LU – 27	For major development proposals, consider having monthly or regular cross-department review meetings to review issues and make recommendations regarding developer proposals.				✓	Town	PB, CD, all boards

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Land Use Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
LU – 29	Educate agricultural landowners about the state's voluntary Agriculture Preservation Restriction Program, which provides an alternative to selling or developing their land.				➡➡	CPA	CC
LU – 30	Encourage local agriculture through the development of farmers' markets.				➡➡	Private funding	EDC
LU – 31	Encourage preservation through conservation easements of Hudson's actively used farmland.				➡➡	CPA	CC
LU – 32	Continue to support Hudson's community garden program and explore additional areas for gardens, such as educational gardens at public schools.				➡➡	Town	CC

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Housing Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
H – 1	Adopt new options for mixed-use development in downtown Hudson, building off recent state law allowing tax agreements for residential development and for downtown redevelopment.	❖				Town	CD, PB, AHT
H – 2	Pursue working with property owners in downtown Hudson to undertake residential rehabilitation projects using the Community Development Block Grant funds, CPA funding, or other State, Federal, and private resources.				➡➡	CDBG, CPA	CD, CPC
H – 3	Create a down payment assistance or affordable mortgage programs for income-eligible first-time homebuyers. This could be accomplished through CPA funding, the Municipal Affordable Housing Trust Fund, or in conjunction with private lenders.		♣			CPA, AHT	CPC, AHT
H – 4	Consider using municipal funds, such as from the Municipal Affordable Housing Trust Fund, to provide incentives to encourage the redevelopment of former mill properties in the Adaptive Reuse Overlay District and in the Downtown into additional affordable housing units.		♣			CPA, AHT	CPC, AHT
H – 5	Identify expiring use properties where the subsidized housing units are at risk of being removed from the affordable housing inventory and work with property owners to preserve affordability.	❖				Town	HA, AHT
H – 6	Be more proactive by seeking proactive opportunities (such as grants) to redevelop under-utilized properties and buildings for affordable housing.				➡➡	CDBG, CPA, AHT	AHT, HA

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Housing Recommendations	Time Period for Implementation					Responsible Party
		Short-term	Medium-term	Long-term	Ongoing	Funding	
H – 7	Adopt an inclusionary bylaw to encourage development of new housing that is affordable to low and moderate-income households.		♣				PB
H – 8	Encourage the development of an assisted living facility for seniors.		♣			Private funding	AHT
H – 9	Create more senior subsidized housing or very low income housing for Hudson's growing senior population		♣			CPA, AHT, Private funding	HA
H – 10	Create more affordable housing and starter homes.		♣			CPA, AHT	AHT
H – 11	Revisit zoning bylaws related to housing development, such as the OSRD, and market OSRD to developers. Consider allowing OSRD by right rather than by special permit	❖					PB
H – 12	Implement a Transitional Overlay Zoning District between commercial/industrial and residential zones in order to minimize the impacts between the uses and districts		♣				PB
H – 13	Expand expedited and coordinated permitting processes to other developments.		♣				CD
H – 14	Develop educational programs and outreach to developers and home owners pertaining to zoning mechanisms that create additional housing options, such as accessory unit bylaws.				➡		CD, AHT

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Economic Development Recommendations	Time Period for Implementation					Responsible Party
		Short-term	Medium-term	Long-term	Ongoing	Funding	
ED – 1	Continue to target CDBG activities toward improvements to the public realm in downtown – trees/landscaping, street furniture, lighting, façade improvements.				➡	CDBG	CD
ED – 2	Investigate the potential for hosting a farmers market or additional special event programming in the downtown as a supplemental draw to bring residents and visitors into the downtown.				➡	Private funding	EDC
ED – 3	Celebrate the rail trail and recreational opportunities available within the core of the town and consider ability to support a recreation-oriented public concession in association with the rail trail (e.g., food cart, bicycle rental/repair.)				➡	Private funding	EDC
ED – 4	Consider financial incentives such as property tax abatement to encourage rehabilitation and redevelopment of downtown buildings for mixed-use.		♣			Town	CD

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Economic Development Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
ED – 5	Consider additional multifamily housing on the downtown fringe.		♣			Private funding	PB
ED – 6	Develop a parking study to identify if additional public spaces or a parking management system is needed.		♣			Town	PB, DPW
ED – 7	Work with downtown property owners and local artists to install temporary “pop-up” exhibits or public art installations in vacant ground floor retail spaces in order to avoid empty facades that contribute blighting or depressing influence.		♣			Private funding	EDC
ED – 8	Review whether regulations inhibit development of restaurants, nightlife or arts/performance uses that would help activate the downtown during the evening. (e.g., overly burdensome parking regulations, limitations on outdoor dining)	❖					PB
ED – 9	Creation of design guidelines to help ensure that new development complements the public improvements and a more cohesive and attractive visual environment.		♣				PB
ED – 10	Consider fine-grained zoning or a corridor master development plan that identifies specific locations for scaled infill commercial and residential development.		♣				PB
ED – 11	Determine development or rezoning opportunities for the currently zoned residential Brigham Estate parcel located along the Route 85 Corridor.	❖					PB
ED - 12	Market the Adaptive Reuse Overlay District (AROD) to prospective developers to encourage reuse and consider adding buildings to the AROD		♣				EDC, CD
ED – 13	Explore property tax abatements or public infrastructure investment through District Improvement Financing (DIF) or Tax Increment Financing (TIF).		♣				CD, EDC
ED – 14	Consider creating a local revolving loan fund to support individual commercial or manufacturing businesses.				➤		CD, EDC
ED – 15	Create a small business incubator for mill buildings.				➤	Private funding	CD, EDC
ED – 16	Offer higher density bonuses and other incentives for keeping mill buildings intact.	❖					PB
ED – 17	Improve wireless service on the east side of Town.		♣			Private funding	EDC, Wireless Providers
ED – 18	Review whether there are any unnecessary roadblocks or delays in the Town’s administrative procedures for review of development applications that could be made more efficient. Expand the amount of 43D Priority Development Areas.	❖					PB, CD, EDC
ED – 19	Consider establishing an expedited permitting procedure and/or building permit fee discount for installation of energy conservation devices (e.g., solar installations) or other “green” development features.		♣			Town	CD, PB
ED – 20	Encourage the construction or retrofitting of high performance buildings that meet green building certification could be through financial (e.g., property tax abatement) or development incentives, such as additional density or height above a zoning district’s baseline as a bonus.		♣				CD, PB

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Economic Development Recommendations	Time Period for Implementation					Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing			
ED – 21	Create a solar by-right bylaw to install solar energy on buildings that is easy for businesses to comprehend.		♣					PB
ED – 22	Work with local business to identify the most pertinent skills to meet local industry needs and direct job-seekers to the available instructional resource or workforce training.		♣				Private funding	EDC, CD
ED – 23	Market reuse or redevelopment opportunities better. For example, determine ways to better market vacancies (such as the future Intel site and Cabot Road office park); develop marketing strategies for specific areas of Town; and market the Town in a regional sense, collaborating with other communities such as Marlborough and Southborough.				↔		Town	EDC, CD
ED – 24	Implement a Transitional Overlay Zoning District between commercial/industrial and residential zones in order to minimize the impacts between the uses and districts. See the Housing chapter for more information on the Transitional Overlay Zoning District.		♣					PB
ED – 25	Work more closely with neighborhoods on economic development strategies, ideas, and initiatives for each neighborhood and the overall community.				↔			EDC, CD, PB
ED – 26	As a way to encourage new economic development, expand expedited and coordinated permitting processes to other developments, similar in the way Chapter 40B or 43D developments are reviewed.	❖						CD, PB
ED – 27	Examine options for connecting Cherry Street to Main Street, as Cherry Street currently exists as a dead end with commercial and industrial uses.		♣				Town	DPW
ED – 28	Conduct an evaluation of commercial tax rates, especially as expressed on a square foot basis to determine how its tax rates compare with neighboring and comparable communities.		♣				Town	CD

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Natural Resources Recommendations	Time Period for Implementation					Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing			
NR – 1	Work with MassDEP to certify all potential vernal pools in order to better protect and preserve these areas.		♣					CC
NR – 2	Consider adoption of a local wetlands by-law.		♣					CC
NR – 3	Encourage developers to build according to conservation by-laws and develop incentives and/or require conservation features of developments.				↔			CC
NR – 4	Create maintenance programs for existing conservation land to enhance scenic and natural areas as identified in the 2011 Hudson Open Space and Recreation Plan.				↔		CPA, DCS	CC, Rec
NR – 5	Establish areas for enjoyment and recreational access to		♣				CPA, DCS	CC, Rec

	Natural Resources Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
	the natural environment by designating land along the Assabet River as scenic views and establishing greenways along selected portions of the riverbank through town.						
NR – 6	Acquire scenic, connectable or threatened parcels through partnerships with other organizations and private funding sources. <ul style="list-style-type: none"> <li>Request permanent easements from private landowners that will provide greenway linkage areas from Chapin Road to Wood Park on both north and south side of River.</li> <li>Work with Wayside Rail Trail Group (Mass Central Line) for future trail connections through Hudson.</li> <li>Strengthen link in the eastern end of town between the State Forest and Maynard Reservoir land. Connect with Sudbury Annex and State Forest through to Marlborough.</li> <li>Acquire connections along River Road for better access to the Town Forest (Fosgate Property) and Gates Pond Reservoir, with easements to Assabet River over private property.</li> </ul>			➤		CPA, DCS	CC, Rec
NR – 7	Support USACE dam removal proposal over Washington Street to improve the water quality of the Assabet River.				➤	USACE	USACE, CC
NR – 8	Dredge Tripps' and Pickle's Pond to prevent eutrophication, which can decrease overall water quality.		♣			Town	CC
NR – 9	Restrict overdevelopment and stringently control run off and drainage by encouraging subdivision development and design to include open space.		♣				PB, CC
NR – 10	Continue cleanup efforts with OARS, SuAsCo Watershed Community Council and other conservation and civic groups.				➡	Private funding	OARS, CC
NR – 11	Permanently protect these riverfront areas identified in the <i>2011 Hudson Open Space and Recreation Plan</i> .				➤	CPA	CC, Rec
NR – 12	Educate the public of the importance of aquifer protection, water quality of waterbodies, and open space and recreation areas through workshops, information brochures, and signage.				➡		CC, DPW
NR – 13	Acquire parcels of land around water supplies, such as those on River Road and near the Cranberry Well and Maynard Reservoir.		♣			CPA, DCS	DPW, CC, Rec
NR – 14	Work with Town of Berlin to increase protected land at Gates Pond Water Supply and abutting properties.		♣			CPA, DCS	DPW, CC
NR – 15	Consider purchasing the development rights of agricultural properties in the eastern end of Town on Gospel Hill and surrounding roads (Lewis, Chestnut, and Brook Streets) since they lie in the aquifer protection district.		♣			CPA, DCS	CC, DPW
NR – 16	Identify future sites for water wells, including options in adjacent communities if financially beneficial to Hudson.	❖					DPW
NR – 17	Consider conducting a climate change risk assessment for	❖				Town	DPW

	Natural Resources Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
	Hudson's utilities and gauge projected capacity to provide service under changing climate conditions.						
NR – 18	To adapt to heavier storm events related to climate change, protect the Town of Hudson's water quality by incorporating green infrastructure, such as permeable landscaping and pavement, into design whenever possible.				➡	Town	DPW
NR – 19	Create linkages between recreation land with conservation, school land with recreation or conservation, other non-profit conservation land with Town conservation or recreation land. Inventory potential parcels for creating connections between open space areas.		♣			CPA, DCS	CC, Rec
NR – 20	Investigate potential properties for community gardening to increase local gardening and community food systems.				➡	Private funding	CD
NR – 21	Explore recommendations from UrbanRiver Visions charrette including improving the pedestrian setting of South Street and connections between Main Street and the Assabet River, and a town parking garage.			➤		CPA	CD, DPW, CC
NR – 22	Improve Kane and Chestnut Street Well land through forestry programs and/or recreation use with trails.	❖				CPA	DPW, CC
NR – 23	Link Clement Kane land on Stony Brook Road to Marlboro's trails on abutting parcel.		♣			CPA	CC
NR – 24	Obtain easements on Yankee Golden Retriever and Portuguese Club for path.		♣			CPA	CC
NR – 25	Discuss with private and other government land owners possibility of connecting parcels through conservation restrictions or permanent easements, including lands surrounding or abutting Elks Club, Portuguese Club, Rod and Gun Club, N.E. Forestry Foundation, Sudbury Annex, Maynard Reservoir and the State Forest.		♣			Private funding, CPA	CC, Rec
NR – 26	Leverage additional CPA state matching funds through additional Town appropriations to the CPA accounts.				➡	CPA	CC, Rec
NR – 27	Hire a full-time Conservation Agent to oversee and pursue the Town's natural resources projects and goals.	❖				Town	EA, BOS
NR – 28	Continue to implement the Town of Hudson's Open Space and Recreation Plan goals and five-year action plan.		♣			Town	CC, Rec
NR – 29	Investigate property owned by State, Federal and non-profit organizations for protection status.				➡		CC, Rec
NR – 30	Use the Community Preservation Act to preserve and enhance open space pursuant to the January 2013 Hudson Community Preservation Plan.	❖				CPA	CC, Rec

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Open Space Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
OS – 1	Investigate property surrounding Cranberry Well (and other wells) for Town acquisition to better protect drinking water supplies from contamination.		♣			CPA, DCS	DPW, CC, Rec
OS – 2	Pursue discussions with present landowners of Chapter 61 parcels, to create positive relationships while encouraging continued management of Chapter 61 lands for either agricultural, forest or recreations purposes.				↔	CPA, DCS	CC, Rec
OS – 3	Consider parcels of land that may be utilized for the development of a dog park.	❖				CPA, DCS	Rec
OS – 4	Seek out agricultural preservation and conservation restrictions on large parcels in eastern section of Town in order to protect water supplies in this area and retain Hudson's rural character in this section of Town.		♣			CPA, DCS	CC, DPW, Rec
OS – 5	Increase public waterfront access along the Assabet River through acquisition of parcels adjacent to the River.		♣			CPA, DCS	Rec, DPW, CC
OS – 6	Investigate vacant school lands for sports field development and to increase recreational opportunities.		♣			Town	Rec, SD
OS – 7	Expand existing recreational facilities onto adjacent areas surrounding fields and schools.		♣			CPA, DCS	Rec
OS – 8	Encourage multi-purpose use of facilities.				↔		Rec
OS – 9	Continue to upgrade existing equipment at present recreation facilities.				↔	Town	Rec, DPW
OS – 10	Develop connections and linkages of open space and recreation areas through development of trails and acquiring parcels that would support this.				➤	CPA, DCS	CC, Rec
OS – 11	Create maintenance programs for existing conservation land to enhance scenic and natural areas.	❖				Town	Rec, CC, DPW
OS – 12	Secure funding sources for multi-purpose trail/facility planning and construction.				✓	CPA	Rec
OS – 13	Develop and publish a Town Trail Map/Brochure.		♣			Town	Rec
OS – 14	Investigate potential for Hudson Catholic to be used as a Community Center, as there is a need for publicly accessible indoor recreational space.				➤	Town	Rec, BOS

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Historic Resources Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
HR – 1	Use the Community Preservation Act for historic preservation pursuant to the January 2013 Hudson Community Preservation Plan.				→	CPA	HC
HR – 2	Inventory the built environment, identify properties eligible for listing in the National Register of Historic Places, and pursue such listings.		♣			Town	HC, HDC
HR – 3	Adopt a Demolition Delay by-law to delay the demolition of historically significant properties and potentially find an alternative to the demolition.		♣				HC, PB
HR – 4	Prepare a community-wide archaeological inventory which would identify areas of archaeological sensitivity, particularly those areas identified in the Hudson Reconnaissance Report.			➤		CPA	HC
HR – 5	Educate residents of the importance of maintaining the historic character of Hudson and its importance to their economic, aesthetic, and cultural investment in their community.				→		HC, HDC
HR – 6	Landscapes identified in the Hudson Reconnaissance Report, especially the priority landscapes, should be further documented on MHC inventory forms. That documentation can be used in efforts to build consensus and encourage public support for their preservation.		♣			Town	HC

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Public Services and Facilities Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
PSF – 1	Improve the Town's process for developing, maintaining and implementing a Capital Improvement Plan (CIP).				➡	Town	EA, PB, BOS, various departments
PSF – 2	Establish a working group of key administrators with responsibility for preparing the CIP; to conduct a consensus process for ranking capital project requests, with staff support from the Community Development Department; identify potential sites for municipal facilities; and monitor progress toward implementation.	❖					CD, EA, PB, BOS, Rec, DPW, PD, SC, COA, BOH, CC
PSF – 3	Work with the Metropolitan Area Planning Council and neighboring communities to begin a dialog on options for shared services and facilities such as public safety, solid waste disposal, library, and public works services and shared facilities.	❖					EA, BOS
PSF – 4	Assess how to meet space and staffing needs of its municipal services. In particular, the Town should move forward with the funding, planning and design for new Police Headquarters/administration building for DPW.	❖				CIP	EA, BOS, CD
PSF – 5	Take a leadership role in "greening" Hudson through its operations, governance, and management, including municipal buildings and facilities. Additionally, the Town should continue to advance employee and occupant health in municipal buildings through lighting and ventilation improvements.		♣			CIP	EA, BOS, PB, CD, HLP
PSF – 6	Seek ways to reduce the cost of municipal energy use and its carbon footprint. This strategy could advance efforts to develop public and private partnerships and reduce residential and business energy use.		♣			HLP, Private funding	EA, HLP, BOS, PB
PSF – 7	Develop a long-range energy reduction plan for municipal operations.		♣			CIP	EA, BOS, HLP
PSF – 8	Develop sustainability principles or guidelines for Town projects, operations, policies and regulations including new or renovated municipal facilities.	❖					EA, BOS, PB
PSF – 9	Incorporate cost-effective Green Infrastructure and Low Impact Design (LID) strategies into all municipal projects and work with developers and residents on what they can do.				➡		DPW, PB
PSF – 10	Expand solid waste management options to include curbside pickup encouraging more recycling among Hudson residents and businesses		♣				EA, BOH, BOS
PSF – 11	Include storage facilities in any new buildings constructed by the Town and digitizing documents wherever possible to reduce need for storage of paper copies				➡		EA, BOS

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Transportation Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
T- 1	Expand both pedestrian trails and on-street/off-street bicycle options into neighborhoods and portions of the community where businesses and residents would utilize them.				➡		DPW
T- 2	Engage neighborhoods and conduct a series of walking audits to learn what makes a good pedestrian environment and where logical, connected bicycle pathways could be implemented and integrated into the existing networks.	❖					PB, DPW
T- 3	Develop and test new bicycle facilities within the community including the identification of on-street bike lanes, connections to the bicycle trails, and providing preferred and secure parking for bicyclists in the downtown area.		♣				DPW
T- 4	Develop a short and long-term Bike & Walk Action Plan that prioritizes policies, projects and, ultimately, programs that can be implemented over the short term 3-5 years and over the next decade.		♣			CIC Grant program	PB, DPW, BOH
T- 5	Explore and identify financing options within the Town budget to maintain the assessments of the MWRTA.	❖				Town	BOS, FC
T- 6	Identify high residential and employment areas within the community and work with the MWRTA to coordinate expanding their existing services within neighboring communities to establish bus routes into and out of the downtown area of Hudson and other major employment areas within the Town, as needed.		♣			MWRTA, Town	CD, DPW
T- 7	Expand upon existing elderly and include handicapped para-transit options by utilizing existing and other regional transit service providers to bring residents to nearby medical and recreational destinations.		♣			MassDOT Community Transit Grant Program	BOS, DPW, SC
T- 8	Target those areas of the Town where zero vehicle households are prevalent and identify transit options to support those populations.		♣				PB, DPW
T- 9	Develop scenic streetscapes.		♣			Town, MassDOT	PB, DPW
T- 10	Consider traffic calming measures		♣			Town, MassDOT	DPW
T- 11	Develop access management and foster compact development	❖				Town, MassDOT	DPW
T- 12	Study problem intersections in more detail to determine the best course of action.	❖				Town, MassDOT	DPW
T- 13	Install or upgrade sidewalks to be ADA compliant and				➡	Town, MassDOT	DPW

include a landscaped buffer.

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Transportation Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
T – 14	Enhance the areas in and around public open spaces (parks, schools, athletic fields) so that children and parents who live nearby can make choices about how they can travel between home and these destinations.		♣			Town	DPW, Rec, SD, BOH
T – 15	Construct crosswalks that enhance the awareness of drivers to pedestrians; could include raised and or textured treatments.		♣			Town, MassDOT	DPW
T – 16	Install crosswalk signage to reinforce vehicle and pedestrian awareness.		♣			Town, MassDOT	DPW
T – 17	Install countdown pedestrian signal heads at signalized crossings that do not currently have them.		♣			Town	DPW
T – 18	Improve pedestrian mobility on rural residential and suburban residential roads by exploring opportunities for interconnecting short sections of trails and connecting cul-de-sacs.		♣			Town, private funding	DPW, BOH
T – 19	Educate public to "Stop- Look- and Wave" in the Town of Hudson at crosswalks.				↔		DPW
T – 20	Educate the public on existing walking trails.				↔		Rec, BOH
T – 21	Develop, update, and implement a town wide Bicycle Master Plan that addresses both commuter and recreational bicycling.			➤		Town, MassDOT	PB, DPW, Rec, BOH
T – 22	Consider additional installation of bicycle racks at activity centers.	❖				Town	DPW
T – 23	Explore connections to the Assabet River Rail Trail into the Town of Hudson's bicycle plans.			➤		Town	Rec, DPW
T – 24	Implement programs and events which will encourage people to consider bicycling and trail hiking.	❖				Town	Rec, BOH
T – 25	Educate the public of existing bicycling opportunities	❖				Town	PB, Rec, BOH
T – 26	Improve bicycle mobility on rural residential and suburban residential roads by expanding bicycle-related options (bike lanes, sharrows, etc.).	❖				Town, MassDOT	PB, DPW
T – 27	Create a parking plan that focuses exclusively on the current and future needs of the downtown;		♣			Town	CD, DPW
T – 28	Evaluate future development proposals with an eye towards increasing the publically available parking supply, particularly in the downtown				↔	Town	PB, DPW
T – 29	Seek to create reserved and/or dedicated parking supply for the public buildings in the Town	❖				Town	DPW
T – 30	Collaboratively (DPW and MassDOT) remove existing sign clutter along state routes	❖				MassDOT	DPW, MassDOT
T – 31	Commission a "Way-finding Program" to assist visitors to navigate to and from the downtown areas of Hudson and direct them to public parking opportunities by using branded signage for the community	❖				Town, MassDOT	CD, DPW

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Transportation Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
T – 32	Upgrade the overall consistency of traffic signage throughout Town by reviewing current regulatory signage and assuring that it is consistent with the current Manual on Uniform Traffic Control Devices (MUTCD) guidelines.		♣			Town	DPW

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Energy Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
E – 1	Create incentives (financial and non-financial) for clean energy businesses to locate in Hudson.		♣			Town	BOS, PB
E – 2	Support the development of clean energy/green jobs training at local technical schools.	❖				Town	EDC
E – 3	Enhance and promote existing incentives for renewables offered through HLP and the State.	❖				HLP	HLP
E – 4	Consider a green roof demonstration project.			➤		Town	DPW
E – 5	Integrate additional municipal buildings into MassEnergyInsight to completely benchmark and track municipal energy use.		♣			Town	DPW, EA
E – 6	Conduct energy audits on municipal buildings and implement recommended energy conservation measures.		♣			HLP	HLP, EA
E – 7	Explore anaerobic digestion for waste-to-energy production.		♣			Town	DPW
E – 8	Conduct investment-grade audits for efficiency improvements at water and wastewater treatment facilities.	❖				Town	DPW
E – 9	Conduct feasibility studies for renewable energy installations on municipal property.		♣			Town	DPW
E – 10	Upgrade outdoor lighting, streetlights, and traffic signals to LED.				➡	Town, DOER, HLP	DPW, HLP
E – 11	Engage in Smart Grid enhancements to modernize and improve efficiency and resiliency of the electric grid.		♣			HLP	HLP
E – 12	Adopt a green building or energy efficiency policy for municipal buildings.	❖					PB
E – 13	Adopt an energy efficiency purchasing policy.	❖					BOS, EA
E – 14	New municipal buildings should endeavor to be LEED Silver.	❖				Town	BOS, EA
E – 15	When conducting renovations to municipal buildings, a cost-benefit analysis of energy efficiency upgrades should be conducted whenever possible.				➡	Town	DPW
E – 16	Adopt a policy emphasizing efficient and alternative fuel vehicles for the municipal fleet.	❖				Town	BOS, EA
E – 17	Establish an energy outreach and education program.				➡	HLP	HLP
E – 18	Establish a revolving energy loan fund.		♣			HLP	HLP
E – 19	Provide expedited permitting for renewable energy installations.		♣				CD, PB
E – 20	Adopt an energy efficient or green building code for	❖					PB

residential and/or commercial new construction and major renovations.

**Table 11-1 Plan Recommendations – Priority and Responsible Party (Continued)**

	Social Services and Public Health Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
SSPH – 1	Investigate property, such as those on River Road and near the Cranberry Well, for Town acquisition to better protect drinking water supplies from contamination.		♣			CPA, DCS	DPW, CC, Rec
SSPH – 2	Identify future sites for water wells, including options in adjacent communities if financially beneficial to Hudson.	❖				Town	DPW
SSPH – 3	Consider development of a farmer to schools food program, an agreement through which local farms grow and provide food to the Hudson Public Schools for healthy student meals.		♣			Town	SD
SSPH – 4	Actively identify and recruit a medium-sized grocer to locate in the Downtown area.	❖				Private funding	EDC, PB, CD
SSPH – 5	Develop a food hub near Downtown to serve as a farmers market and regional community supported agriculture location that utilizes agricultural opportunities from surrounding towns.			➤		Private funding	EDC, PB, CD
SSPH – 6	Identify and target areas for agricultural development and revise zoning bylaws to encourage this development in these areas.		♣				PB, EDC, CD
SSPH – 7	Work with local convenience stores and fast-food restaurants to offer healthier food choices at lower costs to consumers.		♣			Private funding	BOH
SSPH – 8	Continue to work towards the MetroWest Moves initiatives: worksite wellness, and healthy dining initiatives.				➡	Middlesex County Community Transformation Grant and the MetroWest Health Foundation	BOH
SSPH – 9	Continue to support and promote the Safe Routes to School or Walking School Bus program community-wide in order to increase the amount of students safely walking to school.				➡		SD, BOH
SSPH – 10	Maintain existing and develop additional sidewalk connections. Create a sidewalk management program and a Complete Streets Committee to improve the sidewalk network and prioritize connections to schools, recreation spaces, and primary transit locations.		♣			Town, MassDOT	DPW, BOS, EA
SSPH – 11	Encourage and support Complete Streets policies and strategies for current or future projects that involve Hudson's roadways by amending the Town's Site Plan Review and Subdivision Rules and Regulations.	❖					PB
SSPH – 12	Require alternative transportation infrastructure in new or existing developments to promote alternative transportation usage. For example, require bicycle corrals, racks, cages, and lockers for certain types of development.				➡		PB

	Social Services and Public Health Recommendations	Time Period for Implementation				Funding	Responsible Party
		Short-term	Medium-term	Long-term	Ongoing		
SSPH – 13	Require all new developments to include bike lanes and/or interconnected sidewalks for pedestrians.				➔		PB
SSPH – 14	Incorporate healthy community design into Hudson's planning process in order to make healthy choices easier for the Town's residents.				➔	Town	PB, BOH
SSPH – 15	Educate Hudson residents of the importance of public health and its issues related to food access, transportation, and tobacco use through school programs, informational brochures, community workshops, mailing flyers, and through electronic media.				➔	Middlesex County Community Transformation Grant and the MetroWest Health Foundation	BOH
SSPH – 16	Continue to actively support the MetroWest Moves initiatives such as the Hudson Youth Substance Abuse Prevention program and coalition and tobacco control program.				➔	Middlesex County Community Transformation Grant and the MetroWest Health Foundation	BOH
SSPH – 17	Update the Town's Tobacco Products Regulations to include recent products on the market.	❖					BOH, PB
SSPH – 18	Implement educational programs to help seniors retrofit their homes in order to support aging in place.	❖					COA, BOH
SSPH – 19	Hire a public health nurse on staff for planning and programming to address health issues occurring in Town		♣			Town	BOS, EA, BOH
SSPH – 20	Hire a full-time public health inspector to enforce state and local sanitary codes, and inspect establishments, such as restaurants, public swimming areas, and public housing, to ensure that they are clean, healthy and up to the local health codes.		♣			Town	BOS, EA, BOH
SSPH – 21	Evaluate the amount of public health funding compared to the Town's population to other communities in the area to ensure parity with other communities, and develop alternative funding mechanisms to expand the programs and services for the Hudson Board of Health to address chronic health conditions and wellness promotion.	❖				Town	BOS, BOH
SSPH – 22	Develop a new Community and Social Services Coordinator (social worker) position for the Town to provide technical assistance on coordinating outreach, town resources, and social service programs for Hudson.		♣			Town	BOS, EA, BOH
SSPH – 23	Increase administrative staff and support for the Hudson Board of Health and Veterans Services Department.		♣			Town	BOS, EA, BOH, VS