

Implementation

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
IMMEDIATE (Completion within 1 year of Plan Adoption)					
LU / HS / EC / EN	Adopt a mixed-use commercial/residential zoning overlay district, such as Chapter 40R, at appropriate areas. This zoning overlay bylaw should include Design Guidelines for architectural elements and signage.	Town Planner, Planning Board, Chapter 40R Advisory Committee	Staff time, Volunteer time, funding for consultant	Immediate	Currently funded through Priority Development Fund grant from DHCD.
LU / HS / OS / HC	Re-establish the Community Preservation Act Committee	Board of Selectmen, Town Administrator, Town Planner, Housing Partnership, Conservation Commission, Historical Commission, Community Volunteers	Staff time, Volunteer time, outreach and education materials	Immediate	About 5 hrs. of staff time to establish. Staff commitment of one meeting per month. \$300 in printing cost, or no cost if made available online.
LU / EC	Provide a district on the official zoning map for the Industrial B zone, or remove standards from the existing zoning bylaws.	Planning Board, Town Planner	Staff time, Volunteer time, funding for consultant	Immediate	If remove language from zoning bylaw: \$120 to advertise for public hearing on bylaw change. If adding district to official zoning map: \$1,000 in consultant time, printing costs plus \$120 for public hearing.

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
LU / PSF	Develop zoning regulations that allow for greater development density where water and sewer infrastructure are available, and to reduce development density where water and sewer infrastructure are not available.	Planning Board, Town Planner, Department of Public Works, Springfield Water and Sewer Commission	Staff time, Volunteer time	Immediate	\$5,000 in consultant time. (~75 hrs). Can be developed in-house by staff.
HC	Increase access to the Springfield Reservoir by extending open hours and publishing Reservoir information on the web	Department of Public Works, Springfield Water and Sewer Commission, Open Space and Recreation Committee	Staff time, Volunteer time	Immediate	About 15 hours to assist in coordination of volunteer opening and to place hours on town website.
PSF	Identify and assess potential areas in which regional services may help the Town of Ludlow or its residents achieve cost savings.	Board of Selectmen, Town Administrator, Department of Public Works	Staff time	Immediate	About 50-75 hrs. of staff time to compile report.
EN	Establish a local program to help Ludlow residents and businesses use the state's Mass Save energy efficiency incentives.	Energy Committee, Department of Public Works	Staff time, Volunteer time	Immediate	Participating in Western Mass Saves program
EN	Adopt a bylaw to encourage and regulate large-scale ground-mounted photovoltaic installations. Consider establishing as-of-right siting with site plan review for large-scale solar energy facilities in appropriate locations.	Planning Board, Board of Selectmen	Staff time, Volunteer time	Immediate	Work largely completed through DLTA FY10 grant. Minimum staff time for public hearing / town meeting vote.
EN	Adopt a bylaw to encourage and regulate small-scale wind energy facilities.	Planning Board, Board of Selectmen	Staff time, Volunteer time	Immediate	Currently funded through a DLTA FY11 grant.

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CHAPTER ACTION RESPONSIBLE PARTY RESOURCES NEEDED TARGET ESTIMATED
SHORT TERM (Completion within 5 years of Plan Adoption)

LU / EC	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
LU / EC	Amend the current Industrial A zone and include non-conforming parcels along West Street.	Town Planner, Planning Board	Staff time, Volunteer time, funding for consultant	Short Term	\$3,500 in consultant time (~50 hrs.) Can be developed in-house by staff.
LU / EC	Amend the East Street Revitalization Overlay District to reflect existing lot sizes and setbacks and provide additional design and development standards for pedestrian circulation and amenities, landscaping, parking, lighting, and architectural design.	Planning Board, Town Planner	Staff time, Volunteer time	Short Term	\$5,000 in consultant time (~75 hours) Can be developed in-house by staff.
LU / OS	Compile a list of priority parcels of respective land owners for permanent protection. Work with town boards or local / state conservation groups to acquire and protect lands within these priority areas.	Conservation Commission, Department of Public Works (Parks Division), Town Planner, Planning Board, Open Space and Recreation Committee, Board of Selectmen, Town Assessor	Staff time, Volunteer time, state LAND grant, federal LWCF grant	Short Term (list Ongoing (acquisition))	20 hours staff time to compile list.
HS	Apply for Community Development Block Grant funding for a Housing Rehabilitation Program	Town Planner, Board of Selectmen	Staff time, Volunteer Time	Short Term	150 hours of staff time to complete grant application
EC	Establish a volunteer Economic Development Board to market Ludlow and be responsible for business recruitment.	Board of Selectmen, Planning Board, East of the River Chamber, Economic Development Council of Western MA	Staff time, Volunteer Time	Short Term	10 hours of staff time to establish board

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
EC	Promote local Ludlow businesses by providing an online connection to the East of the River Five Town Chamber of Commerce and other local business organizations.	Board of Selectmen, IT Department, East of the River Chamber, Economic Development Board	Staff time, Volunteer time	Short Term	1 hour of IT Department staff time
EC	Review and amend the Table of Uses in the zoning bylaws to encourage appropriate types of commercial and industrial uses in Ludlow.	Planning Board, Town Meeting	Staff time, Volunteer time, funding for consultant	Short Term	\$2,500 in consultant time (~40 hours) Can be developed in-house by staff.
EC	Rezone appropriate areas for business and light industrial development to expand the commercial and industrial land inventory and the commercial / industrial tax base.	Planning Board, East of the River Chamber, Economic Development Board	Staff time, Volunteer time	Short Term	\$6,500 in consultant time (~100 hours) Can be developed in-house by staff.
EC	Appoint a single point of contact to work with applicants and be responsible for coordinating the applicant's efforts to apply for the necessary permits in town	Planning Board, Town Planner, Building Commissioner, IT Department	Staff time, Volunteer time	Short Term	5 hours of staff time
EC	Create a "Permitting Guidebook" for the town as a "quick reference" guide to which applicants may refer as they navigate through the permitting process.	Planning Board, Town Planner	Staff time, Volunteer time, funds for printing and/or consultants	Short Term	\$10,000 for consultant time and printing costs.
EC	Develop permitting flowcharts and checklists to guide applicants through the permitting process.	Planning Board, Town Planner	Staff time, Volunteer time, funds for printing and/or consultants	Short Term	\$4,000 for consultant time (~45 hrs) and printing costs

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
OS / HC	Develop a comprehensive outreach and education campaign to inform the public about existing open space and recreational resources, to improve and maintain trail networks, and to improve signage and access to these resources.	Department of Public Works (Parks Division), Planning Board, Town Planner, Open Space and Recreation Committee	Staff time, Volunteer time, printing costs	Short Term	25 hours of staff time for development of outreach materials. Trail maintenance completed by volunteers, with 40 hrs of staff time for oversight. Average cost of a trail sign is \$500.
OS / EN	Review existing zoning bylaw and subdivision regulations and amend as necessary to ensure the community provides a supportive business environment for farming.	Agricultural Commission, Planning Board, Town Planner	Staff time, Volunteer time	Short Term	\$5,000 for consultant time (~75 hours) Can be developed in-house by staff.
HC / EC	Establish a Downtown Ludlow Business Association, Business Improvement District, (or similar type organization) to promote businesses and activities in the downtown.	Town Administrator, East of the River Chamber of Commerce	Staff time, Volunteer time, local business support	Short Term	Currently underway.
HC	Develop oral histories that document resident memories of Ludlow's past.	Historical Commission, Ludlow Public Schools, LCTV	Volunteer time	Short Term	\$100 for digital recorder

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
HC	Establish a "history and culture" webpage on the town website and link to town-based organizations and calendars.	Board of Selectmen, Town Administrator, IT Department, Historical Commission	Staff time, Volunteer time	Short Term	25 hours of IT time to develop site and coordinate with Historic Commission for content.
HC / OS	Identify land where Ludlow residents can walk and play with their dogs (dog park) and then publicize information about this resource.	Community Volunteers, Recreation Commission, Department of Public Works, Planning Board, Board of Selectmen, IT Department	Staff time, Volunteer time	Short Term	Between \$10,000 to \$85,000 to build, depending on size, construction materials, and amenities. \$15,000 annually for maintenance.
EN	Launch a public education program to increase recycling of paper, cardboard, and glass, plastic, aluminum and other recyclable containers.	Department of Public Works, Energy Committee, LCTV, School Committee	Staff time, Volunteer time, printing costs	Short Term	50 hours of staff time. \$500-\$1,000 for printing costs
EN	Educate the public about waste reduction and home composting.	Department of Public Works, Energy Committee, LCTV	Staff time	Short Term	50 hours of staff time. \$500-\$1,000 for printing costs

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
MEDIUM TERM (Completion within 10 years of Plan Adoption)					
LU / EC / HC	Adopt Downtown Design Guidelines that portray architectural features the Town of Ludlow wishes to promote in its downtown area.	Planning Board, Historical Commission	Staff time, Volunteer time	Medium Term	TBD (To Be Determined)
LU / HS	Adopt zoning regulations that promote residential structures built on smaller subdivision lots, while a percentage of the total parcel would be protected in perpetuity as open space. (Target to areas with public sewer and water.)	Planning Board, Town Planner, Department of Public Works, Conservation Commission	Staff time, Volunteer time, funding for consultant	Medium Term	TBD
LU / EC	Conduct and maintain an inventory of vacant & underutilized properties within the downtown, and market these properties for development.	Town Planner, Assessor, Town Engineer, Economic Development Board	GIS mapping, staff time, funding for consultant	Medium Term	TBD
LU	Evaluate the boundaries, dimensional standards, and allowable uses in the three Residential zones and the Agriculture zone and make amendments to more accurately reflect existing conditions and community vision.	Planning Board, Town Planner	Staff time, Volunteer time, funding for consultant	Medium Term	TBD
LU	Adopt an Infill Development Overlay District bylaw to encourage infill and redevelopment in the downtown area to include parcels of land that do not meet the minimum dimensional requirements of the zoning bylaw as well as to encourage mixed use developments.	Town Planner, Planning Board	Staff time, Volunteer time, funding for consultant	Medium Term	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
HS	Review Ludlow's Zoning Bylaw to determine whether current regulations are too restrictive for building affordable market-rate homes.	Planning Board, Town Planner, Building Commissioner	Staff time, Volunteer time	Medium Term	TBD
HS	Determine areas appropriate for Congregate Care, Assisted Living Facilities, and other types of senior housing in town and amend zoning to allow for these uses.	Planning Board, Town Planner, Housing Partnership, Council on Aging	Staff time, Volunteer time	Medium Term	TBD
EC / HC	Identify downtown restaurants, shops, and historic sights for residents and visitors alike on the town website and printed media.	Ludlow Downtown Business Association, East of the River Chamber, IT Department, Historical Commission	Staff time, Volunteer time, funding for consultants / printing	Medium Term	TBD
OS	Conduct a residential outreach and education stormwater / urban runoff campaign that target the landowners on Haviland Pond.	Department of Public Works, Conservation Commission, US Department of Fish and Wildlife	Staff time, Volunteer time	Medium Term	TBD
HC	Establish an annual recreation forum that brings together the various public and private entities that offer recreational activities.	Recreation Commission, Board of Selectmen, Planning Board, Department of Public Works, Ludlow Boys & Girls Club, Springfield Water Department	Staff time, Volunteer time, Consultant	Medium Term	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
TR / ED	Work with Ludlow Police Department, School Department and the town residents to evaluate and address pedestrian travel routes to local schools.	Ludlow Police Department, Department of Public Works, School Department, Planning Department, Safety Committee	Safe Routes to School Study	Medium Term	TBD
TR	Advance the preferred recommendations as appropriate from the East Street/Winsor Street/ Hampden Street and West Avenue/Fuller Street intersections safety studies completed as a part of master plan process.	Department of Public Works, Safety Committee, MassDOT	Design Plans as appropriate, cost estimates for each improvement alternative	Medium Term (design) Long Term (implement)	TBD
TR	Work with local students and special interest groups to develop a local public awareness campaign on the financial and environmental benefits of alternative forms of transportation.	Energy Committee, Town Planner, Special Interest groups, Community service organizations, School Department	Trained staff, Volunteer time	Medium Term	TBD
TR	Identify locations and opportunities to develop/extend the off road bicycle/pedestrian network.	Town Planner, ADA Coordinator, Department of Public Works, Parks and Recreation Department	Feasibility Study of potential bicycle/pedestrian routes	Medium Term	TBD
TR	Initiate studies and analyses to determine adequacy, distribution and efficiency of the existing public parking facilities in the Center Street/ East Street/ State Street "downtown" and other areas of public interest.	Department of Public Works, Town Planner, Chamber of Commerce, Board of Selectmen, and local business owners	Trained staff, Volunteer time	Medium Term	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
LONG TERM (Completion within 15 years of Plan Adoption)					
LU / OS / HC	Develop a town-wide Greenway Plan that includes multi-use trails and natural corridors that connect and protect recreational, ecological, and cultural / historic resources.	Town Planner, Planning Board, Open Space and Recreation Committee, Department of Public Works	Staff time, Volunteer time, funding for consultant	Long Term	TBD
LU	Designate specific locations in the community as Neighborhood Centers, and adopt zoning bylaws and regulations that will encourage a mix of residential, commercial, and civic uses to be developed at a higher density, creating additional open space, than what is currently allowed under existing zoning.	Town Planner, Planning Board	Staff time, Volunteer time	Long Term	TBD
LU	Establish a local Agricultural Fund that can be used for either local match money for state Agricultural Preservation Restrictions (APR), or used to purchase priority farmlands for protection.	Town Planner, Conservation Commission, Board of Selectmen, Town Administrator, Agricultural Commission	Staff, Volunteer time	Long Term	TBD
HS	Establish a Housing Partnership to work on housing issues for the town.	Board of Selectmen, Housing Authority	Volunteer time, annual appropriation for administrative needs	Long Term	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
HS	Identify appropriate parcels of Town-owned and private land that might be available for housing development. Work with Board of Selectmen to donate land to appropriate housing entity such as Ludlow Housing Authority, HAP Housing, Habitat for Humanity, etc.	Housing Partnership, Town Planner, Planning Board, Board of Selectmen	Staff time, Volunteer time	Long Term	TBD
HS	Promote housing resources by creating a webpage on the Town's website.	Housing Partnership, Board of Selectmen, IT Department	Staff time, Volunteer time	Long Term	TBD
HS	Adopt a zoning bylaw that provides one or more incentives to developers who choose to include affordable housing units in new housing developments in Ludlow.	Planning Board, Town Planner, Housing Partnership	Staff time, Volunteer time	Long Term	TBD
EC / HC	Market downtown Ludlow by establishing a comprehensive identification and way-finding system that creates a strong identity for Ludlow that uses signature landmarks and gateways as well as consistent sign design.	Ludlow Downtown Business Association, Planning Board, East of the River Chamber of Commerce, Ludlow Department of Public Works	Staff time, Volunteer time, funding for consultant / printing	Long Term	TBD
EC / HC	Fund public art - murals, sculpture, decorated benches, and trash receptacles	Ludlow Downtown Business Association, Board of Selectmen, East of the River Chamber of Commerce, Ludlow Cultural Council	Staff time, Volunteer time, grant from Mass Cultural Council	Long Term	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
EC	Develop a marketing campaign designed to retain and attract businesses, particularly to the downtown area and increase visibility of Ludlow in regional markets.	Board of Selectmen, Economic Development Board, East of the River Chamber	Staff time, Volunteer time, printed materials	Long Term	TBD
OS / EN	Adopt policies that provide incentives for continued agricultural use	Agricultural Commission, Town Planner, Planning Board	Staff time, Volunteer time, funding for consultant	Long Term	TBD
OS	Reactivate the Urban Forestry Committee in Ludlow and develop a plan for managing and enhancing the town's "urban forest".	Board of Selectmen, Town Planner, Department of Public Works	Staff time, Volunteer time	Long Term	TBD
OS	Consider adopting a River and Floodplain Protection Overlay District that minimize development impacts in sensitive river buffer and floodplain areas.	Town Planner, Planning Board	Staff time, Volunteer time, funding for consultant	Long Term	TBD
OS	Review existing local conservation bylaws to assess the possibility of variances to the 25 foot no disturb area	Conservation Commission	Staff time, Volunteer time	Long Term	TBD
HC	Conduct a study to determine the feasibility of reinstating the Ludlow Parks and Recreation Department to oversee all parks and recreation activities in town.	Board of Selectmen, Recreation Commission, Recreation Department, Department of Public Works	Staff time, Volunteer time	Long Term	TBD
HC	Develop a municipal historic preservation plan.	Historical Commission, Planning Board, Board of Selectmen	Volunteer time, funding for consultant	Long Term	TBD

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TR	Work with PVPC and MassDOT to conduct bicycle compatibility analysis for all the roads in the Town to determine which streets are suitable for bicyclists and to explore the opportunities to develop new bike lanes along some of the roadways which have the potential to generate bike trips.	Department of Public Works, PVPC, MassDOT	Bicycle Compatibility Analysis, trained staff/volunteer time, public participation process	Long Term	TBD
TR	In cooperation with PVTa, explore opportunities to extend/enhance existing fixed route transit service to serve new development in the Town.	Board of Selectmen, PVTa, and local developers	Feasibility Study of anticipated operating costs of new transit service	Long Term	TBD
TR	Develop partnerships with the property owners of underutilized parking areas to increase carpooling opportunities with Park and Ride lots.	Town Planner, Department of Public Works, MassDOT, local business owners, and affected residents	Survey of potential parking areas	Long Term	TBD
PSF	Encourage town departments to propose specific service, infrastructure and facility deeds and develop a Public Services and Capital Improvements Plan.	Capital Improvement Planning Committee, all municipal departments and boards, Finance Committee, Town Accountant	Staff time	Long Term	TBD
EN	Work with staff at Community Involved in Sustaining Agriculture (CISA) to establish a regular farmer's market at an area within the "Downtown" district.	Agricultural Commission	Volunteer time	Long Term	TBD

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ONGOING					
LU / OS / HC	Continue to update the town's Open Space and Recreation Plan (OSRP) every seven years in order to qualify for state and federal grants.	Town Planner, Conservation Commission, Board of Selectmen	Staff time, Volunteer time	Ongoing	TBD
LU / EC / HC	Provide continued support to local developers for the redevelopment of the Ludlow Mills project and other significant properties in town.	Board of Selectmen, Town Administrator, Town Planner, Historical Commission, Economic Development Board	Staff time	Ongoing	TBD
LU / OS	Review the zoning bylaws and adopt regulations that will protect priority natural resources and farmland.	Planning Board, Town Planner, Conservation Commission, Open Space and Recreation Committee	Staff time, funding for consultant	Ongoing	TBD
LU	Provided continued outreach and education to Ludlow residents regarding zoning amendments and adoption of smart growth policies through the town website, the Ludlow Register, and Ludlow Community TV.	Town Planner, Planning Board, interested citizens, LCTV staff	Staff time, Volunteer time	Ongoing	TBD
LU	Work with current or future owners of the Ludlow Mills complex to provide access to the Chicopee River for recreational purposes.	Board of Selectmen, Town Administrator, Conservation Commission	Staff time, Volunteer time	Ongoing	TBD
HS / PSF	Selectively invest in infrastructure improvements to direct new residential units to areas the community has identified for growth	Board of Selectmen, Department of Public Works, Conservation Commission	CDBG funds, Staff time	Ongoing	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
HS	Promote neighborhood building by engaging existing residents in their neighborhood or downtown activities.	Neighborhood groups, Board of Selectmen, Town Administrator, Chamber of Commerce, East Street Revitalization Group	Staff time, Volunteer time	Ongoing	TBD
HS	Preserve and Protect Downtown's "walkable" neighborhoods by retaining existing housing stock and encourage additional infill housing where opportunities are available. Make infrastructure investments to improve and ensure walkability.	Planning Board, Town Planner, Department of Public Works	Staff time, Volunteer time	Ongoing	TBD
EC / HC	Encourage additional cultural and historic events and activities in the downtown to promote use of this historic space.	Ludlow Downtown Business Association, East of the River Chamber, all Town Departments, all Town Boards & Committees	Staff time	Ongoing	TBD
EC / HC	Turn riverfront areas into lively public and cultural destinations linked together by pedestrian and bike connections, creating vibrant space for cultural events, activities and public art.	Board of Selectmen, Planning Board, Conservation Commission, Recreation Commission, Ludlow Downtown Business Association, East of the River Chamber of Commerce, riverfront property owners	Staff time, Volunteer time, property owner support	Ongoing	TBD

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EC	Encourage infrastructure development and physical improvements in identified economic areas	Board of Selectmen, Department of Public Works, Planning Board	Staff time, Volunteer time	Ongoing	TBD
EC	Apply for Economic Target Area and Chapter 43D Priority Development Site designation from the state to provide additional incentives to expanding or relocating businesses	Board of Selectmen, Planning Board	Staff time, Volunteer time	Ongoing	TBD
EC	Conduct outreach efforts within the business community to ensure that the needs of existing enterprises of all sizes are fully addressed, including collaboration with area educational institutions and other workforce development organizations	Board of Selectmen, Economic Development Board, East of the River Chamber	Staff time, Volunteer time, printed materials	Ongoing	TBD
EC	Approve tax and other financial incentives, such as Tax Increment Financing (TIF) district, to promote local economic development.	Board of Selectmen, Town Meeting	Staff time, Volunteer time	Ongoing	TBD
EC	Conduct a parking inventory on a bi-annual basis to assess whether the parking infrastructure is adequate for the downtown business district. Create a parking map and post map online and erect map downtown.	Department of Public Works, Ludlow Downtown Business Association, Planning Board, East of the River Chamber of Commerce, PVPc	Staff time, Volunteer time, funding for consultant	Ongoing	TBD

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EC	Encourage "Pre-Application" meetings to promote better communication between the municipal boards and the applicant without determining any substantive issue to be determined by the regulatory board.	Town Administrator, Planning Board, Board of Appeals, Conservation Commission, Department of Public Works	Staff time, Volunteer time	Ongoing	TBD
OS / EN	Acquire and develop new park and open space lands, targeting parcels within walking distance of populated and underserved parts of town, as well as enhanced access to the Chicopee River.	Department of Public Works (Parks Division), Planning Board, Town Planner, Parks and Recreation Committee	Staff time, Volunteer time, state LAND grant, federal LWCF grant	Ongoing	TBD
OS	Update inventory of farmlands with ownership information, protection status, vulnerability, etc. Meet with owners to explain available options / importance to community.	Agricultural Commission	Volunteer time	Ongoing	TBD
OS	Actively participate in the Connecticut River Stormwater Committee meeting and activities.	Department of Public Works	Staff time	Ongoing	TBD
HC	Update Ludlow's historic resources inventory and list appropriate resources on the National Register of Historic Places, as identified by the Historic Commission.	Historical Commission, Board of Selectmen	Volunteer time, funding for consultants, property owner involvement	Ongoing	TBD
HC	Encourage schools to create classroom history projects and produce multi-media historic documentaries (including written works)	Historical Commission, Ludlow Public Schools, LCTV	Volunteer time	Ongoing	TBD

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HC	Encourage town residents to serve on town committees and boards, such as the Historical Commission and Cultural Council.	Town Administrator, Board of Selectmen	Staff time, Volunteer time	Ongoing	TBD
HC	Encourage the Historic Commission to continue to hold field trips to historic sites, buildings, and locations.	Historical Commission, Board of Selectmen, Town Administrator, Town Historian	Staff time, Volunteer time	Ongoing	TBD
TR / EN	Maintain the existing sidewalks and crosswalks to ensure pedestrian safety and promote walking.	Town Planner, ADA Coordinator, Department of Public Works, MassDOT, land developers	Survey of existing sidewalks conditions, necessary equipment and materials, trained staff	Ongoing	TBD
TR	Work with the Ludlow Department of Public Works and Pioneer Valley Planning Commission to develop a systematic process to monitor traffic counts and observe the change in traffic volume on regular basis to detail the true impacts of growth in the Town and in surrounding communities.	Department of Public Works, Police Department, PVP, MassDOT	Necessary equipment, trained staff, Volunteer time	Ongoing	TBD
TR	Continue to utilize a local pavement management system to determine pavement condition of all local and federal aid eligible roadways, to prioritize and initiate new projects and new cost effective repair measures to maintain the quality of the pavement and prevent further deterioration.	Department of Public Works, PVP, MassDOT	Necessary equipment and materials, trained staff, Volunteer time	Ongoing	TBD

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TR	Perform review of existing traffic control devices annually to ensure their condition and conformity with the recent Manual on Uniform Traffic Control Devices (MUTCD)	Department of Public Works, Safety Committee, MassDOT	Necessary equipment and materials, trained staff	Ongoing	TBD
TR	Review local crash data annually for all the intersections and lane departure crashes along key corridors. Initiate studies and analyses at locations with safety and capacity related issues, to determine the cause and undertake corrective measures to improve safety.	Police Department, Department of Public Works, Safety Committee, MassDOT	Good crash records, trained staff	Ongoing	TBD
TR	Adopt access management strategies like clearly marked driveways and curb openings, well identified entrance and exit points, and right turn in only/right turn out only restrictions where there is a high potential for conflict, in order to reduce congestion and improve safety.	Department of Public Works, Safety Committee MassDOT, local business owners, affected residents	Local Access Management Policy	Ongoing	TBD
TR	Implement traffic calming measures as appropriate for roads that have high travel speeds and/or safety concerns	Ludlow Police Department, Fire Department, Safety Committee, Department of Public Works, MassDOT, affected residents	Local Traffic Calming Policy	Ongoing	TBD
TR	Maintain safe and efficient access to Interstate 90 Interchange Exit 7 and Ludlow Avenue (Putts Bridge)	Board of Selectmen, Department of Public Works, Safety Committee, MassDOT	Necessary equipment and materials, trained staff	Ongoing	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
TR	Advance transportation and safety studies as appropriate to determine the influence of future growth at key transportation points in the Town.	Department of Public Works, MassDOT, related project developers	Future Build Out Analysis	Ongoing	TBD
TR	Work with the Pioneer Valley Transit Authority and other transit support groups to increase awareness in the Town regarding available bus service and to promote transit services provided for the elderly and disabled	Board of Selectmen, ADA Coordinator, PVTAA, Senior Center, local organizations, and community service groups	Trained staff, Volunteer time	Ongoing	TBD
TR	Identify existing vacant parcels and underutilized private parking lots that could be developed as potential public parking areas. Consider opportunities to purchase available property for the purpose of enhancing the supply of public parking.	Department of Public Works, Board of Selectmen, and affected residents	Inventory of underutilized parking areas	Ongoing	TBD
PSF	Continue to encourage residents on well water to regularly test water quality. Develop materials to educate residents about how to test their well water, what to test for, what wastes can be put in septic systems, and common problems relating to septic system contamination of well water.	Board of Health	Volunteer time	Ongoing	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
PSF	Continue to monitor water quality in Haviland Pond, and expand the monitoring program to include any other surface water bodies in which recreational boating or swimming occur. In addition, work to reactivate the Chicopee River Water Council in order to establish a water quality monitoring program on the Chicopee River.	Board of Health, Pond Management Committee, Conservation Commission, Planning Department, Friends of the Chicopee River	Staff and Volunteer time	Ongoing	TBD
PSF	Develop a process to evaluate sewer system extensions based on land use goals, water quality impacts, inter-basin flows, and the available budget	Department of Public Works, Planning Department, Board of Health, Springfield Water and Sewer Commission	Staff and Volunteer time	Ongoing	TBD
PSF	Identify and evaluate potential areas to reduce the cost of services or infrastructure by either developing the capacity to provide services in-house that are currently contracted out, or by contracting out services that are currently inefficient for the town to provide itself.	Department of Public Works, affected bargaining units	Staff time	Ongoing	TBD
PSF	Update Ludlow's Local Disaster Mitigation Plan as necessary, targeting greater integration among town departments.	Emergency Management Director (EMD), Police Department, Fire Department, Ambulance Service, Department of Public Works, Town Administrator, Board of Selectmen, Department Heads	Staff Time	Ongoing	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
PSF	Identify and evaluate actions to reduce solid waste disposal costs and to recover additional materials from the waste stream, including reducing rubbish collection to every other week, developing an organic waste collection and composting program, and taking additional measures to increase recycling rates and reduce waste generation. Evaluate the possibility of installing public recycling bins next to public trash bins.	Department of Public Works, Energy Committee	Staff and Volunteer time	Ongoing	TBD
EN	Implement the Ludlow Twenty Percent Municipal Energy Use Reduction Plan recommendations to reduce municipal energy use by buildings, street lights and vehicles.	Ludlow Energy Committee, School Committee, Town Administrator, Board of Selectmen	Staff time, Volunteer time, funding for projects	Ongoing	TBD
EN	Increase recycling in municipal buildings and schools.	Energy Committee, Department of Public Works, School Buildings Director, School Committee	Staff time, Volunteer time	Ongoing	TBD
EN	Provide composting barrels and composting workshops to Ludlow residents.	Department of Public Works, Energy Committee	Staff time	Ongoing	TBD
EN	Quantify municipal hauling cost savings resulting from new waste reduction, composting and recycling efforts.	Department of Public Works	Staff time, funding for consultant	Ongoing	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
EN	Assess the success of composting collection programs in other municipalities and estimate residential and commercial participation rates if a food waste composting program were to be established in Ludlow. A food waste collection program would divert materials from Ludlow to existing composting facilities in the region.	Department of Public Works, Energy Committee	Staff time, Volunteer time	Ongoing	TBD
EN	Ensure that maintenance staff regularly check for leaks in municipal and school buildings, and determine the costs and savings that would result from a program to install water-efficient fixtures, including low-flow faucets, low-flush toilets, and, where applicable, water-efficient shower heads, laundry facilities and dishwashers	Department of Public Works, Town Administrator, School Committee, Facilities Director for Schools, Board of Selectmen	Staff time, funds for maintenance / repairs	Ongoing	TBD
EN	Work with the Springfield Water and Sewer Commission to ensure that Ludlow residents, schools, and businesses have access to the Commission's water efficiency information and programs.	Department of Public Works	Staff time, LCTV	Ongoing	TBD
ED	Develop an information campaign to educate town residents on the role of the public schools so town residents can have a better understanding of why additional funds are critical to the future success of Ludlow as a whole.	School Committee, District Administrators	Staff time, Volunteer time, funding for outreach materials	Ongoing	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
ED	Explore creative ways to increase the level of funding for the LPS to support curriculum enhancements, professional development for teachers, technology investments and training, and student programming.	School Committee, District Administrators, Board of Selectmen, Chamber of Commerce	Staff time, Volunteer time	Ongoing	TBD
ED	Review programming and services available to students from economically disadvantaged families; with disabilities; and with other barriers to educational achievement, including individuals with limited English proficiency to make sure that LPS have the resources it needs to ensure student achievement levels comparable to the general student population.	District Administrators, School Staff, School Committee	Staff time, Volunteer time	Ongoing	TBD
ED	Bolster career service counseling and career forums to assist students contemplating future careers.	School Committee, District Administrators, Chamber of Commerce	Staff time, funding for implementation of additional services and resources	Ongoing	TBD
ED	Investigate the costs and benefits of establishing a universal preschool program to strengthen the educational foundation of Ludlow's population.	School Committee, District Administrators	Staff time, Volunteer time, funding for a consultant	Ongoing	TBD
ED	Investigate feasibility of establishing an early or late bus to allow more students to attend existing and future programs.	School Committee, District Administrators	Staff time, Volunteer time, funding for materials, funding for a consultant	Ongoing	TBD

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CHAPTER	ACTION	RESPONSIBLE PARTY	RESOURCES NEEDED	TARGET	ESTIMATED
ED	Increase the level of funding to support the development of new programs to help with student achievement.	School Committee, District Administrators	Staff time, funding for implementation of additional programs	Ongoing	TBD
ED	Establish ongoing opportunities for increased community dialogue about school events, policies, and programming.	School Committee, District Administrators, LCTV	Staff time, Volunteer time, funding for materials	Ongoing	TBD
ED	Hold public meetings to gain public input from community members regarding the costs and benefits of renovating the schools.	School Committee, District Administrators, LCTV	Staff time, Volunteer time, funding for outreach materials	Ongoing	TBD
ED	Utilize the Town Capital Planning Committee to comprehensively review long-term needs of other Town buildings in order to determine if a new school building could double for other community purposes.	School Committee, District Administrators, Capital Planning Committee, Board of Selectmen	Staff time, Volunteer time, funding for materials	Ongoing	TBD
ED	Find creative reuses for existing elementary schools if new schools are constructed.	School Committee, District Administrators	Staff time, Volunteer time, funding for consultant	Ongoing	TBD

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