

A. Implementation Matrix

Land Use

ID	Objective / Strategy	Responsible Entities	Timeframe
LU.1	Preferentially direct future development to existing built-up areas.		
LU.1.A	Inventory and identify existing developed areas that are appropriate for density increases and redevelopment.		
LU.1.B	Evaluate built-up areas on the basis of character, quality, and priority, identifying areas to: A. Emphasize preservation (historic areas of the downtown and village centers - key resource areas) B. Emphasize adaptive reuse (particularly high quality historic areas of the downtown) C. Allow a varying combination of preservation and redevelopment (other village centers, transitional or neighborhood business areas) D. Allow more extensive development and redevelopment with a balance of incentives and controls (highway commercial corridors, research parks, etc.). E. Encourage denser development of appropriate scale and design (village centers and downtown)		
LU.1.C	Use flexible zoning techniques, such as form-based codes, to promote mixed-use development.		
LU.1.D	Undertake rezoning efforts in order to direct more intensive development to appropriate areas and limit development in resource areas.		
LU.1.E	Create incentive zoning with bonuses for well-designed infill/redevelopment projects.		
LU.1.F	Provide incentives, including density bonuses, to encourage energy-efficient development.		
LU.1.G	Establish programs to encourage economic development in existing developed areas (e.g., Economic Opportunity Areas (EOA) type programs).		
LU.1.H	Provide incentives to encourage infill and redevelopment.		
LU.1.I	Reduce energy use by encouraging new residences near supporting goods and services.		
LU.1.J	Create market or other mechanisms for transfers of development rights (TDRs) from key resource areas and agricultural lands to village centers, downtown, and other areas where denser development is more appropriate.		
LU.2	Create vital downtown and village centers (areas of mixed-use, including retail, commercial, and residential elements) that are walkable, attractive and efficient.		
LU.2.A	Change zoning to allow denser residential occupancy near existing services.		
LU.2.B	Encourage increased upper floor residential development in downtown and village centers to support a vital economic and social setting.		
LU.2.C	Support the development of live/work spaces (e.g. artists' lofts, high tech small business offices.)		
LU.2.D	Build a permanent farmer's market facility.		
LU.2.E	Develop more public art in downtown and village centers.		
LU.2.F	Use downtown green spaces more intensively, adding play spaces to encourage people of all ages to congregate.		
LU.2.G	Create music/dance/meeting venues downtown.		
LU.2.H	Promote sustainable tourism in Amherst.		
LU.3	Preserve key undeveloped lands.		
LU.3.A	Update inventories of key natural resources in Amherst and publish the results.		
LU.3.B	Evaluate resource lands on the basis of quality, risk, and connectivity.		

ID	Objective / Strategy	Responsible Entities	Timeframe
LU.3.C	Identify areas to preserve, areas where a varying combination of preservation and development should occur, and areas to allow development with only modest controls.		
LU.3.D	Purchase the most critical properties.		
LU.3.E	Revise growth management regulations—zoning, subdivision regulations, health regulations, etc. – to protect environmental resources and scenic viewsheds.		
LU.3.F	Revise or create zoning overlay districts for aquifer, watershed, and forest resources. [Such districts already exist for everything except forest lands.]		
LU.4	Protect key farmland and farming in Amherst.		
LU.4.A	Provide incentives to encourage sustainable/green farming practices.		
LU.4.B	Revise and expand farming overlay districts.		
LU.4.C	Create regulations that protect and support farmers’ interests.		
LU.4.D	Acquire APRs (agricultural preservation restrictions), and buy development rights to farms.		
LU.4.E	Evaluate and improve zoning to better preserve critical farmland areas during development.		
LU.4.F	Encourage sustainable agriculture (farming practices that preserve the fertility of the soil over generations) as well as other general practices of good farming or forestry that create positive impacts on the local neighborhood.		
LU.5	Identify key locations for business development and adopt land use regulations that can help broaden the Town’s business tax base while avoiding inappropriate businesses, big boxes, heavy industry, etc.		
LU.5.A	Identify and inventory areas suitable for different kinds of commercial development in Amherst.		
LU.5.B	Identify undeveloped and under-developed areas consider amending the zoning regulations to encourage development in areas where existing natural resources are not of high quality or of critical importance.		
LU.5.C	Encourage development in village centers and downtown.		
LU.5.D	Create zoning/overlay districts for light industry.		
LU.5.E	Establish business parks with necessary infrastructure in appropriate areas for clean businesses, research companies, professional offices, hidden tech looking for visibility, etc.		
LU.5.F	Inventory areas needing environmental clean-up, including known brownfields, and assess their suitability as sites for commercial development.		
LU.5.G	Consider outright purchase, including development rights and easements, for the most critical properties to spur appropriate development & redevelopment.		
LU.5.H	Use public property ownership as a development incentive as well as a control.		
LU.5.I	Organize and coordinate administrative procedures to ensure that the permit process itself does not represent an unreasonable impediment to desired development.		
LU.6	Guide new housing growth so as to minimize impact on Amherst’s open space and rural character.		
LU.6.A	Revise growth management regulations—zoning, subdivision regulations, health regulations, etc.		
LU.6.B	Increase density of residential units in specified areas when strict design and planning guidelines are met.		
LU.7	Identify appropriate locations for future municipal facilities.		
LU.7.A	Inventory and evaluate Town-owned lands that are not dedicated or restricted to an exclusive public use.		
LU.7.B	Identify appropriate locations for new recreation to occur in concert with planned new conservation, school, fire department, public works, and/or other planned municipal facilities.		

ID	Objective / Strategy	Responsible Entities	Timeframe
LU.7.C	Begin multi-year design and capital budget planning for new recreation facilities.		
LU.8	Create a process/committee/mechanism for sorting out competing interests on pieces of land.		
LU.8.A	Develop an administrative land use review process for all Town projects.		
LU.8.B	Revise the community’s development regulations to more fully incorporate diverse public interests.		
LU.8.C	Encourage community charrettes to encourage public input into design.		
LU.8.D	Educate the public about land use regulation (zoning).		
LU.9	Honor historic/cultural character and beauty of neighborhoods.		
LU.9.A	Identify design standards that will preserve existing town character and develop a design review process.		
LU.9.B	Create neighborhood design standards.		
LU.9.C	Identify design standards that minimize environmental and visual impacts in natural areas, and amend design review regulations to incorporate these standards.		
LU.9.D	Promote the use of buffer zones to minimize the impact of new buildings on nearby key resources.		
LU.10	Utilize “greenways” and walkways to tie neighborhoods, public spaces, etc, together and make it easier for Amherst residents to walk or bicycle to more destinations.		
LU.10.A	Create walkable neighborhoods and Village Centers.		
LU.10.B	Create walkways to connect businesses and residences – create walkways between buildings.		
LU.10.C	Develop a Town-wide plan mapping of future greenways, sidewalks, and bike lanes and amend land use regulations to help implement the plan.		
LU.10.D	Continue to work with land owners to establish easements for greenways.		

Demographics and Housing

ID	Objective / Strategy	Responsible Entities	Timeframe
H.1	Encourage a greater mix of housing types, sizes, and prices serving a wider range of income levels than is currently available throughout Amherst. Encourage the development of economically diverse neighborhoods.		
H.1.A	Create more flexible development regulations using a range of prices as the key criterion.		
H.1.B	Base the density of building units within a development on a formula for the total allowable square footage for all units combined, rather than a unit count, with the goal of seeing a greater number of smaller units instead of fewer larger homes.		
H.1.C	Use dimensional regulations to encourage the construction of smaller homes and smaller lots.		
H.1.D	Develop design guidelines for multi-family dwellings, such as town houses and duplexes, integrated into the context of existing neighborhoods.		
H.1.E	Revise zoning regulations to make it easier to create attached and detached accessory apartments and duplexes out of existing owner-occupied housing stock in all residential zoning districts.		
H.1.F	Allow two-family houses by-right in all residential zoning districts.		
H.1.G	Reduce or eliminate lot size requirement differences for one- and two-family homes.		

ID	Objective / Strategy	Responsible Entities	Timeframe
H.2	Preserve and expand the number of affordable and moderately priced rental units and housing stock.		
H.2.A	Increase the percentage of affordable and/or moderately priced units required in new developments.		
H.2.B	Create incentives to make it financially attractive for developers to build affordable and moderately priced units.		
H.2.C	Create a formal process for the Amherst Housing Authority and/or the Housing Partnership to evaluate the potential for a set-aside of land for affordable units when the Town is acquiring conservation or other new land, and when the Town is disposing of Town land.		
H.2.D	Develop a fast-track subdivision, site plan, and building permit process for qualified affordable and moderately priced housing developments.		
H.2.E	Waive, reduce and/or rebate fees, including water and sewer connections and permitting fees, for affordable housing units.		
H.2.F	Look for ways to preserve family rental housing options and strategies to preserve affordable and moderately priced units whose affordability restrictions are expiring, including development of funding streams to purchase existing rental housing stock and placing permanent affordability restrictions on these units.		
H.2.G	Expand on the current practice of establishing AHRs: Affordable Housing Restrictions (similar to APRs) that will allow purchase or donation of a deed restriction on a housing unit so that it becomes permanently affordable.		
H.2.H	Provide financial assistance to facilitate and expand home ownership for low- and moderate-income households, including first time home-buyers.		
H.2.I	Partner with local community development corporations (CDCs), non-for-profit organizations, and other groups to expand affordable housing in Amherst. For example: <ul style="list-style-type: none"> • Work with CDCs to development new family rental housing with more than 2 bedrooms. • Work with the local chapter of Habitat for Humanity to encourage the creation of sweat-equity ownership housing for low-income households. • Work with a housing trust and/or other non-profits to expand funding opportunities for affordable housing. • Create public/private partnerships with the owners of larger tracts of property willing to invest in limited or mixed development projects that include low-income affordable and moderate-income workforce housing. 		
H.2.J	Lobby the State legislature to create a state-level matching fund program for the purchase of land to be used specifically for affordable and moderately priced housing and for increased funding for existing affordable housing programs.		
H.2.K	Support the development of affordable and moderately priced units that have equity building provisions.		
H.3	Increase the opportunity for infill development and the location of housing developments near services.		
H.3.A	Revise the zoning regulations to promote infill development in strategic locations.		
H.3.B	Increase residential densities in the downtown and village centers using the following techniques: <ul style="list-style-type: none"> • Intensify upper story housing development by revising zoning to eliminate unit count and total residential area limitations. • Rezone Limited Business areas near Downtown to General Business or another appropriate district to make it easier to create multi-family residential units and residential units in conjunction with businesses. 		
H.3.C	Revise zoning and land use regulations encourage mixed-use, multi-family development projects.		

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H.4	Encourage the production of housing in an environmentally sound manner, with respect to design, siting, materials and resource use.		
H.4.A	Modify the Amherst’s cluster development zoning regulations to require higher-density clustering of housing in the more rural parts of Town, to achieve a smaller development footprint and greater retention of open space.		
H.4.B	Adopt Low Impact Development standards for all new residential developments.		
H.4.C	Provide incentives for developments that meet energy efficiency standards in new buildings.		
H.5	Encourage housing that meets the needs of special populations.		
H.5.A	Encourage the production of affordable units for seniors.		
H.5.B	Encourage the production of assisted living units for seniors that will also include affordable units.		
H.5.C	Develop incentives for developers to build accessible units.		
H.5.D	Provide incentives to developers to encourage “visitability” throughout housing developments where accessible units are built.		
H.5.E	Promote development of diverse kinds of retirement housing that produce property tax revenue exceeding the cost of municipal services to such developments.		
H.6	Improve housing and services for people in the area who are homeless.		
H.6.A	Study the need for housing and support services for homeless persons in Amherst.		
H.6.B	Work with regional efforts currently underway to address homelessness.		
H.6.C	Support and broaden the base of service providers within the Town. Improve access to services elsewhere in the region.		
H.6.D	Increase the amount of housing available to people of very low incomes.		
H.7	Support the creation of taxable student housing that will lessen the pressures on residential neighborhoods.		
H.7.A	Explore the creation of special zoning districts or zoning overlay districts in certain areas suitable for private student housing.		
H.7.B	Develop design standards for private student housing zones.		
H.8	Build and sustain the Town’s capacity for regulatory oversight for Amherst’s housing stock, and pursue ways to enhance security.		
H.8.A	Fund code inspections departments and programs adequately.		
H.8.B	Formalize collaboration between inspecting departments and public safety personnel		
H.8.C	Organize and coordinate crime prevention and conflict resolution through community policing.		

Economic Development

ID	Objective / Strategy	Responsible Entities	Timeframe
E.1	Support sustainable growth of existing businesses and attract new ones while protecting environmental values.		
E.1.A	Develop zoning that encourages sustainable high-density mixed-use and residential development within the village centers and downtown.		
E.1.B	Market and promote the Town to targeted business.		
E.1.C	Make downtown/village centers vital, attractive, and convenient to use.		

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E.1.D	Increase the amount of suitably-zoned research park, business, and commercial areas that are provided with appropriate Town infrastructure.		
E.1.E	Increase land zoned for professional, light industrial and commercial use.		
E.1.F	Provide incentives for high priority, targeted development.		
E.2	Support ‘relocalization’ of the Amherst economy		
E.2.A	Support and expand initiatives to market local products, support local businesses, and services.		
E.2.B	Explore a reloadable cash-substitute "Amherst Card" that could be used for local shopping, entertainment, dining, parking, transit, and event or attraction admission.		
E.3	Promote downtown as a key cultural, commercial and entertainment center of the Town.		
E.3.A	Conduct a broad assessment and market downtown to target businesses and visitors.		
E.3.B	Explore cooperative business, promotional, and marketing ventures that reinforce local investment and control.		
E.3.C	Resolve parking needs and improve accessibility to and circulation within downtown.		
E.3.D	Develop downtown and the Town’s natural resources as tourism destinations by leveraging existing cultural, historical, entertainment and education resources, providing inviting streetscapes and developing new attractions.		
E.3.E	Capture “secondary (follow-on) market” of visitors to colleges and university.		
E.4	Broaden and leverage partnerships with UMass and the Colleges.		
E.4.A	Develop and implement a shared town-gown strategy for economic development to achieve common goals.		
E.4.B	Promote economic development projects at the University and colleges that produce tax revenues for the Town.		
E.4.C	Establish the real cost of the University and colleges to the Town and negotiate fair compensation.		
E..D	Encourage and assist UMass in creating a research park that provides for commercialization and business expansion of university/college research, including incubator space for companies.		
E.4.E	Explore development of taxable student housing in appropriate locations.		
E.4.F	Share university, college and Town facilities and resources for mutual benefit.		
E.5	Improve regulatory environment to encourage business development.		
E.5.A	Re-examine administrative permit procedures and regulatory by-laws, streamline business regulation and expedite permitting to provide regionally competitive, responsive and timely services to businesses.		
E.5.B	Provide pre-approved zoning in targeted development zones.		
E.6	Create an Integrated Economic Development Program.		
E.6.A	Organize and develop financial and staff resources to support the Town’s economic development program and strategic plan.		
E.6.B	Appoint a permanent committee to help oversee development and implementation of a comprehensive economic development strategic plan.		
E.6.C	Support initiatives to market local products, businesses, and services.		
E.7	Encourage physical and technological infrastructure that support business & industrial growth.		
E.7.A	Improve and expand internet communication/ broadband (including wireless availability) throughout the Town, including high speed connections (internet 2 and other state of the art technology).		
E.7.B	Support growth of burgeoning technology and creative economy businesses, including development of necessary facilities.		

ID	Objective / Strategy	Responsible Entities	Timeframe
E.8	Develop the current and future workforce to enhance economic opportunities.		
E.8.A	Provide internships in local businesses (including agricultural) to high school and college students.		
E.8.B	Create a network of advisors to mentor new businesses in Town ranging from the virtual company to bricks and mortar businesses.		
E.8	Advocate for changes to state tax regulation in order to allow a reformulation of the Town's tax structure.		
E.9.A	Link and partner with other municipal and state wide advocacy groups to promote significant relief of property taxes.		

Natural and Cultural Resources

ID	Objective / Strategy	Responsible Entities	Timeframe
NC.1	Promote the preservation, appreciation, and sustainable use of our historical and cultural resources for residents and visitors.		
NC.1.A	Regularly update the inventory and map of Amherst's historic resources and ensure that they are available to the Inspections Services Department and other permitting staff when reviewing permit applications. Using the Town's computerized permit-tracking system, link demolition permit requests with the historic resource information available for that property.		
NC.1.B	Establish a historic overlay zoning district in order to encourage preservation, restoration, and rehabilitation of buildings and other resources in existing and proposed National Historic Register districts.		
NC.1.C	Establish new local historic districts to provide enhanced protections for our most significant concentrations of historic resources.		
NC.1.D	Establish a low-interest revolving loan program for rehabilitating historic buildings.		
NC.1.E	Encourage preservation, restoration and rehabilitation/adaptive reuse of historic buildings and outbuildings in collaboration with the Assessor's Office, using such initiatives as: a. Tax incentives, tax abatements. b. Seeking grants that pay for restoration of significant agricultural buildings, with long-term maintenance contracts with owners. c. Purchasing historic preservation restrictions in order to facilitate a. and b., above.		
NC.1.F	Complete, expand on, and improve the existing wayfinding sign system, to mark historic districts and village centers, and to encourage tourism.		
NC.1.G	Develop outreach tools (tours, print publications, web sites, etc.) to disseminate historical data and knowledge of Town history among the public.		
NC.1.H	Work with Chamber of Commerce to encourage sustainable cultural tourism.		
NC.1.I	Develop a street tree inventory and shade tree replacement plan in conjunction with the 250th anniversary.		
NC.2	Foster town-gown cultural interaction so as to provide a rich variety of cultural support structures, opportunities, and activities for all groups and individuals in the community.		
NC.2.A	Create an inventory of local organizations in all fields of cultural endeavor.		
NC.2.B	Inventory and assess performance, assembly, and exhibit venues within the community (including open air spaces, meeting rooms, etc.).		
NC.2.C	Work with Five College Inc. to organize Town and 3-College cultural event opportunities for joint programming and promotion.		

ID	Objective / Strategy	Responsible Entities	Timeframe
NC.2.D	Create a clearinghouse to compile and disseminate information on cultural events through a variety of outlets (e.g. web site, brochures, broadcast media, Internet kiosks, etc.).		
NC.2.E	Develop a Visitor Center in the Town center that provides information and amenities such as public restrooms, publicity materials, and a calendar of events.		
NC.2.F	Increase the amount of civic and/or public space in the Town center through incentives and zoning.		
NC.2.G	Provide incentives to building owners to increase space for locally-produced public art and performances (e.g. public acknowledgement, density bonuses, opening-hour extensions).		
NC.2.H	Establish a revolving loan/trust fund to support public art and resident artists.		
NC.2.I	Sponsor design competitions for streetscape fixtures (bus stops, furniture, recycling bins, etc.)		
NC.3	Conserve land in sufficient quantity and quality to meet agricultural, recreational, and wildlife needs.		
NC.3.A	Identify and permanently protect highest-quality habitats, particularly as identified by state agencies.		
NC.3.B	Identify and permanently protect lands buffering Amherst water supply wells and reservoirs from development. Apply appropriate conservation mechanisms to protect Amherst water supply lands.		
NC.3.C	Identify and permanently protect lands containing priority soil types for best viable agricultural activities (e.g. farming, forestry).		
NC.3.D	Identify and permanently protect important wildlife corridors from development in order to connect fragmented habitats and facilitate local and regional wildlife movement.		
NC.3.E	Revise the Open Space and Recreation Plan to prioritize areas most suitable for land protection and/or development.		
NC.3.F	Create incentives in the permit process for development projects that preserve meaningful areas of viable open space/habitat contiguous to undeveloped or protected portions of land on adjacent properties.		
NC.3.G	Actively manage Town-owned conservation land as wildlife habitat.		
NC.4	Apply principles of environmental sustainability Town-wide.		
NC.4.A	Establish an incentive program for green building design standards for new and renovated municipal, commercial, and residential development.		
NC.4.B	Create zoning rules and local tax incentive to encourage or, where possible, mandate cluster subdivision design, construction of energy-efficient buildings, green/sustainable site design, and use of renewable energy sources (solar, wind, etc.).		
NC.4.C	Implement a program of education and incentives to promote green lifestyles among Amherst citizens.		
NC.4.D	Place dedicated recycling receptacles in public spaces in the downtown and village centers to facilitate and encourage recycling.		
NC.4.E	“Green” the schools as a means of both implementing and teaching sustainability.		
NC.4.F	Invent and promote a green motto for Amherst (“Amherst goes green” or the like). Under this initiative, give out rewards/awards/plaques for lifestyle choices.		

Open Space and Recreation

ID	Objective / Strategy	Responsible Entities	Timeframe
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ID	Objective / Strategy	Responsible Entities	Timeframe
O.1	Protect land that provides significant agricultural, watershed protection, trail systems, habitat, and biodiversity attributes.		
O.1.A	Identify key conservation, recreation, and agriculture land parcels for future acquisition or protection.		
O.1.B	Match these parcels with public and private programs that will support acquisition and/or protection.		
O.1.C	Augment the public trail system with permission from private landowners to connect residential, commercial, and institutional destinations to public rights-of-way as a means of encouraging sustainable transportation.		
O.1.D	Use zoning by-laws (e.g. open space offsets, Transfers of Development Rights (TDRs), and preservation banks) to encourage design that enhances the landscape.		
O.2	Improve the economic viability of the farm community within Amherst.		
O.2.A	Define priority agricultural districts and develop a protocol for conserving land within these districts.		
O.2.B	Employ Town policies to improve the economic viability of the farm community.		
O.3	Provide an adequate supply of accessible, well maintained recreational facilities that will meet the needs of our community.		
O.3.A	Develop clear agreements between the regional school department and the Town that define the division of maintenance responsibilities for recreational facilities.		
O.3.B	Improve handicapped access to existing recreational facilities and conservation trails.		
O.3.C	Develop new, well-designed recreational facilities.		
O.3.D	Acknowledge and support the original plan to use the old land fill for recreational purposes.		
O.3.E	Support the Kendrick Park Committee and a juried design competition to develop a vision for Kendrick Park.		
O.3.F	Identify tracts of land where recreation and conservation can exist side by side, as at the Mill River Recreation Area.		
O.3.G	Inventory old “pocket park” projects (Stanley Street, Cow Field, Orchard Valley, Pomeroy Court) and develop a plan for their restoration to better serve the public’s use.		
O.3.H	Publicize national and state recreation standards to inform Amherst citizens about the relative shortfalls in Town recreational facilities.		
O.3.I	Assign increased budget priority to the management and upkeep of conservation and recreation properties.		
O.3.J	Actively manage conservation lands to ensure areas of appropriate size, enhanced wildlife habitat, and assured access supporting a full range of traditional outdoor recreation, including; fishing, hunting, trapping, gathering, etc.		
O.3.K	Encourage increased recreational program (LSSE) use of Town conservation trails and areas.		
O.4	Institutionalize a process for rationalizing competing public land use interests.		
O.4.A	Develop an administrative land use review process for all Town projects.		

Services and Facilities

ID	Objective / Strategy	Responsible Entities	Timeframe
S.1	Deliver high quality public safety services.		

ID	Objective / Strategy	Responsible Entities	Timeframe
S.1.A	Support high quality police, fire/EMS and dispatch services that are adequately staffed with trained and properly equipped personnel.		
S.1.B	Pursue grant funding to enable community policing and bike patrols and other opportunities to bring citizens and law enforcement together.		
S.2	Deliver high quality pre-K to 12 education.		
S.2.A	Support high quality schools that are adequately staffed and properly equipped.		
S.2.B	Provide adequate funding for school renovations and new facilities as recommended by the School committee, school administration, and the Joint Capital Planning Committee.		
S.2.C	Identify potential land parcels for a potential new elementary school.		
S.3	Provide high quality facilities, services, and programs that serve the needs of all the people of Amherst.		
S.3.A	Maintain basic general government services at a high level of quality.		
S.3.B	Continue to use Community Development Block Grant (CDBG) funds and other available sources of revenue to help low and moderate income families pay for childcare services.		
S.3.C	Support the expansion of medical facilities in Amherst in order to provide access to more comprehensive health care services.		
S.3.D	Help support social service agencies by encouraging communication, coordination, collaboration, and accountability. If seeking funding, support priority needs of Amherst residents in need.		
S.3.E	Expand senior services to meet the needs of a growing senior population.		
S.3.F	Increase local enforcement of Massachusetts building and safety codes and Town regulations requiring maintenance of rental housing.		
S.3.G	Support the activities of the Human Rights Commission.		
S.3.H	Maintain high quality library services.		
S.3.I	Support LSSE and its program of recreation and leisure activities for Amherst residents of all ages.		
S.3.J	Provide adequate distribution of information about Town government matters to all Town residents.		
S.3.K	Explore the use of an information and referral system such as <i>First Call For Help</i> , through which people can get answers to questions about services, programs, and facilities in the Town.		
S.4	Maintain and enhance Town infrastructure consistent with best practices.		
S.4.A	Maintain and repair roads, sidewalks, bike paths and bike lanes consistent with established plans.		
S.4.B	Maintain excellent wastewater facilities according to the 1991 Wastewater Facilities Plan, and update the plan.		
S.4.C	Maintain and update water facilities as appropriate to ensure high water quality standards according to the 2001 Facility Plan Update – Water Supply & Distribution System.		
S.4.D	Study and plan for future utility extensions.		
S.4.E	Plan for and make improvements to the Town’s systems for storm water and drainage.		
S.4.F	The Town should continue to practice Integrated Water Resource Management (IWRM) in the following areas: [listed]		
S.4.G	Establish a program for capital maintenance of the Town’s buildings and facilities, and infrastructure.		
S.4.H	Establish objectives for increasing waste stream recycling and employ life-cycle costing in municipal capital investments.		

ID	Objective / Strategy	Responsible Entities	Timeframe
S.4.I			
S.4.J			
S.5	Anticipate, plan, and budget for large projects responding to the growing demand for Town services		
S.5.A	Support and implement recommendations and priorities of the Joint Capital Plan and secure adequate funding to support the Plan to avoid and reduce the backlog of deferred maintenance.		
S.5.B	Improve Fire/EMS response time to all areas of Town consistent with national standards with careful consideration of the Fire Station Study Committee report.		
S.5.C	Support improved and expanded recreation and leisure facilities for Amherst residents.		
S.5.D	Create a new or renovated Department of Public Works facility.		
S.5.E	Identify land for new cemetery space.		
S.6	Take a leadership role in promoting environmentally sound practices in services and facilities.		
S.6.A	Support principles and implement the strategies of the Town’s Climate Action Plan (2005).		
S.6.B	Provide incentives for use of alternative sources of energy (e.g., wind, solar, local biomass, thermal, etc.). Identify programs that will facilitate alternative energy sources through public and private partnerships.		
S.6.C	Explore ways of reducing energy consumption and implementing environmentally sound practices in public buildings and facilities.		
S.6.D	Establish a permanent standing Town committee to oversee community energy policy.		
S.6.E	Maintain street lights and upgrade the lighting system to be more energy efficient and implement “Dark Sky” concepts to reduce light pollution.		
S.6.F	Encourage good health care practices such as physical activity through community design, public policies, and communications strategies.		
S.7	Strengthen partnerships with colleges and University and improve coordination of services and facilities.		
S.7.A	Support mutual aid agreements between the Town and the University and colleges.		
S.7.B	Explore ways of coordinating services and develop programs such as public health emergency planning and community service activities.		
S.7.C	Explore shared use of existing facilities at Amherst and Hampshire Colleges and the University of Massachusetts (e.g., recreation fields and facilities, and performance and exhibition spaces).		
S.7.D	Continue collaboration of colleges and the Town regarding inappropriate and disruptive student behavior.		
S.7.E	Negotiate payments from the tax exempt colleges, the University, and neighboring municipalities for their share of the cost of public safety services.		
S.8	Incorporate emerging technologies, like wireless technology, into future infrastructure planning.		
S.8.A	Develop a single Town website/portal that provides citizens and businesses secure access to all Town services information.		
S.8.B	Extend the Town’s technology infrastructure securely and completely to the wireless world, providing Town departments seamless access to technology systems while mobile (e.g., Inspection Services, DPW, public safety).		
S.8.C	Improve and expand internet communications/broadband (including wireless availability) throughout the Town, including high speed connections (internet 2 and other state of the art technology). This will connect citizens with each other and the outside world and promote business retention and growth.		

Transportation and Circulation

ID	Objective / Strategy	Responsible Entities	Timeframe
T.1	Plan for an integrated Town-wide transportation system.		
T.1.A	Create a Transportation Plan.		
T.2	Actively promote alternative modes of transportation.		
T.2.A	Establish community-oriented transit using appropriately sized buses and vans to complement existing services.		
T.2.B	Designate and maintain bicycle lanes of at least four feet in width on all major arterial and commuter roadways.		
T.2.C	Expand the sidewalk network to increase pedestrian safety and accessibility along major roadways, in neighborhoods, and in other areas of high pedestrian traffic.		
T.2.D	Improve the safety and comfort of pedestrian spaces and paths.		
T.2.E	Make village centers bicycle friendly and pedestrian friendly.		
T.2.F	Make infrastructure improvements to support alternatives to the use of the private automobile.		
T.2.G	Utilize maps, guides, and instructional materials to promote alternative transportation modes.		
T.2.H	Create "smart" transit stops.		
T.2.I	Experiment with other ways to encourage non-motorized transportation.		
T.3	Increase the frequency, connectivity, and utility of public transit services to meet the needs of residents throughout the community.		
T.3.A	Establish a north-south bus route that offers daily service year round and connects to routes serving other neighborhoods and village centers.		
T.3.B	Pursue local and regional improvements to transit service connectivity.		
T.3.C	Provide seasonal bus service to major off-road hiking and biking trailheads.		
T.3.D	Extend Rack And Roll systems (bike racks) to all buses in system.		
T.34	Observe transportation demand management principles in local planning and regulation.		
T.4.A	Use zoning bylaws, subdivision regulations, and permitting board project review to advance transportation goals.		
T.4.B	Adjust existing regulations to help reduce the number of cars in the downtown area.		
T.4.C	Create a "traffic-shed" computer model that can evaluate short- and long-term impacts of new development on existing roadways.		
T.5	Within the context of community transportation demand management planning, provide adequate public parking to support existing and desired new development in the downtown and elsewhere.		
T.5.A	Make changes in parking policies to organize the public parking supply more efficiently.		
T.5.B	Evaluate existing downtown public and private parking areas for reorganization, management, enhancement, or potential redevelopment as multi-modal facilities, preferably in concert with private mixed-used redevelopment of adjacent streetfront areas.		
T.5.C	Plan for meeting current and future transportation demand through off-street multi-modal facilities providing a range of services.		
T.46	Improve the flow of traffic on major roadways and residential streets to reduce congestion and improve safety.		
T.6.A	Install, relocate, utilize, and evaluate effectiveness of available traffic control systems.		

ID	Objective / Strategy	Responsible Entities	Timeframe
T.6.B	Adjust traffic circulation patterns.		
T.6.C	Complete, publish, and apply traffic calming guidelines for residential neighborhoods and commercial districts.		
T.6.D	Improve roadway signs.		
T.6.E	Adopt a Town policy of “Complete Streets” for all reconstruction or new construction of streets. (www.completestreets.org)		
T.7	Engage in traffic management initiatives with businesses and employers.		
T.7.A	Reestablish a Transportation Management Association to educate employers and the public about commuting options and incentives.		
T.7.B	Create and distribute informative materials and programs on the values of an active and all-inclusive program of traffic management throughout the Town.		
T.7.C	Encourage transportation options to reduce single-occupancy vehicle trips.		
T.8	Aggressively pursue funding strategies for achieving transportation goals.		
T.8.A	Lobby the State Legislature for additional funding for regional transit services.		
T.8.B	Apply for federal and state grants through PVPC as a source of financial support for public transportation enhancements.		
T.8.C	Enact residential- and business-unit permit fees for village center and downtown development projects to support public transportation.		
T.8.D	Explore potential for parking overlay districts in the downtown and village centers with payment-in-lieu-of-parking provision.		
T.8.E	Lobby for state regulations to allow the taxing of land devoted to parking at the same rate as land used for other development.		

Implementation

ID	Objective / Strategy	Responsible Entities	Timeframe
IM.1	Provide resources for implementing the Master Plan.		
IM.1.A	Develop a Long-term Financial Planning Process.		
IM.1.B	Update Capital Plans based on the Master Plan.		
IM.1.C	Prepare annual departmental work programs and budgets with awareness of the Master Plan.		
IM.1.D	Identify and secure funds for prioritized initiatives. (This could include grants, tax measures, bonds, private investments, etc.)		
IM.1.E	Award economic and regulatory incentives based on consistency with the Master Plan.		
IM.1.F	Monitor and ensure fiscal accountability.		
IM.2	Monitor and evaluate implementation.		
IM.2.A	Form a new Master Plan Implementation Committee (MPIC) to oversee implementation of the Master Plan.		
IM.2.B	Prepare and issue annual and periodic reports that summarize the status of all actions and update the Implementation Plan.		
IM.3	Involve a wide variety of stakeholders in implementation.		
IM.3.A	Identify and engage non-governmental partners to assist with implementation.		
IM.3.B	Establish a program to provide ongoing public education on the Plan.		
IM.3.C	Provide ongoing educational opportunities on innovative planning and development practices for the MPIC, Planning Board, Select Board, and other elected and appointed officials.		

ID	Objective / Strategy	Responsible Entities	Timeframe
IM.3.D	Provide final copies of the Master Plan on the Town web site and at libraries.	MPIC	
IM.4	Develop appropriate regulatory tools to implement the Master Plan.		
IM.4.A	Update development regulations as recommended in the Master Plan.		
IM.4.B	Monitor the implementation of new regulations and correct as needed.		
IM.5	Require concurrence with the Master Plan.		
IM.5.A	Require concurrence in rezonings and other major development approvals.		
IM.5.B	Require any interpretations of the Plan by the Planning Board, Select Board, or MPIC to be in writing.		
IM.5.C	Require staff reports to reference the Master Plan.		
IM.6	Update the Master Plan at least every five years.	Planning Board, MPIC	
IM.6.A	Design the Master Plan updating process	Planning Board, Select Board, Town Manager	
IM.6.B	Prepare an updated Master Plan.		