

TOWN OF DUDLEY
FY 2019 COMMUNITY DEVELOPMENT STRATEGY

I. Introduction

This Community Development Strategy (CDS) identifies Dudley’s community development goals and objectives over the next five years, includes a funding plan for addressing them using various potential sources including Community Development Block Grants, and provides a prioritized list of short-term implementation actions. Development of this CDS was led by the Dudley Planning Department with input from other municipal officials and the Central Massachusetts Regional Planning Commission. [Opportunities for public input were provided through dissemination of the draft CDS to Town staff, posting online and on social media, and discussion at a publicized public forum held by the Dudley Planning Board on January 23, 2019.]

II. Goals & Objectives

1. Public Works and Transportation Infrastructure

- a. Develop and implement a comprehensive or neighborhood-by-neighborhood long-range plan for operations, maintenance, replacement and upgrade of municipal infrastructure
- b. Make sewer, water, sidewalk, drainage and roadway improvements with particular attention to the more urbanized neighborhoods near Webster Center with existing older infrastructure
 - i. Replace aging and undersized water and sewer mains and those made of inferior or hazardous materials (asbestos concrete, lead, etc.)
 - ii. Improve drainage system in areas that are prone to flooding and runoff
 - iii. Complete sewer system infiltration/inflow study
 - iv. Continue to coordinate with Town of Webster to operate and upgrade treatment plan as needed
- c. Upgrade infrastructure to offer more opportunity for non-motorized transportation
 - i. Adopt and implement Complete Streets policy and plan
 - ii. Explore options to complete a pedestrian/bikeway corridor linking Nichols College to Webster along West Main Street; implement corridor if feasible
 - iii. Improve ADA compliance of existing pedestrian network
- d. Maintain and upgrade dams
 - i. Assess, maintain and upgrade Town-owned dams in accordance with Mass. Office of Dam Safety requirements
 - ii. Monitor other dam owners to ensure their compliance

2. Economic Development

- a. Support business development
- b. Develop and implement a plan to revitalize the West Main Street corridor
- c. Foster redevelopment or reutilization of brownfields, especially the Stevens Mill
- d. Encourage agricultural growth in expanding markets such as craft brewing

3. Town Buildings and Facilities

- a. Develop and implement a comprehensive long-range plan for operations, maintenance, replacement and upgrade of municipal buildings and facilities
 - i. Make improvements to or replace structures as needed
 - ii. Improve handicapped access at Town structures as needed

4. Housing and Neighborhood Stabilization

- a. Stabilize existing neighborhoods by supporting housing rehabilitation activities for residents in need, especially in areas of predominantly older housing stock
 - b. Encourage new housing in appropriate areas with access to existing infrastructure
 - c. Support improvements at the Dudley Housing Authority
 - d. Investigate zoning options such as back-lot zoning and senior housing zoning to help expand the supply and diversity of housing types
5. Access for Disabled Persons
- a. Develop and implement an ADA self-evaluation and transition plan including review of Town facilities and policies and procedures
6. Services for Youth and Seniors
- a. Provide services when possible for seniors and youth through Town programs or through support of community-based partner organizations
7. Other Social Services
- a. Continue to support low-to-moderate income residents and other high-need groups by pursuing resources for social services in areas such as health and wellness, addiction, literacy, domestic violence, food security, special needs assistance, computer literacy and others
 - b. Pursue regional or shared services and staffing where appropriate
8. Mill and Brownfield Revitalization
- a. Inventory underutilized mills and other previously-developed properties
 - b. Investigate reuse incentives, including zoning changes
 - c. Continue to work with property owners and potential developers to develop reuse strategies for Stevens Mill and other properties
 - d. Obtain resources for environmental site assessment and cleanup as needed
9. Community Planning
- a. Update and expand upon existing plans such as the Master Plan (2000), Economic Development Plan (2018 draft) and Hazard Mitigation Plan (2018 draft)
 - b. Seek resources for and develop additional plans to support other goals listed here

III. Funding Plan

Goal	Potential Funds & Resources	Lead Entities
1	Local; CDBG ; water ratepayers; sewer ratepayers; Chapter 90; CMMPO (TIP); other state/fed grants and loans	BOS; Water/Sewer; Highway
2	Local; CDBG ; private partners; other state/fed grants and loans	BOS; Economic Development Comm.
3	Local; CDBG ; other state/fed grants and loans	BOS; facility-specific departments
4	CDBG ; USDA; Dudley Housing Authority/DHCD; other state/fed grants and loans	BOS; BOH; Housing Authority
5	Local; CDBG ; MOD grants; other state/fed grants and loans	BOS; Disabilities Committee
6	Local; CDBG ; EOE A grants; foundations/donations; other state/fed grants and loans	BOS; COA; Recreation Comm.
7	Local; CDBG ; foundations/donations; other state/fed grants and loans	BOS
8	Local; CDBG ; EPA grants; CMRPC grants (via EPA); MassDevelopment grants; other state/fed grants and loans	Planning; Economic Development Comm.

9	Local; CDBG; CMRPC grants (DLTA); other state/fed grants and loans	Planning; Economic Development Comm.
---	--	--------------------------------------

IV. Priority Actions

The following actions have been prioritized based on community and public input.

Prioritized for the short term (starting appx. FY 2019):

- Goal 1: Assess public works infrastructure such as water, sewer, drainage, and pavement surfaces (including sidewalks), especially in the older densely-built neighborhoods on the east side of town, and develop and implement an improvement plan
- Goal 1: Adopt and implement a Complete Streets policy to improve pedestrian and bike transportation and related recreational opportunities
- Goal 4: Evaluate and (if feasible) implement a housing rehabilitation program to help low-to-moderate income homeowners and maintain neighborhood stability
- Goal 5: Complete and implement an ADA self-evaluation & transition plan; improve Town facilities, policies and services as needed

Prioritized for the medium term (starting appx. FY 2020 – 2023):

- Goal 1: Inventory dams in town for safety and prioritize for repair or restoration (especially Town-owned dams)
- Goal 1/Goal 2: Explore and implement pedestrian-friendly link between Nichols College and West Main Street area
- Goal 2: Implement and promote the Dudley Economic Development Plan
- Goal 2: Continue involvement with local businesses and local business groups; Webster-Dudley Business Alliance, Chamber of Commerce
- Goal 4: Work more closely with the Dudley Housing Authority to implement options to modernize public housing units as needed
- Goal 4/Goal 6: Examine the need for senior housing and implement options if needed
- Goal 6: Enhance existing services for the youth in Dudley
- Goal 6/Goal 7: Support social services that support Dudley’s low-income residents, seniors, disabled, youth and other at-need populations. Services may include nutritional support, domestic violence prevention and victim support, youth services, adult literacy instruction, addiction services, services for seniors, and/or other social services.
- Goal 8: Develop a brownfields inventory
- Goal 8: Evaluate Stevens Mill and other brownfield properties for reactivation; pursue resources to implement assessment, cleanup and redevelopment.
- Goal 9: Review existing plans to determine level of need for updates; pursue resources and update plans as needed

Discussed [and adopted] at the January 23, 2019 public meeting of the Dudley Planning Board.