

Town of Otis Revitalization

Overview

A Working Document

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Committee's Charge

The Town Revitalization Committee is charged with exploring and developing a comprehensive strategy to revitalize the town. This strategy should focus on enhancing the economic vitality, aesthetic appeal, and overall quality of life within the town. This strategy will assist the committee, community and Town leaders in coordinating planning and action efforts.

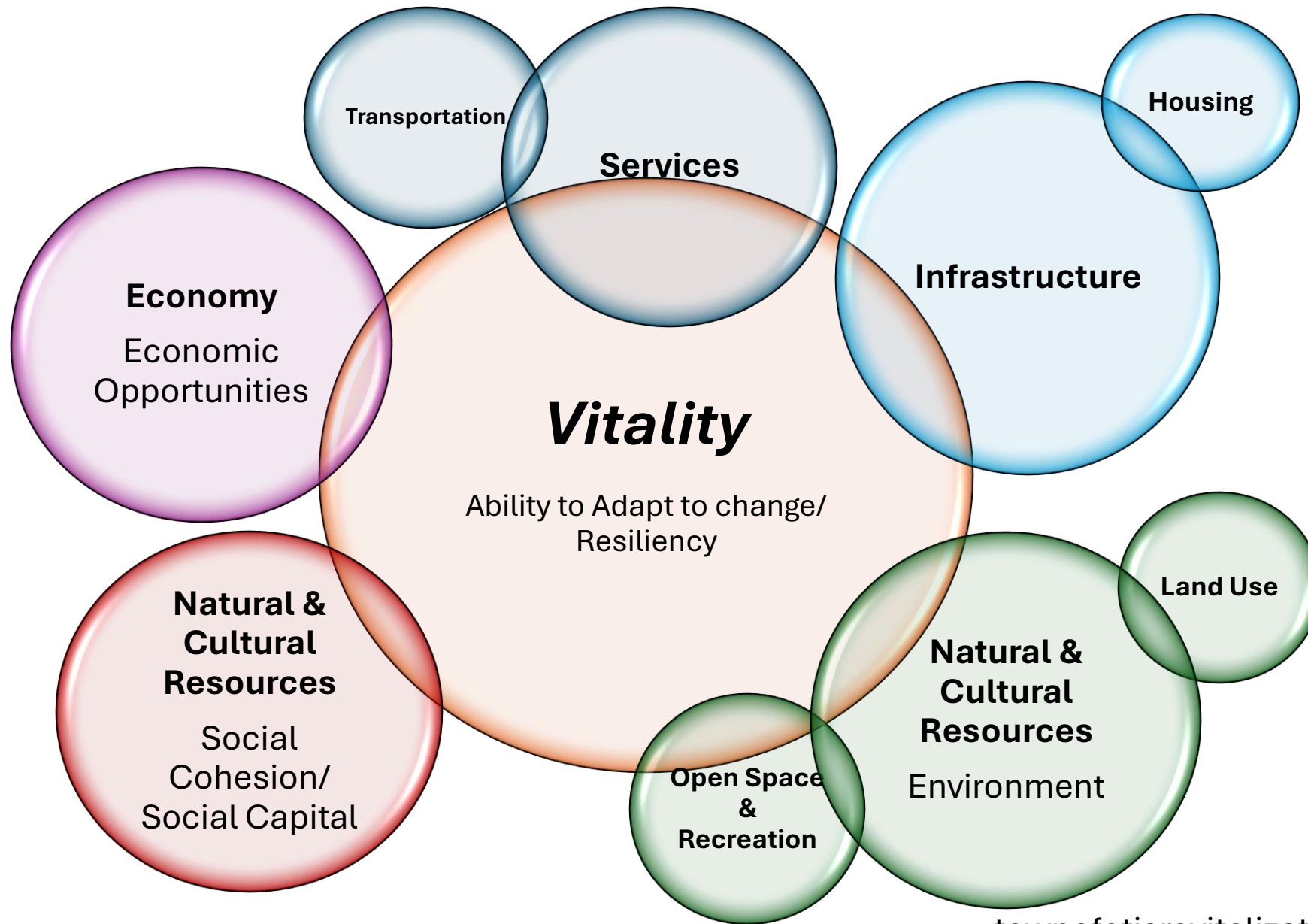
Responsibilities

1. Conduct a Comprehensive Assessment
2. Develop a Revitalization Plan
3. Implement Revitalization Strategies
4. Foster Partnerships
5. Promote the Town

What Makes a Town Vital?

- A Strong Sense of Community
- Diverse Economic Opportunities
- Access to Essential Services
- Vibrant Social Life
- Healthy Environment
- Ability to Adapt to Change & Resilience

Town of Otis



Revitalization

Definitions

Revitalization Categories

Social Cohesion/ Social Capital

- How well do your citizens feel like they belong?
- How well do social groups organize and work together?
- Can momentum for initiatives be found in the social fabric of the town?
- How well do citizens align on topics, or how well do they navigate diverse perspectives while attempting to achieve progress?
- When a town has social cohesion, then it has a greater ability to adapt to change—provided group think does not prevent an agile approach.
- Safety/Crime and normalization of expected or acceptable behavior helps to foster social cohesion and vice versa—social cohesion fosters normalized behavior.

Infrastructure

- How well are the roads maintained?
- Are there reliable water and sewer systems?
- Do the town's municipal policies support vitality & growth or do they inhibit citizens & organizations or businesses from maintaining or growing efficiently?
- Are there qualified individuals filling administrative & governing roles within the town?
- Housing (availability, affordability, types—second home vs full time residence...occupancy)
- Waste management & environmental concerns
- Public Health
- Energy/ green alternatives
- Pollution and hazard mitigation
- How well does the town plan for the future?
- Town Tax structure is adequate for maintaining and growing the community
- Town's ability to secure state and federal financial support
- Participation in collaborative projects and regional initiatives

Services

- Local education
- Emergency services
- Access to health services
- Transportation
- Grocery & Restaurants
- Clothing stores, shoes , cars etc.
- Fuel and car repair or maintenance
- Recreation
- Cultural Activities
- Recreation Activities
- Library
- Are there ample opportunities for people to connect and spaces for this exchange to happen?
- Collaborative approaches & solutions to extending offerings to citizens

Economic Opportunities

- Jobs within the Community (with range of pay scales)
- Skilled workers available to fill open positions
- How welcoming the town is to new businesses (are there restrictions that are preventing business development, village designations)?
- Restrictions on existing businesses (What is the cost of doing business in our town vs. other towns?)
- What drawbacks are there to having a business in our town? (Perception of being out of the way—not enough local travel to support them year-round...)
- Is there ample support for business establishment and growth?
- How feasible is it to work in town for a local business and be able to live comfortably?
- Tourism (have all avenues been capitalized on? How could our lakes/ponds and ski area be leveraged to provide more sustainable jobs and businesses?)
- Is there a specific business need not being met?

Environment

- Is it safe to live, work, and visit here?
- How do the town aesthetics contribute to or deter from its character?
- Are there protections to ensure long-term preservation of the town's landscape and character?
- Are there areas of contamination that need remediation?
- Are there potential areas of contamination or threats to the natural environment/ecosystems/habitats—if so, is there a proactive approach to addressing these concerns?
- What steps is the town taking to reduce pollution and preserve land assets and natural resources? (Decarbonization efforts?)
- Open Space/ Recreation
- Land Use

Ability to Adapt to Change/ Resiliency

- Are there areas within the town that would be compromised if change is needed?
- Are there redundancies for town positions in the event of an unanticipated vacancy?
- How feasible is it to pivot in the middle of a project—is there a lot of bureaucratic red tape, can the town absorb unexpected cost increases easily, can people shift their thinking to accommodate change?
- Does the town have an appetite for creative solutions or does the town revert to tried-and-true examples that may not be the best solution?

What Otis Once Was (The Re in Revitalization)

- Flourishing businesses that are now gone: McMannus Store (gas, groceries, deli, antiques), The Olde Otis Inn/Fratelli's (pizza, restaurant, accommodations, apartment rentals), Terranova's Market/Bonds (general store, deli, prepared foods, gas, artisans), numerous gas stations, Red's Hardware (lumber yard), Seamstress, Home Design & Antiques, Small Engine Repair Shop, Chainsaw & Lawn Mower Sales, Real Estate Agents, Dentist (had more availability & services), family medicine & gynecologist office, The Cozy Spruce (pizza & arcade, pool, etc.), ice cream shops (Farmington River Diner, place past Pappa's), Maple Sugar Shack, Hall's (general store, soda fountain, deli), Country Cousin's Diner which then was a book store, Fish Market, B&Bs (4-5), the Marina (bar & pizza shop), Lee Bank/Legacy Bank/Berkshire Bank, Dot's Bakery, Hillbillies (diner), bait & tackle shop, jet ski and watercraft sales/rentals, mini golf, Winter & Summer Camps (skiing, martial arts, Girl Scouts, Campfire Girls, Horse Riding), Landscaping companies (3-4), Apartments (various locations), Joyous Gard, Hot Dog cart, venues for celebrations such as Isaac Walton, chicken farm, dairy farms, fresh produce market (by Benton pond), Salvage Yard, laundry mat, real estate offices (Pond & Pasture; Giles), Nudist Colony & various other private clubs/organizations.
- Activities no longer offered or reduced: water skiing tournaments, duck race, parades, square dances, concerts, winter activities on the lake (4 wheelers, snowmobile, ice skating), space to have coffee and catch up, martial arts instruction, ski camps, cross country skiing, arts & crafts fairs, clubs for kids (girl & boy scouts, 4-H, etc.), sports for all ages (base ball, volleyball, etc.)

Vision & Goals

- Re-establish the character of our downtown, encourage growth, strengthen existing assets, and increase involvement without significant tax increases.
- Establish “quick wins” to create momentum and community buy-in.
- Set short and long-term waypoints to direct smaller working groups tackling prioritized items.

Responsibility 1

Conduct a Comprehensive Assessment

- Analyze the current state of the town, including its strengths, weaknesses, opportunities, and threats. (SWOT Analysis)
- Identify key challenges and opportunities for revitalization. (TOWS Matrix)
- Assess the needs and preferences of local businesses, residents, and visitors. (Needs Assessment Survey/ Environmental Scan)

SWOT Analysis

A Collective Approach

Example SWOT Analysis*

S

- Otis Ridge
- Otis Reservoir
- Revolutionary War History
- School
- High Speed Internet
- Low Taxes
- Low entry point for residential housing costs
- Quiet, away from traffic and reminders of our daily lives

W

- Abandoned Buildings
- Lack of restaurants
- No retail
- Not a quaint walking town
- Not ascetically pleasing town center; Lack of New England Feel
- Lack of access to the reservoir for tourists
- No summer activities at Otis Ridge
- Limited disposable income of residents; below median income of the area
- A good amount of residents are seasonal between (OWL and Reservoir)

O

- Leverage the unique assets that the town offers (Otis Ridge, Lakes, Historical significance)
- Business located in or very close to the reservoir have a chance to survive even if seasonal
 - Mixed development of residential and commercial
- Beautification of town center; Create a classic New England feel
- Attract younger families
- Attract national attention with Bass Fishing tournaments and water-skiing championships
- Greater access to reservoir

T

- Further degradation of the town thus becoming a ghost town
- Alienation of weekenders who eventually leave (loss of significant tax revenue)
- Increased crime rates

Strengths

- Otis Reservoir: swimming, boating, paddle-boarding, fishing, ice fishing, skating, x-country skiing
- Otis Town Beach – swimming, playground, picnicking
- Public lakes, ponds, 2 public boat launches
- Campgrounds – inexpensive tourist lodging
- Farmer’s Market/ Otis Observer
- One full-time restaurant, two part-time
- Snowmobiling/ATV, hiking trails, Knox Trail - Revolutionary War Hist.
- Otis Ski Ridge – skiing in winter, garden center in spring
- Community Garden
- Historical Buildings and Homes (East Otis Schoolhouse, St. Paul’s)
- Family History (ancestry)
- #7 Best Public Elementary School in Berkshire County, B+ rating
- High Speed Internet, reliable, affordable Wi-Fi
- Low Taxes – AA Bond Rating
- Low entry point for residential housing costs
- Quiet, away from traffic (except Rt. 8) escape & reflection
- Many well-maintained town-owned buildings
- Town Green, Gazebo, skate park, and playground
- Beautification barrels - Otis Cultural Council,
- Summer Camps
- Forethought in securing wind energy and reliable and affordable Wi-Fi and Internet services
- good balance of privacy and community
- Well-maintained roads
- Competent town administration & staff
- Low crime rate- safe community
- Social safety net- Food Pantry, COA, school
- Food, household items, hardware and lumber, fuel, car repair, businesses and builders, electricians, plumbers,
- Community Events – Cultural Council, Library events, “Notice Otis” series, Steak Roast, “Smile Like Jack” Holiday Tree Lighting

Strengths

Social Cohesion/ Social Capital

- Family History (ancestry) –knowing people for generations-develops trust
- good balance of privacy and community
- Low crime rate- safe community
- Community Events – Cultural Council, Library events, “Notice Otis” series, Steak Roast, “Smile Like Jack” Holiday Tree Lighting
- Elementary school, library, COA, Community Events, Food pantry (helping neighbors brings people together)
- Otis Res.- group activities, smaller neighborhoods & HOAs
- Summer camps
- Town Beach- picnicking, playground
- Farmer’s Market- gather to eat, music, buy local goods
- Otis Observer- connects local stories/neighbors
- Open space/green space/ gazebo
- Restaurants become “3rd spaces”
- Trail riding group/ guided hikes & history talks
- Otis Ridge- family/friends meet up
- Community garden
- Historic homes/buildings- connect us to our roots
- High speed internet keeps us connected

Infrastructure

- Community Garden
- Low Taxes – AA Bond Rating
- Low entry point for residential housing costs
- Forethought in securing wind energy and reliable and affordable Wi-Fi and Internet services
- Well-maintained roads
- Competent town administration & staff
- good balance of privacy and community
- Social safety net- Food Pantry, COA, school
- Library
- Public boat launches
- Public ponds/lakes/rivers
- Snowmobiling trails
- Hiking trails & connection to Knox trail/ indigenous peoples trails
- Elementary school
- Well maintained town buildings
- Open space/green space-gazebo/ skate park

Alignment of each SWOT segment to Vitality Categories was conducted by two people. Purple represents one person, green represents the second person, and blue were duplicates that both people identified.

Strengths

Services

- Otis Reservoir: swimming, boating, paddle-boarding, fishing, ice fishing, skating, x-country skiing
- Otis Town Beach – swimming, playground, picnicking
- Public lakes, ponds, 2 public boat launches
- Campgrounds – inexpensive tourist lodging
- Snowmobiling/ATV, hiking trails, Knox Trail -Revolutionary War Hist.
- Otis Ski Ridge – skiing in winter, competitions, garden center in spring
- #7 Best Public Elementary School in Berkshire County, B+ rating
- High Speed Internet, reliable, affordable Wi-Fi
- Summer Camps
- good balance of privacy and community
- Social safety net- Food Pantry, COA, school , library
- Food, household items, hardware and lumber, fuel, car repair, businesses and builders, electricians, plumbers,
- Low crime rate
- Farmer’s market- access to local, fresh food
- Otis Observer-news outlet
- Restaurants- food access

Economic Opportunities

- Gas stations/car repair shops
- food markets
- Hardware store
- Builders/plumbers, electricians, sere/septic, well drilling
- Otis Res—marina; waterside dining; water related competitions, (fishing, skiing, etc.); water crat rentals, concerts on the water; dockside food delivery
- Campground(s)- advertise/ promote
- Farmer’s market-sell wares locally, inexpensive rental costs
- Otis observer- advertising
- Restaurants- expanding, diversifying—proven track record & available locations
- Trail guides/ hunt &fish guides
- History hikes
- Otis Ridge- expand & diversify
- Historic homes- and buildings could become tourist destination
- High speed internet-expands work from home & business opportunities

Strengths

Environment

- Historical Buildings and Homes (East Otis Schoolhouse, St. Paul's)
- Many well-maintained town-owned buildings
- Town Green, Gazebo, skate park, and playground
- Beautification barrels - Otis Cultural Council
- good balance of privacy and community
- Otis Res- not too busy; pretty clean; largest recreational lake in MA
- Campgrounds- help to keep natural spaces but many threaten some areas
- Public lakes/ponds/rivers- need to protect our clean waterways
- Quiet (space between houses & businesses)- balance between privacy & community— provides escape & reflection (except Rte. 8)

Ability to Adapt to Change

- Otis Res- has seen varied degrees of usage- increases in # of houses around lake- but decrease business use & decrease winter time use due to weather
- Restaurants- can adjust for changing # of patrons from season to season
- Historic buildings being repurposed for tourism & education
- Family history- heard & experienced change

Weaknesses

- Unappealing downtown, empty buildings, condition of properties
- Lack of affordable housing
- Aging population
- Limited communication when groups sponsor events
- Speeding on Routes 8 and 23, State Route 8 (Traffic, speed, semitrucks 18 Wheelers) / Speed limits not reinforced
- Outdated Masterplan
- Insufficient parking
- An “if it ain’t broke don’t fix it” mentality
- Lack of gathering spaces and routines that limit social connections
- Lack of Sidewalks, aging sewer system, lack of town water supply, limited involvement in regional efforts
- Slow movement to reach Carbon Neutrality and expansion of alternative energy sources
- Before & afterschool care. health care, retirement community
- Lack of restaurants
- No retail
- Not a quaint walking town
- Lack of access to the reservoir for tourists
- No summer activities at Otis Ridge
- Limited disposable income of residents; below median income of area
- A good number of residents are seasonal between (OWL and Reservoir)
- Underutilized communication when groups sponsor events
- Lack of minimum property regulations/Public Health/ Hording,
- Dump-Junk Yards
- No Parking

Weaknesses

Social Cohesion/ Social Capital

- Aging population
- Lack of gathering spaces and routines that limit social connections
- Limited disposable income of residents; below median income of area
- Lack of minimum property regulations/Public Health/Hording
- Communication pipeline
- Walkable streets- don't "run" into your neighbors
- # of seasonal residents vs. year round

Infrastructure

- Lack of affordable housing
- Outdated Masterplan
- Insufficient parking
- Lack of gathering spaces and routines that limit social connections
- Lack of Sidewalks, aging sewer system, lack of town water supply, limited involvement in regional efforts
- Slow movement to reach Carbon Neutrality and expansion of alternative energy sources
- Unappealing downtown
- Communication- not everyone knows about things
- Speeding
- No Retirement community
- Limited access to reservoir (for visitors & residents)
- # of seasonal residents taxes systems/services
- dump

Weaknesses

Services

- Lack of gathering spaces and routines that limit social connections
- Lack of restaurants
- No retail
- Lack of access to the Reservoir for tourists
- Limited summer activities at Otis Ridge
- Lack of town support to clean up or enforce standards to rebuild/beautify
- Lack of regional involvement
- Childcare
- Aging services

Economic Opportunities

- Empty store fronts/ run down buildings
- Limited restaurants/ retail opportunities
- Insufficient parking
- Limited infrastructure to entice businesses/ expand businesses
- Otis Ridge summer activities
- Low income- not able to pay prices, jeopardizes businesses- can't open their own business or limits time open

Weaknesses

Environment

- Speeding on Routes 8 and 23, State Route 8 (Traffic, speed, semitrucks 18 Wheelers) / Speed limits not reinforced
- Potential/ existing contamination
- Slow movement toward carbon neutrality
- Property regulations are relaxed-low enforcement of public health

Ability to Adapt to Change

- An “if it ain’t broke don’t fix it” mentality
- Empty store fronts/ building conditions
- Repurposing historical spaces to suit town needs
- Speed limits/ enforcement
- Outdated masterplan
- Slow movement toward carbon neutrality
- Low-income population

Opportunities

- Transform center of town
- New library building to provide additional services
- Develop 100-acre park for outdoor activities to the community
- Develop annual town events that are uniquely Otis
- Marketing strategies to promote tourism and to attract new homeowners
- Expand sewer system
- Leverage the unique assets that the town offers (Otis Ridge, Lakes, Historical significance)
- Businesses located in or very close to the reservoir have a chance to survive even if seasonal
- Mixed development of residential and commercial
- Beautification of town center; Create a classic New England feel
- Attract younger families
- Attract national attention with Bass Fishing tournaments and water-skiing championships
- Greater access to reservoir
- Sewer expansion, install town water to select areas, industrial compost station, expanded childcare options for families
- Involvement of younger generations in decision making
- Capitalize on our natural spaces and create a central effort to promote hiking trails, etc.
- Help property owners and existing businesses establish & grow
- Preservation efforts can offer new spaces to bring cultural activities
- Update master plan
- Regionalized EMT service
- Microbus—related to aging population; regional efforts; proposed app to schedule rides for \$3.50
- Demographic analysis—master plan

Opportunities

Social Cohesion/ Social Capital

- Develop annual town events that are uniquely Otis
- Involvement of younger generations in decision making
- New library—gathering space
- Transform town center
- Develop 100-acre park

Infrastructure

- Develop annual town events that are uniquely Otis
- Sewer expansion, install town water to select areas, industrial compost station, expanded childcare options for families
- Regionalized EMT service
- New library building
- Additional energy sources—microgrid
- EV chargers
- Beautification of town center
- Increased access to waterways

Opportunities

Services

- Microbus
- Regionalized EMT service
- New library building to provide additional services
- Develop 100-acre park for outdoor activities to the community
- Develop annual town events that are uniquely Otis: Historic/cultural activities
- attract young families
- Attract national attention with Bass Fishing tournaments and water-skiing championships
- Greater access to reservoir
- Capitalize on our natural spaces and create a central effort to promote hiking trails, etc.
- Transform town center
- Childcare

Economic Opportunities

- Marketing strategies to promote tourism and to attract new homeowners
- Leverage the unique assets that the town offers (Otis Ridge, Lakes, Historical significance)
- Businesses located in or very close to the reservoir have a chance to survive even if seasonal
- Transform town center
- Develop 100-acre park
- Develop annual town events unique to Otis—tournaments/ competitions
- Mixed development of residential & commercial—expand village designation

Opportunities

Environment

- Preservation efforts can offer new spaces to bring cultural activities
- Increase access to waterways

Ability to Adapt to Change

- Capitalize on nostalgia of what once was to rebuild
- Update master plan

Threats

- Environmental pollution
- Possible opposition to change
- It may be too little too late. Missed funding opportunities due to fear of losing local control & oversight, community's decreased appetite for increases to taxes
- Several of our Roads are Dirt and leave them open to weather vulnerabilities, skyrocketing costs to upgrade and maintain infrastructure, no plan for local micro-grid
- Lack of affordability contributes to people leaving and the need for higher paying jobs that are only available outside of town
- Flooding, runoff, perhaps limited oversight of lake & pond pollution and accompanying policies/restrictions
- Limited availability of skilled workers, consistent foot traffic, lack of central effort to support businesses locally
- Costs and usage of services often don't justify investment, often do not qualify for state or federal subsidies due to low number of people served.
- Aging population. Dwindling school age population
- Further degradation of the town thus becoming a ghost town
- Alienation of weekenders who eventually leave (loss of significant tax revenue)
- Increased crime rates
- Tax burden too much to support the changes
- EMS

Threats

Social Cohesion/ Social Capital

- Alienation of weekenders who eventually leave (loss of significant tax revenue)
- Increased crime rates due to lack of neighbors
- Fear of losing control
- Working outside Otis limits
availability to socialize/ volunteer/
get involved

Infrastructure

- Several of our Roads are Dirt and leave them open to weather vulnerabilities, skyrocketing costs to upgrade and maintain infrastructure
- no plan for local micro-grid
- Tax burden too much to support the changes
- Lack of affordable housing
- Decreased population of year-round population puts school at risk of closing

Threats

Services

- Costs and usage of services often don't justify investment, often do not qualify for state or federal subsidies due to low number of people served.
- Limited # of volunteers
- Aging population requires more services-taxes system i.e.. EMS, etc.

Economic Opportunities

- Lack of affordability contributes to people leaving and the need for higher paying jobs that are only available outside of town
- Limited availability of skilled workers, consistent foot traffic, lack of central effort to support businesses locally
- Cost of living doesn't match cost of doing business
- Lack of central support for businesses
- Spiraling nature of degradation

Threats

Environment

- Environmental pollution
- Flooding, runoff, perhaps limited oversight of lake & pond pollution and accompanying policies/restrictions
- Further degradation of the town thus becoming a ghost town
- Lack of oversight & policies/restrictions of environmental impacts to natural resources

Ability to Adapt to Change

- Possible opposition to change
- It may be too little too late. Missed funding opportunities due to fear of losing local control & oversight, community's decreased appetite for increases to taxes

TOWS MATRIX

INTERNAL FACTORS			
EXTERNAL FACTORS		Strengths (S)	Weaknesses (W)
	Opportunities (O)	Strengths/ Opportunities (SO)	Weaknesses/ Opportunities (WO)
	Threats (T)	Strengths/ Threats (ST)	Weaknesses/ Threats (WT)

Yellow highlight = Quick Wins

Green highlight = Priority items

Strengths/Opportunities

- S1: Community Garden- O: Establish a kid's garden, family outreach
- S2: Publicly accessible Benton Pond & Farmington River- O: fishing derby & duck race (Open Space & Rec)
- S3: Preservation efforts underway- O: Increased cultural activities & gathering spaces (Natural & Cultural)
- S4: 100-acre park & other existing trails- O: Expand & interconnect to create a network of trails to market (destination location)
- S5: Existing Committees/ Organizations have annual events- O: Support & Amplify their events and expansion perhaps through a community calendar (separate from the town calendar but that could be integrated as a layer) and more prominent signage in East Otis & Downtown (Services)
- S6: Waterways- O: Increase access for tourists & homeowners (Open Space & Rec)

Strengths/Opportunities Continued

- S7: Historic Buildings & Homes- O: Establish a guided tour, expand activities and events; use for tourism & education (Natural & Cultural)
- S8: Beautification barrels & street cleanup days- O: Expand efforts to beautify the town with the Cultural Council & Highway Dpt. (holiday decorations on lampposts, etc.) (Services)
- S9: Summer camps- O: Increase access for local kids to attend
- S10: Outdoor recreation- O: Expand on existing services by working with businesses (Otis Ridge, Marina, campgrounds) (Open Space & Rec)
- S11: Elementary School- O: Expand services to include daycare & nature school, maximizing on proximity to 100-acre park & bringing students into the system earlier/ retention effort; attract young families (Service)
- S12: Otis Ridge- O: Expand services (Economy)

Strengths/Threats

- S13: Seasonal Communities designation- T: Affordable Housing (Housing)
- S14: Nostalgia for what Otis once was- T: Opposition to change (Social Cohesion; Natural & Cultural)
- S15: Competent town administration & staff- T: Being too little too late (funding opportunities, fear of losing local control, community's decreased appetite for tax increases) (Infrastructure)
- S16: Small town/ tightknit community- T: Costs & usage of services often don't justify investment, often do not qualify for state or federal subsidies due to low # of people served (Social Cohesion)
- S17: Significant aging population- T: Taxing existing systems like EMS, etc. & limits possible tax increases due to fixed incomes (Services)

Weaknesses/Opportunities

- W1: Access to Healthcare- O: Expand healthcare services (urgent care) through EMS & hiring a town Dr./P.A. (Services)
- W2: Affordable Housing- O: Tax Incentives/Attract Developers (Housing)
- W3: Isolation of second homeowners (not enough for them to do in town)- O: Capitalize on natural spaces, coordinate Bass fishing & water-skiing tournaments; encourage new business development
- W4: Empty storefronts- O: Work with state & regional agencies to attract businesses & address inadequacies of the properties (Economy)
- W5: Lack of involvement of young people- O: Develop systems to encourage participation through outreach campaigns, mentorships, internships, community service opportunities (Social Cohesion; Services)
- W6: Increased costs of EMS- O: Join regionalized efforts
- W7: No EV chargers- O: Install using grant funding
- W8: Beautification of town center/ other yards- O: Community clean-up day where fees are waived at the dump (Social Cohesion; Services, Land Use)

Weaknesses/Opportunities Continued

- W9: Slow movement toward carbon neutrality- O: Conduct a townwide assessment (optimal wind/solar locations, industrial composting, green building materials & practices) (Infrastructure, Land Use)
- W10: Property regulations are relaxed, low enforcement of public health – O: Revise zoning and bylaws to encourage rehabilitation (Infrastructure)
- W11: No retirement community- O: Seek a developer to build
- W12: Aligning existing spaces with town needs- O: Complete a building use assessment & citizen/business needs assessment with recommendations (Infrastructure)
- W13: Low-income population- O: Connect with existing up-skilling & job placement opportunities
- W14: Communication & Lack of community awareness- O: Create community calendar, FB page, expand coverage in news outlets, prominent signage (Services)

Weaknesses/Threats

- W15: Insufficient Parking around the reservoir & downtown- T: Limited use, discourages business growth & development
- W16: Walkability of Roads (lack of sidewalks or shoulders, two-way traffic on narrow roads, high speed limits- T: public health, public safety, curbs business development, requires use of motor vehicles which contributes to pollution/environmental concerns and socio-economic factors (Transportation)
- W17: Downtown beautification- T: continued degradation, fewer businesses, decreased revenue from businesses, property values decrease, increased crime, no viable town “center” (Economy)
- W18: Unenforced & under-developed policies/restrictions impacting environmental impacts to natural resources- T: Water contamination, loss of recreation spaces & activities that could reduce property values, decrease business activity, and ultimately reduce town revenue (Infrastructure)

Weaknesses/Threats (Continued)

- W19: Unaffordable cost of living- T: Population decline (Housing)
- W20: Limited high paying local jobs- T: Year-round population decreases, school enrollment decline
- W21: Limited availability of skilled workers- T: Businesses will not thrive & their services will not be offered in Otis (Economy)
- W22: Limited # of volunteers- T: Volunteer burnout or reducing offerings or limited representation, lack of diverse representation (Social Cohesion; Services)
- W23: Lack of central effort to support businesses- T: Business viability (Economy)
- W24: Lack of action taken to revive spaces that has furthered degradation- T: Degradation will continue, and Otis will no longer be *THE PLACE TO BE* (Land Use)
- W25: Inconsistent foot traffic- T: Business instability (Economy)
- W26: Dirt roads- T: Increased maintenance costs, safety concerns for EMS access

Weaknesses/Threats (Continued)

- W27: No plan for a micro-grid- T: Increased electric demand and insufficient grid structure may make Otis vulnerable, may not have access to enough electric power
- W28: Lack of municipal infrastructure (sewer/water/trash collection/industrial compost)- T: Limits development opportunities/interest; limits benefits of ADUs to address affordable housing; increased costs of waste management (Infrastructure)
- W29: Lack of childcare- T: Reduced school enrollment due to children being integrated into neighboring schools to stay with their cohort; unappealing place to live for young families (Services)
- W30: Speeding & Heavy truck traffic along Rt 8- T: Public safety, devaluing property along Rt 8 (Transportation)
- W31: Few retail & dining establishments- T: Loss of revenue (Economy)
- W32: Limited water & sewer capacity- T: curtailed development & expansion of existing assets (Infrastructure)

To be completed in Quarter 2

Needs Assessment/Environmental Scan

Gather collaborative input from local businesses, residents, and visitors to identify their needs and preferences

1 Branching Survey

- Skip logic will be utilized to share one survey widely
- Respondents will indicate which category they identify with: business, resident, visitor, business & resident, or business & visitor
- Specific questions will populate for each category
- The collection period should be no shorter than 3 months.
- Surveys should be made available both electronically and in print and widely distributed.
- A bulk mailing and door to door solicitation should be considered
- Results will be analyzed for trends and presented with additional research to support suggested action items

Environmental Scan

- An environmental scan is a process of analyzing internal and external factors that may affect an organization, project, or activity. It can be a one-time snapshot or an ongoing effort to identify trends and influential forces.
- The purpose of an Environmental Scan is to understand the context in which you operate, identify potential risks or opportunities, build a case for quality measures, support budget requests, and prepare for changes.
- To complete an environmental scan, review literature, consider regulatory and economic environments, consider needs and capabilities of interested parties, and identify trends and influential forces.
- Results can be used to support budget requests, and help leadership understand how a request will prepare the organization to respond to changes
- An Environmental Scan can be used to address the Re in Revitalization (slide 16)—why did the businesses leave, are more people buying out of town, was it a shortage of workers, hiccup in a business plan, etc...

Create Narrative Files of Potential Projects

- Gather information from previous planning documents, interviews with key players
- Outreach to existing and previous owners to understand limiting factors to rehabilitation, business growth & expansion
- Engage local, regional, & state resources to help assess, plan, and execute efforts

Potential Projects in the Quick Wins and Priority sections should be weighed against feasibility & potential impact.

Potential Project List: Quick Wins

- Promote Annual Events/Community Calendar (coordinate)
- Establish fishing derby & duck race
- Business Support Services
- Historic Buildings Renovations/ Homes tour
- Communication Pipeline (Socials, Signage)
- Community Clean Up Day Expansion
- Capitalize on Otis Nostalgia to incite change
- Solicit Volunteers
- Speeding downtown
- Grant application support

Potential Project List: Priorities

- Preservation and cultural activities/ gathering spaces
- Waterway access
- Promote and expand Outdoor Rec
- Expand childcare & school
- Support business growth
- Leverage Seasonal Communities designation & Tax Incentives to address Affordable Housing
- Increase use of grant funding & rightsizing projects
- Overcome costs & usage of services imbalance
- Creative problem solving to address increased need for services while maintaining tax rate
- Healthcare access
- Empty Storefronts/ environmental cleanup
- Mentorship, internships, community service campaign to attract young people
- Townwide assessment of alternative energy sources & microgrid
- Review zoning bylaws to encourage rehabilitation
- Building Use Assessment
- Walkability of Roads
- Re-establish downtown / beautification
- Increased land use & water contamination threat
- Population decline/affordability
- Limited skilled workers
- Sewer/Water /Industrial Compost

Potential Project List Continued: Future

- Promote community garden to families & kids
- 100-acre Park (underutilized)
- Reservoir (inaccessible to locals & tourists)
- Increase access to camps for locals
- Increase tourism through waterskiing
- or Bass fishing tournaments
- Regionalized EMS
- EV chargers
- Retirement community/ senior housing
- Upskilling & Job placement
- Parking downtown & around reservoir
- Increase high paying job opportunities to encourage year-round population growth
- Dirt road maintenance
- Micro-grid

Working Group 1: Needs Assessment Survey

- Needs Assessment Survey
 - Write questions to poll fulltime and part-time residents, businesses, and visitors
 - Create and organize the branching survey in Survey Monkey or Qualtrics
 - Determine distribution methods, collection timeline
 - Analyze & Synthesis data
- Potential Partners
 - BRPC
 - Town Admin
 - Planning Board
- Members
 - Tim W.
 - Sue E.
 - Stacey S.

Working Group 2: Promotion & Community Events

- Promotion & Community Events
 - Promote Annual Events/Community Calendar (coordinate)
 - Communication Pipeline (Socials, Signage)
 - Solicit Volunteers
 - Community Clean Up Day Expansion
 - Establish fishing derby & duck race
- Potential Partners
 - Celebration Committee
 - Cultural Council
 - OPT/ Historical Commission
 - Library
 - Highway & Maintenance (clean-up day)
- Members
 - Jackie G.
 - CeCe F.
 - Stacey S.

Working Group 3: Business Growth & Support and Outdoor Rec, Culture, & Historical

- Business Support & Growth
 - Present identified needs to local businesses as opportunities
 - Connect with skilled workers
 - Increase up-skilling opportunities
- Potential Partners
 - 1 Berkshire
 - Living Local 413
 - Southern Berkshire Chamber of Commerce
 - Mass Hire
 - Local Business Owners
- Recreation & Preservation
 - Capitalize on Nostalgia
 - Historic Buildings Renovations/ Homes tour
- Preservation and cultural activities/ gathering spaces
- Waterway access
- Promote and expand Outdoor Rec
- Potential Partners
 - OPT/ OHC
 - Cultural Council
 - Otis Rec Center
 - Marina/Tolland State Forest
 - MA Hunting & Fishing
- Members
 - Glenn S.
 - Sue E.
 - Celeste W.
 - Hal K.
 - Stacey S.

Working Group 4: Downtown

- Beautification & Development of Downtown Otis
 - Speeding downtown
 - Empty Storefronts/ environmental cleanup
 - Re-establish downtown / beautification
 - MA Development Grant Application
 - Building Use Assessment
- Potential Partners
 - Downtown businesses
 - Cultural Council
 - Library
 - OPT/OHC
- Police
- MA Economic Development / Business Development
- 1 Berkshire
- Larry Gould
- Downtown residents
- Members
 - Sue B.
 - CeCe F.
 - Tim W.
 - Stacey S.

Working Group 5: Infrastructure

- Infrastructure
 - Walkability of Roads
 - Sewer/Water /Industrial Compost
 - Review zoning bylaws to encourage rehabilitation
 - Townwide assessment of alternative energy sources & microgrid
- Potential Partners
 - Larry Gould
 - Jeff Gamelli
- Highway
- Planning
- Zoning
- MA Dept of Energy
- Maintenance
- Members
 - Hal K.
 - Stacey S.
 - Entire Revitalization Committee

Working Group 6: Services & Population Retention/Growth

- Services & Population Growth
 - Expand childcare & school
 - Healthcare access
 - Leverage Seasonal Communities designation & Tax Incentives to address Affordable Housing
 - Mentorship, internships, community service campaign to attract young people
- Potential Partners
 - School(s)
 - EMS
 - CHP
- VIM
- BHS
- Construct
- MA Housing
- BRPC
- Big Brother Big Sister of W. Mass
- Mass Hire
- BCC
- Members
 - Tim W.
 - Stacey S.

Working Group 7: Cost/ Benefit

- Managing costs and benefits
 - Increase use of grant funding & rightsizing projects
 - Overcome costs & usage of services imbalance
 - Creative problem solving to address increased need for services while maintaining tax rate
 - Grant application support
- Potential Partners
 - Town Admin
 - Berkshire Funding Focus: Karen Pelto
- Members
 - All Revitalization Committee Members

Appendix A

2015 Master Plan Action Plan Assessment

Economy	Suggested Leadership	Other Participants	Schedule	Complete
Goal 1: Improve the daily life of year-round residents and increase Otis attractions to second home-owners and seasonal visitors				
Objective: Business outreach and economic development.				
Promote existing businesses and events (through print, radio, web, etc).	Staff	Vol.	Ongoing	N
Invest in infrastructure projects, such as broadband internet and improving energy efficiency, as a form of economic development and a means to support local business.	Staff	BOS, Vol.	Ongoing	O
Work on a regional basis to encourage tradespeople in town to become certified in their fields.	Staff	BOS, Vol.	Immediate & Ongoing	N
Encourage participation in job apprenticeship and mentoring programs.	Staff	BOS, Vol.	Immediate & Ongoing	N
Conduct outreach to explore the reformation of the Otis Business Association.	Admin.	BOS, Staff	1-3 Years	N
Update and reprint the Otis business directory.	Vol.	Staff, BOS	1-3 Years	N
Develop and implement a “buy local” campaign.	Cul. Co.	Vol.	1-3 Years	N
Develop signage and wayfinding in village centers to direct residents and visitors to businesses and attractions.	Maint.	Highway	3-5 Years	N
Explore the development of a grant program to provide technical assistance to Otis businesses.	Smart Growth	Vol.	3-5 Years	N
Update and rename the Otis development review manual.	Planning	Smart Growth	3-5 Years	N
Research and implement succession planning services for local business owners.	Staff	Vol., COA	3-5 Years	N

Objective: Promote the town as a tourist and seasonal destination while creating draws for future year-round residents.				
Promote the town through the existing town flag graphic.	Staff	BOS	Ongoing	N
Continue to develop the historic Knox Trail as a visitor attraction.	Hist. Com.	Parks, BOS	Ongoing	O
Promote the quality of life and Farmington River elementary school as potential draws for new residents.	School	Staff, BOS	Ongoing	O
Expand and develop portions of the town website that market existing businesses and connects people to outdoor activities.	Staff	BOS, Parks, Vol.	1-3 Years	N
Explore the creation of design guidelines for Otis's village centers.	Planning	BOS	1-3 Years	N
Promote the town through a "spend a day in Otis" event or campaign, which connects visitors to businesses and activities throughout the year.	Cul. Co.	Vol.	1-3 Years	N
Engage the community to develop a simplified town logo.	Cul. Co.	Vol.	1-3 Years	N
Objective: Support local agriculture.				
Integrate the Otis farmer's market, farms and farm stands, maple sugar and other forest product businesses into promotional activities.	Staff, Vol.	BOS, Cul. Co.	Ongoing	O

INFRASTRUCTURE		Suggested Leadership	Other Participants	Schedule	
Goal 1: Energy efficiency and self-sufficiency for public and private buildings in Otis.					
Objective: Continue the ongoing Otis Wind Energy Project					
Advance design and construction phase.		Staff	Energy	1-3 Years	Y
Finalize turbine construction.		Staff	Energy	1-3 Years	Y
Objective: Connect Otis residents with energy efficiency programs and small scale energy development programs.					
Continue to make Otis residents aware of programs through Mass Saves.		Energy	Planning, BOS	Ongoing	Y
Investigate implementation of a Solarize Mass program in Otis, possibly in combination with surrounding towns.		Energy	Planning, BOS	3-5 Years	N
Goal 2: Improve Public Facilities and Infrastructure.					
Objective: Integrate existing energy efficiency work, the Otis Wind Energy Project and the shared space study into a multi-year capital improvement plan (CIP).					
Develop a capital improvement plan that includes all town departments and integrates on-going and proposed work, is open to public comment, and is approved yearly at town meeting.		Finance	BOS	1-3 Years	N
Objective: Continue ongoing work to improve the energy efficiency of town buildings.					
Continue to identify, prioritize, and implement energy improvements to existing facilities.		Energy	BOS, Staff	Ongoing	O
Objective: Continue ongoing shared space study.					
Continue ongoing shared space study to create a combined Highway and Fire Department building and reuse other town buildings.		Energy	Staff	Ongoing	Y
Investigate and apply for grant funding as appropriate to implement the shared space study.		Energy	Staff	Ongoing	N
Implement the recommendations of the energy subcommittee shared space study.		Energy	Staff	5+ Years	?

Objective: Expand wastewater treatment in town.				
Research and apply for other funding sources to pursue expansion of wastewater treatment in Otis.	Planning	Smart Growth	Ongoing	N
Resubmit a MassWorks Grant application to fund the expansion of sewer service to the ski area and utilize the excess capacity of the town's existing Wastewater Treatment Plant.	Planning	BOS, BRPC	1-3 Years	N
Examine the development of an additional wastewater treatment facility In East Otis Village. Examine potential alternative or ecological treatment methods. Integrate recommendations with other plans for East Otis. (See also goals for natural & cultural resources, land use and open space and recreation chapters)	Smart Growth	Planning, BOS, Vol.	5+ Years	N
Objective: Expedite broadband internet development in Otis.				
Advance design and construction phase.	Tech.	Staff	1-3 Years	Y
Finalize broadband installation.	Tech.	Staff	1-3 Years	Y

SERVICES	Suggested Leadership	Other Participants	Schedule	
Goal 1: Support a Safe and Healthy Community				
Objective: Continue to participate in regional emergency preparedness training.				
Participate in Homeland Security Plans and Actions for the region.	EMD	BOS	Ongoing	O
Ensure appropriate staff and resources for emergency response teams.	EMD	BOS, Police, Fire	Ongoing	O
Maintain up-to-date hazard mitigation and comprehensive emergency management plans.	EMD	BOS, BRPC	Ongoing	Y
Goal 2: Efficient and Fiscally Responsible Services				
Objective: Streamline costs while maintaining or enhancing levels of service.				
Explore the potential of shared service delivery arrangements.	Admin.	Staff	Ongoing	O
Increase the use of regional group purchasing program.	Admin.	Staff	Ongoing	?
Objective: Improve the town website.				
Identify additional content or features to be provided on the town website.	Staff	BOS	1-3 Years	N
Goal 3: Increase Civic Engagement by Otis Residents				
Objective: Increase participation in town boards, committees, and other town events.				
Work to identify and overcome potential barriers to public participation.	All	Vol.	Ongoing	N
Work to “cross promote” events across town email list serves and through local organizations.	Staff	Vol.	1-3 Years	O
Explore the authorization of “remote participation” on town boards and committees.	BOS		1-3 Years	Y
Develop a system to get regular feedback on the implementation of master plan goals, objectives and actions, such as a “check in” at town meeting, polling, or other means.	BOS	Vol.	1-3 Years	N
Poll town news list serve users to determine who is using the service and more effectively target future event promotion and news distribution.	Staff	Vol., Cul. Co.	1-3 Years	Y

Objective: Develop a “Send In Your Ideas” campaign.				
Develop a “send in your ideas” campaign with input from town boards, committees and the public.	Cul. Co.	Vol.	1-3 Years	N
Solicit ideas from O s residents, community groups and businesses through a mailing or through the town website.	BOS	Staff	1-3 Years	N
Vote to implement the top ideas at town mee ng or a similar forum.	BOS		1-3 Years	N
Objective: Meet the needs of an older population.				
Work with older residents and the Council on Aging to examine needs for housing, transportation, health, and other services.	COA	BOS	Ongoing	O
Participate in the regional Age-friendly Communities task force.	COA	BOS, BRPC	1-3 Years	N?

HOUSING	Suggested Leadership	Other Participants	Schedule	
Goal 1: Address Local Housing Needs.				
Objective: Participate in housing rehabilitation programs.				
Work with housing organizations such as DHCD and Construct Inc. to determine the need for grant programs and or technical assistance for all households, especially those with elderly residents. If a need is identified, locate sources of grant funding to address local needs.	Admin.	Staff., BOS	Ongoing	N
Pursue new rehabilitation funds, which may become available.	Admin.	Staff., BOS	Ongoing	N
Work with appropriate agencies to apply for CDBG funds for rehabilitation grants and loans.	Admin.	Staff., BOS	3-5 Years	N
Objective: Consider options for the development of affordable home ownership.				
Ensure local banks and credit unions continue to participate in MassHousing's lending programs.	Staff	Admin.	Ongoing	N
Consider the potential sale of town-owned lands to create affordable building lots for residential development.	BOS	Staff	1-3 Years	N
Consider other low-cost models such as working with Habitat for Humanity or pursuing development with local vocational school programs.	BOS	Admin.	3-5 Years	N
Objective: Connect residents with programs, incentives, and contractors to address housing needs.				
Continue to make local residents aware of MassHousing's Septic Repair Loan Program and the Low Income Home Energy Assistance Program (LIHEAP).	Staff	Vol.	1-3 Years	Y
Connect citizens with property tax abatement programs such as those available for residents 70 years and older.	Staff	Vol.	1-3 Years	Y
Develop a list of prequalified contractors to assist older Otis residents with housing needs.	Staff	Vol.	1-3 Years	N
Objective: Investigate funding sources and bylaw changes to address housing needs.				
Investigate dedicated funding sources for housing, including possible re-exploration of the Community Preservation Act in O s.	Planning	Smart BOS Growth,	1-3 Years	Y
Explore possible changes to the accessory apartment bylaw to incentivize creation and use.	Planning	Smart BOS Growth,	1-3 Years	Y

TRANSPORTATION	Suggested Leadership	Other Participants	Schedule	
Goal 1: Provide a Complete and Well-Maintained System of Roads.				
Objective: Increase the Town’s Access to Chapter 90 Funding.				
Work with MassDOT to update the list of town maintained roads to receive additional Chapter 90 funding.	Highway	Admin.	1-3 Years	Y
Develop a multi-year spending plan to take full advantage of yearly chapter 90 funding. Integrate this effort with larger capital improvement planning.	Finance	Highway, BOS	3-5 Years	N?
Objective: Continue to place eligible road maintenance needs on the Transportation Improvement Program (TIP).				
Objective: Work to resolve road jurisdiction and maintenance responsibility issues.				
Revisit the Recommendations of the 2005 BRPC Town of Otis Status of Roads and Official Map Report with the Town Highway Superintendent, Town Administrator, Town Counsel, the Planning Board and the Select Board.	BOS	Highway, Admin., Planning	3-5 Years	Y
Revise Recommendations as necessary based on new findings and existing conditions.	BOS	Highway, Admin., Planning	3-5 Years	Y
Objective: Plan for and Address Future Needs.				
As existing culverts and bridges need replacement, ensure that replacement components are adequate to accommodate anticipated future storms.	Highway	BOS	Immediate & Ongoing	Y
Work to coordinate future roadway projects with potential infrastructure development, such as sewer expansion in Town.	Highway	BOS	Immediate & Ongoing	N
Goal 2: Increase Access to Public and Alternative Transportation in Otis.				
Objective: Work with Berkshire Regional Transportation Agency (BRTA) and other towns to provide a public bus stop in Otis.				
Investigate the feasibility of a public bus route with a stop in Otis. Address the route’s location, the number of potential stops, and the potential demand within the town.	Planning	BOS	3-5 Years	N
Objective: Investigate Options for Alternative Transportation in Town.				
Encourage residents to participate in online car sharing or carpooling resources. Link to these resources on the town website.	Staff		1-3 Years	O

Objective: Work with the Council on Aging to better connect elderly and disabled Otis residents with transportation services.				
Improve connections to available elderly and disabled transportation, promote options through the town website and in town mailings and communications.	Staff	COA	1-3 Years	O
Investigate a possible application to the MassDOT and BRTA community transit grant program, that could help fund a vehicle for use by the Council on Aging.	BOS	COA	1-3 Years	N
Goal 3: Enhance the Bicycle and Pedestrian Environment in Town.				
Objective: Adopt a “Complete Streets” approach to future roadway projects.				
Objective: Enhance warning signage and markings on roads frequented by pedestrians and cyclists.				
Identify potential road restriping and lane narrowing that could help to widen the road shoulder available for pedestrians and cyclists.	Highway	BOS	Immediate & Ongoing	N
Identify and implement pedestrian and bicycling improvements throughout town.	Highway	BOS	Immediate & Ongoing	O
Coordinate with MassDOT and other agencies to ensure that potential pedestrian and cycling improvements are included in larger projects and in new construction along state-owned roadways.	Highway	BOS, MassDOT	1-3 Years	N
Request that MassDOT examine options for traffic calming to enhance pedestrian safety in village centers.	Highway	BOS, MassDOT	1-3 Years	O
Work with MassDOT to install shared lane markings or “sharrows” and “share the Road” signage on roads frequented by cyclists.	Highway	BOS, MassDOT	3-5 Years	O
Objective: Establish a “walking loop” in Otis Center.				
Install signage that marks a 1/2 mile and 1-mile walking loop in Otis Center Village and directs pedestrians to the Farmington River Walk and Otis Recreation center.	Maint.	Parks, Vol.	1-3 Years	N
Promote the walking loop through the Council on Aging and the town website.	COA	Staff	1-3 Years	N
Goal 4: Address Wildlife Crossings in Future Roadway Projects.				
Examine options to enhance wildlife connectivity in future roadway projects, particularly bridge and culvert work.	Highway	BOS, MassDOT	Immediate & Ongoing	Y
Examine options to enhance warning signage in wildlife crossing areas or in areas where collisions with wildlife are frequent.	Highway	BOS, MassDOT	Immediate & Ongoing	O
Communicate with MassDOT to ensure that wildlife connectivity enhancement is included in future state roadway work.	Highway	BOS, MassDOT	1-3 Years	O

LAND USE	Suggested Leadership	Other Participants	Schedule	
Goal 1: Revisit Otis' Village Centers				
Objective: Create a redevelopment plan for East Otis				
Revisit the 1998 Clough, Harbour & Associates Master Plan for the East Otis Village Area, as a basis for current efforts.	BOS	Planning, Smart Growth	1-3 Years	N
Engage in a public process on the needs of East Otis to inform the planning process.	Planning	Smart Growth, Vol.	1-3 Years	N
Examine Tax Incentive Financing (TIF) and other funding incentive options to spur the redevelopment of underutilized properties such as the J&D marina.	Finance	Planning, BOS	1-3 Years	N
Examine possible ecological wastewater treatment options for East Otis, such as through a living machine or similar system, which could also serve as an attraction to the area. Develop strategies for siting and funding the system. (See also goals for infrastructure, natural & cultural resources, and open space and recreation chapters)	Smart Growth	Energy	3-5 Years	N
Draft, adopt, and implement a comprehensive redevelopment plan for the area.	BOS	Planning	5+ Years	N
Examine implementation of design guidelines for Otis Center Village.				
Research architectural design guidelines implemented in other rural New England communities.	Planning	BOS, Vol.	1-3 Years	O
Develop and implement a strategy for design guidelines in village centers.	Planning	BOS, Vol.	3-5 Years	N
Examine options for increased day to day and event parking in village centers.				
Conduct a study of existing parking areas and capacity in both village centers and assess future parking needs.	Smart Growth	Maint., Highway	1-3 Years	N
Research and implement options to expand parking in village centers.	Smart Growth	BOS, Highway	5+ Years	N
Goal 2: Research and Develop a Commercial Solar Energy Bylaw.				
Research, develop, and vote to implement a potential commercial solar bylaw.	Planning	BOS	1-3 Years	?

NATURAL AND CULTURAL RESOURCES	Suggested Leadership	Other Participants	Schedule	
Goal 1: Develop and Promote Otis's Cultural and Historic Resources.				
Objective: Identify and nominate town historic resources for state and national Recognition.				
Continue to work with property owners and the historical commission to update the town's listing of historic properties.	Hist. Com.	Vol.	Ongoing	Y
Continue ongoing work to list the Knox Trail on the National Register of Historic places.	Hist. Com.	Parks, Vol.	Ongoing	Y
Work to nominate other historic town resources for state and national recognition.	Hist. Com.	Vol.	Ongoing	Y
Objective: Promote the town's historic resources.				
Organize a walking or driving tour of Otis' historic resources.	Hist. Com.	Vol.	1-3 Years	O
Promote Otis' historic resources through the town website.	Staff	Hist. Com.	1-3 Years	N
Objective: Continue the ongoing process to develop the Knox Trail as a four-season multi-use trail.				
Continue to work with property owners and user groups to develop easements and other permissions for trail access.	Hist. Com.	Vol.	Ongoing	N
Continue to identify significant historic resources and other sites along the Knox Trail.	Hist. Com.	Vol.	Ongoing	O
Invest in the "65 Mile to Albany" Milestone Way, near Algerie road, as a town recreation area and historic resource.	Hist. Com.	BOS	Ongoing	N
Goal 2: Protect Otis' Water and Natural Resources.				
Continue ongoing septic and water quality testing by the Board of Health and others to examine water quality in Otis.	BOH	BOS	Ongoing	O
Continue to enforce existing environmental regulations to protect drinking water resources.	BOH	Con. Com., BOS	Ongoing	O
Investigate sewer expansion in Otis Center Village to utilize the excess capacity in the WWTP. Investigate development of a new wastewater treatment system in East Otis. (See also goals for open space and recreation, land use, and natural & cultural resource chapters)	Smart Growth	Planning	5+ Years	N

OPEN SPACE AND RECREATION	Suggested Leadership	Other Participants	Schedule	
Goal 1: Water Resources are Protected.				
Continue ongoing septic and water quality testing by the Board of Health and others to examine water quality in Otis.	BOH	Con. Com.	Ongoing	0
Continue to enforce existing environmental regulations to protect drinking water resources.	Con. Com.	BOH, BOS	Ongoing	0
Reach out to local conservation and water body groups (Watson Pond Association, ORPOA, Big Pond Association, etc.) to investigate potential issues such as invasive species and boating, etc.	Con. Com.	BOS	1-3 Years	0
Investigate sewer expansion in Otis Village Center to utilize the excess capacity in the WWTP. Investigate development of a new wastewater treatment system in East Otis. Examine potential alternative or ecological treatment systems. (See also goals for infrastructure, land use, and natural & cultural resource chapters)	Smart Growth	Planning	5+ Years	N
Goal 2: Natural Resources are Protected.				
Continue to enforce existing environmental regulations to protect Otis' natural resources.	Con. Com.	BOS	Ongoing	0
Goal 3: Residents and Visitors are Aware of Otis' Open Space and Cultural Resources and Recreational Opportunities.				
Objective: Promote Otis' open space and recreation areas.				
Improve the portion of the website dedicated to promoting Otis' open space and recreation areas and opportunities.	Staff	Parks	1-3 Years	N
Work with existing organizations, volunteers, and the state to mark and reestablish trail systems in town.	Parks	DCR, Vol.	1-3 Years	N
Organize and promote guided and interpretive trail walks, tours, and similar events at town recreation areas.	Parks	DCR, Vol.	1-3 Years	0
Goal 4: The Town's Recreation Opportunities Meet Community Needs.				
Objective: Continue to provide high quality recreation programming through the Otis Recreation Center.				
Work to recruit additional volunteers to manage recreation programs.	Parks	Vol.	Ongoing	0
Poll Rec. Center users about possible improvements to Rec. center programs and amenities.	Parks	Vol.	1-3 Years	N

Objective: Investigate the possible creation of “100-Acre Park” on town-owned land between Route 8 and West Center Road.				
Hold a public forum / workshop on the possible creation of 100-Acre Park.	Parks	BOS	1-3 Years	Y
Work to implement recommendations from the forum if identified.	Parks	BOS	3-5 Years	N
Objective: Continue to improve town parks.				
Examine development of a temporary ice skating rink on the Skate Park.	Parks	Maint.	1-3 Years	N
Identify a location for and establish a playground area in East Otis.	Parks	BOS	1-3 Years	Y
Repave the Skate Park.	Maint.	Parks	3-5 Years	Y
Install horseshoe pits at Town Hall Park. Install picnic tables, and benches at Town Hall Park. Improve landscaping.	Parks	Maint.	3-5 Years	O
Improve ADA accessibility at Town Hall Park.	Parks	Maint.	3-5 Years	Y
Objective: Continue to improve the Big Pond town beach.				
Identify and install improvements at the town beach.	Parks	Maint.	Ongoing	Y
Improve ADA accessibility at the town beach.	Parks	Maint.	3-5 Years	Y
Examine installation of permanent restrooms and changing facilities at the town beach.	Parks	BOS, Maint.	5+ Years	N
Objective: Continue the ongoing process to develop the Knox Trail as a four-season multi-use trail.				
Continue ongoing work to develop the Knox Trail through work with public and private landowners.	Hist. Com.	Vol.	Ongoing	O

Parties Involved in Plan Implementation	Schedule	Parties Involved in Plan Implementation	Schedule	Parties Involved in Plan Implementation	Schedule	Parties Involved in Plan Implementation	Schedule
Admin.	Town Administrator	Con. Com.	Conservation Commission	Finance	Finance Committee	Ongoing	Actions already in progress by the town
All	All Boards, Committees, and Staff	Energy	Energy Committee	Hist. Com.	Historical Commission	Immediate & Ongoing	Actions that can be acted on immediately and integrated throughout implementation
BOH	Board of Health	EMD	Emergency Management Director	Highway	Highway Department	1-3 Years	Projects to be implemented within a 1-3 year me frame
BOS	Board of Selectmen	School	Farmington River School	Maint.	Maintenance	3-5 Years	Projects to be implemented within a 3-5 year me frame
Cul. Co.	O s Cultural Council	Planning	Planning Board	Parks	Parks and Recreation	5+ Years	Projects likely requiring 5 or more years for implementation
Staff	Town Staff	Vol.	Volunteers (residents, local businesses, etc.)	ZBA	Zoning Board of Appeals	Tech.	Technology Committee
BRPC	Berkshire Regional Planning Commission	DCR	Dept. of Conservation and Recreation	Police, Fire, etc.	Other town departments	COA	Council on Aging
MassDOT	Mass. Dept. of Transportation	Smart Growth	Smart Growth Committee				

Y = Yes, it has been done, N = No, it hasn't been done, O = Ongoing effort ? = Unknown

Appendix B

Needs Assessment Survey