

**SOUTH HADLEY ELECTRIC LIGHT DEPARTMENT  
BOARD OF COMMISSIONERS MEETING  
SHELD CONFERENCE ROOM  
JANUARY 29, 2020 AT 6:00 P.M.**

Present for the Board: Chair Greg Dubreuil, Anne Awad, John Hine, Kurt Schenker  
Absent: Peter McAvoy

Present for Staff: General Manager Sean Fitzgerald

The meeting convened at 6:00 PM. Mr. Dubreuil stated that the sole purpose of the meeting was to review the 2019 Master Plan Update document and provide comments back to the Master Plan Implementation Committee (the Committee). The Board reviewed the various Goals and Objectives and Themes and Priorities from the document provided by the Committee. The Board collectively completed the Questionnaire Side A and B, the outcome of which is attached.

**Adjourn:**

On a motion by Mr. Hine and seconded by Mr. Schenker, it was unanimously  
VOTED: to adjourn.

The meeting ended at 6:50 P.M.

  
Anne Awad, Clerk

Approved: February 27, 2020



## GOALS AND OBJECTIVES



**GOAL 1:** South Hadley creates an environment in which all community members can prosper and thrive.

**OBJECTIVE 1-1:** Create the physical and regulatory conditions that support job retention and growth.

**OBJECTIVE 1-2:** Focus economic development that provides needed goods and services to the community in specific areas of Town.

**OBJECTIVE 1-3:** Support the development of housing at different scales and price ranges to meet the needs of people at all life stages and incomes.

**OBJECTIVE 1-4:** Improve connections for all, including those with varied abilities to open space and recreational activities to support community health and engagement.

**OBJECTIVE 1-5:** Strengthen social engagement by providing multi-generational programming.

**OBJECTIVE 1-6:** Support educational resources for people of all ages and abilities.



**GOAL 2:** South Hadley provides community-wide stewardship of its natural, cultural, and historic resources.

**OBJECTIVE 2-1:** Protect the community's drinking water supply and ensure that it is adequate to meet the needs of the community in perpetuity.

**OBJECTIVE 2-2:** Expand resources by engaging community members in support of the acquisition and maintenance of strategic open space parcels to support community and wildlife needs.

**OBJECTIVE 2-3:** Protect agricultural land as a natural resource and encourage active agricultural uses in appropriate places throughout the town as a contribution to the South Hadley community.

**OBJECTIVE 2-4:** Identify state and federal programs and seek grants and other sources of funding.

**OBJECTIVE 2-5:** Develop regulations and programs that support the reuse and rehabilitation of historic buildings, the retention of historic development patterns (the interrelationship of streets, building footprints, and open spaces), and the protection of viewsheds (views of landscapes and/or natural and historic resources), especially those of the Connecticut River.

**OBJECTIVE 2-6:** Integrate cultural opportunities into the life of the Town, including regular and seasonal community events, public art in appropriate areas of town, support for cultural and educational organizations, and a variety of indoor and outdoor gathering spaces.



## GOALS AND OBJECTIVES



**GOAL 3:** South Hadley incorporates measures in its policies and practices to increase the Town's resiliency and ability to prosper and thrive in response to challenges such as a significant economic downturn, changing demographic trends, climate change, or other stressors.

**OBJECTIVE 3-1:** Address climate change and resiliency measures in all actions.

**OBJECTIVE 3-2:** Identify and take advantage of non-tax base revenue sources.

**OBJECTIVE 3-3:** Diversify the tax base to support jobs, goods, and services for residents and strengthen the municipal budget in order to increase capacity and services.

**OBJECTIVE 3-4:** Encourage participation in Town boards and committees by people who are now or have been underrepresented in the community, as demographics change over time, to ensure broad-based representation in decision-making and support for Town policies and actions.



**GOAL 4:** South Hadley is a leader in municipal communication.

**OBJECTIVE 4-1:** Support a strong sense of identity through coordinated graphics on social media, signage, and other messaging.

**OBJECTIVE 4-2:** Provide a consistent, positive message for members in the South Hadley Community and beyond, including attracting new businesses.

**OBJECTIVE 4-3:** Develop a clear and consistent method of publicizing Town policies.

**OBJECTIVE 4-4:** Provide timely information about Town actions, services, meetings, and events.

**OBJECTIVE 4-5:** Function well and consistently in an emergency.

**OBJECTIVE 4-6:** Communicate progress in reaching the goals of this plan using the metrics defined in the implementation plan to indicate success or a need to reorient Town efforts.



## THEMES AND PRIORITIES



### BALANCE PRESERVATION AND DEVELOPMENT

#### PRIORITIES:

##### Protect natural resources.

- Implement protections for the town's drinking water supply, including the entire aquifer, the Bachelor Brook Reservoir, and Buttery Brook
- Protect agricultural land as a natural resource and encourage agricultural activities as a contribution to the South Hadley community
- Provide protections for unprotected agricultural land and the ecological habitat along the banks of the Connecticut River. Conserve ecological habitat and use it for educational programming

##### Preserve historic buildings and development patterns.

- Preserve viewsheds of the Connecticut River
- Preserve Alvord Street as a scenic route
- Develop design guidelines for new development, renovation and rehabilitation, and streetscape, both public and private. Consider compatibility with context, particularly scale, rather than consistency with style

##### Redevelop existing developed but underutilized areas.

- Re-develop South Hadley Falls:
  1. Retain its historic character/identity
  2. Preserve and expand public access to the waterfront
  3. Provide opportunities for new jobs and housing
- Develop Woodlawn Plaza as a part of a 40R smart growth strategy to provide dense mixed-use opportunities for further retail development and affordable housing, building on commercial uses that already exist there

##### Identify specific areas for future open space and recreational uses, including trails.

- Protect the Ledges Golf Course in recognition of its valuable open space and recreational amenities; consider activities in addition to golf
- Identify opportunities to create non-vehicular routes and short-cuts among services, goods, and jobs, as well as open space and recreation



### NEIGHBORHOODS FOR ALL AGES

#### PRIORITIES:

##### Support the development of housing options for all ages and incomes:

- South Hadley Falls
- Intersection of Routes 116 and 33
- Town Common Neighborhood

##### Modify existing regulatory and permitting requirements to encourage diverse commercial uses

- South Hadley Falls
- Woodlawn Neighborhood
- Intersections of Routes 202 and 33
- Town Common Neighborhood

##### Support safe and healthy connections within each neighborhood

- Preserve and expand access to South Hadley's robust network of both passive and active open spaces
- Reduce barriers that prevent students from walking or biking to schools
- Provide inter-generational spaces and programming to diminish feelings of isolation among the senior population
- Provide a wide range of housing options located near services offering affordability and accessibility to increase opportunities for aging-in-place in South Hadley
- Support educational opportunities for children and adults



## THEMES AND PRIORITIES



### PEOPLE, PROSPERITY, HOUSING, AND CONNECTIONS

#### PRIORITIES:

- Track changing demographics to ensure that Town services and programs continue to meet the needs of residents
- Provide and expand services and infrastructure for vulnerable populations
- Support and expand services offered by the Senior Center/Council on Aging
- Ensure that economic growth is equitably distributed within the community by retaining existing local businesses and creating the conditions, including opportunities and incentives, for local small-scale businesses to establish themselves and thrive
- Expand the development of work force initiatives for South Hadley to be a place to attract employees to businesses in town.
- Provide a wide range of options for housing types with affordable units distributed within new housing construction to support neighborhoods with a mix of incomes and ages
- Identify and improve opportunities for expanding physical connections throughout South Hadley including sidewalks, alternative off-road connectivity trails and shared-use paths, and other multi-modal infrastructure
- Offer improved transportation options to provide access to critical services such as food providers, medical services, the library and Town Hall
- Maintain a variety of open space types suited to all age groups and acquiring empty nonconforming lots for small pocket parks or gardens wherever feasible to build up the open space network and connectivity
- Provide street furniture, particularly outdoor seating or other rest areas, as a means to maximize the use of multi-modal connectivity networks by adding a layer of social infrastructure



### SUSTAINABILITY AND RESILIENCY

#### PRIORITIES:

- Reinforce and publicize a strong community identity, continuing the use of a consistent graphic identity for Town materials (physical and virtual) and extending a consistent identity for signage throughout the town
- Develop a marketing program to attract a variety of businesses to the four developed areas of town
- Increase usage of website and social media to communicate with residents
- Increase person-to-person outreach in the town, especially for isolated populations
- Engage residents new to municipal processes to increase the pool of volunteers and people invested in Town policies and programs





## QUESTIONNAIRE - SIDE B

BOARD/COMMITTEE:

### RESOURCES

Please list any resources you (your board or committee) anticipate requiring in order to address actions to support the proposed goals.

See attached

### METRICS

Please describe how you (your board or committee) might measure the success of actions taken to support the proposed goals.

See attached

### ADDITIONAL COMMENTS

Thank-you for your feedback! If you have any additional comments, questions, or concerns, please feel free to express them below:

See attached

**2019 Master Plan Update  
SHELD  
Questionnaire Side A**

**Actions**

**Please list any actions you (your board or committee) are currently taking to support the proposed goals.**

- Goal 1
  - Objectives 1-1, 1-2 and 1-3 are currently supported through the launch of fiber and through low and stable electric costs.
  - Objective 1-5 is supported through the launch of fiber.
  - Objective 1-6 is supported through the launch of fiber, the newsletter and social media presence, safety awareness programs and SHELD's support of community events.
- Goal 3
  - Objective 3-1 is supported as SHELD has the lowest carbon footprint of any community in Massachusetts. SHELD also has a generous net metering policy and actively participates in available rebate programs for renewable energy installations. Resiliency is supported with enhanced reliability through greater redundancy for electric supply and the launch of fiber with redundancy.
- Goal 4
  - Objective 4-1 SHELD is also supporting a strong sense of identity with updated and coordinated graphics for both electric and fiber operations throughout all social media, signage and messaging.
  - Objective 4-2 is supported through the launch of fiber and through low and stable electric costs to attract new businesses.
  - Objective 4-4 is currently supported through an award winning website, newsletters, social media presence, and safety awareness training in the community.
  - Objective 4-5 will be supported aiding in emergency response with fiber (among town departments, residents, etc.). Additionally excellent response time and enhanced reliability through greater redundancy will aid in emergency situations.
  - Objective 4-6 fiber goals can be established and success measured through total business installations/total businesses and total home installations/total homes which will also facilitate benchmarking to other communities with fiber.

**Please list any additional actions you (your board or committee) would like to take up to support the proposed goals.**

- Goal 1
  - Objectives 1-1 and 1-2 Greater participation in economic development initiatives to promote low cost reliable electricity, availability of fiber, and potentially offer incentives for business or industry to locate or expand in South Hadley.
  - All Objectives Potential of offering town wide Wi Fi services at some point in the future. Also continued community support through marketing.



- Goal 2
  - Objective 2-5 SHEL D currently occupies a historic building that is on the banks of the Connecticut River and in the heart of the historic village of South Hadley Falls. As a utility provider, SHEL D should not be located in a flood zone. Also, due to the rapid growth of programs and staff at SHEL D, it might be necessary to move to a different facility. In this case, the current facility would be available for redevelopment or removal to provide river access.
- Goal 3
  - Objective 3-1 Incorporate renewable energy into our portfolio over time as load permits either through Department owned assets or other large scale installations.
  - Objective 3-4 Encourage ratepayers of diverse backgrounds to run for the SHEL D Board to ensure than all businesses and residents have access to Board functions.

### Questionnaire Side B

#### Resources

**Please list any resources you (your board or committee) anticipate requiring in order to address actions to support the proposed goals.**

The Board anticipates accomplishing all actions utilizing the resources of the Department.

#### Metrics

**Please describe how you (your board or committee) might measure the success of actions taken to support the proposed goals.**

Measurement metrics are included in the action comments where applicable. The Department's strategic plan also identifies key metrics to measure the achievement of goals.

#### Additional Comments

**If you have any additional comments, questions, or concerns, please feel free to express them below:**

SHEL D's Strategic Plan identifies five themes; reliability, customer engagement, community development/enhanced quality of life/workforce, and finance that align with and support the draft Master Plan. Linking of the Strategic Plan's vision, values, key operating strategies and strategic goals to the Master Plan further supports the Departments alignment with the plan.