

# Chapter 10

Implementation



## CHAPTER 10: Implementation

M.G.L. Chapter 41, Section 81d, provides a clear statement of the requirements for implementation of master plans. The implementation section "...defines and schedules the specific municipal actions necessary to achieve the objectives of each element [section] of the master plan. Scheduled expansion or replacement of public facilities or circulation [transportation] system components and the anticipated costs and revenues associated with accomplishment of such activities shall be detailed in this element. This element shall specify the process by which the municipality's regulatory structures shall be amended so as to be consistent with the master plan."

To view the text of the statute, go to <http://www.mass.gov/legis/laws/mgl/41-81d.htm>

The Master Plan is established under the jurisdiction of the Planning Board. However, it deals with many elements in the community that are not directly under the control of the Planning Board. For instance, capital planning of municipal facilities generally falls under the policy direction of the Board of Selectmen and within the job description of the Town Administrator. Thus, it is important to involve a wide range of local leaders in implementing the goals of the plan.

However, nearly as soon as a Master Plan is published, some elements become obsolete due to new information emerging, urgent needs surfacing, and in some cases a change in political will. The long-term Master Plan attempts to project as nearly as possible what the community's goals and priorities should be into the future. Nonetheless, it is critical for this section and the specific tasks within the Master Plan to be evaluated on a regular basis. Annually is ideal but certainly at least every other year, the community should engage in a dialog around its priorities.

Because a Master Plan looks comprehensively at known deficiencies and structural goals voiced by the community, it is not possible to have completely adequate information on each of the topical areas in order to set short-term priorities. For instance, how can we know if a fire station or a new school should be built within the next two years, five years, or ten years, without first evaluating the costs of each project? Similarly, while we can say it is desirable for the community not to get involved in providing water or sewer services, will that approach change by necessity should Stow's groundwater become contaminated or should a local water supplier serving hundreds of houses no longer be financially solvent? These examples highlight why priorities can and perhaps should change in response to new information. These examples also suggest the importance of pre-planning toward larger goals.

Where possible, in order to assist the community in taking steps to implement this plan, we suggest smaller steps to take toward accomplishing the larger goals. As an example, in the Economic Development chapter we identify having a more diversified local tax base as a goal

and we indicate a number of actions to assist in this endeavor. There are also a number of areas where we suggest zoning improvements but we are careful to emphasize the need to have a robust public process in developing those zoning amendments.

Because of the changing factors discussed above, Master Plan Committee members had mixed feelings as to the value of ordering goals and priorities by rank across the various topical areas. Nonetheless, an attempt to do so was made in the following sections where a number of charts are offered. These charts were created as a tool to assist the reader in identifying the items that did rise to the top as being among the most important short-term and long-term goals. We have also made an effort in these charts to specify which entities in town should bear the primary responsibility for implementing specific goals. However, as another note of caution, the “responsible party” could change if the Town seeks a different course of action than is prescribed in this document. Or, the “responsible party” could be modified to reflect new ways of doing things such as expanded or consolidated departments, newly formed committees, active resident participation, etc.

The Master Plan Committee is also pleased to report that the Board of Selectmen intends to take an active role in implementing this document. Following its publication, steps will be taken to ensure that the goals and priorities are regularly evaluated against existing expenditures, staffing, and management plans.

Specifically, the Town of Stow will create an implementation team under the direction of the Board of Selectmen to establish an evaluative system governing the decision-making process in undertaking the programs and projects identified in the Master Plan. The process will include an assessment of all priorities identified in the Master Plan and ultimately, the development of an actionable, long-range community development plan. Working in concert with the appropriate boards and committees, the Selectmen will facilitate overall design, funding, construction, and management of the Master Plan’s highest priorities.

This implementation team will be responsible for the ongoing process of identifying costs associated with undertaking individual items and in recommending to the Finance Committee and Town Meeting the programming of revenue to pay for the various undertakings.

The Master Plan Committee suggests this implementation team include a member from each of the topical areas discussed in the plan as well as a member from the Finance Committee, the Town Administrator’s office, and the major department heads in town. The Implementation Team might wish to take an active role in evaluating the Capital Plan, budget, and Town Meeting Warrant by way of submitting an annual report to Town Meeting indicating which articles support the goals of the Master Plan and which do not.

Furthermore, the Implementation Team might wish to develop measurement indicators by which the progress toward achieving various goals will be measured. These types of indicators are sometimes also called “benchmarks” and other times termed “evaluation measures.” It is important to have some means of determining progress toward meeting a goal.

Within this document there may be some goals that have yet to be fully fleshed out due to the comprehensive nature of this report and the difficulty in including specificity on every topic. Therefore, a final task for the Implementation Team could be to serve as a catalyst to help develop further clarity on goals in their nascent stage.

While there are goals and priorities for each element listed at the end of some chapters, they are also distilled here into these cohesive tables printed below. Again, these tables will assist the reader and the Implementation Team in comparing the various priorities and needs competing for scarce revenues.

When considering implementation, it is important to note that the Master Plan is best used as a living document and not one shelved upon completion. For this reason, the Master Plan Committee has taken due care to release drafts of this document along the way to various committees and other interested parties. It then held a public forum on April 12, 2010 to obtain feedback from the community and met again to consider specific suggestions, edits, and comments.

The Master Plan Committee wishes to thank all of the Boards and Committees, as well as individuals who provided written comments subsequent to the draft release of this document. We have tried to include revisions addressing as many of the comments as possible. In some cases we received comments that conflict with one another, thus making it difficult to satisfy all reviewers. Nonetheless, we did our best to incorporate as much as we felt was appropriate.

As a final stage of releasing the document, the Master Plan Committee intends to go around to each of the various board and committees plus department heads and discuss with them the elements of this plan that are pertinent to areas within their control. Where various individuals or boards and committees are designated to carry the ball on specific goals, these parties will be consulted and engaged in the endeavor of implementation.

Through this process we hope to establish a truly collaborative approach to successfully implement this Master Plan.

The following section includes a variety of charts intended to present priority action items in a variety of different ways to enhance the readers understanding of what this plan ultimately determined were important goals. When all information was culled from the various chapters, there were 70 items that merited inclusion and emphasis in this final implementation chapter. In order to distill all of this information, committee members rank ordered each of the items with a system using “1” for *low priority*, “2” for *medium priority*, and “3” for *high priority*. Then we took an average among all committee members’ responses and discussed the results to verify that the data were representative of how the committee wished to portray the importance of each item. The committee then followed a similar process to rank the relative time frame for implementation of each action item. “1” was used for *short term* for items that that the committee felt the Town should tackle in the next 1-2 years. “2” signified *medium term* for those projects to undertake in years 3-5, and “3” depicted *longer term* projects which would take 6 or more years to either initiate or complete.

In the priority ranking, we then sorted the results to be able to list them in descending order with the highest priority items at the top of the chart. That chart is presented below:

FIGURE: 30 Comprehensive Implementation Chart

<u>Priority Rank</u>	<u>Ch.</u>	<u>Action item</u>	<u>Average Priority Rank</u>	<u>Committee Priority</u>
1	5	<b>Identify sources and develop strategies to mitigate excess of phosphorus in Elizabeth Brook during high-water, wet weather conditions</b>	2.8333	High
1	3	<b>Monitor and maintain affordability of the Subsidized Housing Inventory to avoid loss of individual units as they come up for resale.</b>	2.833	High
1	5	<b>Actively pursue improvements to Lake Boon problems by educating residents about key environmental issues especially use of fertilizers and products containing phosphorus, proper septic maintenance, well water quality, etc.</b>	2.833	High
1	6	<b>Implement a Golf Course Study with a goal to protect existing scenic vistas and evaluate the preferred method of future development on those parcels.</b>	2.833	High
1	6	<b>Protect and preserve the health of Lake Boon.</b>	2.833	High
2	4	<b>Establish Lower Village Mixed-Use Overlay District</b>	2.8	High
2	5	<b>Pursue zoning and bylaw changes to limit development on the lake</b>	2.8	High

<u>Priority Rank</u>	<u>Ch.</u>	<u>Action item</u>	<u>Average Priority Rank</u>	<u>Committee Priority</u>
3	4	Work with owners of commercial properties that do not meet DEP compliance standards and monitor those that might be on the verge of noncompliance to see how they can be assisted in securing DEP approval.	2.6666	High
3	3	Capitalize the Stow Municipal Affordable Housing Trust through a number of resources, including payments through the fees in-lieu of actual units, private donations of land and funding, and negotiated fees from developers. In addition, the Community Preservation Committee could be asked to make a recommendation at Annual Town Meeting to allocate the 10% required funding for affordable housing to the Affordable Housing Trust Fund for a specific project purpose. A better capitalized trust will allow the Stow Affordable Housing Trust to respond quickly to new affordable housing opportunities without having to wait for the next Town Meeting for fund allocation approval.	2.666	High
3	5	Stay engaged in ongoing discussions and studies such as the Assabet River Study Coordination Team and maintain an active role in any future studies initiated	2.666	High
3	6	Protect Open Space in Southwest Stow.	2.666	High
3	6	Foster pedestrian mobility through the implementation of sidewalks and other planning strategies.	2.666	High
3	7	Explore arrangements with private water suppliers and work collaboratively with appropriate private entities to expand water supply to schools, municipal facilities and private users.	2.666	High
3	8	Pursue funding for further steps that would follow up on the recent Lower Village traffic study, such as a feasibility study and preliminary design, through either grant opportunities or other municipal appropriations.	2.666	High
3	8	Pursue means to connect the northern end of the Stow Assabet River Rail Trail with the Rail Trail in Maynard and the southern end with the Hudson Rail Trail while state and federal funding are still available to do so.	2.666	High

<u>Priority Rank</u>	<u>Ch.</u>	<u>Action item</u>	<u>Average Priority Rank</u>	<u>Committee Priority</u>
4	4	Evaluate Zoning and consider modifications for parcels in the Industrial District in and around Minute Man Air Field to promote lower-intensity uses such as support facilities for cleaning or landscaping services/ businesses, or small light industrial facilities, incubator businesses and commercial recreation	2.6	High
4	6	Protect lands that will preserve Stow's "rural character".	2.6	High
5	3	Create an inventory of land parcels that are potentially suitable for some amount of affordable/work force housing, mixed income, or mixed use development. This action also includes integrating affordable housing into the Open Space and Recreation Plan. (Part of this task has already been completed by the Land Use Task Force. Refer to their 2009 report for the details.)	2.5	High
5	5	Encourage the DEP to fund follow-up studies of non-growing season phosphorus discharge and its role in the overall nutrient budget of the river	2.5	High
5	6	Complete the Rail Trail by linking existing trails.	2.5	High
5	7	Increase stabilization fund balance to approximately \$1 million to cover for unexpected events and to minimize disruption to services during economic downturns	2.5	High
5	7	Undertake a limited personnel study that would include evaluation of existing Town Hall administrative and planning positions, analyze job descriptions, compare duties to towns of similar size and wealth and interview boards about capacity issues	2.5	High
5	7	Set money aside in the near future for a feasibility study to evaluate the re-use options for the Pompositticut School facility.	2.5	High
5	7	Undertake outreach program to educate residents in the Lake Boon neighborhood to decrease phosphorus contamination by reduce fertilization of lawns and gardens and to reduce the use of phosphorus-laden detergents (in laundry and dishwashing) and other contaminants that enter the lake and groundwater through run-off and/or infiltration from septic systems.	2.5	High
6	4	Establish Gleasondale Mill Mixed-Use Overlay District	2.4	Medium

<u>Priority Rank</u>	<u>Ch.</u>	<u>Action item</u>	<u>Average Priority Rank</u>	<u>Committee Priority</u>
6	4	Identify the appropriate smart growth principles that are applicable to Southwest Stow and methods to achieve those principles.	2.4	Medium
6	8	Monitor and participate in decision making on opportunities for expanded transit service through MART or MBTA	2.4	Medium
6	8	Explore opportunities for funding of roadway projects through the Boston MPO including designating a staff person to act as the municipality's TIP Coordinator.	2.4	Medium
7	3	Modify zoning to allow residential development under more conditions that would increase the diversity of housing types and choice, integrating affordable housing into more areas as well. For example, the Town could consider allowing free-standing multi-family housing, creating an overlay district with incentives for the development of "cottage housing", etc.	2.333	Medium
7	3	Provide gap financing to leverage project financing as such funding. Typically CPA money in the case of small towns, often provides the last "gap filler" to make projects feasible and the key leverage to secure necessary financing from state and federal agencies as well as private lenders.	2.333	Medium
7	3	Help qualifying residents access housing assistance including a wide range of programs and services for counseling, support with housing-related expenses, and home improvements.	2.333	Medium
7	5	Continue procuring parcels and working with property owners to establish contiguous access as a right-of-way to the Rail Trail	2.333	Medium
7	5	Discourage teardowns	2.333	Medium
7	6	Expand recreation/conservation district zoning to establish Wildlife Habitat corridors which will ensure the continued movement of wildlife as lands are developed. These important parcels should be protected with conservation restrictions.	2.333	Medium
7	6	Change Planned Conservation Development bylaw to require that the open space be designated prior to determining where the homes will be sited.	2.333	Medium

<u>Priority Rank</u>	<u>Ch.</u>	<u>Action item</u>	<u>Average Priority Rank</u>	<u>Committee Priority</u>
7	7	Further evaluate septic system policy in Lake Boon neighborhood, with special consideration to the following: building limitations or moratoriums on new homes; public water or sewer system; zoning changes; etc.	2.333	Medium
7	8	Participate actively in the efforts of the MAGIC study to evaluate whether or not bus rapid transit (BRT) could be developed in conjunction with the proposed rail trail slated to be built on the MassCentral Branch Railroad and follow closely the possibilities and recommendations that could come out of this study.	2.333	Medium
8	4	Implement Smart Growth Principles in Northwest Stow including compact development, preservation of the environment, and conservation of natural resources;	2.2	Medium
9	3	Modify or replace existing regulations for Planned Conservation Development to include incentives for affordable housing (PCDs are subject to inclusion of affordable housing) and several other provisions to strengthen the bylaw and make it more responsive to more current needs and priorities. For example, density incentives could be added to the PCD bylaw. Also, the Town should look at the provisions in the model bylaws developed by the Metropolitan Area Planning Council and other organizations.	2.166666	Medium
9	3	Continue to pursue the Affordable Housing Deed Restriction Program that has been funded with \$250,000 in CPA funds to purchase deed restrictions from lower income property owners, converting these units to long-term affordability upon resale. A priority should be the purchase of permanent deed restrictions on the Elm Ridge homes and Plantation Apartments.	2.16666	Medium
10	4	Engage those with diverse perspectives to participate in dialog about appropriate ways to improve economic development.	2.1666	Medium
10	3	Modify the Comprehensive Permit Policy (December 2002) to provide more explicit architectural design guidelines, emphasize acceptable density ranges, be consistent with new state guidelines and better reflect housing strategies and production goals. Also, the Comprehensive Permit Policy should be revisited to determine if the conclusion that the most "acute" need is rental housing for all income levels and to determine if this is still what the Town wants.	2.166	Medium

<u>Priority Rank</u>	<u>Ch.</u>	<u>Action item</u>	<u>Average Priority Rank</u>	<u>Committee Priority</u>
10	4	Work with Planning Board to consider developing peer review guidelines and having peer review consultants at-the-ready or “on-call” to assist when large projects come up.	2.166	Medium
10	5	Continue efforts to procure funds and work collaboratively with SCT and other groups to complete the Emerald Necklace trail	2.166	Medium
10	6	Acquire and preserve land for future active and passive recreation needs.	2.166	Medium
10	6	Implement a new bylaw requiring sewage package treatment plants for parcels in the Water Resource Protection District.	2.166	Medium
10	6	Appoint a committee to explore building a mutigenerational community center.	2.166	Medium
11	3	Conduct ongoing community outreach to continue to inform local leaders and residents on the importance of affordable and work force housing and to present information on local housing initiatives.	2	Low
11	3	Consider obtaining resources to help with implementation of the Housing Production Plan 2010” document by hiring, sharing or using consultants.	2	Low
11	3	Establish a reasonable fee to the Town for peer review services from applicants of comprehensive permits per requirements set forth in 760 CMR 56.05 and 56.06.	2	Low
11	3	Modify the inclusion of affordable housing zoning bylaw (2003 Annual Town Meeting) to allow more housing types in such developments, including a more reasonable restriction on multi-family housing; insert more specific density provisions to permit a specified amount of units beyond what would be allowed in a conventional plan and sufficient to fully offset the costs of the affordable units; provide for a percentage of homes affordable to “below-market” households, i.e., households with incomes 81-110% of area median income. Also, modify the fee in-lieu-of provision to more accurately reflect the Town’s cost to provide affordable housing units.	2	Low

<b>Priority Rank</b>	<b>Ch.</b>	<b>Action item</b>	<b>Average Priority Rank</b>	<b>Committee Priority</b>
11	3	Offer predevelopment funding through CPA funds to ensure that the development will be feasible, particularly given site conditions.	2	Low
11	3	Support permitting as appropriate, to expedite approvals and lend local support during the permitting process on affordable housing developments.	2	Low
11	5	Find ways to preserve existing structures	2	Low
11	6	Identify issues and opportunities for recreation on, and additional conservation of Crow Island.	2	Low
11	6	Complete the Stow Emerald Necklace by linking or creating trails.	2	Low
11	6	Limit the alteration of trees and stonewalls along Stow's scenic roadways by adopting the Scenic Roads Preservation Bylaw.	2	Low
11	6	Obtain prior Town Meeting approval to purchase key open space parcels when they become available.	2	Low
11	8	Pursue participation in the state's Safe Routes to School program	2	Low
11	8	Pursue the development of a town-wide Traffic Calming policy and include in it the preferred construction form of crosswalk treatments appropriate for various types of roadway crossings	2	Low
12	3	Provide suitable public property for development as the contribution or "bargain sale" of land owned by the Town or other public entities but not essential for government purposes.	1.8333	Low
12	5	Restrict total number of new building permits	1.833	Low
12	5	Limit square footage of new development to protect against overbuilding	1.833	Low
12	5	Explore protection of historic homes and buildings through possibilities such as a historic inventory; zoning/bylaw changes to discourage teardowns; restrict rebuilds	1.833	Low
12	5	Explore improvements to the Lower Village including a village-friendly bylaw; inclusion in the National Register	1.833	Low

12	6	<b>Formulate a Demolition Delay Bylaw and evaluate areas of town for implementation.</b>	1.833	Low
13	5	<b>Explore protection of the Town Center through possibilities such as a historic district, conservancy overlay district, demolition delay bylaw, Mass historic inventory</b>	1.666	Low
14	4	<b>Facilitate creation of a town committee, perhaps working in cooperation with the Agricultural Commission, to develop a bureau of tourism and actively market what Stow has to offer, including the promotion of local products and recreation.</b>	1.5	Low
15	6	<b>Educate the public on the benefits of open space.</b>	1.5	Low

The next chart contains some of the same information organized instead by chapter. Intentionally omitted from this chart is a recommendation on which department or board or committee should likely be tasked with the responsibility of implementing the priority. There is a constant fluctuation of available resources, volunteer and staff capacity, and other emerging needs. Given this reality, the Master Plan Committee felt that the implementation team, in conjunction with the Town Administrator is best suited to assign priorities to responsible parties. Nonetheless, the chart can serve as a good starting point to begin to discuss these tasks with the various boards and committees who will likely be drawn into the work. Feedback from those involved should inform the implementation team on how it should proceed.

Also included in this chart is the proposed or anticipated timeline for implementing the various tasks. This too is subject to feedback, changing conditions, and further information that might provide insight into the need to accelerate or increase when a project gets implemented.

Also included in this chart is the proposed or anticipated timeline for implementing the various tasks. This too is subject to feedback, changing conditions, and further information that might provide insight into the need to accelerate or increase when a project gets implemented.

FIGURE: 31 Chapter Priorities

<b>Ch.</b>	<b>Task</b>	<b>Average Time Frame</b>	<b>Time Frame</b>
3	<b>Conduct ongoing community outreach to continue to inform local leaders and residents on the importance of affordable and work force housing and to present information on local housing initiatives.</b>	1.166	Short
3	<b>Establish a reasonable fee to the Town for peer review services from applicants of comprehensive permits per requirements set forth in 760 CMR 56.05 and 56.06.</b>	1.333	Short
3	<b>Monitor and maintain affordability of the Subsidized Housing Inventory to avoid loss of individual units as they come up for resale.</b>	1.333	Short
3	<b>Help qualifying residents access housing assistance including a wide range of programs and services for counseling, support with housing-related expenses, and home improvements.</b>	1.5	Short
3	<b>Modify the Comprehensive Permit Policy (December 2002) to provide more explicit architectural design guidelines, emphasize acceptable density ranges, be consistent with new state guidelines and better reflect housing strategies and production goals. Also, the Comprehensive Permit Policy should be revisited to determine if the conclusion that the most “acute” need is rental housing for all income levels and to determine if this is still what the Town wants.</b>	1.666	Medium
3	<b>Modify zoning to allow residential development under more conditions that would increase the diversity of housing types and choice, integrating affordable housing into more areas as well. For example, the Town could consider allowing free-standing multi-family housing, creating an overlay district with incentives for the development of “cottage housing”, etc.</b>	1.666	Medium

Ch.	Task	Average Time Frame	Time Frame
3	<b>Modify the inclusion of affordable housing zoning bylaw (2003 Annual Town Meeting) to allow more housing types in such developments, including a more reasonable restriction on multi-family housing; insert more specific density provisions to permit a specified amount of units beyond what would be allowed in a conventional plan and sufficient to fully offset the costs of the affordable units; provide for a percentage of homes affordable to “below-market” households, i.e., households with incomes 81-110% of area median income. Also, modify the fee in-lieu-of provision to more accurately reflect the Town’s cost to provide affordable housing units.</b>	1.666	Medium
3	<b>Modify or replace existing regulations for Planned Conservation Development to include incentives for affordable housing (PCDs are subject to inclusion of affordable housing) and several other provisions to strengthen the bylaw and make it more responsive to more current needs and priorities. For example, density incentives could be added to the PCD bylaw. Also, the Town should look at the provisions in the model bylaws developed by the Metropolitan Area Planning Council and other organizations.</b>	1.666	Medium
3	<b>Offer predevelopment funding through CPA funds to ensure that the development will be feasible, particularly given site conditions.</b>	1.666	Medium
3	<b>Consider obtaining resources to help with implementation of the Housing Production Plan 2010” document by hiring, sharing or using consultants.</b>	1.833	Medium
3	<b>Support permitting as appropriate, to expedite approvals and lend local support during the permitting process on affordable housing developments.</b>	1.833	Medium

<b>Ch.</b>	<b>Task</b>	<b>Average Time Frame</b>	<b>Time Frame</b>
3	<b>Capitalize the Stow Municipal Affordable Housing Trust through a number of resources, including payments through the fees in-lieu of actual units, private donations of land and funding, and negotiated fees from developers. In addition, the Community Preservation Committee could be asked to make a recommendation at Annual Town Meeting to allocate the 10% required funding for affordable housing to the Affordable Housing Trust Fund for a specific project. This will allow the Stow Affordable Housing Trust to respond quickly to new affordable housing opportunities without having to wait for the next Town Meeting for fund allocation approval.</b>	2	Medium
3	<b>Create an inventory of land parcels that are potentially suitable for some amount of affordable/work force housing, mixed income, or mixed use development. This action also includes integrating affordable housing into the Open Space and Recreation Plan. (Part of this task has already been completed by the Land Use Task Force. Refer to their 2009 report for the details.)</b>	2	Medium
3	<b>Provide suitable public property for development as the contribution or “bargain sale” of land owned by the Town or other public entities but not essential for government purposes.</b>	2	Medium
3	<b>Provide gap financing to leverage project financing as such funding. Typically CPA money in the case of small towns, often provides the last “gap filler” to make projects feasible and the key leverage to secure necessary financing from state and federal agencies as well as private lenders.</b>	2	Medium
3	<b>Continue to pursue the Affordable Housing Deed Restriction Program that has been funded with \$250,000 in CPA funds to purchase deed restrictions from lower income property owners, converting these units to long-term affordability upon resale. A priority should be the purchase of permanent deed restrictions on the Elm Ridge homes and Plantation Apartments.</b>	2.155	Long
4	<b>Establish Lower Village Mixed-Use Overlay District.</b>	1.2	Short
4	<b>Establish Gleasondale Mill Mixed-Use Overlay District.</b>	1.4	Short
4	<b>Work with owners of commercial properties that do not meet DEP compliance standards and monitor those that might be on the verge of noncompliance to see how they can be assisted in securing DEP approval.</b>	1.5	Short

<b>Ch.</b>	<b>Task</b>	<b>Average Time Frame</b>	<b>Time Frame</b>
4	<b>Identify the appropriate smart growth principles that are applicable to Southwest Stow and methods to achieve those principles.</b>	1.6	Short
4	<b>Evaluate Zoning and consider modifications for parcels in the Industrial District in and around Minute Man Air Field to promote lower-intensity uses such as support facilities for cleaning or landscaping services/ businesses, or small light industrial facilities, incubator businesses and commercial recreation.</b>	1.6	Short
4	<b>Work with Planning Board to consider developing peer review guidelines and having peer review consultants at-the-ready or “on-call” to assist when large projects come up.</b>	1.666	Medium
4	<b>Engage those with diverse perspectives to participate in dialog about appropriate ways to improve economic development.</b>	1.666	Medium
4	<b>Implement Smart Growth Principles in Northwest Stow including compact development, preservation of the environment, and conservation of natural resources.</b>	1.8	Medium
4	<b>Facilitate creation of a town committee, perhaps working in cooperation with the Agricultural Commission, to develop a bureau of tourism and actively market what Stow has to offer, including the promotion of local products and recreation.</b>	2.333	Long
5	<b>Pursue zoning and bylaw changes to limit development on the lake.</b>	1.4	Short
5	<b>Actively pursue improvements to Lake Boon problems by educating residents about key environmental issues especially use of fertilizers and products containing phosphorus, proper septic maintenance, well water quality, etc.</b>	1.5	Short
5	<b>Encourage the DEP to fund follow-up studies of non-growing season phosphorus discharge and its role in the overall nutrient budget of the river.</b>	1.5	Short
5	<b>Discourage teardowns.</b>	1.666	Medium

<b>Ch.</b>	<b>Task</b>	<b>Average Time Frame</b>	<b>Time Frame</b>
5	<b>Stay engaged in ongoing discussions and studies such as the Assabet River Study Coordination Team and maintain an active role in any future studies initiated.</b>	1.666	Medium
5	<b>Identify sources and develop strategies to mitigate excess of phosphorus in Elizabeth Brook during high-water, wet weather conditions.</b>	1.666	Medium
5	<b>Explore improvements to the Lower Village including a village-friendly bylaw; inclusion in the National Register.</b>	1.833	Medium
5	<b>Find ways to preserve existing structures.</b>	2	Medium
5	<b>Continue efforts to procure funds and work collaboratively with SCT and other groups to complete the Emerald Necklace trail.</b>	2.166	Long
5	<b>Continue procuring parcels and working with property owners to establish contiguous access as a right-of-way to the Rail Trail.</b>	2.333	Long
5	<b>Restrict total number of new building permits.</b>	2.333	Long
5	<b>Limit square footage of new development to protect against overbuilding.</b>	2.333	Long
5	<b>Explore protection of historic homes and buildings through possibilities such as a historic inventory; zoning/bylaw changes to discourage teardowns; restrict rebuilds.</b>	2.333	Long
5	<b>Explore protection of the Town Center through possibilities such as a historic district, conservancy overlay district, demolition delay bylaw, Mass historic inventory.</b>	2.5	Long
6	<b>Protect and preserve the health of Lake Boon.</b>	1.5	Short
6	<b>Protect lands that will preserve Stow's "rural character"</b>	1.6	Short
6	<b>Implement a Golf Course Study with a goal to protect existing scenic vistas and evaluate the preferred method of future development on those parcels.</b>	1.666	Medium
6	<b>Change Planned Conservation Development bylaw to require that the open space be designated prior to determining where the homes will be sited.</b>	1.666	Medium

<b>Ch.</b>	<b>Task</b>	<b>Average Time Frame</b>	<b>Time Frame</b>
6	<b>Educate the public on the benefits of open space.</b>	1.666	Medium
6	<b>Protect Open Space in Southwest Stow.</b>	1.833	Medium
6	<b>Expand recreation/conservation district zoning to establish Wildlife Habitat corridors which will ensure the continued movement of wildlife as lands are developed. These important parcels should be protected with conservation restrictions.</b>	2	Medium
6	<b>Implement a new bylaw requiring sewage package treatment plants for parcels in the Water Resource Protection District.</b>	2	Medium
6	<b>Formulate a Demolition Delay Bylaw and evaluate areas of town for implementation.</b>	2	Medium
6	<b>Foster pedestrian mobility through the implementation of sidewalks and other planning strategies.</b>	2	Medium
6	<b>Limit the alteration of trees and stonewalls along Stow's scenic roadways by adopting the Scenic Roads Preservation Bylaw.</b>	2	Medium
6	<b>Obtain prior Town Meeting approval to purchase key open space parcels when they become available.</b>	2	Medium
6	<b>Obtain prior Town Meeting approval to purchase key open space parcels when they become available.</b>	2	Medium
6	<b>Appoint a committee to explore building a mutigenerational community center.</b>	2	Medium
6	<b>Complete the Rail Trail by linking existing trails.</b>	2.166	Long
6	<b>Identify issues and opportunities for recreation on, and additional conservation of Crow Island.</b>	2.166	Long
6	<b>Acquire and preserve land for future active and passive recreation needs.</b>	2.666	Long
6	<b>Complete the Stow Emerald Necklace by linking or creating trails.</b>	2.666	Long
7	<b>Set money aside in the near future for a feasibility study to evaluate the re-use options for the Pompositicut School facility.</b>	1.166	Short

<b>Ch.</b>	<b>Task</b>	<b>Average Time Frame</b>	<b>Time Frame</b>
7	<b>Explore arrangements with private water suppliers and work collaboratively with appropriate private entities to expand water supply to schools, municipal facilities and private users.</b>	1.166	Short
7	<b>Undertake outreach program to educate residents in the Lake Boon neighborhood to decrease phosphorus contamination by reduce fertilization of lawns and gardens and to reduce the use of phosphorus-laden detergents (in laundry and dishwashing) and other contaminants that enter the lake and groundwater through run-off and/or infiltration from septic systems.</b>	1.333	Short
7	<b>Undertake a limited personnel study that would include evaluation of existing Town Hall administrative and planning positions, analyze job descriptions, compare duties to towns of similar size and wealth and interview boards about capacity issues.</b>	1.666	Medium
7	<b>Further evaluate septic system policy in Lake Boon neighborhood, with special consideration to the following: building limitations or moratoriums on new homes; public water or sewer system; zoning changes; etc.</b>	1.666	Medium
7	<b>Increase stabilization fund balance to approximately \$1 million to cover for unexpected events and to minimize disruption to services during economic downturns.</b>	2.166	Long
8	<b>Monitor and participate in decision making on opportunities for expanded transit service through MART or MBTA.</b>	1.4	Short
8	<b>Pursue means to connect the northern end of the Stow Assabet River Rail Trail with the Rail Trail in Maynard and the southern end with the Hudson Rail Trail while state and federal funding are still available to do so.</b>	1.5	Short
8	<b>Explore opportunities for funding of roadway projects through the Boston MPO including designating a staff person to act as the municipality's TIP Coordinator.</b>	1.6	Short
8	<b>Participate actively in the efforts of the MAGIC study to evaluate whether or not bus rapid transit (BRT) could be developed in conjunction with the proposed rail trail slated to be built on the MassCentral Branch Railroad and follow closely the possibilities and recommendations that could come out of this study.</b>	1.666	Medium

<b>Ch.</b>	<b>Task</b>	<b>Average Time Frame</b>	<b>Time Frame</b>
8	<b>Pursue funding for further steps that would follow up on the recent Lower Village traffic study, such as a feasibility study and preliminary design, through either grant opportunities or other municipal appropriations.</b>	1.666	Medium
8	<b>Pursue participation in the state's Safe Routes to School program</b>	2	Medium
8	<b>Pursue the development of a town-wide Traffic Calming policy and include in it the preferred construction form of crosswalk treatments appropriate for various types of roadway crossings</b>	2.2	Long