

9. Master Plan Implementation

Introduction

This chapter classifies the master plan’s major recommendations into priority groups and provides a list of associated action steps. Most of the master plan proposals call for amendments to Tewksbury’s Zoning Bylaw, the Rules and Regulations Governing the Subdivision of Land, and some provisions of the town’s General Bylaws. These tools will largely determine how Tewksbury grows and develops in the future. Pursuant to G.L. c. 40A, changes to the Zoning Bylaw or Zoning Map require a public hearing by the Planning Board and a two-thirds vote of approval by town meeting. The process for amending the Rules and Regulations Governing the Subdivision of Land is outlined at G.L. c. 41, Section 81Q, which authorizes the Planning Board to adopt and modify local subdivision regulations. General bylaws include a variety of provisions, procedures, and regulations that affect the town’s governance, and in most cases they may be modified by a simple majority vote of Town Meeting.

As Tewksbury addresses each of the master plan’s zoning recommendations, the geography of areas described in the Land Use Concept Plan will need to be adjusted based on public input and the refined analysis that the town will be able to conduct with its recently installed GIS system. The areas of interest outlined in the master plan should be translated into conventional or overlay districts, as appropriate. They include:

Interest Area	Principal Suitability
Open Space and Public Use	Open space, outdoor recreation, conservation areas, agriculture and horticulture, trails, municipal uses/
Neighborhood Areas	Single-family homes
Areas for Higher-Density Housing	Multi-family housing, elderly housing, assisted living facilities, townhouses, mixed residential use types (including single-family homes).
Neighborhood Compatibility	Developments with a mix of residential uses and low-impact commercial uses, providing a means of transition from industrial to single-family home areas.
Commercial/Mixed-Use Areas	Along Route 38 and portions of East Street: for a predominantly commercial mix of uses integrated with higher-density residential development in appropriate locations.
Office/Research	Professional office parks, research and development facilities, laboratories, small professional offices.
Light Industrial	Uses similar to Office/Research but including warehouse and distribution establishments, light manufacturing and assembly, repair shops, and contractor storage yards.
Wetlands and Riparian Corridors	Conservation, wetlands protection, wildlife habitat
Aquifers	Most uses allowed in underlying district, but subject to higher performance standards and protective environmental regulations.

A. Highest Priorities

1. Establish an Open Space and Public Use District.

Implementation Priority: A Elements: Land Use, Natural & Cultural Resources, Open Space & Recreation, Community Facilities & Services

Recommendation: Open Space and Public Use District (OS/P).

Summary: Replace the existing Farm and Municipal Districts with a single Open Space and Public Use District. The OS/P District should include all land in the town's existing public zones, and highly sensitive land deemed unsuitable for intensive uses such as housing, industry or commerce, e.g., the Great Swamp.

Officials Responsible: Planning Board (PB), Director of Planning and Community Development, Town Engineer.

Actions:

Confirm all areas to be rezoned for OS/P uses, identify the owners of all affected land, and map the preliminary boundaries of the new district.

Draft a new bylaw, incorporating the objectives and policies of the land use concept plan and other elements of the master plan.

Sponsor an informal public meeting on the proposed district; invite affected landowners and key town boards.

Revise draft bylaw and map if appropriate, and place final version of the bylaw on a town meeting warrant.

Hold a public hearing on the proposed bylaw prior to town meeting (PB).

After Attorney General approves the bylaw, conduct a public education session. Prepare a technical assistance brochure and make it available at the Dept. of Planning & Community Development.

Estimated Cost: In-house planning, GIS and engineering personnel can provide the necessary zoning and mapping services if they have enough time. Contractual services alternative: \$4,500-\$6,000.

2. Reorganize the zoning along Route 38. Focus on creating a strong, recognizable Town Center, encouraging a mix of uses, increasing the attractiveness and value of commercial property, and reducing traffic conflicts.

Implementation Priority: A Elements: Land Use, Economic Development, Traffic & Circulation, Housing

Recommendation: Route 38 Zoning, Route 38 Corridor Plan (NMCOG)

Summary: Replace the existing Commercial District with a series of zoning districts appropriate to various sections of Route 38. The Town Center is the centerpiece of these rezoning actions. The districts should approximate the following areas in the Land Use Concept Plan: Wamesit, Gateway, Town Center, Shawsheen, and South Tewksbury. Actual boundaries may need to be modified during subsequent planning/public comment process.

Officials Responsible: Planning Board (PB), Director of Planning and Community Development, proposed Town Center Committee (see Recommendation #4).

Actions:

Confirm and map the boundaries of new zoning districts. The Town Center Committee should be consulted about the boundaries of the Town Center District.

Obtain and review samples of zoning bylaws and site design standards currently in effect in other communities that promote the location of retail and commercial development along pedestrian ways and the location of parking to the rear of such developments.

(Sources of other bylaws might include NMCOG, the Community Preservation Institute, Citizen Planners Training Collaborative, and the SmartGrowth Network.)

Draft new bylaws, incorporating the objectives and policies of the land use concept plan and other elements of the master plan. Emphasize site plan and architectural design standards in all districts on Route 38, and provide for mixed-use development in the Town Center and districts leading to it. Subordinate parking to commercial establishments with incentives, e.g., increased FAR or decreased parking requirements, and more stringent zoning criteria such as maximum setbacks.

Sponsor an informal public meeting on the proposed districts; invite affected landowners and key town boards.

Revise draft bylaws and maps if appropriate, and place final version of the bylaws on a town meeting warrant.

Hold a public hearing on the proposed bylaws prior to town meeting (PB).

Prepare a technical assistance brochure on the new districts and make them available at the Dept. of Planning & Community Development.

Implementation Priority: A Elements: Land Use, Economic Development, Traffic & Circulation, Housing

Recommendation: Route 38 Zoning, Route 38 Corridor Plan (NMCOG)

Estimated Cost: In-house planning, GIS and engineering personnel can provide the necessary zoning and mapping services if they have enough time, but the town should retain an architect or landscape architect to develop design standards for these districts. Writing new zoning for Route 38 will be a complex exercise. Tewksbury needs to provide adequate resources to staff and town boards in order to complete this process.

For design consultation only, assume a for-budgetary-purposes estimate of \$25,000-\$30,000. For contractual services including design consultation and new zoning bylaws: \$50,000-\$55,000. Procurement may result in somewhat higher or lower prices.

3. Develop a consensus plan to resolve land use conflicts in areas designed as “Neighborhood Compatibility Areas” in the Land Use Concept Plan.

Implementation Priority: A Element: Land Use, Housing, Economic Development, Traffic & Circulation.

Recommendation: Land use conflicts; Land Use Concept Plan

Summary: The Land Use Concept Plan identifies areas where existing land use and traffic conflicts have reduced the quality of life for residents and in some cases, the value of their properties. The master plan recommends that Tewksbury establish neighborhood compatibility zones in which a mix of uses, predominantly residential, may help to reduce these conflicts by creating transitional areas between intensive industrial development and single-family homes. As the master plan process came to a close, the town determined that some of these areas needed additional study, i.e., district plans and district-level recommendations. Toward that end, the Master Plan Committee established a subcommittee of the Land Use Committee, including residents of the affected areas.

Officials Responsible: Planning Board (PB), Director of Planning and Community Development, Master Plan Committee, Land Use Committee.

Actions: Complete the Land Use Committee’s review of areas with land use conflicts.

Incorporate their recommendations and proposals into the Master Plan by amendment.

Estimated Cost: Should be accomplished with in-house resources.

4. Confirm priorities and clarify the vision for Tewksbury Town Center.

Implementation Priority:	A	Element:	Economic Development, Land Use
Recommendation:	Town Center		
Summary:	Create a vision for the Town Center that identifies the concepts, ideas, goals and timeline for this section of Tewksbury.		
Officials Responsible:	Planning Board (PB), Director of Planning and Community Development, Town Manager, Parks & Recreation Director.		
Actions:	<p>Create a Town Center committee to facilitate the planning process of a Town Center vision. Committee should consist of local officials, business owners, architectural/design professionals, Tewksbury residents and school children. The committee should review zoning, community development and transportation policies and capital investment to identify barriers to this vision.</p> <p>Review and modify conceptual boundaries by street name, considering the proposal set forth in the Land Use Concept Plan (see also, Economic Development Element).</p> <p>Prepare inventory of land and businesses in and adjacent to the revised town center district boundaries in order to outline and understand the existing opportunities and constraints.</p> <p>Design and conduct two visioning forums at different times/dates, and invite residents, owners and tenants of commercial property, local officials and school children to hear their thoughts and ideas. Throughout, emphasize aesthetics and visual, operational and economic aspects of a functional town center.</p> <p>Develop Town Center design guidelines and incorporate them into the Town Center District (proposed zoning bylaw).</p> <p>Establish a work plan and timeline to implement the Town Center plan, including roles and responsibilities of local officials and the committee.</p>		
Estimated Cost:	<p>Visioning/facilitation services: \$4,000-\$7,000.</p> <p>For cost of design guidelines, see Recommendation #2.</p>		

5. Develop and implement a consensus plan for economic development in Tewksbury. Identify priorities, available resources and capacity needed to meet local needs.

Implementation Priority:	A	Element:	Economic Development
Recommendation:	Economic development; priorities and strategies		
Summary:	Determine approaches to guide Tewksbury's future economic development. Decide who should be involved in choosing economic development priorities and strategies for the town, and who should carry them out.		
Officials Responsible:	Planning Board (PB), Director of Planning and Community Development, Town Manager.		
Actions:	<p>Discuss and define Tewksbury's key economic development priorities, e.g., developing a town center area, recruiting eco-industrial companies, or retaining existing businesses.</p> <p>Use GIS to map site-specific discussions in order to provide a visual representation of local economic development target areas.</p> <p>Contract with an outside party such as NMCOG to facilitate the discussion, generate a report with meeting results, an assets/liabilities inventory, relevant maps and recommendations.</p> <p>Determine who will guide these priorities and target areas and what process will be in place for implementation</p> <p>Decide whether Tewksbury will use regional resources for economic development or create a community- based organization (or both) to guide the future of the local economy.</p> <p><u>Note:</u> should the town decide to take a more active role in its economic future, an Economic Development Council (working in partnership with local government) should be formed, possibly to be followed by other models later, e.g., EDC, IDC, EDIC. (See Economic Development Element.)</p> <p>Recruit key players to serve on the Economic Development Council (local government officials, business owners, residents, professionals).</p> <p>Send out a press release to inform residents and regional organizations that Tewksbury has formed an Economic Development Council, including point-of-contact information.</p> <p>Prepare an informational packet for prospective businesses, to be financed jointly by the town and existing business establishments.</p>		
Estimated Cost:	<p>Facilitation services: \$4,000-\$7,000.</p> <p>Business informational packet: \$15,000-\$20,000 for design and production costs. Actual cost subject to format, content, quantity.</p>		

6. Maximize the benefits of open space-cluster design.

Implementation Priority: A Element: Land Use, Natural & Cultural Resources, Open Space & Recreation

Recommendation: Open space-cluster bylaw

Summary: Modify the town’s cluster subdivision bylaw to require cluster design in all projects of more than 5 units or greater than 8 acres. Offer incentives (such as a density bonus) for developers to create neighborhood parks and/or playing fields, develop age-restricted housing, common wall, and multi-family housing or preserve historic structures or significant open space. Develop open space design principles and reconsider the existing 20,000 ft² lot size standard. Promote natural vegetation, retention of natural features and minimize impervious surfaces to prevent non-point source pollution and encourage infiltration. Condition the occupancy permit on acceptance of evidence that a conservation restriction has been recorded and management plan has been filed.

Officials Responsible: Planning Board (PB) Director of Planning and Development, Town Engineer

Actions: Review samples of cluster bylaws and subdivision regulations in other communities and define objectives of Tewksbury’s new development regulations. Consider an approach that does not force cluster developments into lotting the land.

Implement applicable portions of Tewksbury’s Stormwater Management Plan by assuring consistency between roadway and drainage standards in open space bylaw and/or subdivision regulations and EPA best practices.

Draft subdivision and cluster bylaw modifications.

Circulate the modifications for comments from other town departments, boards, committees.

Place revised regulations, bylaw on town meeting warrant; conduct public hearing process.

After Attorney General approves the bylaw, conduct a public education session to explain the new bylaw and its requirements to developers.

Estimated Cost: Recommendation can be carried out with in-house resources subject to availability of staff. If the town retains a planning consultant to rewrite the cluster bylaw, assume for budgetary purposes a cost of \$5,000-\$7,500 depending on the actual scope of work.

7. Complete and update Tewksbury’s open space inventory so that it conforms to state requirements for an Open Space and Recreation Plan, thereby assuring the town’s eligibility for Self-Help and other land acquisition grants.

Implementation Priority:	A	Element:	Open Space & Recreation
Recommendation:	Open space inventory		
Summary:	Review and reconcile differences between local open space records and MassGIS and develop an accurate base map and inventory process.		
Officials Responsible:	Conservation Administrator, Assessor, Conservation Commission, Department of Planning and Community Development, Recreation Director, Town Manager.		
Actions:	<p>Review protected open space parcels and develop a draft inventory using data gathered from filed cluster subdivision plans, recorded conservation restrictions, town owned land, Chapter 61 parcels, MassGIS. (CA, Assessor)</p> <p>Map the draft inventory using the town’s digitized assessor’s digitized parcel maps as a base map. (Department of Planning and Community Development)</p> <p>Distribute the inventory and map to the Conservation Commission, Parks Department, Department of Planning and Community Development, Assessor, Planning Board, Recreation Director and Town Manager for review and comment.</p> <p>Present the inventory and map at a public hearing for public comment.</p> <p>Create a process wherein the Assessor, Planning Board, Town Manager, Conservation Commission, etc. report all open space acquisitions and recorded conservation restrictions are given to the Conservation Administrator, who is responsible for updating the map and inventory and reporting quarterly to MassGIS and the Assessor. Boards, Commissions and individuals should provide this data on a map and include the location, acreage, protection status and ownership.</p>		
Estimated Cost:	\$1,500 if a consultant maps the open space inventory; otherwise could be completed with in-house resources.		

8. Establish a Wetlands and Riparian Corridor Overlay District, separately enforceable from local and state wetlands bylaws, in order to protect wetlands and riparian resources and prevent flooding.

Implementation Priority:	A	Element:	Natural & Cultural Resources
Recommendation:	Wetlands and Riparian Corridor Overlay Zoning District		
Summary:	Wetlands protection; zoning.		
Officials Responsible:	Planning Board (PB), Conservation Commission (CC), Director of Planning and Community Development, Conservation Administrator.		
Actions:	<p>Review samples of conservancy zoning districts in other communities and confirm the objectives of Tewksbury’s new zoning district.</p> <p>Map the boundaries of the proposed district and draft the text of the zoning bylaw, incorporating the objectives and policies of the Conservation Commission as applicable.</p> <p>Circulate the draft for comments from other town boards and committees.</p> <p>Place proposed zoning district on town meeting warrant.</p> <p>Hold a public hearing on the proposed bylaw prior to town meeting (PB).</p> <p>Conduct a public education session to explain the new bylaw and its requirements to residential, commercial and industrial property owners.</p> <p>Develop a technical assistance brochure and make it available at the Dept. of Planning & Community Development, e.g., at the Conservation Commission’s office.</p>		
Estimated Cost:	Mapping and drafting of zoning bylaw may be done in-house if planning/GIS personnel have enough time. Alternatively, NMCOG may be able to provide mapping support at no charge or for a modest fee; basic data sets required to map the proposed district are available from MassGIS. If the town decides to hire a consultant to draft the bylaw, assume a cost of \$2,500-\$3,500.		

9. Adopt a Capital Improvements Plan (CIP) bylaw and implement it consistently.

Implementation Priority:	A	Element:	Community Facilities & Services
Recommendation:	Long-range capital improvements planning; process		
Summary:	Tewksbury should revise its capital improvements plan process in order to increase access to decision-making and strengthen public understanding of the relationship between community facilities and the operations they house. The bylaw should establish criteria for the disposition and sale of town assets and a policy that governs how proceeds of sale will be used.		
Officials Responsible:	Town Manager, Planning Board, Board of Selectmen.		
Actions:	<p>Create an internal working group headed by the Town Manager; include department heads and a designee of the Planning Board.</p> <p>Review capital improvement plan bylaws, procedures and organizational framework in a selection of communities of comparable size and form of government. Consult with MMA for guidance.</p> <p>Consider meeting with a selection of town managers or planners from other communities to assess the strengths and weaknesses of their CIP procedures.</p> <p>Consult with town department heads, boards and committees about the strengths and weaknesses of existing capital plan procedures in Tewksbury.</p> <p>Draft a CIP bylaw for town meeting approval. Present it to the Board of Selectmen and circulate to other town departments and boards for comment.</p> <p>Revise the draft bylaw where appropriate and present it to town meeting for approval.</p> <p>Review zoning bylaw, subdivision regulations and insert appropriate references to the town's CIP, as applicable.</p> <p>Assume two years to phase in a new CIP process.</p>		
Estimated Cost:	Tewksbury has adequate in-house capacity to implement this recommendation, but it is not clear that town staff have enough time to devote to it. If the town decides to retain a consultant to assist with writing a CIP bylaw and setting up implementation procedures, assume (for budgetary purposes) \$15,000-\$20,000. Actual cost will depend on the scope of work a consultant is asked to perform and the timeline for completion.		

10. Implement Phase I of the Sidewalk Plan by updating it and incorporating it in the town’s Capital Improvements Plan (CIP).

Implementation Priority: A Element: Traffic & Circulation

Recommendation: Sidewalks Phase I

Summary: Incorporate the existing five-year sidewalk improvement plan (Phase I) by reference into the Master Plan and secure funds to implement it by making sidewalk improvements a priority in the town’s CIP.

Officials Responsible: Master Plan Committee (MPC), Board of Selectmen (BOS), Town Manager, Sidewalk Committee (SC), Finance Committee (FC), Capital Improvements Plan Committee (CIPC).

Actions:

The BOS should authorize the SC to review and update its current Phase I sidewalk plan

The SC should revisit its Phase I plan, reassess and confirm the goals and objectives of the plan and review/update the estimated construction costs

The MPC should adopt the updated Phase I plan, in its entirety, as an addendum to the updated Master Plan

The Sidewalk Committee and the Department of Public Works should review Phase I of the sidewalk plan to establish a phasing plan for the proposed construction.

The SC and DPW should review and update the construction estimates for the proposed construction

The SC and DPW should present a five-year plan for financing Phase I of the sidewalk improvements to the Capital Improvement Plan Committee for inclusion in the town’s capital improvement plan

The CIPC should present the town’s capital improvement plan to the Finance Committee for funding under the annual budget

The annual budget should be presented to town meeting for approval.

Estimated Cost: Subject to revised estimate for Phase I construction.
Current estimate for designing and constructing Phase I improvements ranges from \$840K to \$1.15M.

11. Establish a Mixed-Use Planned Development District on East Street near the Tewksbury/Andover town line.

Implementation Priority:	A	Element:	Land Use, Traffic & Circulation
Recommendation:	East Street		
Summary:	Change the zoning along East Street by replacing key portions of the existing industrial district with a planned mixed-use development district <u>and</u> a neighborhood compatibility district to provide better separation between industrial and residential areas		
Officials Responsible:	Planning Board (PB), Director of Planning and Community Development.		
Actions:	<p>Confirm the boundaries of the Mixed-Use Planned Development District and Neighborhood Compatibility District.</p> <p>Obtain and review samples of zoning district descriptions for mixed-use development and residential-transitional districts in other communities and refine the objectives of Tewksbury’s new bylaws.</p> <p>Consult with the (proposed) Economic Development Council about economic development objectives that should be considered in writing new zoning for East Street.</p> <p>Draft a new bylaw that incorporates the objectives and policies of the PB regarding appropriate uses and design standards for development along East Street.</p> <p>Circulate the proposed bylaw for comment and meet with affected property owners.</p> <p>Place new/revised bylaws and zoning map amendments on town meeting warrant. Planning Board must hold a public hearing on the proposed bylaws prior to the town meeting.</p> <p>Director of Planning and Community Development or other GIS personnel should update zoning map to reflect approved changes.</p>		
Estimated Cost:	<p>Recommendation can be carried out with in-house staff and mapping resources, but the town should consider retaining a consultant to assist with writing these bylaws. Rezoning East Street in this location will likely be controversial and as a result, it requires a considerable investment of time, including community meetings. The bylaw also needs clear design standards in order to meet gateway aesthetic objectives for this area. For budgetary purposes, assume \$15,000-\$20,000 for bylaws (combined cost). Mapping should be done in-house.</p>		

12. Adopt and implement a Comprehensive Permit (Chapter 40B) Policy in order to establish a framework for community-developer negotiations and clarify the town’s preferences for Chapter 40B developments.

Implementation Priority: A Element: Housing

Recommendation: Affordable housing; Chapter 40B

Summary: Chapter 40B creates opportunities for negotiated development, a process that differs significantly from conventional permitting. The law places some constraints on local officials, but it does not prevent them from issuing conditional permits that preserve a project’s feasibility or working with applicants to reduce the scale of a proposed development. Local officials need to be clear about negotiable and non-negotiable considerations, and to manage Chapter 40B effectively, town boards must not work at cross-purposes.

Officials Responsible: Board of Selectmen (BOS), Planning Board (PB), Housing Partnership Committee (HPC).

Actions:

Identify local objectives and preferences for comprehensive permit developments, e.g., percentage of affordable units, income targets, preferences for homeownership or rental units, and desired locations where appropriate.

Establish minimum architectural and site design standards that the town wants Chapter 40B developers to follow.

Write a statement of local housing needs.

Identify zoning and other regulations that the town is most willing to waive in order to support the feasibility of affordable housing development.

Identify zoning and other regulations that the town is least willing to waive, especially environmental regulations.

Draft a brief explanation of the basis for each requirement and why it outweighs the importance of meeting local housing needs.

Compile priorities, needs and regulations review into a consolidated Comprehensive Permit Policy. Circulate to town boards for comment.

Adopt the policy by joint action of the Board of Selectmen and Planning Board.

Estimated Cost: Recommendation can be carried out in-house. Efforts to write a comprehensive permit policy began while the master plan process was underway.

B. Important Priorities

1. Develop and implement “Gateway Plans” for key points of entry into Tewksbury.

Implementation Priority: B Element: Land Use, Traffic & Circulation, Economic Development.

Recommendation: Aesthetics; economic development, traffic calming.

Summary: Develop a comprehensive gateway plan for major access points, including East Street, I-495 at Andover Street, I-495 at Route 38, and both ends of Route 38 (Lowell/Tewksbury and Wilmington/Tewksbury lines).

Officials Responsible: Planning Board (PB), Director of Planning and Community Development, (proposed) Economic Development Council.

Actions: Prioritize gateway areas in consultation with the (proposed) Economic Development Council.

Identify the approximate boundaries of each gateway area and map all parcels located within them. Consult with public works and public safety officials to identify conflicts or critical locations that need to be accounted for in drawing these boundaries.

Conduct walking tours, compile photographic inventories.

Develop initial gateway improvement proposals, considering signage, streetscape and desired land uses. Invite landowners to participate in a focus-group process to review the proposals.

Determine public-private responsibilities for gateway improvements. Research the legality of a development impact fee to finance improvements that benefit gateway areas as a whole.

Choose lighting, signage and landscaping specifications for each area based on input from focus groups.

Draft gateway zoning regulations. Tailor uses, dimensional and design standards to the objectives for each area. Integrate lighting, signage and landscaping specifications into the bylaw.

Circulate the proposed bylaw(s) for comment; conduct a joint meeting of the Planning Board and Economic Development Council to review comments and determine revisions, as appropriate.

Submit proposed zoning changes for inclusion on town meeting warrant. Planning Board must hold a public hearing prior to town meeting.

Develop a corresponding capital improvements plan for the town to carry out its portion of the gateway plans, including a financing strategy.

Estimated Cost: Initial planning can be done in-house. Town’s cost for gateway improvements cannot be determined until gateway plans are complete. In addition, it may be possible for the town’s costs to be financed in whole or in part with developer contributions.

2. Implement the site plan and access management recommendations of Route 38 Corridor Plan (when completed).

Implementation Priority: B Element: Traffic & Circulation, Land Use, Economic Development.

Recommendation:	Route 38; zoning, site plan and curb cut standards.
Summary:	Implementing the Route 38 Corridor Plan will most likely require several regulatory and policy actions by the town. It will be very important for Tewksbury to adopt site design standards that promote coordinated access to development along Route 38 and encourage travel patterns across property lines. In addition, the town will need to consider adopting a general bylaw that governs all curb cut review, including upon changes in tenancy.
Officials Responsible:	Planning Board (PB), Site Plan Review Committee (SPRC), Director of Planning and Community Development, Board of Selectmen (BOS).
Actions:	<p>Obtain and review samples of site design standards currently in effect in other communities and define the objectives of Tewksbury’s new standards. Similarly, obtain and review samples of general bylaws currently in effect in other communities that govern curb cut review and approval. NMCOG may be able to assist the town in this regard.</p> <p>Draft a bylaw that incorporates the objectives and policies of the SPRC with regard to new site design standards.</p> <p>Draft a new bylaw that incorporates the objectives and policies of the PB and SPRC with regard to consolidating and eliminating curb cuts where possible.</p> <p>Circulate the proposed bylaws for comment.</p> <p>Conduct a joint meeting of the PB, SPRC and BOS to review the comments and revise the proposed bylaws.</p> <p>Revise bylaws as appropriate, and place on town meeting warrant.</p> <p>Planning Board should hold a public hearing on proposed zoning bylaw/s prior to town meeting.</p> <p>Director of Planning and Community Development should develop a technical assistance brochure with graphical representations of preferred site design layouts and make it available in the Office of Planning and Community Development and the Building Inspector’s Office</p>
Estimated Cost:	Not applicable; can be done with in-house resources and modest technical support from NMCOG.

3. Acquire land or conservation restrictions to protect wetlands and riparian resources, and seek improved access to waterfront amenities.

Implementation Priority: B Element: Natural & Cultural Resources, Open Space & Recreation

Recommendation: Open space; wetlands and riparian resources.

Summary: Require Conservation Restrictions in the Wetlands and Riparian Corridor District and other sensitive wetland resource areas when an Order of Conditions is issued.

Officials Responsible: Conservation Commission (CC), Conservation Administrator (CA), Parks and Recreation Department, Land Use Committee

Actions: Enforce the existing powers under the existing local regulations to require conservation restrictions and take tax title parcels. (CC and Assessor)

Record, track and monitor the Conservation Restrictions (CA)

When appropriate, develop access for picnicing, non-motorized boat launches and passive recreation. (CC and P&RD)

Continue to work with state government to permanently protect open space at Tewksbury State Hospital. (Land Use Committee)

Estimated Cost: Not applicable; to be done with in-house resources.

4. Strengthen Tewksbury’s approach to protecting aquifers by replacing the existing Groundwater Protection District with a comprehensive Aquifer Protection District.

Implementation Priority: B Element: Natural & Cultural Resources, Land Use

Recommendation: Aquifer Protection Overlay Zoning District

Summary: Groundwater resources.

Officials Responsible: Planning Board (PB), Conservation Commission (CC), Board of Health (BOH), Planning and Community Development Director.

Actions: Review samples of aquifer protection districts in other communities; define the objectives of Tewksbury’s new zoning district.

Draft a new zoning district (boundary definitions, use, etc), incorporating the objectives and policies of the CC and the BOH.

Circulate the draft for comments from other town boards and committees.

Place proposed zoning district on town meeting warrant. The Planning Board must hold a public hearing before town meeting.

Conduct a public education session to explain the new bylaw and its requirements to homeowners.

Develop a technical assistance brochure and make it available at the Dept. of Planning & Community Development, e.g., at the Conservation Commission’s office.

Estimated Cost: Not applicable; to be done with in-house resources.

5. Increase the level of protection for historic resources by pursuing nominations to the National Register of Historic Places and considering local historic districts.

Implementation Priority: B Element: Natural & Cultural Resources

Recommendation: Historic preservation; town center

Summary: Apply for and provide matching funds for a Survey and Planning Grant from the Massachusetts Historical Commission (MHC) to inventory historic resources. Focus first on the Town Center in order to synchronize preservation initiatives with proposed rezoning in that area (see also, Implementation Plan C.5).

Officials Responsible: Tewksbury Historical Commission, Department of Planning and Community Development.

Actions: Develop a Survey and Planning Grant Application to MHC to request funds for a historic inventory in the town center.
 Appropriate the necessary matching requirement.
 Procure for a preservation consultant and conduct the town center survey.
 Set priorities for future surveys, e.g. along Andover, Chandler and Shawsheen Streets and South Tewksbury.

Estimated Cost: \$10,000-\$15,000 per survey, depending on size of survey area and condition of existing data.

6. Modify existing accessory apartment regulations to simplify the permitting process for homeowners and encourage low-impact development of affordable housing units.

Implementation Priority: B Element: Housing

Recommendation: Accessory apartment bylaw

Summary: Modify the existing “family suite” regulations to allow accessory apartments as of right, subject to an affordable housing deed restriction, and by special permit for homeowners who want to create an accessory unit not subject to an affordable housing deed restriction.

Officials Responsible: Planning Board (PB), Housing Partnership Committee (HPC), Director of Planning and Community Development, Tewksbury Housing Authority (HA).

Actions:

- Review samples of accessory bylaws in other communities and define the objectives of Tewksbury’s new bylaw.
- Draft a new bylaw, incorporating the objectives and policies of the HPC.
- Circulate the draft bylaw for comments from other town boards and committees.
- Place revised bylaw on town meeting warrant.
- Hold a public hearing on the proposed bylaw prior to town meeting (PB).
- Set up income certification process with Tewksbury Housing Authority to monitor for compliance with income requirements of accessory apartment bylaw and to generate periodic reports for DHCD.
- Design a standard affirmative marketing plan for homeowners to use when marketing affordable accessory apartments not occupied by family members, and submit to DHCD for approval.
- Design a standard 15-year use restriction for affordable accessory apartments and submit to DHCD for approval.
- Set up internal procedure for petitioning DHCD to add affordable accessory apartments to Tewksbury’s Chapter 40B inventory per the requirements of 760 CMR 45.03.
- After Attorney General approves the bylaw, conduct a public education session to explain the new bylaw and its requirements to homeowners.
- Develop a technical assistance brochure and make it available at the Dept. of Planning & Community Development, e.g., at the Building Inspector’s office.

Estimated Cost: Not applicable; to be done with in-house resources.

7. Identify priority sites for economic development, making redevelopment and reuse a priority in site selection. Adopt a long-range strategy to implement projects and determine appropriate roles and responsibilities for the town.

Implementation Priority:	B	Element:	Economic Development
Recommendation:	Economic Development		
Summary:	Maximize efficiency in dealing with inquiries from developers and businesses by identifying the town’s priority areas for economic development.		
Officials Responsible:	Planning Board (PB), Director of Planning and Community Development, Town Manager, Conservation Commission (CC), Conservation Administrator, DPW Director, Parks & Recreation Director, (proposed) Economic Development Council.		
Actions:	Identify all sites of interest for economic development and map them using the town’s recently installed GIS system. Focus on areas that are established but underutilized for commercial and industrial development.		
	Review the feasibility of these sites based on environmental resources, condition and capacity of roadways and relative impact.		
	Examine redevelopment case studies and widely used economic development tools that may assist the town with this process. (See Economic Development Element.)		
	Conduct a barriers analysis for underutilized or contiguous sites of interest and identify the constraints against investment and realistic opportunities. Determine types of uses the town prefers and “most feasible” uses, considering site conditions and local priorities.		
	Conduct code analysis to help determine possible uses for a building “as is” or what would need to be done to retrofit the building for other uses.		
	Consult with regional planning and economic development agencies to help identify potentially attractive business/real estate investments for areas. Advocate for local preferences and objectives.		
Estimated Cost:	Initial planning work can be done in-house. The cost of individual projects will vary significantly depending on the site and required scope of work. Assume \$15,000-\$50,000 per site, but when architectural or highway technical services are involved, assume \$100,000. The town should assist qualified developers, such as by supporting applications to MassDevelopment’s Predevelopment Assistance Program for early- stage projects, including feasibility and market studies. The town should also establish a policy to determine when TIF agreements are appropriate to meeting Tewksbury’s economic development objectives.		

C. Longer-Term Priorities

1. Develop and implement management plans for town-owned land and conservation areas.

Implementation Priority: C Element: Natural & Cultural Resources, Open Space & Recreation

Recommendation: Develop management plans for municipal property and conservation areas.

Summary: Provide for a range of public uses and maximize habitat values and flood control by developing plans to manage and monitor town-owned resources areas.

Officials Responsible: Conservation Administrator (CA), Parks and Recreation Director, DPW Director, Conservation Commission (CC)

Actions: Identify habitat types, plant communities and water resources on town-owned property (CA)
 Research Best Practices to determine needed management for specific habit types at town-owned properties e.g. mowing, burning, planting, signage. Determine allowed public uses and any restrictions, use fees, etc. (CA)
 Develop maintenance work plan for specific sites and coordinate tasks with the Parks Department, DPW and volunteers. (CA)
 Monitor and enforce Conservation Restrictions and easements held by the town (CC)

Estimated Cost: To be done with in-house resources. May need to increase permit fees and/or use fees to pay for additional monitoring and maintenance.

2. Develop and improve public amenities at Tewksbury’s ponds.

Implementation Priority: C Element: Natural & Cultural Resources
 Open Space & Recreation

Recommendation: Create public amenities at town ponds.

Summary: Enhance water quality at the town’s ponds and encourage recreation and enjoyment. Encourage volunteerism and stewardship.

Officials Responsible: Conservation Administrator, Recreation Department, Tax Collector

Actions: Test water quality, review and distribute results. (CA)
 Post signs and monitor trash removal, dumping. (CA)
 Organize volunteer groups to “adopt” ponds or and other significant habitat areas. (Recreation Department)
 Continue policy to take tax-title property and develop pondshore parcels to create public access points for active and passive recreation where appropriate. (Tax Collector)

Estimated Cost: To be done with in-house resources.

3. Develop open space and recreation projects that are eligible for state or federal grants.

Implementation Priority:	C	Element:	Open Space & Recreation
Recommendation:	Open space and recreation projects		
Summary:	Identify projects and develop proposals for projects eligible for Self-Help and “Environmental Justice” grants.		
Officials Responsible:	Land Use Committee, Conservation Commission, Department of Planning and Community Development, Recreation Director.		
Actions:	<p>A representative from the Land Use Committee, the Conservation Commission, the Recreation and Planning and Community Development Departments should invite regional open space groups and the City of Lowell to develop open space and recreation projects of regional significance.</p> <p>Invite representatives from the state’s Self-Help and Environmental Justice grant programs to review ideas for projects and to visit sites.</p> <p>Use technical assistance provided by funding sources to develop and submit competitive proposals.</p>		
Estimated Cost:	Not applicable; to be done with in-house resources.		

4. Continue to work toward resolution and clean-up of the Sutton Brook Disposal Area.

Implementation Priority:	C	Element:	Natural & Cultural Resources
Recommendation:	Sutton Brook Disposal Area and 21-E sites		
Summary:	Resolve the status of the town’s legal liability at Sutton Brook Disposal Area and develop a re-use strategy.		
Officials Responsible:	Department of Planning and Community Development		
Actions:	<p>Continue to work with DEP and the Region 1 EPA Office to determine the town’s liability.</p> <p>Work with the Town of Wilmington to develop and submit a joint application for a Superfund Redevelopment Project pilot grant to develop a re-use plan for the site that coordinates site clean-up.</p> <p>Seek technical assistance from EOEА to assess and develop strategies for 21E sites in the town’s Environmental Justice neighborhood.</p> <p>Research EOEА grant programs and develop application for open space acquisition, site clean-up and redevelopment opportunities in the town’s Environmental Justice neighborhood.</p>		
Estimated Cost:	Subject to determination and extent of town’s liability.		

5. Protect Tewksbury’s cultural and scenic assets with National Register nominations, local historic districts or neighborhood conservation districts, and the Scenic Roads Act.

Implementation Priority: C Element: Natural & Cultural Resources

Recommendation: Historic preservation

Summary: Tewksbury has a sizeable inventory of historic properties and they are not adequately protected by existing mechanisms or policies. The town should seek nominations to the National Register of Historic Places, including individual sites, structures districts and objects, and consider establishing local historic districts under G.L. c.40C. Following work in the Town Center area, the town should conduct resource surveys along Andover, Chandler and Shawsheen Streets and in various locations in South Tewksbury.

Officials Responsible: Board of Selectmen, Tewksbury Historical Commission, Department of Planning and Community Development.

Actions: Consult with the Massachusetts Historical Commission (MHC) to determine what needs to be done to bring Tewksbury’s existing Survey of Historic Resources up to current standards for National Register nominations and/or local historic districts.
Apply for Survey & Planning Grants to survey high-priority areas.

Local historic districts Appoint a local historic district study committee to determine the appropriateness of local historic districts in one or more sections of town, especially the town center. BOS must appoint the local historic district study committee.

Complete a preliminary study report (required for local historic districts) and submit to Planning Board, MHC.

Conduct a public hearing on proposed local historic district(s).

Present historic district bylaw and district map to town meeting for approval. Requires 2/3 vote.

National Register nominations Nominate significant sites, structures or areas to the National Register and the State Register of Historic Places. Use MHC Survey & Planning Grants to identify priorities and prepare National Register nominations, supplementing the town’s existing Survey of Historic Resources.

Scenic roads Designate streets identified in the Master Plan and the Survey of Historic Resources as Scenic Roads, pursuant to G.L. C. 40 Section 15C. Roads must be approved by the Board of Selectmen.

Estimated Cost: For budgetary purposes, assume \$1,500-\$2,500 per National Register nomination. MHC’s Survey and Planning Grants Program can be used to prepare resource surveys and preservation plans. The program requires a 50% match from the community. Assume local matches of \$10,000-\$15,000 for area surveys, depending on the scope of the project.

6. Review and revise the town's parking requirements.

Implementation Priority: C Element: Traffic & Circulation, Land Use, Economic Development.

Recommendation: Parking standards

Summary: Conduct a comprehensive review of Tewksbury's current parking requirements and consider reducing them and/or introducing maximum parking standards

Officials Responsible: Planning Board (PB), Director of Planning and Community Development (DPCD)

Actions: Review Tewksbury's present parking requirements and compare them to requirements in other suburban communities that have recently updated their zoning bylaws.
 Consult the APA on-line resource library for recommended parking standards.
 Conduct a parking utilization survey at the town's largest commercial/retail developments.
 Draft a new bylaw that incorporates the objectives and policies of the PB and SPRC in regards to reducing parking requirements associated with certain kinds of development.
 Circulate the proposed bylaw to other town boards and staff for comment, including Public Works and Police Departments.
 Place the bylaw (as may be revised based on comments received) on town meeting warrant. Planning Board must hold a public hearing on the proposed bylaw prior to the town meeting.

Estimated Cost: Up to \$5,000; could possibly be done with volunteer labor (collegiate or otherwise) or in-house resources

7. Continue to monitor the town’s sidewalk needs and undertake “Phase II” of the Sidewalks Plan.

Implementation Priority:	C	Element:	Traffic & Circulation, Land Use.
Recommendation:	Sidewalks; Phase II		
Summary:	The Board of Selectmen should authorize the Sidewalk Committee to undertake Phase II of the sidewalk plan		
Officials Responsible:	Board of Selectmen (BOS), Sidewalk Committee (SC), Department of Public Works (DPW)		
Actions:	<p>The BOS should authorize the SC to undertake Phase II of the sidewalk plan</p> <p>The SC should undertake a series of public hearings in different Tewksbury neighborhoods to assess town-wide needs and concerns.</p> <p>The SC should present a shortlist of potential sidewalk improvements for inclusion in the Phase II plan to the Board of Selectmen.</p> <p>The BOS should distribute the list for comment.</p> <p>The BOS should prioritize the list for inclusion in Phase II of the sidewalk plan.</p> <p>The SC should develop a draft version of the Phase II plan</p> <p>The SC should confer with the DPW regarding quantities and construction costs as it develops the draft</p> <p>The SC should present a final version of the Phase II plan to the Board of Selectmen for review, comment and approval</p> <p>The BOS should approve and adopt the Phase II plan</p>		
Estimated Cost:	Not applicable; done with in-house resources		

8. Establish performance standards tailored to conditions along East Street and apply the standards to all non-residential development.

Implementation Priority:	C	Element:	Traffic & Circulation, Land Use.
Recommendation:	East Street; quality of life, performance standards		
Summary:	Supplement traditional density and dimensional controls with performance standards for non-residential development, focusing on environmental, noise and traffic standards to reduce conflicts between industrial and residential land uses		
Officials Responsible:	Planning Board (PB), Code Enforcement Officer (CEO), Safety Committee (SC), Director of Planning and Community Development		
Actions:	<p>Obtain and review samples of performance standards for non-residential development in effect in other communities and define the objectives of Tewksbury's new standards.</p> <p>Draft a new zoning bylaw that incorporates the objectives and policies of the PB in regard to performance standards for non-residential development.</p> <p>Circulate the proposed bylaw for comment, followed by a joint meeting of the PB, CEO and SC to review the comments and revise the proposed bylaw.</p> <p>Place new/revised bylaws on town meeting warrant. Planning Board must hold a public hearing prior to the town meeting.</p> <p>Director of Planning and Community Development and CEO should develop a monitoring and enforcement plan for the new standards.</p>		
Estimated Cost:	Not applicable; done with in-house resources		

9. Acquire land along East Street to accomplish two objectives of the master plan: a buffer zone that protects residential areas from the impacts of nearby industrial operations, and to expand the town's right-of-way for bicycle and pedestrian access.

Implementation Priority: C Element: Traffic & Circulation, Land Use.

Recommendation: East Street; quality of life. Pedestrian and bicycle access

Summary: Addressing land use and traffic conflicts on East Street will require more than zoning regulations. In the long run, Tewksbury needs to acquire land for two purposes: to develop a buffer zone between residential and industrial areas, and to provide safe non-vehicular access to and from the Town Center area. These recommendations must be carried out in conjunction with rezoning proposals for various sections of East Street.

Officials Responsible: Department of Planning and Community Development (DPCD), Open Space Committee (OSC), Capital Improvements Plan Committee (CIPC), Finance Committee (FC)

Actions:

- Identify East Street parcels that should be included in a buffer zone.
- Identify parcels that offer potential for the town to expand its right of way.
- Evaluate all parcels based on current uses, estimated value and potential for ownership transfer.
- Consult with the Open Space Committee to prioritize properties for procurement, working to achieve consistency with the town's Open Space and Recreation Plan.
- Present the Capital Improvements Plan Committee (CIPC) with a 10-year plan for acquiring and financing land purchases on East Street.
- Obtain authorization from town meeting to fund the plan
- Review zoning regulations to assure consistency between development requirements and buffer zone plan.

Estimated Cost: Unknown. Depending on the number of parcels targeted, the cost could exceed \$2M to acquire land for a buffer zone, and approximately \$1N to expand the town's right-of-way.

10. Develop and implement enforcement plans to assure that industrial uses comply with local health, safety and land use regulations.

Implementation Priority:	C	Element:	Traffic & Circulation, Land Use.
Recommendation:	Develop an enforcement plan for industrial uses along East Street.		
Summary:	Tewksbury needs an enforcement strategy to ensure compliance with local health, safety and land use codes as they apply to industrial uses in the East Street area.		
Officials Responsible:	Code Enforcement Officer (CEO), Safety Committee (SC), Board of Health (BOH), Department of Public Safety (DPS), Office of Planning and Community Development (OPCD)		
Actions:	<p>The Code Enforcement Officer, Safety Committee, Board of Health, Department of Public Safety and Office of Planning and Community Development should perform a comprehensive review of all applicable codes and regulations as they apply to industrial uses in Tewksbury</p> <p>Representatives of each office or committee should meet to review their findings and create a matrix of applicable codes and enforcement authority/responsibilities</p> <p>A representative of each office or committee should be designated as the contact for questions and/or complaints related to industrial properties</p> <p>An enforcement inspection schedule should be established, perhaps on a quarterly basis</p> <p>Representatives of each office or committee should meet after quarterly inspections to discuss findings, violations or problem properties</p> <p>Property owners/business owners should be notified of violations in a coordinated manner</p>		
Estimated Cost:	Not applicable; may actually produce revenue if fines are levied on violators		

11. Actively pursue inclusion of East Street improvements in the regional Transportation Improvement Plan (TIP).

Implementation Priority:	C	Element:	Traffic & Circulation
Recommendation:	Secure TIP improvements along East Street.		
Summary:	Town representatives should work closely with the Northern Middlesex Council of Governments (NMCOG) to secure monies for design and construction of improvements to East Street through the regional Transportation Improvement Plan (TIP) process.		
Officials Responsible:	Board of Selectmen (BOS), NMCOG Representative, Director of Planning and Community Development, Town Engineer (TE)		
Actions:	<p>Tewksbury’s NMCOG Representative should meet with a representative of NMCOG’s transportation division to discuss the status of proposed East Street improvements.</p> <p>Tewksbury’s NMCOG Representative should meet with the Board of Selectmen to discuss the status of the proposed East Street improvements.</p> <p>The BOS should consider lobbying with the town’s elected state officials to ensure financing of projects contained in the TIP.</p> <p>The Director of Planning and Community Development should meet with the Town Engineer to review plans for proposed improvements at the East Street/Chandler Street intersection.</p> <p>Tewksbury’s NMCOG Representative should schedule regular meetings with a representative of NMCOG’s transportation division to keep up to date on the status of projects and push for resolution of problems that are impacting the completion of proposed projects.</p>		
Estimated Cost:	Not applicable <u>unless</u> the Town has some financial requirement to match a portion of project costs.		

D. Flexible Priorities

1. Prepare, adopt and implement a local housing plan, including regulatory and non-regulatory techniques that are most likely to succeed in Tewksbury.

Implementation Priority:	D	Element:	Housing
Recommendation:	Affordable housing; Chapter 40B		
Summary:	Tewksbury would benefit from preparing a local housing plan that focuses on the town’s needs, not state-defined housing needs. Chapter 40B is very controversial in Tewksbury. If the town expects to succeed at gaining control over affordable housing development and protect against large, unwanted comprehensive permits, all town boards must work toward a common set of housing objectives. In addition, the town needs several mechanisms to create and preserve affordable housing because a single tool is inadequate (including comprehensive permits). Finally, Tewksbury needs additional capacity for affordable housing planning, permitting, development and monitoring.		
Officials Responsible:	Housing Partnership Committee (HPC), Planning Board (PB), Department of Planning and Community Development.		
Actions:	<p>Confirm the town’s existing inventory of Chapter 40B units.</p> <p>Identify units that may be eligible for addition to the Chapter 40B Inventory but which have not yet been listed.</p>		
Use of town property	<p>Complete a review of town-owned property that may be suitable for affordable housing development.</p> <p>Consult with residents of surrounding neighborhoods and town departments with jurisdiction over or a potential interest in each property, and determine suitability for affordable housing use.</p> <p>Seek town meeting approval to dispose of property, through sale or lease, subject to affordable housing use restrictions.</p> <p>Procure for qualified developers and proceed with disposition.</p>		
Zoning	<p>Amend the Zoning Bylaw by adding “inclusionary” zoning to the town’s Residential District regulations. Use Tewksbury’s existing Multi-Family Development (MFD) bylaw as a model.</p> <p>Write inclusionary regulations for residential uses in mixed-use and elderly housing development.</p> <p>Submit the proposed bylaws for a town meeting warrant. The Planning Board must hold a public hearing prior to town meeting.</p> <p>Prepare an informational brochure and developer guidelines for distribution through the Planning and Community Development Department.</p>		

Implementation Priority:	D	Element:	Housing
Recommendation:	Affordable housing; Chapter 40B		
Local capacity	<p>Establish an Office of Neighborhood Development under the Department of Community Development (see Housing Element). Create a local non-profit development corporation to act as Tewksbury’s partner in carrying out local initiative housing developments.</p> <p>Obtain resources from the HOME Investment Partnership Program or CDBG to acquire, renovate and sell or rent existing homes to lower-income households.</p> <p>Institute cooperative arrangements with the Tewksbury Housing Authority or an established regional organization to monitor for compliance with affordable housing use restrictions and act on rights of first refusal to acquire LIP units that may be lost upon resale.</p> <p>Determine monitoring costs, establish a fee structure and incorporate it into bylaws that require or allow affordable housing development.</p> <p>Establish a special revenue fund for proceeds from sale of town property, LIP units and inclusionary zoning fees in order to finance future local initiative projects.</p>		
<u>Local Initiative Program</u>	<p>Establish a process for adding new affordable housing units created by the town or private developers to the Chapter 40B Inventory, i.e., as Local Initiative Program (LIP) units.</p> <p>Identify opportunities to address three housing needs that are evident in local statistics: rental housing for families, rental housing for senior citizens, and homeownership units for young citizens, e.g., “starter” homes.</p>		
Estimated Cost:	<p>Most recommendation can be accomplished in-house. However, the town should retain a qualified attorney to develop a standard affordable housing deed restriction and regulatory agreement for use in all local initiative projects.</p> <p>To establish an Office of Neighborhood Development in the Department of Planning and Community Development, the town will need to spend approximately \$45,000 per year. This amount assumes a part-time housing planner (staff or consultant) and associated costs. A portion (but not all) of the cost could be offset by grant revenue if the town decides to create a housing acquisition and rehabilitation program with CDBG or HOME funds and by developer fees for review of affordable housing proposals.</p>		

2. Review the town’s roadway maintenance and management practices to minimize non-point source pollution and encourage infiltration.

Implementation Priority: D Element: Natural & Cultural Resources, Community Facilities & Services

Recommendation: Water resources; non-point source pollution

Summary:

Officials Responsible: DPW Director, Town Engineer, Conservation Commission, MassHighway

Actions: Review sweeping, mowing, de-icing policies for roadways and drainage facilities.

Seek opportunities to reduce impacts on water quality, e.g. minimizing the use of road salt and sand; clearing drains; sweeping debris.

Estimated Cost: To be done with in-house resources.

3. Make water resource protection a community-wide endeavor.

Implementation Priority: D Element: Natural & Cultural Resources, Community Facilities & Services

Recommendation: Environmental Education and Outreach

Summary: Teach individual homeowners and small business owners how to manage their properties in such a way to minimize non-point source pollution and protect resources.

Officials Responsible: DPW, Conservation Commission, Director of Planning and Community Development, School Department

Actions: Develop brochures to be included with water bills that teaches septic system maintenance, low-impact lawn and garden care, yard waste disposal, household chemical storage. Distribute information on the town website. (CC. DPW, P&CD)

Seek EPA curriculum grants to teach environmental science and sponsor Earth Day and science fairs (School Department)

Estimated Cost: To be done with in-house resources.

4. Work to secure contiguous, unfragmented open space that supports wildlife movement.

Implementation Priority:	D	Element:	Natural & Cultural Resources, Open Space & Recreation, Land Use
Recommendation:	Open space, wildlife, natural resources.		
Summary:	Remove fences between adjacent conservation parcels.		
Officials Responsible:	Conservation Administrator (CA)		
Actions:	Talk with property owners and managers of adjacent conservation areas (those protected by conservation restrictions and fee simple ownership) and seek ways to link parcels. Encourage the removal of fences between adjacent conservation areas. Take down fences on town-owned land when appropriate.		
Estimated Cost:	Recommendation can be accomplished by in-house personnel.		

5. Monitor invasive species and eradicate where appropriate and feasible.

Implementation Priority:	D	Element:	Natural & Cultural Resources
Recommendation:	Monitor invasive species and eradicate when appropriate.		
Summary:	Protect water resources and sensitive habitat by destroying invasive species that threaten resources and plant native vegetation.		
Officials Responsible:	Conservation Commission (CC) Parks and Recreation Director, DPW Director.		
Actions:	Identify invasive species at town-owned properties, pond shores and along riparian corridors, e.g. purple loosestrife, phragmites. (CC). Remove invasive species at pond shores and along river banks, and plant native vegetation. Work with local volunteers and school children (P&R, DPW). Develop a lawn maintenance brochure to prevent new invasive from being planted and teach homeowners to eradicate species on their own properties. (CC)		
Estimated Cost:	Recommendation can be accomplished by in-house personnel.		

6. Incorporate the town’s sidewalks plan into the Zoning Bylaw and support implementation by consistently enforcing sidewalk requirements in new residential subdivisions.

Implementation Priority: D Element: Traffic & Circulation, Land Use

Recommendation: Sidewalks, multi-user pathways.

Summary: Consistency with the sidewalk improvements proposed under Phase I of the sidewalk plan, and all future phases, should be incorporated by reference into the town’s zoning bylaw. In addition, the town should require installation of sidewalks or multi-user paths and trails in other locations, in conformance with the Planning Board’s subdivision rules and regulations.

Officials Responsible: Planning Board (PB), Sidewalk Committee (SC), Department of Public Works (DPW)

Actions:

Obtain and review samples of zoning bylaws that incorporate sidewalk consistency standards.

Draft a new bylaw that incorporates the objectives and policies of the Planning Board, Sidewalk Committee and Department of Public Works.

Circulate the proposed bylaw for comment, and conduct a joint meeting of the PB, SC and DPW to review the comments and revise the proposed bylaw.

Place revised bylaw on town meeting warrant. Planning Board must hold a public hearing on the proposed bylaw prior to the town meeting.

By policy, the Planning Board should require installation of sidewalks in new residential subdivisions, i.e., as a non-negotiable or non-waiverable item.

Director of the Department of Public Works should develop a technical assistance brochure with illustrations of preferred sidewalk layouts and construction requirements, and make it available through the Department of Planning and Community Development and the Building Inspector’s Office.

Estimated Cost: Recommendation can be accomplished with in-house resources.

7. Pursue transportation demand management policies for industrial development, especially along East Street.

Implementation Priority:	D	Element:	Traffic & Circulation, Land Use
Recommendation:	TMD, East Street, industrial development		
Summary:	Work with larger industrial, commercial and other establishments to institute transportation demand management (TDM) for employees commuting to facilities on East Street		
Officials Responsible:	Planning Board (PB), Safety Committee (SC), Director of Planning and Community Development		
Actions:	<p>Obtain and review samples of TDM plans that have been successfully implemented in communities similar to Tewksbury</p> <p>Perform a limited traffic study to determine traffic counts and movements into/out of major businesses along East Street</p> <p>Meet with the largest employers along East Street to discuss current conditions and obtain available information including number of employees, regular business hours, typical delivery schedules, etc.</p> <p>Have a joint meeting of the PB and SC to review the current conditions and employer information and develop a draft a TDM strategy</p> <p>Meet with the largest employers along East Street to discuss the draft TDM strategy, obtain feedback and gauge interest</p>		
Estimated Cost:	Not applicable; done with in-house resources		