

SCOPE OF WORK FOR THE PEPPERELL MASTER PLAN UPDATE

The following tasks provide a description of the work to be completed within each element of the Pepperell Master Plan:

Task 1 – Data Collection, Inventory and Analysis

The data contained in the town’s previous Master Plan will be updated. In addition, GIS maps will be created to display the data, where appropriate. Wherever possible, existing data will be extracted from available town documents, such as the town’s Housing Production Plan, and the Open Space and Recreation Plan. In addition, NMCOG has the advantage of having compiled significant data through the completion of regional reports and studies such as the *Greater Lowell Comprehensive Economic Development Strategy (CEDS)* and the *Regional Transportation Plan*.

Task 2 – Public Engagement, Vision Statement, Goals and Objectives

A series of five public meetings will be held in order to solicit input and build consensus. The schedule, topics and agendas of these meetings are subject to discussion and review by the Town. NMCOG recommends that the public meetings be broken out and structured as follows:

- Kick-off meeting and Visioning Session
- Public meeting devoted to land use, housing and economic development
- Public meeting regarding infrastructure, facilities and services
- Public meeting on Open Space and Recreation, and Natural and Cultural Resources
- Public Meeting to receive input on the draft document, including the implementation plan.

The initial Visioning Session that will engage residents and local officials in an interactive discussion. Participants will be asked to identify the Town’s assets and strengths, as well as weaknesses and liabilities. In addition, ideas will be sought for capitalizing upon the strengths, minimizing the weaknesses, and creating new opportunities for the community. An overall vision statement will be crafted based upon the input received at the visioning session, and at other public forums. A working set of goals and objectives will be developed to help guide the formation of each element of the plan.

Task 3 – Land Use

The land use element will identify present land uses, examine remaining opportunities for development, describe local land use regulations and assess their impact on land use development and effectiveness in managing growth. Land use techniques for managing

and directing growth will also be discussed. In addition, this element will identify possible revisions to the town's land use regulations, policies and procedures needed to make the town's zoning and land use policies and practices consistent with the Master Plan. Maps depicting existing land use, future land use, and outlining areas suitable for future development will be provided.

Task 4 – Housing

The housing element will identify and analyze existing and projected housing needs, as delineated in the Town's Housing Production Plan. Data regarding the state of the town's current housing stock will be provided broken out by tenure and age. Recommendations for creating diverse housing choices for all income levels and age groups within the community will be formulated.

Task 5 – Economic Development

The economic development element will provide an overview of the Town's existing economy, examine the strengths and weaknesses of individual economic sectors, and assess the potential of the town's current economic base in meeting goals related to employment, tax base and overall economic strength.

NMCOG will review and evaluate the goals and implementation plan contained in the previous Master Plan and detail what has been achieved, what remains to be done, and assess whether the remaining elements are still pertinent and appropriate.

The Town's existing economic conditions will be evaluated by examining the following:

1. Zoning and land use characteristics
2. Business characteristics and trends
3. Income, employment, labor force and wage characteristics
4. Non- residential valuations and local tax revenues
5. Available infrastructure to accommodate economic development (water, wastewater, transportation, utilities and telecommunications)
6. Community assets and liabilities
7. Balance between economic development and quality of life

The future economic development outlook for the community will be assessed through analyzing and documenting the following:

1. Availability of commercial zoned land for development (based on work completed under the land use element)
2. Trends in the local and regional economy
3. Employment projections
4. Workforce development
5. Evaluation of economic development programs and tools available to the community such as EDIP

6. Identification of potential development and redevelopment opportunities for specific geographic locations within the community
7. Evaluation of permitting and regulatory issues related to economic development

An implementation plan will be developed focusing on the steps to be taken to attract economic development that is appropriate for Pepperell.

Task 6 – Natural and Cultural Resources

The Natural and Cultural Resources element will provide an inventory of natural, cultural and historic resources located within the community, and detail policies and strategies for the protection and management of such areas. This work will identify areas or parcels that are a high priority for conservation and preservation, such as water supply protection zones, wetlands, historic districts, flood plain and wildlife habitat. An inventory of environmental hazards will also be provided.

Task 7 – Open Space and Recreation Element

The Open Space and Recreation element will provide an inventory of recreation and open space resources as identified in the Town's Open Space and Recreation Plan. Policies and management strategies for managing, preserving and protecting these resources will also be detailed. To the extent possible, existing information contained within the Town's Open Space and Recreation Plan will be utilized.

Task 8 - Services and Facilities Element

The Services and Facilities element will include an inventory by age, capacity and function of municipally owned facilities based on available data. The impacts of future growth and development on town services and facilities will be discussed. This element will identify the most important infrastructure needs in the Town for the next ten years, with particular attention paid to areas identified as having growth and redevelopment potential within the land use and economic development elements.

Task 9 – Traffic and Circulation

The Traffic and Circulation element will provide an inventory of the town's transportation network. This information will be compiled from existing studies and sources, such as the *Regional Transportation Plan for the Northern Middlesex Region*, the *Transportation Improvement Program*, *NMCOG's traffic counting, pavement management, congestion management and safety programs*, *The Human Services Coordinated Transportation Plan*, and the *Railroad Square Traffic Study*. This section will detail the condition of the town's transportation infrastructure, including traffic volumes, pavement condition, information on bicycle and pedestrian facilities, and the structural condition of the town's bridges.

Task 10 –Implementation Plan

The implementation plan will outline specific actions and measures that should be taken to carry out the recommendations contained within the Master Plan. The implementation element will translate the generalized goals and objectives into specific action items. The entity responsible for implementing each action will be identified, a priority and timeframe will be established, and the cost range of each measure will be estimated. These implementation strategies may include such measures as changing land use and permitting policies and procedures, revising or creating zoning districts and bylaws, building and site design guidelines and/or standards, infrastructure investments, or recommendations for additional studies. Recommended procedures for monitoring the progress and the status of Master Plan implementation will also be provided, using indicators where possible.