

ID#	Master Plan Recommendations	Primary Responsibility and Contact
2.10	2.10 - Consider the adoption of an inclusionary zoning bylaw, as recommended in the Town's Housing Production Plan, for multi-family projects and single-family subdivisions over a certain size threshold. Utilize technical assistance provided by Mass Housing Partnership (MHP) to develop the bylaw.	Planning Board , Affordable Housing Committee
2.1	2.1 - Update and revise the Town's Zoning Bylaw to provide clarity and consistency, update uses, and add appropriate design standards, guidelines and performance standards, including updated standards for landscaping, lighting and signage.	Planning Board
2.11	2.11 - Consider adopting a Low Impact Development (LID) bylaw for managing stormwater on site and assisting the Town in meeting the requirements of the new EPA MS4 permit.	Planning Board, DPW Stormwater Adv Group), Conservation Commission, PB (C. Walkovich)
2.12	2.12 - Address the need for improved design standards or guidelines to help the Town to : - achieve it economic development goals, - protect environmental assets by incorporating sustainable landscape design and green infrastructure, - provide guideliness for affordable housing for both profit and non-profit developers, - strengthen our neighborhoods. - Promote heat island reduction strategies: erect cool roofs, green roofs, green spaces, and designs that minimize heat magnification, and - follow recommendations in the Healthy Chapter of the Open Space & Recreation Plan "	Planning Board, Affordable Housing Comm
2.13	Deleted. This rec has been combined with 6 design-related recs, all now under #2.12. Combined recs are: 2.12, 2.13, 2.14, 2.18, 2.19 and 5.8.	Planning Board

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2.14	Deleted. This rec has been combined with 6 design-related recs, all now under #2.12. Combined recs are: 2.12, 2.13, 2.14, 2.18, 2.19 and 5.8.	Planning Board
2.15	2.15 - Continue to pursue redevelopment of the Peter Fitzpatrick School. Reassess the zoning for the property to determine whether adaptive reuse could be better accommodated with certain zoning changes in place.	Select Board (B Greathead), Town Administrator, Planning Board
2.16	2.16 - Improve and strengthen the Town's Floodplain Management bylaw and move the bylaw from the Town Code to the Zoning Bylaw. Consider participating in the Community Rating System (CRS) as a means of addressing the future impacts of climate change and of lowering flood insurance premiums for residents.	Planning Board, Select Board (M Scarsdale), Conservation Commission (P Terrasi), DPW
2.17	2.17 - Address impediments to solar energy development, as identified through the SolSmart initiative. Complete the SolSmart designation process.	Town Planner, Select Board (T. Beattie), Climate Change Council (R. Cataldo, J, Veysey)
2.18	Deleted. This rec has been combined with 6 design-related recs, all now under #2.12. Combined recs are: 2.12, 2.13, 2.14, 2.18, 2.19 and 5.8.	Planning Board
2.19	Deleted. This rec has been combined with 6 design-related recs, all now under #2.12. Combined recs are: 2.12, 2.13, 2.14, 2.18, 2.19 and 5.8.	Planning Board
2.2	2.2 - Conduct a comprehensive review of the town's Zoning Bylaw and development regulations every five years	Planning Board
2.3	2.3 - Re-examine the concept of allowing mixed-use development in the Hollis Street/Brookline Street area, as outlined in the previous Master Plan. Explore opportunities for small-scale neighborhood-style commercial development in Park Street, through adaptive reuse of large residences.	Planning Board, Affordable Housing Committee

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2.4	2.4 - Establish minimum lot size requirements for the commercial and industrial districts.	Planning Board
2.5	2.5 - Rework the table of uses within the Zoning Bylaw to eliminate inappropriate uses, such as allowing self-storage units and contractor yards in the downtown, and to add uses that achieve the goals of the Master Plan, including better accommodation of agriculture related businesses, entertainment, arts and cultural uses, and a wide range of appropriately sized retail uses.	Planning Board
2.6	2.6 - Modify the zoning in Railroad Square and along the downtown portion of Main Street to be consistent with the historic development pattern, allowing for mixed uses and utilizing standards that protect historic resources. Consideration should be given to creating a Village Center zoning district in this area and examining the feasibility of form-based code.	Planning Board, Historical Commission (Diane Cronin)
2.7	2.7 - Revise the Zoning Bylaw to discourage undesired uses, such as big box retail, car dealerships, fast food restaurants, and large manufacturing facilities. Address the lack of zoning regulations for adult entertainment establishments to ensure that such an establishment is not sited in a residential neighborhood, near a school or other inappropriate location.	Planning Board
2.8	2.8 - Revise the Open Space Residential Development Bylaw (OSRD) to provide additional clarity, allow for smaller lot sizes for the residential portion of a project, and ensure that the open space and habitat areas are in a location that provides the greatest ecological impact. Use of native plant materials should be required, along with low impact development techniques, where possible. Consider requiring mandatory OSRD for all subdivisions over a certain size threshold.	Planning Board, Conservation Commission, Climate Change Council (C. Walkovitch, B. Faxon, J. Veysey-Powell)

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2.9	2.9 - Reaffirm the 2006 Master Plan recommendation to “restrict Sewer District expansion to designated areas with minimal natural resources”, which was intended to protect water resources and focus development where increased density is desired.	Planning Board, DPW (DPW Director / BPW)
3.1	3.1 – The Economic Development Advisory Committee should work in collaboration with the Pepperell Business Association to develop an effective public-private partnership.	Economic Development Advisory Committee
3.10	3.10 - Meet with the owners of the former Pepperell Paper Mill site to determine what options are available to move this project forward.	Town Administrator
3.11	3.11 - Implement the recommendation made by the Peter Fitzpatrick Feasibility Committee (PFFC) to create a “zoning overlay for restricted light mixed commercial uses (i.e. coffee shop, farmer’s market, shared office space, small business office space, art/music studios) within the next 1-3 years”. Consider the development of a commercial kitchen space for home-grown enterprises, such as finished product businesses i.e. baked goods) that can be sold at local restaurants.	Planning Board (Lead) Select Board (M Scarsdale), Agricultural Advisory Board
3.12	3.12 - Determine what space is still available at the Lomar Industrial Park and work with the property owners to address the infrastructure issues.	Economic Development Advisory Committee (J. Masiello)
3.13	3.13 - Identify underutilized properties along Route 119 and redevelop them with recognition of the floodplain issues.	Economic Development Advisory Committee, Town Administrator, Conservation Commission

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3.14	3.14 - Establish a regional Food Hub and encourage collaboration between the Agricultural Advisory Board and the Economic Development Advisory Committee to focus on agriculture as an economic development component	Economic Development Advisory Committee (K. Kinney) , Agricultural Advisory Board
3.15	3.15 - Promote eco-tourism and cultural tourism to take advantage of the natural, historical and cultural assets within the community.	Economic Development Advisory Committee
3.16	3.16 - Identify spin-off opportunities from regional projects, such as the Indian Hill Music Center, that can benefit Pepperell businesses.	Economic Development Advisory Committee (J. Morrow)
3.2	3.2 - Identify grant funds that can supplement the annual budget in addressing economic development initiatives.	Economic Development Advisory Committee, Town Administrator
3.3	3.3 - Market the Town of Pepperell and maintain a list of available properties.	Economic Development Advisory Committee, Town Planner
3.4	3.4 -Implement the economic development zoning recommendations in the Land Use and Zoning Chapter of the Master Plan.	Planning Board
3.5	3.5- Re-examine the Town's permitting processes and develop and maintain current Permitting Guidance on Town web site for prospective applicants. (text edited as approved by PB on 2/1/21)	Planning Board, Conservation Commission, Inspector of Buildings
3.6	3.6 - Develop an economic development strategy to attract small businesses that build upon the Town's assets.	Economic Development Advisory Committee, Agricultural Advisory Board, Historical Commission
3.7	3.7 Re-develop Railroad Square as a vibrant center of economic activity that builds upon the Town's assets and vision.	Economic Development Advisory Committee , Select Board (M Scarsdale)

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3.8	3.8 - Solicit support from the Massachusetts Downtown Initiative (MDI) in developing a brand for Main Street and identifying strategies for marketing the area.	Economic Development Advisory Committee, Historical Commission (Diane Cronin)
3.9	3.9 - Establish the Route 113 Corridor as a pedestrian oriented corridor that stresses walkability and bicycle accommodations over automobile usage.	Planning Board, DPW, Economic Dev Adv Comm
4.10	4.10 - Address the need for parking at the Prudence Wright Overlook, Town Field and in the area around the monuments at the rotary.	Select Board
4.1	4.1 - Revisit the recommendations in the Railroad Square Transportation Study and consider advancing improvements to the area through the region's Transportation Improvement Program.	Select Board (M Scarsdale), DPW
4.11	4.11 - Identify an appropriate location for a future park and ride lot.	Select Board (T Beattie), Town Planner, DPW
4.12	4.12 - Add bicycle racks at priority locations such as Town Hall, the Library, the Community Center, Albert Harris Center, downtown near the Rail Trail, and at the Covered Bridge.	Select Board, Library, Council on Aging
4.13	4.13 - Address safety issues at the intersections listed on page 151 of the Master Plan.	DPW
4.14	4.14 - Work with the Police Department to improve speed enforcement at problem locations, including the areas around the schools.	Police Department (Chief David Scott)
4.15	4.15 - Address the need for additional crosswalks in Railroad Square and at other locations along Main Street. Install flashing "pedestrian crossing" signs similar to those in Groton Center.	Town Planner (Lead), DPW

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4.16	4.16 - Install signs along the Rail Trail to educate users on trail etiquette, safety, and other topics related to trail use, such as hours of operation, proper pet waste disposal practices, and anti-littering policy.	DPW or Police (Chief David Scott)
4.17	4.17 - Study heavy vehicle traffic volumes at problem locations to determine whether they qualify for a heavy vehicle exclusion based on MassDOT requirements.	NMCOG, MassDOT
4.18	4.18 - Consider advancing eligible transportation projects through the region's Transportation Improvement Program, whereby the Federal Highway Administration and MassDOT would assume construction costs if the town funds design, right-of-way costs, and permitting.	Select Board (W Greathead), DPW
4.19	4.19 - Work with LRTA to study the feasibility of providing peak hour transit service from Pepperell to the commuter rail stations and the Tyngsborough Park and Ride lot.	Select Board, LRTA
4.2	4.2 - Establish a committee to focus on pedestrian and bicycle planning, specifically the creation of an interconnected network and the implementation of needed safety improvements.	Police Department (Chief David Scott)
4.20	4.20 - Work with the Council on Aging to increase RoadRunner hours of operation for medical appointments for seniors and disabled residents. Investigate opportunities to collaborate with adjoining towns-to provide this service.	Council on Aging, Town Administrator, Comm on Disabilities
4.21	4.21 - Consider purchasing electric vehicles as part of the town fleet, and install electric vehicle charging stations for use by the town, local residents and visitors.	Select Board (T Beattie), Town Administrator
4.3	4.3 - Repair or replace the existing sidewalks that are in poor condition, not in compliance with ADA requirements, or that contain obstructions, such as utility poles and sign posts.	Council on Aging, Town Administrator, Comm on Disabilities, DPW

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4.4	4.4 - Add pedestrian benches, pedestrian scale lighting, and other amenities such as water bottle filling stations and street trees at appropriate locations in order to encourage walking and bicycling.	DPW
4.5	4.5 - Continue moving forward with the development of the Complete Street Prioritization Plan and participate in the Safe Routes to School Program.	TA, Planning & Highway Dept
4.6	4.6 - Consider establishing a bike-share program by contracting with a private company that provides the bikes and operates the system at no cost to the town.	Recreation Commission and EDAC
4.7	4.7 - Update the town's subdivision regulations to clarify language regarding sidewalk requirements, and establish a sidewalk funds where a developer may make a contribution in the event that a sidewalk requirement is waived for a specific project.	Planning Board
4.8	4.8 - Pepperell public safety officials and the regional school district should collaborate on a bicycle and pedestrian safety program for school-age children.	Police Department (Chief David Scott)
4.9	4.9 - Address the downtown parking issues by using kiosks and signage to direct rail trail users to the designated parking lot behind the former jail building and by including such information on the town and state websites	DPW, DCR
5.1	5.1 -Work with the Northern Middlesex Council of Governments to update the 2014-2018 Pepperell Affordable Housing Production Plan (AHPP).	Affordable Housing Committee
5.10	5.10 – Develop an Affordable Housing Trust to partner with the Pepperell Affordable Housing Committee to work with developers to produce neighborhood friendly projects	Affordable Housing Comm (Lead), Select Board (M Scarsdale)

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5.11	5.11 - Once the Community Preservation Act (CPA) is adopted, finance the Affordable Housing Trust initially through CPA funds and then use developer funds in lieu of affordable housing units to increase the availability of funding for future affordable housing developments.	Select Board, Affordable Housing Trust, Affordable Housing Committee and Community Preservation Committee (to be formed)
5.12	5.12 - Encourage the Pepperell Housing Authority to work closely with the newly created Affordable Housing Trust to determine how each entity's resources could be maximized in creating affordable housing units.	Pepperell Housing Authority, Affordable Housing Trust (to be formed)
5.13	5.13 - Access existing resources related to first-time homebuyer and foreclosure assistance programs.	Pepperell Affordable Housing Committee
5.14	5.14 -Develop a project under the Green Communities, MVP and other funding sources to address climate change and sustainability issues as an example of what can be accomplished locally in conjunction with the Enterprise Community Partners, the Commonwealth of Massachusetts and private developers.	Climate Change Council (Lead), Select Board (T Beattie), Town Administrator, DPW
5.15	5.15 - Utilize the resources provided by the MassHousing Partnership to study and consider the adoption of an Inclusionary Zoning Bylaw.	Planning Board
5.2	5.2 - Use the DHCD-approved Housing Production Plan (HPP) as a management tool to develop new affordable housing opportunities in meeting the Town's annual housing production goals.	Affordable Housing Committee
5.3	5.3 - Encourage the production of multi-family rental units as a means of making progress toward DHCD's 10% affordability goal, thereby allowing Pepperell to attain "safe harbor" status.	Affordable Housing Committee

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5.4	5.4 - Establish a mechanism to monitor and maintain existing affordable housing units.	Affordable Housing Committee
5.5	5.5 - Utilize the Pepperell Affordable Housing Committee, the Pepperell Housing Authority and non-profit developers, such as the Coalition for a Better Acre, Common Ground Development Corporation, Inc., and Habitat for Humanity, to develop local affordable housing development capacity.	Affordable Housing Committee
5.6	5.6 - Apply for designation as a Housing Choice Community if the Town meets the housing production eligibility. If designated, apply for Housing Choice Capital and Technical Assistance Grants.	Town Planner
5.7	5.7 - Utilize state and local funds and other “tools”, such as Chapter 40R, Inclusionary Zoning and “friendly” Chapter 40B developments, to increase the supply of affordable housing.	Planning Board, Zoning Board of Appeals
5.8	Deleted. This rec has been combined with 6 design-related recs, all now under #2.12. Combined recs are: 2.12, 2.13, 2.14, 2.18, 2.19 and 5.8.	Affordable Housing Committee, Zoning Board of Appeals
5.9	5.9 - Establish a process and criteria to review and determine the disposition of any tax title properties as they become available. All town organizations that may have an interest in the property should be included. (text edited and approved by PB on 2/1/2021)	Town Treasurer (D. Nutter)
6.1	6.1 - Implement the Seven-Year Action Plan outlined in the 2016 Pepperell Open Space and Recreation Plan.	Conservation Commission, Recreation Commission

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6.10	6.10 - Continue to expand upon the work undertaken by the Conservation Commission, Recreation Commission and Nashoba Conservation Trust by further integrating recreation and environmental protection through initiatives, such as nature walks, establishment of an environmental education center, fitness trails and interpretative trails.	Conservation Commission (P. Terrasi), Recreation Commission
6.11	6.11 - Prepare an ADA Transition Plan for town-owned conservation and recreation properties. Apply for grant funding from the Massachusetts Office on Disability to implement needed accessibility improvements.	Conservation Commission, Recreation Commission, Town Administrator, Comm on Disabilities
6.12	6.12 - To address climate change and resiliency, apply for state Municipal Vulnerability Preparedness action grant funding to implement the recommendations contained within the MVP plan.	Town Planner, Town Administrator
6.13	6.13 - Implement the recommendations outlined in the Pepperell Fields and Hard Courts Facilities Master Plan as resources permit. The Recreation Commission and Board of Health should assess whether the use of artificial turf presents an unacceptable health risk based on the latest available research.	Recreation Commission, Board of Health
6.2	6.2 - Establish criteria for determining which town board or commission is given care and custody of lands acquired in fee, through donation, or by tax title foreclosure	Select Board (M Scarsdale)
6.3	6.3 - Business/corporate donations and sponsorships should be explored as a means of supporting conservation and recreation projects.	Select Board

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6.4	6.4 - Protect additional open space on an ongoing basis, prioritizing the following: parcels located in the WRPOD; remaining farmland; lands that extend protected corridors along the Nissitissit River, Sucker Brook, and Mine Brook; additions to the west bank of the Nashua River greenway; the remaining gaps in the open space network located between Lawrence Street and Boynton Street, and between Hollis Street and Brookline Street; open space network connections to protected parcels in neighboring towns; historical sites, areas and landscapes; important habitat areas; and forested lands.	Conservation Commission (P Terrasi)
6.5	6.5 - Continue to pursue Agricultural Preservation Restrictions (APR) and Conservation Restrictions (CR) for acquired farmland, forest land, riparian corridors, and water supply areas.	Agricultural Advisory Board, Conservation Commission (P Terrasi)
6.6	6.6 - Establish trail linkages between conservation areas and pursue easements needed for future linkages. Work with proponents of future development projects on preserving the easements and rights-of-way needed for these connections. Coordinate with neighboring communities on linkages at the town boundaries in order to establish a regional network.	Conservation Commission (P Terrasi), Planning Board
6.7	6.7 - Continue to develop and update management plans for all conservation areas and town-owned forests as resources permit.	Conservation Commission (P Terrasi), Fire Chief (Tree Warden), Highway Supt
6.8	6.8 - Encourage forest landowners to enroll in Chapter 61 and provide information on available assistance from the Conservation District and the New England Forestry Foundation.	Town Assessor (M. Bolger)

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6.9	6.9 - Promote the conservation and recreation areas and programs through the Town's website, social media, the Recreation Commission quarterly flyer, the Albert Harris Centernewsletter, and by posting flyers and notices at the Library, Community Center, at conservation area kiosks, and at the North Central Massachusetts Regional Visitor's Center. Future publications should incorporate information on recreation, conservation and historic sites, programs and events that are available or planned in Pepperell. These events, sites and programs should be promoted through wayfinding kiosks and the local Pepperell channel	Conservation Commission (P Terrasi), Recreation Commission, Historical Commission (Diane Cronin)
7.10	7.10 - Continue to work collaboratively with neighboring communities and the Northern Middlesex Stormwater Collaborative (NMSC) on the implementation of, and compliance with EPA MS4 Stormwater Permit. Educate businesses, residents and homeowners on best practices for managing stormwater and protecting water quality.	Conservation (P Terrasi) and DPW staff, NMCOG
7.1	7.1 - Investigate the feasibility of establishing a National Register district in Railroad Square/East Pepperell, and in other appropriate locations.	Historical Commission (Diane Cronin)
7.11	7.11 - Establish a "Detection and Response" plan to address invasive plant species. Educate homeowners and the agricultural community on the importance of using native plantings, and on how to detect and report the presence of invasives.	Conservation Commission

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7.12	7.12 - Revise and update the Town's development regulations to strengthen environmental protection, consider climate change, protect forested habitat, and address water quality issues. Such changes should include a more rigorous sedimentation and erosion control plan, stormwater management requirements, and provisions for low impact development (LID) and green infrastructure.	Planning Board, Conservation Commission
7.13	7.13 - Develop an educational brochure for homeowners, developers, contractors, landscapers, and facility managers on best practices for reducing the use of fertilizers, pesticides and deicing chemicals, and for improving soil conditioning and health.	Climate Change Council (Lead)
7.14	7.14 - The Scenic Road Bylaw should be reevaluated and revised to better define what constitutes a scenic road, and additional public education should be provided to increase the awareness and knowledge of residents regarding the bylaw.	Select Board (M Scarsdale), DPW
7.15	7.15 - Adopt a tree retention bylaw to encourage the preservation and protection of trees during significant construction activity.	Planning Board, Climate Change Council
7.16	7.16 - Implement the Conservation Commission-approved recommendations contained in "Toward a More Sustainable and Resilient Pepperell".	Conservation Commission, Climate Change Council
7.17	7.17 - Promote the agricultural economy by encouraging: the preservation of agricultural lands through APRs and Conservation Restrictions; farm-to-table restaurants; a "buy local" campaign; community supported agriculture (CSA); community gardens; and agri-tourism.	Agricultural Advisory Board, Economic Development Advisory Board

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7.18	7.18 - Work with local farm owners and the Massachusetts Department of Agricultural Resources (MDAR) to identify funding for a local agricultural plan that addresses agricultural preservation and helps promote the stability and possible growth of the local agricultural economy.	Agricultural Advisory Board, Economic Development Advisory Board
7.19	7.19 - Develop a prioritization plan for lands classified under Chapters 61, 61A and 61B, so that the Town is prepared to act quickly when parcels become available for possible acquisition. In addition, the Town should address parcels that do not comply with the requirements set forth in Chapters 61, 61A and 61B.	Select Board (T Beattie), Town Administrator, Cons Comm, Town Planner, Agricultural Advisory Board, Town Forest Comm, Rec Comm
7.2	7.2 - The Town should pursue the listing of qualifying properties on the National Register and on MACRIS. There are many historic assets, including buildings, monuments and cemeteries, which are clearly eligible for inclusion. The Town could apply for state grant funding to undertake this work.	Historical Commission (Diane Cronin)
7.20	7.20 - Town officials should work with local legislators on modifications to the Chapter 61A program that would allow farmers to construct solar energy facilities on their property, as long as such facilities do not interfere with the active cropland.	Select Board (T Beattie), Agricultural Advisory Board
7.21	7.21 - Further investigate the establishment of a food hub at the Peter Fitzpatrick School, which would be beneficial to local farmers in terms of value-added agriculture.	Select Board (T Beattie), Agricultural Advisory Board, Economic Development Advisory Board

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7.22	7.22 - The Pepperell Agricultural Advisory Board should reach out to the regional school district regarding the possibility of including locally sourced food in the school lunch program. In addition, education on local agriculture and the benefits of sound nutrition should be incorporated into the school curriculum.	Agricultural Advisory Board, School District
7.3	7.3 - Consider the establishment of one or more local historic districts through the formation of a Historic District Study Committee.	Historical Commission (Diane Cronin)
7.4	7.4 - Pepperell should consider adopting a Demolition Delay Bylaw to protect historic resources. A twelve-month delay period is recommended.	Historical Commission (Diane Cronin)
7.5	7.5 - The Master Plan Advisory Committee strongly recommends that Pepperell adopt the Community Preservation Act to provide resources for historic preservation and restoration, open space, recreation and affordable housing.	Select Board (M Scarsdale), Hist Comm, Rec Comm, Cons Comm, Affordable Hsg Comm, Ag Board
7.6	7.6 - Using the principles of historic preservation. conserve and protect town owned structures and properties of historic significance. In particular, Town Hall, Lawrence Library, Shattuck School. the covered bridge, the Old Jail, the DAR building. Historic and memorial sites, and other structures like the Peter Fitzpatrick School should be included in historic preservation planning. Our cemeteries should also be well documented and maintained. (text edited as approved by PB on 2/1/2021)	Select Board (W Greathead), Town Administrator, Historical Comm

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7.7	7.7 - The Town needs to address the storage of town records and documents as soon as possible. As resources allow, historic documents should be scanned and digitized. All documents and records should be stored in a protected and safe location. An index should be developed listing each record, its storage location, condition, and responsible steward. An official policy is needed to address records/document retention, preservation and disposal criteria and processes.	Town Clerk (B. Montesanti, Historical Commission (Diane Cronin)
7.8	7.8 - Promote and market the Town's historical and cultural resources to foster a greater sense of appreciation and stewardship, and for economic development. As part of this effort, plaques could be provided for display on historic properties. In addition, a "self-guided walking tour" of historic areas should be developed.	Historical Commission (Diane Cronin)
7.9	7.9 - Work with the School District to include town history, local agriculture, and the natural resources of Pepperell within the curriculum.	Historical Commission (Diane Cronin), Agricultural Advisory Board, Conservation Commission (P Terrasi)
8.1	8.1- Implement capital improvements needed to address maintenance, repair, and renovation issues for all Town facilities. (text edited as approved by PB on 2/1/2021)	Select Board (W Greathead) , Town Administrator
8.10	8.10 - Proposals should be sought from telecommunications companies that offer low-cost cable and internet services across the town, including for seniors, low-income residents and those with disabilities. Public access and local programming should also be considered as part of any proposal. Alternatively, the Town could explore the possibility of establishing a local telecommunications wired service center with Pepperell Community media.	Cable Television Advisory Committee, Select Board

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8.11	8.11 - Work with the major cell phone carriers to better understand coverage dead zones within Pepperell and the infrastructure enhancements that would be needed to address them.	Town Administrator
8.12	8.12 - Recommendation deleted, as recommended by the TA and CCC and approved by PB on 2/1/2021)	Select Board (T Beattie)
8.13	8.13 - Update and revise the town charter to reflect current operations, and managerial, board, and committee duties, roles and responsibilities.	Select Board (T Beattie), Charter Review Committee (M Jussaume)
8.14	8.14 - Continue to pursue regionalization opportunities, including the regionalization of dispatch services with the towns of Ashby and Townsend.	Select Board (M Scarsdale), Town Administrator
8.15	8.15 - Building upon its Green Community designation, the town should pursue additional opportunities to advance and promote renewable energy. The Town should increase public awareness of renewable energy and energy efficiency grant programs for residents and businesses, by distributing information through town-wide mailings, getting the word out through social media, and posting information on the town website. Such programs currently include Solarize Mass, PACE, and the Mass Solar Loan program.	Town Administrator, Select Board T Beattie), Climate Change Council
8.16	8.16 - Acquire the town's streetlights from National Grid and convert them to LED lighting that is compliant with International Dark-Sky Association (IDA) standards.	Select Board (A. MacLean), Town Administrator
8.17	8.17 - Community facilities should continue to be retrofitted with energy efficient lighting, appliances, heating and cooling systems, windows and doors, to reduce energy consumption.	Town Administrator, Select Board (T Beattie), Climate Change Council (B. Faxon, R. Cataldo)

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8.18	8.18 - Consider retrofitting community facilities with solar canopies or rooftop solar.	Town Administrator, Select Board T Beattie), Climate Change Council
8.19	Deleted; duplicate of Rec#4.21; approved by PB on 2/1/2021	Town Administrator, Select Board (T Beattie)
8.20	8.20 - Implement the wastewater infrastructure repairs identified in the recently completed Inflow and Infiltration (I/I) study.	DPW
8.2	8.2 - Replace the Emergency Management Garage located to the rear of Town Hall.	Select Board (M Scarsdale)
8.21	8.21 - Develop a community engagement program to educate residents on town issues, improve communication between residents and town government, and build trust among community members	Select Board (M Scarsdale), Town Administrator
8.3	8.3 - Create a Facilities Manager position, perform a condition assessment of all town-owned properties and develop a facilities management and maintenance plan.	Select Board (W. Greathead), Town Administrator
8.4	8.4 - Investigate the feasibility of replacing the Police Station building, and upgrading or replacing one or both fire stations.	Select Board (W Greathead), Town Administrator
8.5	8.5 -The Town should continue to pursue the renovation and reuse of the Peter Fitzpatrick School and perform a thorough professional assessment of the condition of the property by a structural engineer, architect and/or contractor, in order to identify existing and future improvements needed to ensure that the building is functional and code compliant.	Select Board, Town Administrator
8.6	Rec has been combined with Rec# 7.10, as approved by PB on 2/2. Budget request data was also moved.	DPW, Conservation Commission

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8.7	8.7 - Plan for the projected increase in older residents in terms of the demand for senior services and programs, possible expansion or replacement of the Albert Harris Center, the growing demand for transportation services, and the need for accessibility accommodations at town-owned properties.	Council on Aging, Select Board (M Scarsdale)
8.8	8.8 - Complete the age- and dementia-friendly designation process through the Council on Aging.	Council on Aging
8.9	8.9 - As a means of reducing the town's solid waste disposal costs, provide ongoing public education regarding the recycling program, implement a more robust composting program, investigate ways to use recycled products and materials in construction and development projects, and consider implementing a food composting program for the schools and the Albert Harris Center.	DPW, Town Administrator, Board of Health

OSRP Sub_rec#	Open Space & Recreation Plan (OSRP) Recommendations	Responsible Parties
OSRP.1.1	Study & prioritize for protection all privately owned open space parcels in the Water Resource Protection Overlay District (WRPOD).	CC (Conservation Commission), DPW (Dept. Public Works)
OSRP 1.2	Develop protection plans including acquisition and conservation restrictions to be held by the town or a land trust for WRPOD parcels.	CC/DPW
OSRP 1.3	Investigate eligibility of town- owned lands, including tax title properties, to be added to open space and/or recreation inventory.	CC, DPW, Tax Collector, BOS (Board of Selectmen)
OSRP 1.4	Implement protection plans	CC, DPW
OSRP 2.1	Study & prioritize for protection all non-WRPOD open space parcels.	CC
OSRP 2.2	Develop protection plans including acquisition and conservation restrictions to be held by the town or a land trust.	CC
OSRP 2.3	Identify properties within floodplain areas. Introduce a floodplain bylaw. Introduce a funding mechanism for the town to purchase properties located in floodplains as they become available.	CC, PB, BOS, FinCom
OSRP 2.4	Implement protection plans	CC
OSRP 2.5	Investigate parcels that qualify for inclusion in APR Program working with MDAR.	CC, Agricultural Commission (AC)
OSRP 2.6	Collect/develop/distribute information about APR Program to local farmers.	CC, AC
OSRP 2.7	Identify funds to assist in purchase of APR's.	CC, AC
OSRP 3.1	Identify workable structure for oversight group, e.g. appointment of committee by Selectmen, sub-committee of Conservation Commission, or other.	CC, RC (Recreation Commission), PB, BOS
OSRP 3.2	Appoint members, including individuals, as an oversight group who can be liaisons to Conservation Commission, Recreation Commission, Finance Committee, and Planning Board.	CC, RC, PB, BOS, FinCom
OSRP 3.3	Meet quarterly to discuss actions/schedule/updates for the oversight group.	CC, RC, PB, BOS, FinCom
OSRP 3.4	Integrate plans for actions in Objectives 1-a and 2-a.	CC, DPW, PB, BOS
OSRP 3.5	Produce "vision map" of ideal Open Space network.	CC, RC, PB, BOS
OSRP 3.6	Plan long-term funding mechanism to support open space projects.	PB, CC, RC, BOS, FinCom
OSRP 3.7	Implement CPA	PB, CC, RC, BOS, FinCom

OSRP Sub_rec#	Open Space & Recreation Plan (OSRP) Recommendations	Responsible Parties
OSRP 3.8	Create an <i>AthleticFieldsand Hard Court Facilities Master Plan</i>	RC, BOS, PB
OSRP 3.9	Plan future recreation program needs focusing on land requirements for playing fields, sports facilities, or additional programs identified in the Open Space and Recreation Plan Survey, Athletic Fields and Hard Court Facilities Master Plan, and input from residents.	RC, BOS
OSRP 3.10	Evaluate 50-acre town-owned parcel off Merrimack Drive, land behind Peter Fitzpatrick School, and other appropriate area for recreational facilities	RC, BOS, CC, PB
OSRP 3.11	Evaluate the feasibility of a sports complex for swimming, ice skating and/or other recreational opportunities	RC, PB
OSRP 4.1	Install signs, kiosks, parking areas at all conservation areas, wherever possible.	CC
OSRP 4.2	Publish trails map in cooperation with the Nashoba Conservation Trust (NCT). Include trail maps at all trailheads/kiosks.	CC, NCT
OSRP 4.3	Publicize conservation land and Conservation Commission events in the Recreation Commission quarterly flier and Senior Center Newsletter.	CC
OSRP 4.4	Issue periodic press releases about Conservation and Recreation Commission programs or decision	CC, RC
OSRP 4.5	Post fliers about upcoming events on conservation land kiosks and in the Library, Community Center, and Senior Center. Use social media such a Facebook and websites.	CC, RC
OSRP 4.6	Hold public events such as guided walks on conservation land and advertise in local newspaper, websites, Recreation Newsletter, Senior Center Newsletter	CC, RC, Senior Center (SC)
OSRP 4.7	Initiate a natural history/conservation column in a local newspaper, on the website, or create a Blog	CC
OSRP 4.8	Promote educational programs run by groups such as the NRWA and the DFW, encourage such groups to use conservation land for their educational programs. Use Social media such as Facebook and websites.	CC
OSRP 4.9	Provide bike racks at conservation and recreation destinations.	CC, RC

OSRP Sub_rec#	Open Space & Recreation Plan (OSRP) Recommendations	Responsible Parties
OSRP 4.10	Provide town-wide alternative transportation network, including off-road trails, sidewalks and bike lanes "Complete Streets" by working with town officials and NMCOG.	PB, CC, RC, DPW, NMCOG
OSRP 4.11	Develop assessment methods such as surveying, program evaluations and request for comments on registration materials for all ages to evaluate recreational offerings to see if they meet community needs.	RC
OSRP 4.12	Posts information about accessibility of conservation and recreation lands and programs for people with disabilities and older residents.	CC, RC
OSRP 4.13	Install additional benches	CC, RC
OSRP 4.14	Implement one project per year to improve accessibility of conservation and recreation land.	CC, RC
OSRP 4.15	Identify grants and other funding to implement accessibility goals.	
OSRP 5.1	Increase collaboration between Selectmen, Conservation Commission, Planning Board, DPW, and Town Forest Committee on town-owned open land management.	CC, BOS, PB, DPW, Town Forest Committee (TFC)
OSRP 5.2	Continue quarterly informational meetings for town department heads	SB
OSRP 5.3	Designate a specific representative of the town for each non-profit group and ask the representative to keep pertinent town agencies informed of issues and decisions.	CC
OSRP 5.4	Encourage commissioners and town staff to become active individual members of local groups such as the Nashua River Watershed Association and local land trust.	CC, PB, BOS

OSRP Sub_rec#	Open Space & Recreation Plan (OSRP) Recommendations	Responsible Parties
OSRP HLC 1	Mix land uses, where possible to create walkable neighborhoods (currently mixed use zoning can only be found on the former mill site).	PB, AHC
OSRP HLC 2	Enact a leash law to make walking less intimidating for older adults concerned about unleashed dogs.	SB
OSRP HLC 3	Work with non-profit partners to provide enhanced home health services and elder care, and to provide additional counseling and mental health support groups.	COA, BOH
OSRP HLC 4	Consider healthy community design in updating the Town's Master Plan and include a health advocate and an older adult on the MPC.	PB
OSRP HLC 5	To the extent possible, continue to interconnect the town's open space parcels, trail system and sidewalk system to create an extensive active transportation and recreation network.	CC, PB
OSRP HLC 6	Work with non-profit land trusts to increase the inventory of protected open space in Pepperell and establish trail connections into neighboring communities.	CC
OSRP HLC 7	Educate residents on avoiding tick-borne and mosquito transmitted diseases	BOH
OSRP HLC 8	Publicize the availability of the Town's Trail Map and Guide and make trail maps available at the trailhead	CC
OSRP HLC 9	Educate users of the Nashua River Rail Trail on littering and the safety and courtesy rules for using the trail	Completed (DCR)
OSRP HLC 10	Provide restroom facilities for users of the Nashua River Rail Trail	DPW
OSRP HLC 11	Provide positive police enforcement, reminding residents and visitors of the law pertaining to pedestrian, bicyclist and motorist safety	PD
OSRP HLC 12	Install additional benches in the vicinity of Lorden Hardware, at the recreation fields, along Main Street and along the Nashua River Rail Trail	DPW
OSRP HLC 13	Provide affordable, inclusive and accessible recreation and transportation opportunities for older adults and those with disabilities, and improve access to Town Hall	Disabilities Comm, COA, TA
OSRP HLC 14	Modify the Town's site plan review process and subdivision regulations to address the needs of older adults by focusing on universal access issues, site layout and circulation, pedestrian and bicycle safety and amenities, streetscaping, ADA compliance, sidewalk standards and lighting.	PB, AHC

OSRP Sub_rec#	Open Space & Recreation Plan (OSRP) Recommendations	Responsible Parties
OSRP HLC 15	Evaluate the condition of existing sidewalks and crosswalks and address uneven surfaces, cracks, tripping hazards and grade changes, and remove poison ivy from the sidewalk edges. The following problem locations for pedestrians were noted: Curb height in RR Square, the need for improved crosswalks and signage in the vicinity of the rotary, and pedestrian safety at the Lowell St intersection	DPW
OSRP HLC 16	Extend the Town's sidewalk network, as funding becomes available, and develop a maintenance plan for this infrastructure	DPW
OSRP HLC 17	Adopt a Complete Streets policy, develop a Complete Streets Implementation Plan and participate in MassDOT's Complete Street Grant Program	TA, PB, DPW
OSRP HLC 18	Implement the Town's Affordable Housing Production Plan and work with the Housing Authority to address the modernization of senior housing	AHC
OSRP HLC 19	Work to address transportation options for older adults through the LRTA, COA and private transportation providers	COA, TA, Comm on Disabilities
OSRP HLC 20	Consider the needs of the Town's growing older adult population in assessing the space and programming needs at the Senior Center	COA, SB, TA
OSRP HLC 21	Consider developing a community garden for older adults and other residents who may be interested in growing their own food	COA, Ag Adv Bd
OSRP HLC 22	Lead by example and establish municipal policies that encourage healthy community design, such as installing benches, water fountains, street trees, public restrooms, bicycle racks at municipal properties and within the downtown business district	PB
OSRP HLC 23	Examine town event and programming opportunities for community building such as street festivals, health fairs, public safety fairs, or a fall harvest festival	EDAC, Ag Adv Bd
OSRP HLC 24	Market active living opportunities to older adults through the Senior Center, newspapers, local cable, the town website, the Recreation Department's Activity List and other venues	
OSRP HLC 25	Work with the Recreation Dept and the Senior Center to organize walking events, such as senior walking groups and community-wide walking programs	BOH, COA, RC
OSRP HLC 26	Educate older residents on safety and security issues through the Police Dept.	PD

Sub_rec#	Toward a More Resilient & Sustainable Pepperell Report Recommendations	Primary Resp
7.16.1	Promote heat island reduction strategies: erect cool roofs, green roofs, green spaces, and designs that minimize heat magnification	Climate Change Council, C.
7.16.2	Support implementation of DPH's Mass in Motion and other Wellness programs to increase community resilience (see also OSRP Rec# OSRP HLC 6)	Board of Health
7.16.3	Continue requiring reporting of human cases and positive laboratory results of vector borne diseases, including diseases that are not currently endemic to Massachusetts (see also OSRP Rec # OSRP HLC 7)	Board of Health
7.16.4	Educate the public, particularly high-risk groups about personal prevention practices and encourage their adoption	Board of Health
7.16.5	Maintain mosquito surveillance at multiple sites	Board of Health
7.16.6	Educate the public about mosquito breeding habitats and opportunities to eliminate them (such as reducing areas of standing water)	Board of Health
7.16.7	Use community-based groups, organizations and town website or town social media to do outreach and education about risks and prevention and to connect citizens to appropriate services.	Board of Health
7.16.8	<p>Develop and implement rivers and streams management plan to:</p> <ul style="list-style-type: none"> - Maintain and expand riparian buffer zones that shade the streams and assist in keeping water temperatures low. - Remove barriers to fish passage to allow access to and spawning in upriver areas. - Replace smaller-bore culverts with culverts that meet Massachusetts Stream Crossing Standards, which facilitate passage. 	Conservation Commission, Climate Change Council
7.16.9	<p>Develop and implement regulatory solutions that:</p> <ul style="list-style-type: none"> - Warmed water from retention ponds is not released into streams - Precludes building of impervious surfaces (e.g., parking lots and other developments) close to coldwater streams and rivers, as this may result in warmed runoff entering the waterbody; <p>Encourage partnerships with federal, state, and local agencies, watershed associations, land conservation organizations and educational institutions to identify challenges and opportunities for</p>	Conservation Commission
7.16.10	Increase continuity of forest habitat through additional land conservation	Conservation
7.16.11	Increase continuity of forest habitat by requiring housing developments of five parcels or more be proposed as OSRD and insure open spaces identified in OSRD are in line with goals identified in the Master Plan	Conservation Commission, Climate Change Council
7.16.12	Promote best management practices to reduce the hazard of pest transportation from site to site by humans	Conservation Commission,

Sub_rec#	Toward a More Resilient & Sustainable Pepperell Report Recommendations	Primary Resp
7.16.13	<p>Develop and implement Forest Management Plans for Town and Conservation Commission-owned land to</p> <ul style="list-style-type: none"> - Actively monitor for pest outbreaks in their earlier stages, combined with aggressive elimination and control activities to eliminate outbreaks in early stages. - Promote resilience by aggressively managing current stressors: grazers and browsers, invasive species, pests. - Manage change by selective cutting, introductions of preferred species, and the control of non- climate stressors. - Promote resilience by managing the age structures of forest stands to favor an increased representation of young vigorous trees. 	Conservation Commission
7.16.14	Increase continuity of wetland habitat through additional land conservation proposed as OSRD and insure open spaces identified in	Conservation Commission,
7.16.15	<p>Develop and implement wetland management plan for Town and Conservation Commission owned land to:</p> <ul style="list-style-type: none"> - Control non-climate stressors. The threats currently posed by invasive plant species to wetlands will be exacerbated under climate change. If we are to continue to protect valued wetlands, it will be vital to increase efforts aimed at detecting and eliminating or controlling outbreaks. This will require more active monitoring and detection, aggressive elimination, and the education of the public about and the enforcement of best management practices - Preserve wetlands by protecting the hydrologic, geomorphological, and ecological matrices within which they are situated. This requires the management and conservation of watersheds. - Protect, restore, and manage large, functionally-healthy wetland complexes. We must aim to preserve and support the large wetland complexes that remain in the Commonwealth. We should also aim to increase the size of existing wetland complexes through habitat restoration (e.g., on floodplains). - Require developers to use native species for wetland mitigation Install culverts that are compatible for wildlife migration by insuring culverts meet Massachusetts Stream Crossing Standards. 	Conservation Commission