



BOARD OF SELECTMEN

Meeting Agenda

September 21, 2015

Boxborough Town Hall

Grange Meeting Room

1. CALL TO ORDER, 7:00 PM

2. ANNOUNCEMENTS

3. APPOINTMENTS

[Times are estimated; if you are interested in a particular matter, please plan to arrive 15 minutes earlier]

- a) David Lindberg, Inspector of Buildings, along with Charles Weeks, Inspector of Wires and Gary Corey, Plumbing Inspector to discuss inspectional fees and inspector compensation, 7:05 PM
- b) Jennifer Barrett, Town Accountant, to follow up on taxability of Fire Chief's vehicle use, 7:35 PM **VOTE:**
- c) John Neyland, Agricultural Commission Chair, to discuss waiver of filing fees for agricultural projects, 7:45 PM **VOTE:**
- d) Citizens concerns

4. MINUTES

- a) Regular session, July 20, 2015 (re-consider - amended minutes) **ACCEPT & POF**
- b) Regular session, September 14, 2015 **ACCEPT & POF**
- c) Executive session, September 14, 2015 **ACCEPT & POF**

5. SELECTMEN REPORTS

6. OLD BUSINESS

- a) Discussion of Master Plan and Implementation Plan and recommendations to MPUC
- b) Bring Your Own Bottle (BYOB) – initial discussion on policy (may be deferred to 10/3)

7. NEW BUSINESS

- a) Acceptance of Deed – Conservation land **[Please take this item and 7 b out of order upon completion of 3c]**
Move to approve the acceptance, for conservation and passive recreation purposes, of the parcel shown as "Open Space A" on a plan of land entitled "Plan of Land in Boxborough, Massachusetts – Flagg Hill Road" dated May 1, 2014, prepared for Flagg Hill Road, LLC by Land Engineering & Environmental Services, Inc., and recorded with the Middlesex South District Registry of Deeds as Plan No. 424 of 2014, to the Town of Boxborough, acting by and through its Conservation Commission **VOTE:**

b) Acceptance of Grant of Easements

Move to approve the acceptance of Grant of Easements from Flagg Hill Road LLC the following perpetual easements in, over, through, upon and across certain portions of Grantor's land located off of Flagg Hill Road in the Town of Boxborough, Middlesex County, Massachusetts as depicted on a plan of land entitled: "Plan of Land in Boxborough, Massachusetts – Flagg Hill Road" dated May 1, 2014, prepared for Flagg Hill Road, LLC by Land Engineering & Environmental Services, Inc., and recorded with the Middlesex South District Registry of Deeds as Plan No. 424 of 2014 (the "Plan"):

- 1) *A perpetual easement in those lands depicted as "20' Wide Trail Easement" on the Plan, said easement premises encumbering each of Lots 1, 2 and 3 as shown on the Plan and having an area of 19,705 ± sq. ft. within Lot 1; 5,704 ± sq. ft. within Lot 2; and 32,468 ± sq. ft. within Lot 3; and*
- 2) *A perpetual easement in those lands depicted as "Trail Easement 26,443 ± SQ. FT." within Lot 1 on the Plan and "Trail Easement 22,947 ± SQ. FT." within Lot 2 on the Plan.*

VOTE:

c) Proposed meeting schedule for January – May 2016 and proposed budget timeline

Vote to adopt the proposed meeting schedule for January – May 2016 as prepared (or... as revised) and to forward the proposed budget timeline to the Finance Committee for input

VOTE:

8. CORRESPONDENCE

ACCEPT & POF

- a) Internal Communications
- b) Minutes, Notices & Updates
- c) General Communications

9. PRESS TIME

10. CONCERNS OF THE BOARD

11. EXECUTIVE SESSION - tentative

Move to adjourn to executive session in the Town Administrator's Office to discuss strategy with respect to collective bargaining (MassCOP Local 200 – Boxborough Police Officers) and to adjourn immediately thereafter

**ROLL CALL
VOTE:**

N.B. Chair shall state: "To conduct such session in an open meeting may have a detrimental effect on the bargaining position of the Board."

12. ADJOURN

**Permit Fee Comparison
September 2015**

Electrical Permit Fees	Boxborough Proposed	Boxborough Current	Acton	Harvard	Littleton	Maynard	Stow
Residential							
Minimum	\$50.00	\$45.00	\$50.00	\$45.00	\$50.00	\$50.00	\$50.00
New House	\$200.00 (4 insp)	\$180.00 (4 insp)	\$260.00 up to 3 inspections \$80.00 addiitonal inspections	100 amp service \$110.00 200 amp service \$150.00 400 amp service \$200.00	\$150.00	\$125.00	\$300.00
Additions	\$100.00 (2 insp)	\$90.00 (2 insp)	\$60.00 first insp \$40.00 each addiitonal insp	\$45.00 (1-10 outlets/fixtures) \$55.00 (10+ outlets/fixtures)	\$30.00 less than 10 outlets \$75.00 more than 10 outlets	\$1.00 per \$100.00 electrical cost plus \$25.00 administrative fee	\$100.00 (2 insp)
Remodel existing residence	\$50.00 (1 insp)	\$45.00 (1 insp)	\$50.00 first insp \$30.00 each addiitonal insp	\$45.00 (1-10 outlets/fixtures) \$55.00 (10+ outlets/fixtures)	\$30.00 less than 10 outlets \$75.00 more than 10 outlets	\$1.00 per \$100.00 electrical cost plus \$25.00 administrative fee	\$100.00 (2 insp)
Single Appliance (AC, oil burner, generator, hot water heater)	\$50.00 (1 insp)	\$45.00 (1 insp)	\$50.00 first insp \$30.00 each addiitonal insp	\$45.00	\$30.00	\$50.00	\$50.00
Service change, temp service or sub meter	\$50.00 (1 insp)	\$45.00 (1 insp)	\$50.00 first insp \$30.00 each addiitonal insp	\$55.00	\$30.00	\$75.00	\$50.00
Swimming pools, hot tub, spas	\$150.00 (3 insp)	\$90.00 (2 insp)		\$55.00	\$75.00		\$50.00 min
Alarm: security, fire or septic	\$100.00 (2 insp)	\$90.00 (2 insp)			\$30.00	\$50.00	
Residential Solar Installations	\$100.00 (2 insp)		\$120.00				
Re-inspections	\$50.00	\$45.00 each	\$50.00	\$45.00	\$30.00	\$50.00	\$50.00

**Permit Fee Comparison
September 2015**

Electrical Permit Fees	Boxborough Proposed	Boxborough Current	Acton	Harvard	Littleton	Maynard	Stow
Industrial/Commercial							
Minimum	\$80.00	\$75.00	\$80.00		\$50.00	\$50.00	
New Building	Same as existing building	\$2.00 per \$1,000 electrical contract cost	same as existing	\$2.00 per 100 of electrical cost (\$220.00 minimum fee)	\$2.00 per \$100 electrical cost first \$100,000 plus \$100 each over \$100,000	\$1.00 per \$100.00 electrical cost plus \$25.00 administrative fee	\$2.00 per \$1,000 of the total value of construction determined for building permit
Existing Building	\$80.00 minimum up to \$4,000. \$20.00 per \$1,000 up to \$100,000. \$10.00 per \$1,000 over \$100,000	\$20.00 per \$1,000 electrical contract cost up to \$100,000; then \$10.00 per \$1,000 electrical contract cost over \$100,000	\$100.00 if value is equal or less than \$10,000 and \$80.00 for each additional inspection If value is greater than \$10,000 the fee will be 2% of the cost	\$2.00 per 100 of electrical cost (\$110.00 minimum fee)	\$2.00 per \$100 electrical cost first \$100,000 plus \$100 each over \$100,000	\$1.00 per \$100.00 electrical cost plus \$25.00 administrative fee	\$2.00 per \$1,000 of the total value of construction determined for building permit
Low voltage- telephone, communication, alarm and sound	Same as existing building	same as existing building	\$50.00 first insp \$30.00 each additional insp	\$55.00	same as existing building	\$1.00 per \$100.00 market value plus \$25.00 administrative fee	same as existing building
Annual Maintenance Permit	Discontinue	\$200.00		\$110.00	\$200.00		
Re-inspections	\$80.00	\$75.00	\$80.00	\$45.00	\$50.00	\$50.00	\$50.00

**PERMIT FEE COMPARISON
September 2015**

Plumbing Permit Fees	Boxborough Proposed	Boxborough Current	Acton	Harvard	Littleton	Maynard	Stow
Residential							
Minimum	\$60.00	\$35.00	\$50.00	\$40.00	\$25.00	\$75.00	\$50.00
New House	\$240.00 up to 11 fixtures \$5 each additional fixture	\$125.00	\$260.00 up to 11 fixtures \$5.00 for each additional fixture	\$80.00 first fixture \$8.50 each additional fixture	See single fixture	See single fixture	\$200.00
Single Fixture	\$60.00 (1-5 fixtures)	\$35.00 (1-5)	\$60.00 (1 inspection) \$40.00 each additional inspection up to 5 fixtures \$5 for each additional fixture	\$80.00 first fixture \$8.50 each additional fixture	\$81.00	\$75.00	\$100.00
Each additional fixture	\$5.00	\$5.00 each	\$5.00	\$8.50	\$5-\$6.00	\$15.00	
Complete bath or kitchen	\$120.00	\$75.00					
New appliance (1-5)	\$60.00	\$35.00	\$60.00	\$80.00	\$81.00	\$75.00	\$100.00
Additional over 5	\$5.00	\$5.00 each	\$5.00 each	\$8.50	\$5-\$6.00	\$15.00	
Replacement Fixture (1-5)	\$60.00	\$35.00	\$60.00	\$80.00	\$81.00	\$75.00	\$50.00 rough \$50.00 Final (usually 2 insp)
Additional over 5	\$5.00	\$5.00 each	\$5.00 each	\$8.50	\$5-\$6.00	\$15.00	
New or replacement well	\$60.00	\$35.00					
Re-Inspection Fee	\$60.00	\$35.00	\$50.00	\$40.00	\$25.00	\$75.00	\$50.00

**PERMIT FEE COMPARISON
September 2015**

Plumbing Permit Fees	Boxborough Proposed	Boxborough Current	Acton	Harvard	Littleton	Maynard	Stow
Industrial/Commercial							
Minimum	\$150.00	\$100.00	\$80.00	\$80.00			
First Fixture	\$150.00	\$100.00	\$100.00(1 inspection) \$80.00 each additional inspection up to 5 fixtures	\$80.00	\$65.00 up to 10 fixtures	\$100.00	\$50.00 per inspection (commercial) \$90.00 per inspection (industrial)
Each additional fixture	\$30.00	\$20.00	\$5.00	\$14.50	\$10.00	\$25.00	
Furnace/Boiler/Unit Heater	\$100	\$75.00	\$80.00	\$40.00		\$100.00	\$60.00 Up to 350,000 BTUs additional \$50.00, 350,000 to 500,000 BTUs additional \$60.00, Every 100,000 BTUs over 500,000 additional \$50.00
Reinspection Fee	\$60.00	\$35.00	\$80.00	\$35.00	\$25.00	\$50.00	\$50.00 min
Gas Permit Fees							
Residential							
Minimum	\$75.00	\$50.00	\$60.00	\$40.00	\$81.00	\$75.00	\$50.00
First Connection	\$75.00	\$50.00	\$60.00	\$40.00	\$81.00	\$75.00	\$50.00
Each additional connection	\$20.00	\$15.00	\$40.00	\$14.50	\$5.00	\$25.00	\$20.00
Industrial/Commercial							
Minimum	\$150.00	\$100.00	\$100.00	\$80.00	\$65.00	\$75.00	\$60.00
First Connection	\$150.00	\$100.00	\$100.00	\$80.00	\$65.00 up to 10 fixtures	\$75.00	\$60.00
Each additional connection	\$30.00	\$20.00	\$80.00	\$14.50	\$10.00	\$25.00	\$25.00



BOARD OF SELECTMEN
Meeting Minutes
July 20, 2015

INITIALLY APPROVED:
August 17, 2015, subject to amendments

PRESENT: Vincent Amoroso, Chair; Susan Bak, Clerk; Les Fox, Member; Jim Gorman, Member and Robert Stemple, Member

ALSO PRESENT: Selina Shaw, Town Administrator

EXECUTIVE SESSION

- At 6:25 PM, Chair Amoroso moved to adjourn to executive session in the Town Administrator's Office to discuss strategy with respect to collective bargaining (MassCOP Local 200 – Boxborough Police Officers) and to reconvene in open session at 7:00 PM in the Grange Meeting Room to continue the regular business on the agenda. Seconded by: Member Bak. **Approved 5-0 by Roll Call Vote: Fox "aye"; Bak "aye"; Gorman "aye"; Stemple "aye"; and Amoroso "aye."** It was noted that open meeting may have a detrimental effect on the bargaining position of the Board.

Chair Amoroso re-convened the meeting at 7:00 P.M. in the Morse/Hilberg Meeting Rooms of the Town Hall.

ALSO PRESENT: Cheryl Mahoney, Department Assistant

The documents discussed herein have been included with the file copy of the agenda packet for the above referenced date and are hereby incorporated by reference.

ANNOUNCEMENTS

Chair Amoroso read the announcements.

APPOINTMENTS

Police Chief Warren Ryder was present to discuss several items.

- Chief Ryder introduced proposed Special Police Officer candidate, Kevin Gordon. The Chief spoke to his memorandum regarding Gordon's appointment – his background, credentials and experience. Further to the recommendation of Police Chief Warren Ryder, Member Fox moved to appoint Kevin Gordon as a Special Police Officer for a term commencing effective July 23, 2015 and ending on June 30, 2016. Seconded by Member Gorman. **Approved 5-0.**
- The Chief remained to continue the discussion regarding overtime compensation for an exempt position, Police Lieutenant. Members of the Personnel Board were also present. Chief Ryder opened the discussion. When the Lt. position was filled it removed an officer from the rotation leaving the shift coverage short a body. This is further exacerbated by a Sergeant being out on disability since fall of 2014. We have a very small staff. This proposal is intended so that the Lt. can be compensated for periodically covering a patrol shift slot. Shift coverage is outside the Lieutenant's administrative responsibilities. Our officers/sergeants would still have 1st right of refusal for this overtime but if they turn it down and no one else voluntarily takes the open shift if everyone else in the dept. turns down the empty shift then the Chief said that he has to work the shift, himself, or Order In and officer to provide the two officer per shift coverage. the Chief would ask the Lt. to take it. The Lt. could take the shift but he should be compensated for this time. Projected out this coverage would be no more than 4% of the Lieutenant's time; this overtime compensation can be managed within the Dept.'s existing budget and no reserve fund transfer would be needed for this. This would have a minimal fiscal impact but it would have a major impact on public safety. The Selectmen provided their input. Based on the Chief's request, the Personnel Bd. had created the Police Lieutenant as an exempt position. By definition, exempt personnel are expected to work the hours necessary to do their job, which could result in working put-in time beyond a standard work cycle; and their compensation salary reflects this. This could also set a precedent where other exempt employees could seek similar consideration for the time they put in beyond a standard work cycle. The Chief stated that the Lt. is still a patrol officer at heart and that's what his main job is along with helping the Chief administratively. The Chief read from the FLSA legal opinion referred to in the materials provided – stating that exempt positions in law enforcement can still qualify for overtime and that this compensation would be calculated as an hourly computation; not based on annual salary. The Chief cited examples. Also other exempt employees cannot be compelled to work for more than their anticipated schedule.

however, in the interest of public safety the Lieutenant could be required to do so. Chief Ryder noted that the ~~CBA CBU~~ has advised, in writing, that they are fine with the proposed compensation. He further advised that this is not that rare in other communities. There was a review of discussions with Town Counsel and the legal opinion that was issued on this matter – this is a fact driven analysis and a case by case determination. The proposed compensation would be a small portion of that individual’s overall time. Town Counsel closes the opinion by urging caution if the Town decides to put this type of compensation in place. The Town would have to walk a thin line if implemented. There was discussion of other options that could address the Chief’s concerns and the potential required revisions to the Personnel Plan. Personnel Bd. Chair Anne Canfield referred to the Personnel Bd.’s memorandum which was provided in the packet; noting that they feel strongly that this proposal is not in the best interest of the Town. Other members of the Personnel Bd. provided additional input. There is a schedule of positions that took a significant amount of time to create, ~~its structure~~. We should not start making changes piecemeal, nor outside of the existing Personnel Plan and the existing process. There was discussion about adjusting the Lt. salary to compensate for possible patrol shift coverage. The Selectmen asked that Personnel Bd. take up the question of adjusting the salary to compensate the Lieutenant for this additional duty. The matter was tabled pending the Personnel Bd.’s input.

- Lindsay Dean, the Holiday Inn’s General Manager was present to request the Selectmen consider an application to name her as the Manager on the Holiday Inn’s alcohol license and to approve an upcoming event being held on July 25, 2015. Chief Ryder remained for these discussions. Ms. Dean introduced herself and spoke to her work experience at this site. Her promotion is the only change in staffing. All of the serving staff is TIP certified. Chief Ryder advised that, generally speaking, the Holiday Inn is a responsible business. Member Stemple moved to approve and forward to the Alcoholic Beverages Control Commission the petition of the Hotel Boxborough Lessee, LLC, dba Holiday Inn Boxborough Woods, located at 242 Adams Place, to change the manager of the Hotel’s beverage service operations from Paul DiNapoli to Lindsay Dean. Seconded by Chair Amoroso. **Approved 5-0.**
- Ms. Dean provided details on the mixed martial arts event being held on July 25th. She advised that the Holiday Inn and the promoter have been working with Fire & Police and all of the required personnel have been retained. It seems that the promoter experienced some delays in organizing this event and only formally applied in June. Chief Ryder advised that they have a good working relationship with this promoter and he is satisfied with the plans that have been put in place. Member Stemple moved to approve the Warrior Nation Extreme Fighters Alliance mixed martial arts event to be held at the Holiday Inn on July 25, 2015. Seconded by Member Gorman. **Approved 5-0.**
- Town Planner Adam Duchesneau was present to provide input from ZBA and Planning Board on a proposed Banner Policy. Building Insp. David Lindberg, members of the Energy Comm. (EnCom) and the general public were also present. The concerns raised during the previous discussions were reviewed. Planner Duchesneau spoke to the materials provided on the votes of both the Planning Bd. and Zoning Board of Appeals. Both boards voted to oppose this proposal; however these votes were not predicated on any bylaw or regulation under their purview. BI Lindberg had nothing further to add to what he previously provided back in June. Member Gorman has discussed this with DPW and the Police Dept. These installations would require two DPW workers in the bucket truck. They estimate one hour to install a banner, then one hour to remove it. He also noted that the DPW is already overtasked and this would be an additional responsibility. There is also a public safety concern. The proposal is to hang banners over Route 111/Mass. Ave., a major thoroughfare. This work would interfere with traffic, so a police detail would be required. Details are contracted in four hour increments. These elements would cost more than the proposed \$100.00 fee. TA Shaw has discussed this proposal with LELD. They are willing to install the support poles; however they will not hang the banners. The Chair opened the floor. EnCom members provided their input - we do not have a typical town center. A banner could provide a central focal point. We have so few opportunities to advertise events this is a useful option. Photos of banners hung in other towns were provided. Other audience members also provided input – we are not Acton or Littleton and don’t have the resources to support this. We already have the Minuteman sign frame just up the street. The Selectmen noted that the Town Planner and Building Insp. have advised that this proposal is in line with existing Town bylaws/regulations. So there now two distinct issues to consider: Do we want banners (esthetics/visual impact) and; how do we manage the related expenses. It was determined that more public input would be sought before a final determination is made. An announcement requesting feedback will be posted on the website and we will try to also get it into the newspaper.
- Steele Farm Advisory Committee (SFAC) Chair Ed Whitcomb, and members Jeanne Steele Kangas and Bruce Hager were present to discuss the Steele Farm Management Plan and to seek the Board’s input. There are a few issues with this material but overall SFAC is pleased with the report. It is now up to the Selectmen, SFAC and our residents to decide on how to apply this input ultimately to a Management Plan; detailing how we will manage the property in a way consistent with the Preservation/Conservation Restrictions, what we will do with the property. The Town now has a baseline so we can begin to build the formal “Management Plan”; generate support and identify potential funding opportunities. There are a lot of good ideas, but many could not be implemented immediately. There are proposed concepts that would require a significant financial and a “hands-on” time commitment. Some of the initial proposals would have radically changed the purpose of this property.

There is concern that the Conway School did not seem to address the agricultural aspect of the property; despite SFAC's best efforts they seemed to have been more focused on environmental preservation. They did, however, listen to pushback regarding their proposal to close the main trail; revising what is before us. There was discussion on the input received at the two public forums held. There was also discussion on the timeline and that the Town's submitted revisions still need to be incorporated into a the Conway School's "final" report. Jeanne Steele Kangas advised that—there was a lot public participation in the two public meetings.

- The Chair opened the floor for Citizens concerns. Carol Ann Driscoll had driven the newly paved Pine Hill Road today and wanted everyone to know what an improvement there was. The DPW did a great job. She also wanted to remind everyone that the DPW also did a tremendous job keeping the roads clear this winter.
- Though not on the agenda, Building Inspector David Lindberg advised the Selectmen the Town Hall's West Wing HVAC systems failed last week, leaving that section without air conditioning. Repairs were attempted but they failed almost immediately. All four of the Town Hall's HVAC units were installed when the addition was built and are well past their useful life. This is noted in the Capital Plan, but no actual replacement date was ever identified. Lindberg proactively obtained replacement estimates last year. This is an emergency situation that needs to be addressed and he would like to recommend and request that the Town replace the two units servicing the West Wing immediately. Tonight's Selectmen's meeting had to be relocated to the Morse/Hilberg Rooms because it was 80+ degrees in the Grange. There was a discussion of possible rebates and incentives. It was determined that the Town would wait until the two remaining East Wing units fail before they are replaced. Member Gorman moved to forward to the Finance Committee for approval the request to transfer an amount not to exceed \$17,000, to the Town Hall Building & Grounds Maintenance service account. Seconded by Member Bak. **Approved 5-0.**

The Selectmen took Agenda Item 7a, out of order.

OLD BUSINESS

- Member Bak opened the discussion on the creation of Vocational Education Advisory Committee. The candidates for appointment to this Committee and Minuteman School Comm. Rep. Cheryl Mahoney were present. The proposed charge was reviewed and revisions were made. There was discussion as to the current climate in the Minuteman District; recent events and the complex issues/concerns that this group will have to analyze in a brief window in order to have a recommendation ready for the 2016 Town Meeting. Member Bak moved to approve the charge of the Vocational Education Advisory Committee as amended and to appoint Brigid Bieber, Hugh Fortmiller, Gary Kushner and Anne McNeece to serve on the Committee for a term effective immediately through June 30, 2016. Seconded by Member Stemple. **Approved 5-0.**

MINUTES

- Member Gorman moved to accept the minutes for the Regular session, June 29, 2015, as revised. Seconded by Member Fox. **Approved 5-0.**

SELECTMEN REPORTS

- Member Stemple reported that he and TA Shaw attended the Minute Man Airfield anniversary event. While there he was able to speak to members of MassDOT regarding the proposed Mass Ave. sidewalks. With the support of Sen. Eldridge and Rep. Benson he is hoping that we can finally make this happen.
- Member Fox reported that the Town's Video On Demand is almost ready to go live. ~~There are issues with some internet providers blocking the function, but they are working on resolving this.~~
- Member Gorman reported he had met with Chief Ryder regarding issues with the recent MassDOT Rte. 495 detours going through Town.

He reported that DPW Dir. Garmon working on the job description for the new DPW worker. He is looking to have job posting ready by the end the week. He also reported that DPW has begun the Hill Road culvert guardrail work.

He also reported that first meeting of the Public Safety Communications Comm. went well. They are meeting again this Friday at the Museum. There has been discussion about putting a mock up on the existing pole, but there are issues and possibly the possibility of repositioning the communication pole.

Member Gorman also reported that the Space Needs Advisory Group "SNAG" is meeting on Tuesday.

OLD BUSINESS (Continued)

- The Board re-opened discussion on participating in a joint application for a Community Compact with the State. It was noted that the new materials provided does not alleviate the concerns previously raised; rather it affirms them. The wording seems to indicate that this would be an agreement between the Town and Governor Baker/Lt. Gov. Polito not with the Commonwealth, which seems to be a political exercise. All of the other communities in the CrossTown Connect Transportation Management Assoc. “CrossTown” have already signed off on this. If Boxborough chooses not to sign up CrossTown may not be eligible to participate. There was discussion as to what benefits/incentives would be available with participation. They are similar to what was received with other state program. There is no ~~detriment~~determinant to the Town if this Compact is never implemented. It was noted that there would be support for participation if it was clear that the Commonwealth is the contracting party to this agreement not individual politicians. Member Stemple moved to submit a joint application with the Towns of Acton, Littleton, Maynard, and Westford for a Community Compact with the Commonwealth of Massachusetts for the CrossTown Connect Transportation Management Association as a “best practice” for transportation. Seconded by Member Bak. **Not Approved 2-3 by Roll Call Vote: Fox “aye”; Stemple “nay”; Bak “aye”; Gorman “nay”; and Amoroso “nay.”**
- Member Gorman moved to authorize the submission of Winter Recovery Assistance Program (WRAP) Project Reimbursement Request in the amount of \$32,269.45 and the Final Report. Seconded by Member Bak. **Approved 5-0.**
- The Board tabled further discussion on Performance evaluations until additional input is obtained from Town Counsel.
- The Selectmen took up the appointment of alternate Assistant Inspector of Wires. This is necessary as both the Inspector and the current Assistant Inspector of Wires will be out on vacation at the same time. Further to the recommendation of the Inspector of Buildings, David Lindberg, Member Gorman moved to appoint Robert Norton as an alternate Assistant Inspector of Wires for a term effective immediately through June 30, 2016. Seconded by Member Stemple. **Approved 5-0.**
- Member Gorman moved to accept the MIIA Loss Control Grant in the amount of \$4,940 for the purpose of acquiring/ installing a cell monitoring system for the Police Department. Seconded by Member Bak. **Approved 5-0.**
- Member Gorman opened discussion on a Reserve Fund Transfer for Cemetery. During the work to repair the No. Cemetery crypts the contractor identified additional issues which were unanticipated but must be taken care of. Member Gorman moved to forward to the Finance Committee for approval the request to transfer \$12,000 from the Reserve Fund to account #001-491-5241-0000 (Cemetery – Building and Grounds Maintenance Svcs) . Seconded by Member Fox. **Approved 5-0.**
- The Board took up the Federal Highway Admin. (FHWA) Title VI/Nondiscrimination Assurance request. It is unclear why this is being sought. We are currently in compliance with these mandates so there is no issue in providing this; however it would be detrimental if we did not provide it. Member Gorman moved to authorize the Board of Selectman Chair, Vincent Amoroso, to sign the Federal Highway Administration (FHWA) Title VI/Nondiscrimination Assurance and submit it to the Massachusetts Department of Transportation (MassDoT). Seconded by Member Bak. **Approved 5-0.**

CORRESPONDENCE

- There was discussion of the Town Accountant’s memo concerning changes in IRS fringe benefits reporting regulations. The Town Accountant will be coming to an August meeting to discuss the Town’s audit and this can be discussed at that time.
- There was discussion concerning Member Gorman’s email regarding the investigation into public safety regionalization of services. The most efficient way to address this would be for the Chiefs Ryder and White to prepare an abbreviated report outlining the benefits/detriments to Boxborough in regionalizing the respective public safety services. Also that the Chiefs reach out to find out if any other community has tried this. Once completed the Chiefs can provide the Board with the details of their investigation.

CONCERNS OF THE BOARD

- The Board cancelled its August 3rd meeting. Their next meeting will be August 17, 2015.
- The Board identified October 24th for their annual Goals Workshop.
- The Board discussed their annual Appreciation Event. Concern had been voiced that employees have to come back to town, on their own time, to attend this event when it is held on a Saturday. Several alternatives were discussed, such as – holding during the week; gift card distribution, having it at a function facility; and holding separate events for volunteer and employees. It was determined that event would essentially remain unchanged, except they would look into holding it on the UCC/BCC’s lawn. September 19th was chosen for this year’s event.

ADJOURN

- The meeting was adjourned, at 10:20 PM.

6a

Selina Shaw

From: Adam Duchesneau <aduchesneau@boxborough-ma.gov>
Sent: Tuesday, September 01, 2015 9:38 AM
To: 'Jim Gorman'; 'Les Fox'; 'Robert Stemple'; 'Selina Shaw'; 'Susan Bak'; Vince Amoroso
Subject: Boxborough2030 Implementation Plan - For Review by 9/30

Importance: High

Members of the Board of Selectmen,
Please find attached the latest version of the Boxborough2030 Implementation Plan as a Word doc and as a PDF. By **Wednesday, September 30th** I will be looking for the Board to review and provide comments on the items listed below in order of priority. Please let me know if you would like a hard copy in advance of receiving the meeting packet. Please note this topic may require an additional meeting of the Board during the month of September to accomplish a review of at least the first priority, depending upon how the discussion unfolds:

Priority #1: Please review and provide comments on the relevant items in the Implementation Plan which pertain directly to your Board. Please read through each Goal, Strategy, and Action item and note each responsible party.

Priority #2: Please review and provide comments on the entire Implementation Plan.

Priority #3: Please review the Boxborough2030 website (<http://www.boxborough-ma.gov/boxborough2030>) and pass along any comments or suggested edits.

Priority #4: MAPC (the consultant) is still collecting photographs for the Boxborough2030 website and Magazine Style Summary, so if you have any photographs you feel might be worthwhile, please pass those along.

Again, please note the deadline for all comments and suggested edits on the items above are due by **Wednesday, September 30th**.

Please let me know if you have any questions. Thanks.

Adam

Adam L. Duchesneau, AICP
Town Planner
Town of Boxborough | 29 Middle Road | Boxborough, MA 01719
t 978-264-1723 | f 978-264-3127 | ADuchesneau@Boxborough-MA.gov
Boxborough: A Rural, Engaged Community for All
www.boxborough-ma.gov

Selina Shaw

From: Les Fox <lesfox@comcast.net>
Sent: Monday, September 14, 2015 1:50 PM
To: Jim J. Gorman; Robert Stemple; 'Susan Bak'; Vince Amoroso
Cc: Selina Shaw
Subject: Master Plan Implementation Plan review - some background

Folks,

I don't know how much progress we'll make on this tonight. I'll make a few general comments and then see how far we get into discussion. John Markiewicz and I have given feedback to Adam that the Master Plan needs a concise Executive Summary to help people get oriented to the big picture and strategic directions versus the operational details. I'll talk a little about this. You should feel free to comment on any and all aspects of the plan(s), but as a guide to our BOS-centric review, below is a list of the items where we are listed in the column - "Parties Responsible". I've listed these by Action and page number.

1.3.1.5, 1.3.1.6 - p. 15
2.1.1.2, 2.1.1.3 - p. 16
2.2.1.1 - 2.2.1.9 - pp. 17-18
2.2.2.1 - 2.2.2.5 - p. 19
3.1.1.1 - p. 20
3.1.5.1, 3.1.5.2 - p.22
3.2.3.2, 3.2.3.3 - p. 26
3.3.1.1 - p. 27 (Possibly eliminate since it can be included under 3.1.1.1)
3.4.4.3 - p. 30 (Suggest removing BOS, since CPC can do this.)
4.2.1.1, 4.2.1.2 - p. 32
7.1.1.1 - p. 41
7.1.2.1, 7.1.2.2, 7.1.3.1, 7.1.3.2 - p. 42, 43
7.2.1.1 - 7.2.1.6 - p. 44
7.3.1.1, 7.3.1.2 - p. 45

Les

Boxborough2030 DRAFT Recommendations

Last updated: August 31, 2015

Boxborough2030 is the master plan for the Town of Boxborough developed in 2014-2015. The plan was developed by the Metropolitan Area Planning Council (MAPC) with direction from the Boxborough Town Planner and Master Plan Update Committee. Boxborough2030 serves as the town’s decision-making guide to realize its vision as a rural, engaged, community for all. The full plan is available online at <http://www.boxborough-ma.gov/boxborough2030>.

This document includes the plan’s recommendations, which were guided by the Boxborough Vision, adopted in December 2014 and informed by extensive research and public input on the town’s geographic characteristics, population, community assets, services and facilities, land use, housing and neighborhoods, economic development, transportation, energy consumption, and environmental conditions. In some cases, these recommendations include activities the Town is already doing and should continue doing; in other cases the recommendations identify new activities.

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Organization of Recommendations – from Vision to Action

Vision: The vision is a statement of what the community wants Boxborough to be as it approaches 2030.

Aspirations: What do we value? These are the community values and ambitions elicited by the vision, broken down into categories that each evoke a distinct theme. The plan recommendations will be organized by aspiration.

Goals: What do we want to achieve?

Strategies: How do we get there?

Actions: What specific steps do we need to take?

Town Departments, Boards, and Committees: List of Acronyms used in this document

Acton-Boxborough Cultural Council (ABCC)	Community Preservation Committee (CPC)	Energy Committee (EC)	Master Plan Implementation Committee (MPIC) ¹	Recreation Commission (RC)
Affordable Housing Trust (AHT)	Community Services Coordinator (CSC)	Finance Committee (FC)	Master Plan Update Committee (MPUC)	Town Administrator (TA)
Agricultural Commission (AgCom)	Conservation Commission (ConsCom)	Historical Commission (HC)	Department of Public Works (DPW)	Town Planner (TP)
Board of Health (BoH)	Council on Aging (CoA)	Housing Board (HB)	Planning Board (PB)	School Committee (SC)
Board of Selectmen (BoS)	Design Review Board (DRB)	Land Stewards (LS)	Police & Fire Departments (PFD)	Steele Farm Advisory Committee (SFAC)
Building Department (BD)	Economic Development Committee (EDC) ²	Library Board of Trustees (LBT)	Public Celebrations & Ceremonies Committee (PCCC)	Well-Being Committee (WBC)

Additional Abbreviations and Acronyms

Americans with Disabilities Act (ADA)

Littleton Electric Light Department (LELD)

Massachusetts Department of Transportation (MassDOT)

MassWorks Infrastructure Program of the Massachusetts Executive Office of Housing and Economic Development (MassWorks)

Metropolitan Area Planning Council (MAPC)

¹ A new Town committee recommended in this plan.

² A new Town committee recommended in this plan.



Boxborough2030 Implementation Overview

The success of Boxborough2030 depends on the Town's commitment to follow through with implementation. Following completion of Boxborough2030, the following entities will be responsible for kicking off plan implementation:

- **Master Plan Update Committee:** The Master Plan Update Committee was convened for the purposes of developing Boxborough2030 and consists of voting members representing the Board of Selectmen, Planning Board, Agricultural Commission, Board of Health, Conservation Commission, Council on Aging, Energy Committee, Housing Board, and Recreation Commission, as well as non-voting Ex-Officio members representing the School Committee, Historical Commission, and Finance Committee, a local business owner, the Town Planner, Town Administrator, Police Chief, and Public Works Director. This group was appointed by the Boxborough Board of Selectmen in September 2014 to represent a variety of perspectives and decision-making entities in town. They are the Town Committee most familiar with Boxborough2030 and will serve an advisory role with respect to the makeup of the Master Plan Implementation Committee (MPIC) and its responsibilities. The Master Plan Update Committee may formally disband once the MPIC has been formed. It is expected that the two committees will have considerable overlap in their composition.
- **Planning Board:** Massachusetts General Law Chapter 41 Section 81D governs master plans and identifies planning boards as the entity responsible for initiating and updating community master plans, and for approving these plans at the local level. As such, the Planning Board plays a critical role in monitoring plan progress and deciding when the plan should be updated. The MPIC will include at least one Planning Board member as a voting member.
- **Board of Selectmen:** The Board of Selectmen has overall responsibility for making appointments to Town Boards and Committees and ensuring progress on the Town's goals. As such, the Board of Selectmen will make appointments to the Master Plan Implementation Committee and ensure that the MPIC is functioning as intended. The MPIC will include at least one Board of Selectmen member as a voting member.
- **Town Planner:** The Town Planner provides land use planning and procedural expertise to the Town and will continue to serve as the key point of contact to the Boxborough community for Boxborough2030. The Town Planner will serve as the Staff Contact for the MPIC and will be an ex-officio non-voting member of the committee.
- **Town Administrator:** The Town Administrator oversees Town Staff and is the key liaison to the Boxborough Board of Selectmen. The Town Administrator will serve as an ex-officio non-voting member of the MPIC.

It is MAPC's recommendation that these parties appoint a Master Plan Implementation Committee in the first quarter of 2016 (by March 31, 2016, assuming adoption of Boxborough2030 by or before December 31, 2015) to keep implementation on track.

The MPIC will not override or supplant Town boards and committees in carrying out specific recommendations listed in Boxborough2030. The MPIC's primary roles will be to document progress, coordinate implementation processes that involve several parties, and ensure that Boxborough2030 remains a relevant guide. The MPIC will advise on schedules for various projects; provide support to other Town boards and committees; periodically evaluate the continued relevance of the plan's recommendations; and most importantly, continue to advocate for the importance of this long-term plan.

At a minimum, the MPIC should meet every six months throughout the life of the plan, until development of the next master plan begins. The Implementation page of the Boxborough2030 website should be updated at least every 6 months with information on implementation progress, accomplishments, amendments, and decisions made by the MPIC.

Implementation Tasks

Task	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)		
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)
I. Form a Master Plan Implementation Committee (MPIC) to encourage and oversee progress on plan implementation.	MPUC, BoS, PB, TA, TP	✓		
II. Meet every six months or more often to advance plan goals and discuss implementation tactics, including local advocacy and securing funding sources.	MPIC	✓	✓	✓
III. Advise Town boards, committees, and officials that have implementation roles and responsibilities.	MPIC	✓	✓	✓
IV. Coordinate with non-municipal partners including nonprofit organizations and businesses to implement plan priorities that would benefit from public-private partnership.	MPIC	✓	✓	✓
V. Continue to promote and distribute information about the Master Plan throughout the life of the plan.	MPIC	✓	✓	✓
VI. Review progress regularly and update the plan implementation table, reporting on progress via the Boxborough2030 website.	MPIC	✓	✓	✓
VII. Review and evaluate goals and strategies for relevance every three years, recommending amendments as appropriate.	MPIC	✓	✓	✓
VIII. Recommend an approach and work plan to update the Master Plan as soon as 2025 and no later than 2030.	MPIC, PB, BoS			✓

The Boxborough2030 Vision: A Rural, Engaged Community for All

Boxborough shall maintain its traditional values of rural open space, a first-rate educational system, agricultural and conservation lands, and historical roots, while fostering a balanced economic environment and enhancing a close-knit sense of community for all generations.

Community Aspirations: Boxborough...

- 1. Maintains its rural character and celebrates its heritage:** Boxborough cherishes its rural heritage. Preservation of the ecological, agricultural, historic, and scenic resources that contribute to the community's rural character is of critical importance to the community. New development and redevelopment of existing structures will be physically designed to blend with the town's rural landscape.
- 2. Is close-knit and welcoming:** Boxborough residents have many options for becoming more involved in the community and have a great deal of pride in their community. A large share and diverse mix of residents regularly participate in municipal policymaking, attend local events, and frequent local destinations.
- 3. Is thoughtfully developed:** The community will build on and maintain its existing assets. Economic development will be focused in existing commercial areas supported by responsible use and management of water resources with provisions for adequate wastewater treatment facilities. The community's agricultural assets will be leveraged for economic development and to enhance quality of life. Transportation options will continue to improve in order to ensure a pleasant and safe travel experience for various modes of transportation, including walking and bicycling.
- 4. Provides high quality services and amenities:** Boxborough is known for offering a high quality of life for its residents. The community endeavors to provide a balanced mix of housing, businesses, and services to enhance this high quality of life. Boxborough residents prize the community's regional school system and excellent municipal services.
- 5. Is conscientious about consumption:** The community is conscientious about its energy consumption and seeks to reduce its carbon footprint through improvements in energy efficiency, high standards for building practices, reductions in its communitywide energy usage, and reduced reliance on fossil fuels.
- 6. Is affordable and accessible:** The community will ensure that local policies, housing supply, and housing prices support the ideal of a more inclusive, welcoming Boxborough so that current and prospective residents at all income levels, abilities, and in all stages of life can live here.
- 7. Is regionally well-connected:** Boxborough sees itself as part of a regional economy with goods, services, employment, and gathering places nearby – sometimes in town, and sometimes in neighboring towns. Convenient access to regional transportation systems, including transit options, will help ensure efficient commuting options for Boxborough residents. Boxborough's municipal government, including Town boards and committees, will collaborate with surrounding communities and regional entities.

Plan Recommendations

Aspiration 1. Maintains its rural character and celebrates its heritage: Boxborough cherishes and celebrates its rural heritage. Preservation of the ecological, agricultural, historic, and scenic resources that contribute to the community’s rural character is of critical importance to the community. New development and redevelopment of existing structures are physically designed to blend with the town’s rural landscape.

Plan Recommendations	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources	
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)		
Goal 1.1. Protect the town's heritage and character through the preservation of both natural and historical scenic areas, roadways, and landscape features.						
Strategy 1.1.1. Protect the town’s most important landscape features.						
Action 1.1.1.1.	Review and prioritize recommendations of <i>Boxborough Reconnaissance Report: Freedom’s Way Landscape Inventory</i> and implement as appropriate.	HC, ConsCom, AgCom	✓			Community Preservation Act Funds
Action 1.1.1.2.	Continue to review recommendations of the Massachusetts Audubon Society report <i>Land Management Plans for Grasslands and Meadows on Town-Owned Land in Boxborough, Massachusetts</i> . Implement recommendations as appropriate.	HC, ConsCom, AgCom	✓	✓	✓	Community Preservation Act Funds



Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 1.1.1.3.	Provide input to the ongoing evolution of the Steele Farm Management Plan.	HC, ConsCom, SFAC, AgCom	✓			Community Preservation Act Funds, Trustees of Reservations
Action 1.1.1.4.	Conduct a survey and inventory of historic resources.	HC, AgCom	✓			Mass Historical Commission, Community Preservation Act Funds, Town Staff, third-party consultants
Action 1.1.1.5.	Identify opportunities for local historic district (Chapter 40C) designation.	HC, AgCom		✓		Mass Historical Commission, Community Preservation Act Funds, Town Staff
Strategy 1.1.2.	Preserve and reinforce the Town Center District as Boxborough’s center for governance, municipal services, and town-wide events.					
Action 1.1.2.1.	Review existing Town Center zoning and design guidelines, making necessary amendments to preserve character and encourage appropriately-scaled and designed developments.	PB, DRB	✓	✓		Town Staff, MAPC

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 1.1.2.2. Create signage (e.g., “Welcome to Boxborough”) in Town Center District to enhance town image and visibility as well as to improve ease of navigation.	DRB, DPW, HC	✓			Community Preservation Act Funds, Massachusetts Downtown Initiative Grant
Strategy 1.1.3. Promote the town’s natural, recreational, and historical assets.					
Action 1.1.3.1. Publish the design standards and production process expected for signage, trail markings, bridges, walkways, and maps already in use by the Conservation Commission and Land Stewards.	ConsCom, DPW	✓			
Action 1.1.3.2. Improve signage to provide information and for ease of navigation for trails, open space, selected historic and heritage sites, and other points of interest. Ensure that new signs are consistent with Boxborough’s rural character.	ConsCom, DPW, LS, HC	✓			Town Staff, Community Preservation Act Funds
Action 1.1.3.3. Publicize existing Conservation Trail Maps to increase awareness and use of the maps. Update maps as necessary.	ConsCom, TP				Boxborough Conservation Trust

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	
Action 1.1.3.4. Develop a heritage/scenic guide to generate awareness and promote community assets and resources to local residents and regional visitors.	PB, ConsCom, RC, HC	✓			Community Preservation Act Funds
Action 1.1.3.5. Recruit volunteers and explore opportunities to hold seasonal walking tours for local trails and historical points of interest.	LS, PCCC, RC, WBC, SFAC, HC	✓	✓	✓	Volunteers
Strategy 1.1.4. Proactively plan for water resource management and protection.					
Action 1.1.4.1. Plan for long-term water supply and wastewater management to support commercial and municipal development goals.	ConsCom, EDC, PB, BoH		✓	✓	Town Staff
Strategy 1.1.5. Reinforce watershed and aquifer protection measures.					
Action 1.1.5.1. Review Watershed and Aquifer Protection zoning to protect Zone IIs and existing and potential well sites in Boxborough, Acton, and Littleton.	ConsCom, PB, BoH	✓			MAPC
Goal 1.2. New development and redevelopment will be physically designed to blend into the Town's rural landscape.					

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Strategy 1.2.1. Strengthen the design review process for any development without hindering economic development.						
Action 1.2.1.1.	Review existing design guidelines for Town Center District and update guidelines to include considerations for larger scale developments in other commercial areas.	PB, DRB	✓			Town Staff, MAPC
Action 1.2.1.2.	Adopt and incorporate updated building design guidelines into the review process to ensure future developments are physically consistent with town character.	PB, DRB	✓	✓		Town Staff
Goal 1.3. Protect and/or acquire additional lands for conservation, water resource protection, wildlife habitat, agricultural land preservation, recreation, trails, and wildlife corridors.						
Strategy 1.3.1. Proactively review and amend the list of existing and desired parcels of land for acquisition and preservation.						
Action 1.3.1.1.	Continue to review and prioritize acquisition of lands that protect multiple resources and assets.	PB, FC, ConsCom, AgCom, BoH	✓	✓	✓	Town Staff, Community Preservation Act Funds

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 1.3.1.2.	Periodically review all requests for taking land out of Chapter 61, 61A, and 61B and make appropriate recommendations, including exercising Town’s right of first refusal.	PB, FC, ConsCom, AgCom, LS	✓	✓	✓	Town Staff, Community Preservation Act Funds
Action 1.3.1.3.	Check in periodically to review status of properties with owners whose properties have been identified as having open space, conservation, agriculture, or recreation potential.	PB, ConsCom, AgCom, LS	✓	✓	✓	Town Staff, Community Preservation Act Funds, Boxborough Conservation Trust
Action 1.3.1.4.	When acquisition is not a desired option, work with private landowners, investors, and conservation groups to place appropriate conservation easements or agricultural restrictions on their land to ensure it remains undeveloped in perpetuity.	PB, ConsCom, AgCom, LS	✓	✓	✓	Town Staff, Trust for Public Land, Community Preservation Act Funds, Boxborough Conservation Trust
Action 1.3.1.5.	Include a line item in the Town's capital improvement plan for the Conservation Trust Fund for land acquisition.	PB, ConsCom, AgCom, FC, BoS	✓			Town Staff, Community Preservation Act Funds
Action 1.3.1.6.	Consider long-term bonds using Community Preservation Funds for land acquisition.	FC, BoS		✓		Town Staff, Community Preservation Act Funds

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Aspiration 2. Is close-knit and welcoming: Boxborough residents have many options for becoming more involved in the community and have a great deal of pride in their community. A large share and diverse mix of residents regularly participate in municipal policymaking, attend local events, and frequent local destinations.

Goal 2.1. Increase resident participation in town-wide events, programs, and government.						
Strategy 2.1.1. Work with community organizations and networks to encourage public participation in town events and utilization of community assets.						
Action 2.1.1.1.	Continue leveraging private resources by partnering with local businesses, nonprofit organizations, and community networks in promoting town-wide festivals such as Fifer’s Day and the Harvest Fair.	PCCC, RC, WBC, AgCom	✓	✓	✓	MetroWest Chamber of Commerce, Rotary Club
Action 2.1.1.2.	Encourage one or more local organizations to sponsor and hold welcoming events for newcomers.	PCCC, WBC, BoS	✓	✓	✓	MetroWest Chamber of Commerce, Rotary Club, Nashoba Valley Neighbors

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 2.1.1.3. Continue using local venues such as the Sargent Memorial Library and annual events such as Fifer’s Day and the Harvest Fair as opportunities to convey a welcoming atmosphere in town and an “open door policy” with municipal officials.	LBT, PCCC, WBC, BoS	✓	✓	✓	
Action 2.1.1.4. Explore establishment of (a) new community garden(s).	AgCom	✓			

Goal 2.2. Increase resident participation in town government.

Strategy 2.2.1. Communicate activities and policies widely, with the intention of reaching all households.

Action 2.2.1.1. Develop a town-wide communication and outreach plan.	BoS, TA	✓			Town Staff
Action 2.2.1.2. Continue to use tax bills as opportunities to publicize Town resources to all property owners.	BoS, TA				Town Staff
Action 2.2.1.3. Provide a periodical e-newsletter on Town government activities, issues, and decisions; encourage residents to sign up on the Town’s website.	BoS, TA	✓			Town Staff

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 2.2.1.4. Continue to use the Town’s website and increase use of social media as communication tools.	BoS, TA	✓	✓	✓	Town Staff
Action 2.2.1.5. Consider having a language translation and interpretation firm on retainer for important Town publications and events.	BoS, TA, WBC	✓			Town Staff, volunteers
Action 2.2.1.6. Enlist volunteer assistance to develop a Town government information packet and/or webpage that can be distributed/publicized to residents during town-wide events.	BoS, TA	✓	✓	✓	Town Staff, volunteers
Action 2.2.1.7. Expand networks and cultivate new relationships with cultural and faith-based organizations to encourage participation in Town governance that reflects the Town’s growing diversity.	BoS, PCCC, WBC	✓	✓	✓	
Action 2.2.1.8. Continue to educate and raise awareness about Open Town Meeting with the intent of increasing participation in municipal policymaking, both in terms of percentage of residents that participate as well as proportional representation from various demographic constituencies.	BoS, TA, Town Clerk, Town Moderator	✓	✓	✓	Town Staff

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 2.2.1.9. Explore options for Internet-based resident engagement platforms.	BoS, TA	✓	✓	✓	Town Staff
Strategy 2.2.2. Cultivate new members for Town boards and committees.					
Action 2.2.2.1. Establish a citizen skills bank or volunteer database as a resource to Town boards and committees.	BoS, TA, Town Clerk	✓			Town Staff
Action 2.2.2.2. Periodically hold informal meetings between Town board/committee members and residents to exchange ideas and information.	BoS, TA, WBC	✓	✓	✓	Town Staff
Action 2.2.2.3. Reach out to new Boxborough residents with students enrolled in the Acton-Boxborough School District to welcome them to town and provide information.	BoS, SC, TA	✓	✓	✓	
Action 2.2.2.4. Include information on Town boards and committee openings, roles and responsibilities, and opportunities to get involved at town events and prominently on the Town's website.	BoS, TA	✓	✓	✓	Town Staff

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

<p>Action 2.2.2.5. Collaborate with neighboring towns and organizations such as the Citizens Planners Training Collaborative (CPTC) and the Massachusetts Municipal Association (MMA) to provide training on local regulatory processes.</p>	BoS, TA	✓			Town Staff, CPTC, MMA, Town Counsel
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Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Aspiration 3. Is thoughtfully developed: The community builds on and maintains its existing assets. Economic development is focused in existing commercial areas supported by responsible use and management of water resources with provisions for adequate wastewater treatment facilities. The community’s agricultural assets are leveraged for economic development and to enhance quality of life. Transportation options continue to improve in order to ensure a pleasant and safe travel experience for various modes of transportation, including walking and bicycling.

Goal 3.1. Guide and concentrate commercial growth in Business, Office Park, and Town Center districts.					
Strategy 3.1.1. Create a long-term vision for the town's commercial areas, prioritizing enhanced quality of life over expanding the commercial tax base.					
Action 3.1.1.1.	Designate or form an Economic Development Committee (EDC).	BoS	✓		Town Staff
Action 3.1.1.2.	Develop a 10-15 year Economic Development Plan under the guidance of the EDC.	EDC	✓	✓	Town Staff, MAPC
Action 3.1.1.3.	Index opportunity sites for potential acquisition, assembly, or development.	EDC, PB, FC	✓		Town Staff
Action 3.1.1.4.	Conduct a thorough market analysis to identify local and regional retail market opportunities.	EDC	✓	✓	Town Staff, MAPC, 495/MetroWest Partnership

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Strategy 3.1.2. Continue to assess feasibility of implementing public water supply in key areas.						
Action 3.1.2.1.	Identify priority areas for receiving a public water supply based on need and feasibility.	EDC	✓	✓		
Strategy 3.1.3. Establish a village business district as Boxborough's commercial center.						
Action 3.1.3.1.	Identify an opportunity area for a village business district and obtain property owner buy-in, if necessary.	EDC, PB		✓	Town Staff	
Action 3.1.3.2.	Develop and implement zoning to encourage and support appropriate development and utility support in a village business setting.	EDC, PB		✓	✓	Town Staff, MAPC
Action 3.1.3.3.	Recruit appropriate businesses to the village business district through marketing efforts or financial incentives such as relocation tax credits.	EDC, FC		✓	✓	Town Staff, MetroWest Chamber of Commerce, Rotary Club
Strategy 3.1.4. Implement land use policies that support and encourage appropriately-scaled and mixed-use developments in key areas of town.						

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 3.1.4.1.	Conduct a thorough review of the Town's land use controls, including dimensional requirements and conservation bylaws on commercially-zoned land, to identify barriers to growth for appropriately-scaled development.	EDC, PB, ConsCom, HB	✓			Town Staff, MAPC
Action 3.1.4.2.	Consider regulatory tools that can guide and encourage growth in appropriate areas, such as incentive zoning overlays or floor area ratio (FAR) density bonuses for developments that incorporate affordable housing, or agricultural or open space management.	EDC, PB, ConsCom, HB		✓		Town Staff, MAPC
Strategy 3.1.5.	Catalyze private investment in key commercial districts.					
Action 3.1.5.1.	Invest in public infrastructure in commercial areas to attract private development.	EDC, PB, BoS		✓		Town Staff, MassWorks, MassDevelopment
Action 3.1.5.2.	Engage in public-private partnerships to stimulate appropriate forms of development and redevelopment on key opportunity sites.	EDC, PB, HB, BoS		✓		Town Staff

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 3.1.5.3. Consider financial incentives to encourage property improvements, local hiring, or capital improvements through reduced tax rates, abatements, or small grants.	EDC, FC		✓		Town Staff, USDA Rural Community Development Initiative
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Goal 3.2. Attract and retain businesses in key existing and emerging industries.

Strategy 3.2.1. Promote Boxborough as a great place to do business for existing and prospective businesses.

Action 3.2.1.1. Promote Boxborough’s high quality of life as an economic asset.	EDC	✓	✓	✓	Town Staff, MetroWest Chamber of Commerce, Rotary Club, 495/MetroWest Partnership
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Action 3.2.1.2. Develop and implement a marketing strategy plan to attract appropriate types of development or businesses to the town’s commercial districts.	EDC, BoH		✓		Town Staff, MetroWest Chamber of Commerce, Rotary Club, 495/MetroWest Partnership
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Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 3.2.1.3. Engage in partnerships with area chambers of commerce or merchants associations.	EDC	✓	✓	✓	Town Staff, MetroWest Chamber of Commerce, Rotary Club
Action 3.2.1.4. Identify target industries to market development incentives and land use policies to attract and retain businesses in those industries.	EDC, PB	✓	✓		
Action 3.2.1.5. Consider financial incentives to attract small businesses, such as establishing revolving loan funds or implementing relocation tax credits.	EDC, FC	✓	✓		Town Staff, MetroWest Chamber of Commerce, USDA Rural Community Development Initiative
Strategy 3.2.2. Foster Boxborough's participation in a sustainable regional agricultural economy.					
Action 3.2.2.1. Develop a community food plan to create a vision, identify issues, barriers, challenges, and opportunities in the agricultural economy.	AgCom, EDC	✓			Town Staff, MAPC

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 3.2.2.2. Review Town Bylaws and amend as necessary to ensure clarity and consistency of agricultural use definitions.	AgCom, PB	✓			Town Staff, MAPC
Action 3.2.2.3. Adopt agricultural business as a permitted use in residential and business districts to allow operations of farm stands at existing and future working farms.	AgCom, PB	✓			Town Staff
Action 3.2.2.4. Periodically review the Boxborough Right to Farm Bylaw and make amendments as necessary.	AgCom, PB		✓		Town Staff
Action 3.2.2.5. Recruit existing local farmers and work with non-profit organizations to cultivate workforce development, training, and educational programs.	AgCom, EDC		✓		Commonwealth Workforce Alliance, New Entry Sustainable Farming Project, MA Farm Bureau
Action 3.2.2.6. Develop land lease programs for local farms and farmers using town-owned lands to increase agricultural viability.	AgCom, SFAC		✓		Land for Good, MA Farm Bureau
Strategy 3.2.3. Preserve farmland and areas with soils favorable for agriculture.					

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 3.2.3.1. Identify and index opportunity sites for farmland preservation in accordance with the 2015-2022 Open Space and Recreation Plan.	AgCom, ConsCom, FC	✓			Town Staff
Action 3.2.3.2. Identify federal and state incentives or supplemental revenue streams to support viability for working farms.	AgCom, FC, BoS	✓			Town Staff
Action 3.2.3.3. Consider using CPA funds to acquire and preserve farmlands, giving priority to properties under Chapter 61A and 61B.	AgCom, CPC, ConsCom, FC, BoS		✓	✓	Town Staff, Boxborough Conservation Trust

Goal 3.3. Create a positive business environment.

Strategy 3.3.1. Build municipal capacity to improve local business environment.

Action 3.3.1.1. Designate economic development committee (EDC) to serve as liaison for local businesses.	BoS	✓			Town Staff
Action 3.3.1.2. Proactively meet with local businesses to understand needs for space and employee amenities.	EDC	✓	✓	✓	Town Staff

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 3.3.1.3.	Review current permitting regulations and make necessary amendments to improve consistency in fees and enforcement.	EDC, PB	✓			Town Staff
Action 3.3.1.4.	Develop a guide for permitting or doing business in Boxborough to streamline business regulatory processes and promote transparency.	EDC, BD, TP	✓			Town Staff, MAPC
Action 3.3.1.5.	Communicate regulatory changes widely, including update the permitting guide as necessary and providing up-to-date information online.	EDC, BD, TP				
Goal 3.4. Local regulations will reflect community aspirations and yield desired results.						
Strategy 3.4.1. Minimize development impact by protecting town's limited water supply and managing stormwater runoff.						
Action 3.4.1.1.	Identify areas where stormwater runoff issues exist due to concentration of impervious surface.	ConsCom, PB, DPW	✓			
Action 3.4.1.2.	Incorporate low-impact design guidelines into the development review process.	ConsCom, PB, EC		✓		MAPC

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	
Action 3.4.1.3. Revisit subdivision regulation regarding roadway widths and amend as appropriate.	PB, ConsCom, EC, DPW, PFD	✓			MAPC
Strategy 3.4.2. The development review process will look to limit traffic and air quality impacts of new development.					
Action 3.4.2.1. Consult with air quality impacts/public health experts to determine appropriate expectations for new development.	TP, BoH, EDC	✓			
Action 3.4.2.2. Determine the scale of development that would require additional traffic impact analysis and incorporate guidelines into the development review process.	TP, DPW, BoH, EDC	✓			
Strategy 3.4.3. New housing and commercial development will prioritize design quality as well as preservation of open space.					
Action 3.4.3.1. Explore the potential use of regulatory tools such as transfer of development rights (TDR), cluster zoning, or payment-in-lieu-of-taxes (PILOT) programs to support open space preservation and affordable housing development in the Town's Agricultural-Residential Zoning District.	PB, ConsCom, HB, FC		✓		Town Staff, MAPC

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	
Action 3.4.3.2. Provide floor area ratio (FAR) density bonuses for commercial and housing development that incorporate active agricultural management or open space preservation in their overall development design.	PB, ConsCom, HB, FC, AgCom		✓		Town Staff
Strategy 3.4.4. Coordinate with the Community Preservation Committee and identify opportunities to use CPA funding for local historic preservation, open space, recreation, and housing production projects.					
Action 3.4.4.1. Develop an inventory of opportunity sites identified in the <i>Open Space and Recreation Plan 2015-2022</i> and the <i>Housing Production Plan 2015-2020</i> that are potential candidates for both housing production and open space preservation. Update this inventory periodically.	PB, ConsCom, HB, FC, RC	✓			Town Staff, Community Preservation Act Funds
Action 3.4.4.2. Explore the potential use of CPA funds to acquire parcels with the dual goal of protecting open space and providing affordable and market rate homeownership opportunities.	PB, ConsCom, HB, FC		✓	✓	Town Staff, Community Preservation Act Funds

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

<p>Action 3.4.4.3. Continue to educate residents about the benefits and uses of CPA on an ongoing basis.</p>	BoS	✓	✓	✓	Town Staff, Community Preservation Act Funds
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Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Aspiration 4. Provides high quality services and amenities: Boxborough is known for offering a high quality of life for its residents. The community provides a balanced mix of housing, businesses and services to enhance this high quality of life. Boxborough residents prize the community's regional school system and high quality municipal services.

Goal 4.1. Ensure conservation and recreation attractions are well-maintained, safe, and easy to access.						
Strategy 4.1.1. Maintain trails.						
Action 4.1.1.1.	Recruit local "Friends of" groups or volunteers such as Boy Scout or Girl Scout troops to prepare marketing materials and improve trails.	LS, ConsCom	✓			Volunteers
Action 4.1.1.2.	Continue collaboration between the Conservation Commission and Acton-Boxborough High School for trail cleanups on student volunteer days.	ConsCom, SC	✓	✓	✓	Acton-Boxborough Regional School District, Boxborough Conservation Trust
Action 4.1.1.3.	Maintain trails with mowing and cutting to reduce the risk of contact with ticks.	ConsCom, LS, DPW	✓	✓	✓	Volunteers
Action 4.1.1.4.	Maintain trail markers, kiosks, and boardwalks.	LS, ConsCom, DPW	✓	✓	✓	Volunteers
Action 4.1.1.5.	Explore ways to improve local trail connectivity.	ConsCom, LS, DPW	✓			Town Staff

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Strategy 4.1.2. Ensure ease of access to conservation properties.					
Action 4.1.2.1.	Assess the need for additional off-street parking at conservation properties.	ConsCom, PB, DPW		✓	
Action 4.1.2.2.	Provide bicycle parking at trailheads and other conservation properties.	ConsCom, RC, PB, DPW, LS	✓		MAPC
Goal 4.2. Maintain excellent municipal facilities and services.					
Strategy 4.2.1. Regularly review Town's capital improvements needs and continue to plan for maintenance, in concert with the Town's annual capital plan and Town Meeting.					
Action 4.2.1.1.	Create or find location for new Police and Fire Department facilities.	BoS, FC, PB, PFD, COA		✓	Town Staff
Action 4.2.1.2.	Explore regionalization or sharing of key pieces of equipment that the town needs on a part-time basis.	BoS, FC, PFD, DPW	✓	✓	Town Staff, MAPC
Goal 4.3. Enhance the quality and variety of recreation programs and facilities to meet current and future demand among all age groups and levels of ability.					

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Strategy 4.3.1. Address known recreational needs by upgrading or developing new facilities when feasible.		ConsCom, BoS, RC			
Action 4.3.1.1.	Investigate options for the creation of a Town pool.	RC, FC	✓		Community Preservation Act Funds
Action 4.3.1.2.	Investigate the feasibility of developing tennis and basketball courts at Liberty Fields and Fifer’s Field.	ConsCom, RC, FC	✓		Community Preservation Act Funds
Action 4.3.1.3.	Develop a consensus regarding the creation of bike and horse trails and create a plan for making these improvements where they are deemed appropriate.	RC, ConsCom, LS	✓		MAPC
Action 4.3.1.4.	Develop additional playing fields.	RC, FC, PB		✓	Community Preservation Act Funds
Strategy 4.3.2. Improve accessibility of facilities per Massachusetts Department of Transportation (MassDOT) and Americans with Disabilities Act (ADA) guidelines.					
Action 4.3.2.1.	Implement the tasks outlined in MassDOT’s ADA Section 504 Facility Inventory/Transition Plan.	RC, FC, COA, LS, ConsCom	✓		

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Strategy 4.3.3. Identify recreational needs, particularly for teens and seniors.						
Action 4.3.3.1.	Survey teens and seniors to determine specific needs.	RC, CoA, SC, CSC	✓			
Action 4.3.3.2.	Coordinate with schools and Council of Aging to establish new recreational programs for teens and seniors.	RC, CoA, SC, CSC	✓	✓		
Action 4.3.3.3.	Identify and prioritize accessibility improvements that are not mandated and go beyond MassDOT and ADA guidelines.	RC, FC, COA, LS, ConsCom	✓			

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Aspiration 5. Is conscientious about consumption: The community is conscientious about its energy consumption and reduces its overall carbon footprint through improvements in energy efficiency, high standards for building practices, reductions in its communitywide energy usage, and reduced reliance on fossil fuels.

Goal 5.1. Reduce the town’s overall carbon footprint.					
Strategy 5.1.1. Actively explore options to adopt renewable energy generation sources for the town’s electricity needs.					
Action 5.1.1.1.	Collaborate with the Littleton Electric Light Department to launch a community-wide “Solarize” Program.	EC, BD	✓		MAPC, LELED
Action 5.1.1.2.	Investigate the feasibility of rooftop solar arrays on municipally owned facilities.	EC, FC, BD	✓	✓	MAPC, LELED
Action 5.1.1.3.	Explore the development of a community shared solar system for residents and businesses in Boxborough.	EC, FC, BD		✓	MAPC, LELED
Strategy 5.1.2. Promote energy efficiency and conservation measures for all buildings in the municipal, residential, and commercial sectors.					

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 5.1.2.1.	Collaborate with the Littleton Electric Light Department to create a communication strategy for available energy incentive programs.	EC	✓			LELD
Action 5.1.2.2.	Conduct outreach, awareness, and education programs for Boxborough's residents and businesses regarding energy reduction strategies.	EC, BD	✓	✓	✓	LELD, National Grid
Strategy 5.1.3.	Develop mechanisms to support use of alternative fuel vehicles.					
Action 5.1.3.1.	Explore conversion of town fleet to electric or hybrid vehicles.	EC, FC		✓		
Action 5.1.3.2.	Explore alternative fuel vehicles for school buses and municipal vehicles.	EC, FC, SC		✓		Acton-Boxborough Regional School District
Action 5.1.3.3.	Explore incentives to encourage new residential developments to install electric vehicle (EV) charging stations.	EC, PB		✓		
Action 5.1.3.4.	Explore incentives to encourage new and existing office developments to install electric vehicle charging stations.	EC, PB		✓		LELD

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Aspiration 6. Is affordable and accessible: The community ensures that local policies, housing supply, and housing prices support the ideal of a more inclusive, welcoming Boxborough so that current and prospective residents at all income levels, abilities, and in all stages of life can live here.

Goal 6.1. Increase the availability of housing in Boxborough, including subsidized, market rate, rental, and for sale homes.					
Strategy 6.1.1. Follow the <i>Boxborough Housing Production Plan 2015-2020</i> recommendations to lead and support the development of a diverse mix of affordable and market rate rental and homeownership housing that meets the needs of Boxborough residents across all income and age groups.					
Action 6.1.1.1.	Identify existing municipal-owned parcels of land that are suitable sites for Local Initiative Program (LIP) affordable housing projects. The LIP process has the potential to provide the Town with greater input in the development process.	HB, PB	✓		
Action 6.1.1.2.	Identify privately owned parcels of land that could be acquired by the Town using Community Preservation Act (CPA) funds for affordable housing development.	HB, PB, CPC, FC	✓		

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 6.1.1.3. Support the development of rental housing through the Comprehensive Permit process and identify strategies that would allow extremely-low income and very-low income households to access this housing through existing tenant based rental assistance programs.	HB, PB		✓	✓	
Action 6.1.1.4. Use CPA funds to develop a down-payment assistance program that could be used in conjunction with LIP/Chapter 40B homeownership projects.	HB, PB, CPC, FC	✓			Town Staff, Community Preservation Act Funds
Action 6.1.1.5. Prioritize seniors' housing needs, such as accessibility features, in the permitting and development of all multi-family development projects.	HB, PB, CoA	✓	✓	✓	
Action 6.1.1.6. Review the Town's Zoning Bylaw land use controls, including quadrangle requirements, to better understand how this requirement affects the development potential of oddly shaped, but otherwise suitable land parcels.	HB, PB	✓			Town Staff

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 6.1.1.7. Identify barriers to multi-family development, including use and intensity restrictions, in the Town's Zoning Bylaw as a means to support more housing options in Boxborough.	HB, PB	✓			Town Staff
Action 6.1.1.8. Analyze the efficacy of accessory dwelling units, both attached and detached, as a means to meet affordable housing needs in Boxborough. Review the language in the existing bylaw, as well as units that have been constructed since the bylaw was enacted, to determine if amendments are necessary to expand its use.	HB, PB		✓	✓	Town Staff
Action 6.1.1.9. Analyze the prevalence of “tear-downs” in Boxborough to determine if the demolition of existing single-family homes is contributing to the limited supply of homeownership opportunities for moderate-income households.	HB, PB	✓			Town Staff
Action 6.1.1.10. Perform annual monitoring of units on the Town's Subsidized Housing Inventory to ensure compliance with affordability restrictions.	HB, PB, AHT	✓	✓	✓	Regional Housing Consultant

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Strategy 6.1.2. Proactively plan for Boxborough’s housing needs by updating the Town’s Housing Production Plan every five years.						
Action 6.1.2.1.	Update the 2015 Boxborough Housing Production Plan in 2019.	HB, PB			✓	Town Staff, MAPC
Strategy 6.1.3. Promote universal/inclusive design for new construction and renovations to increase accessibility for all, including people with disabilities.						
Action 6.1.3.1.	Identify barriers to universal/inclusive design in existing zoning bylaws and amend as necessary.	HB, PB, CoA, DRB, CSC, BD		✓	✓	MAPC

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Aspiration 7. Is regionally well-connected: Boxborough is a part of a regional economy with goods, services, employment, and gathering places nearby – sometimes in town, and sometimes in neighboring towns. Convenient access to regional transportation systems, including transit options, help ensure efficient commuting options for Boxborough residents. Boxborough’s municipal government, including Town boards and committees, collaborate with surrounding communities and regional entities.

Goal 7.1. Increase the quality, safety, accessibility, and reliability of transportation options for all income and age groups.						
Strategy 7.1.1. Encourage active modes of transportation, such as walking and biking.						
Action 7.1.1.1.	Consider adoption of “Complete Streets” Policy that would improve safe road access for all users, including bicyclists and pedestrians.	PB, BoS, DPW	✓			MAPC
Action 7.1.1.2.	Implement the 2003 Economic Development Trail Master Plan along Route 111/ Massachusetts Avenue.	PB, DPW, ConsCom	✓	✓		MAPC, MassWorks, Community Preservation funds
Action 7.1.1.3.	Develop a prioritized plan for new sidewalks and bicycle infrastructure to connect to 1) schools, 2) recreational resources, 3) shopping/dining, and 4) Commuter Rail.	PB, RC, EDC, COA	✓			MAPC

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	
Action 7.1.1.4. Provide bicycle parking at destinations including retail/dining, schools, recreational facilities, and municipal buildings.	PB, RC, EDC, DPW		✓		MAPC
Strategy 7.1.2. Identify and promote new technology to make transit and ride-sharing more viable.					
Action 7.1.2.1. Coordinate local transportation options and deploy technology to provide an on-demand shuttle that can serve commuters, reverse commuters, and local daytime trips.	BoS, TA	✓	✓	✓	MAPC, CrossTown Connect, 495/MetroWest Partnership
Action 7.1.2.2. Explore new and innovative options to serve residents' commuting needs, such as ride- or car-sharing services.	BoS, TA, COA	✓			MAPC, CrossTown Connect, 495/MetroWest Partnership
Strategy 7.1.3. Advocate for Boxborough's participation in regional transportation solutions.					
Action 7.1.3.1. Continue to engage with Regional Transit Authorities (RTAs) or partner with neighboring communities on providing first- and last-mile solutions for both residents and employers.	BoS, TA, COA	✓	✓	✓	MAPC, 495/MetroWest Partnership, CrossTown Connect

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 7.1.3.2. Engage in public-private partnership with local large employers to identify and implement first- and last-mile solutions that will benefit local and regional workers alike.	BoS, TA	✓	✓	✓	MAPC, 495 /MetroWest Partnership, CrossTown Connect
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Goal 7.2. Engage in partnerships with surrounding towns and the region.

Strategy 7.2.1. Continue participation in regional planning conversations and decision-making.

Action 7.2.1.1. Continue participation in the MAGIC (Minuteman Advisory Group on Interlocal Coordination) subregional council.	BoS, PB	✓	✓	✓	MAPC
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Action 7.2.1.2. Continue to participate in MAPC (Metropolitan Area Planning Council) quarterly council meetings and other events.	BoS, PB	✓	✓	✓	MAPC
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Action 7.2.1.3. Continue to advocate for regional transportation solutions as a member community of the Boston Region Metropolitan Planning Organization.	BoS, PB	✓	✓	✓	MAPC
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Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Action 7.2.1.4. Continue to advocate for regional transportation solutions as a member of the CrossTown Connect Transportation Management Association	BoS, PB, TA				CrossTown Connect
Action 7.2.1.5. Continue to advocate for regional transportation solutions as a member of the 495/MetroWest Partnership					495/MetroWest Partnership
Action 7.2.1.6. Continue participating in, coordinating with, and partnering with other regional entities in addition to those mentioned in the above listed activities.	BoS	✓	✓	✓	
Strategy 7.2.2. Maintain regular communication with and provide information to surrounding towns and MAPC.					
Action 7.2.2.1. Provide copies of any Boxborough planning documents and request copies from surrounding Towns (for example, provide copies of the recently completed <i>Boxborough Open Space and Recreation Plan 2015-2022</i>).	TA, TP	✓	✓	✓	Town Staff
Goal 7.3. Pursue regional approaches for open space and recreation.					

Plan Recommendations (continued)	Parties Responsible	Timeline (if all columns have a ✓, implementation is ongoing)			Resources
		Short (1-3 years or by 2018)	Mid (4-7 years, or by 2022)	Long (8-10+ years, 2023 or later)	

Strategy 7.3.1. Coordinate with neighboring communities to improve open space and recreation opportunities across many communities.						
Action 7.3.1.1.	On an ongoing basis, identify lands at town boundaries that could benefit from additional protections and work with abutting Town(s) to pursue appropriate development restrictions. If vision for these parcels is not aligned, pursue joint planning and goal-setting for these parcels.	ConsCom, BoS, PB	✓	✓	✓	
Action 7.3.1.2.	Coordinate with neighboring communities to develop a regional open space and trail network.	BoS, RC, ConsCom, LS		✓	✓	MAPC
Action 7.3.1.3.	Identify recreational services and facilities in Boxborough and neighboring towns and plan for sharing of these facilities where feasible and desirable.	RC, DPW	✓			

6b

Town of Boxborough
Follow-up Solutions to Implementation of
IRS Fringe Benefit Reporting Requirements
Regarding Fire Chief's Personal Use of Town's Unmarked Vehicle

Option 1:

Alter the vehicle to fit the description of Qualified Non-personal Use Vehicle by ensuring it is a "Clearly marked, through painted insignia or words, police, fire {or} public safety vehicle"

Option 2:

Enter the benefit amount as a one-time separate payroll transaction for the Fire Chief in the last payroll of the year. The lease value of the vehicle is calculated at \$10,750 per year, and the Chief estimates he uses the vehicle about 25% of the time for personal use (including commuting).

W-2 includes:

Box 1: Gross Income +\$2,500 Fringe Benefit	Box 2: Federal Taxes paid +\$441.11 tax on Benefit
Box 5: Gross Income +\$2,500 Fringe Benefit	Box 6: Medicare Taxes paid +\$36.25 tax on Benefit
Box 14: Gross Income +\$2,500 Fringe Benefit	Box 15: State Taxes paid +\$126.88 tax on Benefit
Box 12: \$2,500 Fringe Benefit reported	

Total taxes attributable to the Fringe Benefit, paid by the Chief = \$604.24

Option 3:

The town would provide additional compensation to the Chief as an amendment to the Chief's contract as follows: a benefit amount of \$2,500 would be reported with the taxes withheld in a separate payroll transaction in the last payroll of the year. In the same transaction, the Chief would receive an additional \$750 in non-pensionable "bonus" as part of his regular compensation, which is enough to cover the sliding effect (gross-up) of the taxes.

W-2 includes:

Box 1: Gross Income +\$2,500 Fringe Benefit +\$750	Box 2: Federal Taxes paid +\$441.11 tax on Benefit +\$106 tax on taxes
Box 5: Gross Income +\$2,500 Fringe Benefit +\$750	Box 6: Medicare Taxes paid +\$36.25 tax on Benefit +\$9 tax on taxes
Box 14: Gross Income +\$2,500 Fringe Benefit +\$750	Box 15: State Taxes paid +\$126.88 tax on Benefit +\$30 tax on taxes
Box 12: \$2,500 Fringe Benefit reported; (Retirement gross does not include additional \$750)	

Total taxes attributable to the Fringe Benefit, paid by the Chief = \$604.24+\$145 (approx) which is "reimbursed" by the "bonus"

N.B. Year 1, we would start with the policy effective July 1, so we would start with ½ the cost because it is all reported on the Calendar year. All amounts in Option 2 & 3, would be calculated at 50%

Fire Chief Vehicles
Survey of Mass. Communities

For Discussion Purposes:
September 21, 2015

Town/City	Vehicles		Comments
	Unmarked	Marked	
Abington		X	I live in Abington - marked
Acton	X		Our vehicles have been unmarked for years and one distinction is that they are administrative, not line vehicles
Ashburnham		X	
Athol		X	Marked vehicle... no rationale for unmarked except wanting to stay "off the grid", so-to-speak.
Ayer		X	The Town of Ayer has a marked Fire Chief vehicle; it is marked to clearly identify it as the Fire Chief's emergency vehicle and for consistency with other Fire Dept vehicles.
Barre		X	
Brockton		X	City of Brockton does not provide the Fire Chief with an unmarked vehicle, his is a city marked vehicle.
Foxborough	X		In have worked in 3 municipalities: Foxborough - unmarked (was an issue for some people - may have ended up getting lettered after debate)
Grafton		X	Marked ford explorer
Halifax		X	The one in Halifax is marked. I can imagine someone claiming that the Chief needs his/her privacy, but sorry, that's the price of admission.
Hubbardston		X	Hubbardston's is a marked vehicle...
Lexington	X		Our Fire Chief drives an unmarked vehicle as does Carl. I do not think we have a policy as to why this is, it is, what it is! (=
Littleton		X	The Littleton Fire Chief's contract provides that it's a marked vehicle . . . " A. Vehicle - The Town shall provide a marked vehicle with official plates for use by the Fire Chief and pay for all attendant operating and maintenance expenses and insurance. Said vehicle is to be used by the Fire Chief in connection with the performance of his duties as Fire Chief and for his professional growth and development. It may be used by the Fire Chief for personal reasons within fifty (50) miles of the Town's borders since the Fire Chief is "on-call" in the event of emergency. The Fire Chief will be responsible for any retirement contributions resulting from the availability and use of such vehicle."
Ludlow		X	Our fire chief has a marked vehicle
Mattapoissett		X	Marked Vehicle in Mattapoissett and no dark tinted windows, we want our fire service to be highly visible and open to the community. We also have the SuV to red.
Maynard	X		Maynard Police and Fire Chief both have new black Ford Explorers that are both unmarked. Fire Chief has a blue Fire Plate and Police Chief has a white unmarked plate. Both Chiefs vehicles have always been unmarked, not sure of any real rationale other than preference and the fact they commute with the vehicle. Specific color and decals cost more money (i.e. paint Fire Chief red would cost more) at MHQ.
Nantucket	X		The town vehicle is not unmarked.

Fire Chief Vehicles
Survey of Mass. Communities

*For Discussion Purposes:
September 21, 2015*

Town/City	Vehicles		Comments
	Unmarked	Marked	
No. Andover		X	Both our Chief and Deputy Chief drive marked cars.
Northfield			Our chief doesn't even have a car. He uses his personal vehicle and his employer's vehicle. Both were outfitted with radio and lights at his own expense. So maybe we are not a good comparison.
Northhampton		X	Quasi marked...It says Fire Chief on the door, but it is about 10 pt font. This was the Chief's choosing.
Peabody	X		Unmarked and no "blue plate" - I have no idea why that is. Peabody is my first experience with a Fire Chief in an unmarked vehicle. My experience has been that the Fire Chief's car commonly show it to be the Chief's car with printing of title on the doors & blue lic. plates.
Plymouth		X	
Sandwich		X	The fire chief's vehicle in Sandwich is emblazoned with lettering identifying it clearly as the fire chiefs vehicle.
Sherborn		X	Sherborn -- yes. A black explorer. Because he wanted it. I was able to get him to use municipal plates, put the town's FD symbol sticker on the back window, and paint in gold letters just underneath the driver and passenger side front windows -- "Fire Chief". Some in town have complained. PD Chief has a completely unmarked car, and public works director has municipal plates with a town seal sticker, but that's it.
Southbridge		X	Ours is marked. When a new vehicle was purchased there was some conversation regarding whether to have it marked or not. I believe they decided to have it marked due to the official plates on the vehicle.
Stow	X		There are no identifying markings on the command car. Both our fire chief and police chief drive unmarked command cars other than the blue state license plates. The primary reason is there are no door markings is that it reduces the instances when folks may see the command car outside of town while on Town business (e.g. meetings in neighboring towns or traveling to regional conferences), but mistakenly thinking it is being used for personal purposes. I do not feel strongly one way or the other on this matter. I trust both chiefs not to abuse the privilege; however, I would put door markings either or both vehicles if I suspected they were being misused.
Ware		X	
Wayland		X	
West Bridgewater		X	WB has a marked vehicle. I know some other Chief's have unmarked - I never thought that made sense either!
Westford	X		Unmarked. Also uses it for personal use and allows for a lower profile. Yes, it's in our rules and regs...I'm really not sure why this was negotiated as it was before my time...
Weymouth		X	I have worked in 3 municipalities: Weymouth - marked

Fire Chief Vehicles
Survey of Mass. Communities

*For Discussion Purposes:
September 21, 2015*

Town/City	Vehicles		Comments
	Unmarked	Marked	
Whitman	X		<p>Our chief has an unmarked vehicle. I don't believe there is any rationale why other than he has permission to 24 hour use and didn't want a marked car. We are finalizing our first policy and procedures handbook . Part of my draft, which the TA is finalizing, included more detail on usage. I am sure the requirements in the policy will crawl up our chief's back.</p> <p>In a former draft, I did indicate that all municipal vehicles would have wording and markings indicating it as a town vehicle (outside unmarked police cars) but I am not sure if it made it into the final draft.</p>
Woburn		X	In Woburn our Fire Chief has a marked vehicle.

7a

QUITCLAIM DEED

The undersigned, **Flagg Hill Road LLC**, having an address of 262 Westford Road, Tyngsborough, Massachusetts (hereinafter called the "Grantor"), in consideration of one dollar (\$1.00) paid, the receipt and sufficiency of which is hereby acknowledged, GRANTS to the **Town of Boxborough**, a Massachusetts municipal corporation having an address of 29 Middle Road, Boxborough, Massachusetts, acting by and through its Conservation Commission pursuant to the provisions of Massachusetts General Laws Chapter 40, Section 8C ("Grantee"),

with QUITCLAIM COVENANTS,

that certain parcel of land situate at Flagg Hill Road in Boxborough, Middlesex County, Massachusetts, constituting approximately 4.94 acres, more or less, and being more particularly described as follows:

The premises shown as "Open Space Parcel 'A'" on a plan of land entitled: "Plan of Land in Boxborough, Massachusetts – Flagg Hill Road" dated May 1, 2014, prepared for Flagg Hill Road, LLC by Land Engineering & Environmental Services, Inc., and recorded with the Middlesex South District Registry of Deeds as Plan No. 424 of 2014.

For Grantor's title see the deed recorded with the Middlesex South District Registry of Deeds at Book 64254, Page 305.

No deed stamp taxes are due on this conveyance pursuant to M.G.L. c. 64D, Section 1.

The Town's Acceptance of Deed is attached hereto.

The land conveyed hereby does not constitute all or substantially all of the assets of the Grantor.

[signatures on following page]

Executed under seal this _____ day of _____, 2015.

FLAGG HILL ROAD LLC

By: _____
Walter K. Eriksen, Jr. Manager

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

On this _____ day of _____, 2015, before me, the undersigned Notary Public, personally appeared Walter K. Eriksen, Jr., as aforesaid, and proved to me through satisfactory evidence of identification, which was _____, to be the person whose name he signed on the preceding document, and acknowledged to me that he signed it voluntarily for its stated purpose as the Manager of Flagg Hill Road, LLC.

Notary Public
My Commission Expires

ACCEPTANCE

The Town of Boxborough, acting by and through its Conservation Commission pursuant to the authority granted under G. L. c.40, §8C, hereby accepts the foregoing deed of land located at Flagg Hill Road from Flagg Hill Road LLC, for conservation and passive recreation purposes.

TOWN OF BOXBOROUGH
CONSERVATION COMMISSION

Approved:

TOWN OF BOXBOROUGH
BOARD OF SELECTMEN

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

On this _____ day of _____, 2015, before me, the undersigned Notary Public, personally appeared _____, who proved to me through satisfactory evidence of identification, which were _____, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he/she/they signed it voluntarily for its stated purpose as member of the Conservation Commission of the Town of Boxborough.

Notary Public
My Commission Expires

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

On this _____ day of _____, 2015, before me, the undersigned Notary Public, personally appeared _____, who proved to me through satisfactory evidence of identification, which were _____, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he/she/they signed it voluntarily for its stated purpose as member of the Board of Selectmen of the Town of Boxborough.

Notary Public
My Commission Expires

GRANT OF EASEMENTS

The undersigned, **Flagg Hill Road LLC**, having an address at 262 Westford Road, Tyngsborough, Massachusetts (the "Grantor"),

for valid consideration paid in full of One and 00/100 Dollars (\$1.00), the receipt and sufficiency whereof is hereby acknowledged,

GRANTS to the **Town of Boxborough**, a Massachusetts municipal corporation having an address of 29 Middle Road, Boxborough, Massachusetts, acting by and through its Conservation Commission pursuant to the provisions of Massachusetts General Laws Chapter 40, Section 8C (the "Grantee"), the following perpetual easements (together, the "Easements"), in, over, through, upon and across certain portions of Grantor's land located off of Flagg Hill Road in the Town of Boxborough, Middlesex County, Massachusetts as depicted on a plan of land entitled: "Plan of Land in Boxborough, Massachusetts – Flagg Hill Road" dated May 1, 2014, prepared for Flagg Hill Road, LLC by Land Engineering & Environmental Services, Inc., and recorded with the Middlesex South District Registry of Deeds as Plan No. 424 of 2014 (the "Plan"):

- 1) A perpetual easement in those lands depicted as "20' Wide Trail Easement" on the Plan, said easement premises encumbering each of Lots 1, 2 and 3 as shown on the Plan and having an area of 19,705 ± sq. ft. within Lot 1; 5,704 ± sq. ft. within Lot 2; and 32,468 ± sq. ft. within Lot 3; and
- 2) A perpetual easement in those lands depicted as "Trail Easement 26,443 ± SQ. FT." within Lot 1 on the Plan and "Trail Easement 22,947 ± SQ. FT." within Lot 2 on the Plan.

The Easements are for the benefit and purpose of:

1. The general public to pass and repass by foot, non-motorized bicycle, horse, ski or snowshoe for conservation and passive recreation purposes; and
2. The Grantee for access to maintain, repair, reconstruct, construct, police and administer the Easements area for the purpose of preserving its natural and scenic conditions and providing for public use of the Easements and abutting Town lands for conservation and passive recreation purposes; and
3. To the Grantee to take such actions as reasonably necessary to establish an unpaved trail within the Easements area, to remove damage caused by natural disaster, to

discourage littering, to control the use of the trail and to remove any encroachments or litter thereon.

Any liability to the public for use of the Easements is limited by the provisions of M.G.L. c. 21 Section 17C.

These Easements shall run with the premises in perpetuity and shall be enforceable against the Grantor and its successors, heirs and assigns.

For Grantor's title see the deed recorded with the Middlesex South District Registry of Deeds at Book 64254, Page 305.

This Grant is intended to supersede that Grant of Easement recorded with the Middlesex South District Registry of Deeds at Book 64254, Page 308.

Executed under seal this _____ day of _____, 2015.

FLAGG HILL ROAD LLC

By: _____
Walter K. Eriksen, Jr., Manager

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

On this _____ day of _____, 2015, before me, the undersigned Notary Public, personally appeared Walter K. Eriksen, Jr., as aforesaid, and proved to me through satisfactory evidence of identification, which was _____, to be the person whose name he signed on the preceding document, and acknowledged to me that he signed it voluntarily for its stated purpose as the Manager of Flagg Hill Road LLC.

Notary Public
My Commission Expires

ACCEPTANCE

The Town of Boxborough, acting by and through its Conservation Commission pursuant to the authority given by General Laws c. 40, §8C, hereby accepts the foregoing Grant of Easements from Flagg Hill Road LLC, on this ____ day of _____, 2015, for the purposes set forth therein.

TOWN OF BOXBOROUGH
CONSERVATION COMMISSION

Approved:

TOWN OF BOXBOROUGH
BOARD OF SELECTMEN

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

On this _____ day of _____, 2015, before me, the undersigned Notary Public, personally appeared _____, who proved to me through satisfactory evidence of identification, which were _____, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he/she/they signed it voluntarily for its stated purpose as member of the Conservation Commission of the Town of Boxborough.

Notary Public
My Commission Expires

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

On this _____ day of _____, 2015, before me, the undersigned Notary Public, personally appeared _____, who proved to me through satisfactory evidence of identification, which were _____, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he/she/they signed it voluntarily for its stated purpose as member of the Board of Selectmen of the Town of Boxborough.

Notary Public
My Commission Expires

PLAN 424 5-23-2014 12:35 P.M.

N/F
TOWN OF BOXBOROUGH
MSDRD
DEED BOOK 28741, PAGE 199

N/F
TRAVALENT, MICHAEL A. & MONROE, MARTHA
MSDRD
DEED BOOK 45572, PAGE 206

N/F
WEISSENBACH, JEAN-LOUISE & CHANTAL JACOTOT
MSDRD
DEED BOOK 61204, PAGE 343

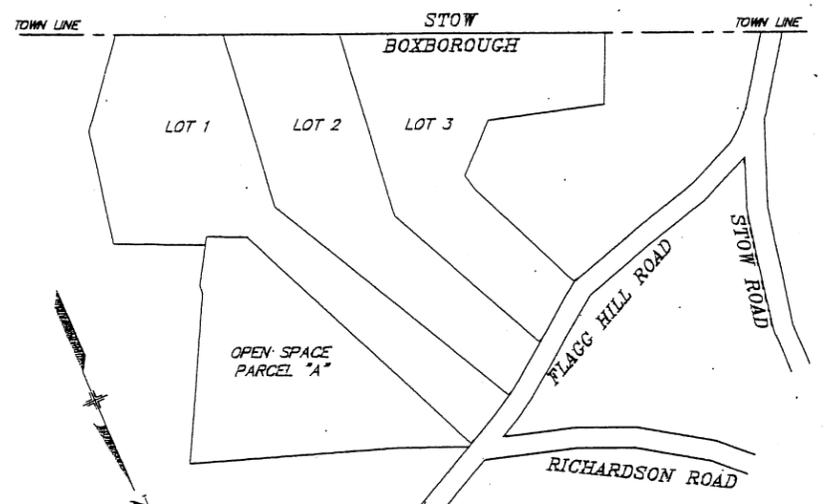
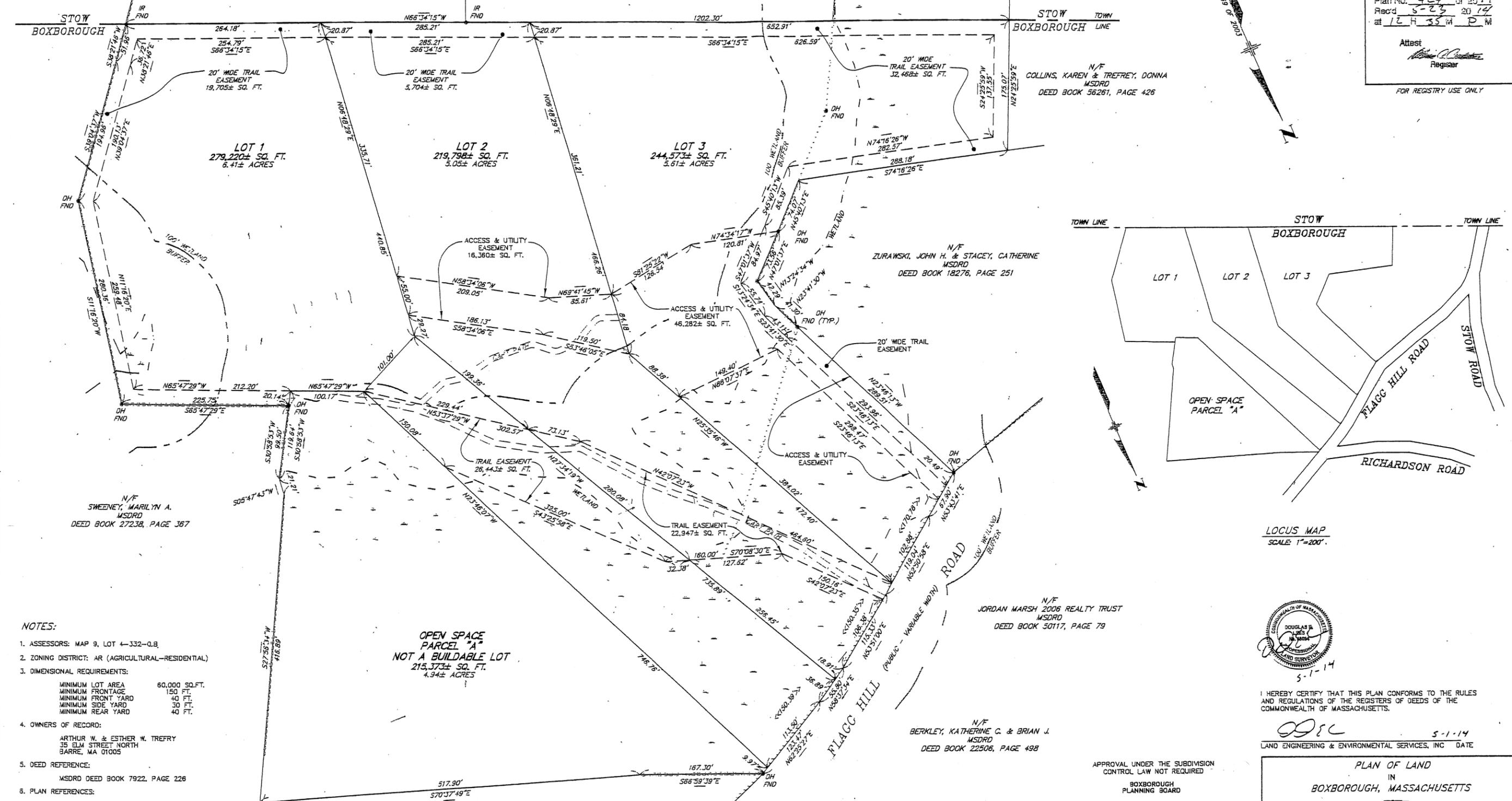
N/F
TOWN OF STOW
MSDRD
DEED BOOK 48059, PAGE 102

N/F
COLLINS, KAREN & TREFREY, DONNA
MSDRD
DEED BOOK 56261, PAGE 426

Middlesex Registry of Deeds,
Southern District
Cambridge, Massachusetts
Plan No. 424 of 2014
Rec'd 5-23 2014
at 12:35 P.M.

Attest
[Signature]
Registrar

FOR REGISTRY USE ONLY



LOCUS MAP
SCALE: 1"=200'

- NOTES:
- ASSESSORS: MAP 9, LOT 4-332-0.8
 - ZONING DISTRICT: AR (AGRICULTURAL-RESIDENTIAL)
 - DIMENSIONAL REQUIREMENTS:

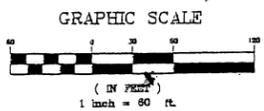
MINIMUM LOT AREA	60,000 SQ.FT.
MINIMUM FRONTAGE	150 FT.
MINIMUM FRONT YARD	40 FT.
MINIMUM SIDE YARD	30 FT.
MINIMUM REAR YARD	40 FT.
 - OWNERS OF RECORD:
ARTHUR W. & ESTHER W. TREFRY
35 ELM STREET NORTH
BARRE, MA 01005
 - DEED REFERENCE:
MSDRD DEED BOOK 7922, PAGE 226
 - PLAN REFERENCES:
MSDRD PLAN NO. 669 OF 2003
MSDRD PLAN NO. 570 OF 1999
MSDRD PLAN NO. 1166 OF 1994
MSDRD PLAN NO. 255 OF 1987
MSDRD PLAN NO. 919 OF 1971
MSDRD PLAN NO. 469 OF 1968
MSDRD PLAN NO. 512B OF 1953

OPEN SPACE
PARCEL "A"
NOT A BUILDABLE LOT
215,373± SQ. FT.
4.94± ACRES

N/F
SWEENEY, MARILYN A.
MSDRD
DEED BOOK 27238, PAGE 367

N/F
JORDAN MARSH 2006 REALTY TRUST
MSDRD
DEED BOOK 50117, PAGE 79

N/F
BERKLEY, KATHERINE C. & BRIAN J.
MSDRD
DEED BOOK 22506, PAGE 498



- LEGEND
- IR FND IRON ROD, FOUND
 - DH FND DRILL HOLE, FOUND

APPROVAL UNDER THE SUBDIVISION
CONTROL LAW NOT REQUIRED
BOXBOROUGH
PLANNING BOARD

[Signature]
May 5 2014
DATE

ENDORSEMENT OF THE PLANNING BOARD IS NOT
A DETERMINATION AS TO CONFORMANCE WITH
ZONING REGULATIONS.



I HEREBY CERTIFY THAT THIS PLAN CONFORMS TO THE RULES
AND REGULATIONS OF THE REGISTERS OF DEEDS OF THE
COMMONWEALTH OF MASSACHUSETTS.

[Signature] 5-1-14
LAND ENGINEERING & ENVIRONMENTAL SERVICES, INC DATE

PLAN OF LAND
IN
BOXBOROUGH, MASSACHUSETTS
FLAGG HILL ROAD

SCALE: 1"=80'	DATE: MAY 1, 2014	SHEET 1 OF 1
JOB NO. 1726		

PREPARED FOR
FLAGG HILL ROAD, LLC
TYNGSBORO, MASSACHUSETTS

PREPARED BY
Land Engineering & Environmental Services, Inc.
130 Middlesex Road, Tyngsboro, Massachusetts 01879
Telephone (978) 549-4842

7c

**Proposed BoS Meeting Schedule
January - May 2016
For discussion purposes 9/14/15**

Date	Business
January	
4th	No meeting
11th	Meeting [vote to call ATM]
18th	No meeting - Martin Luther King's birthday
25th	Meeting [Review budgets with (2) primary dept heads] (TA on vacation 1/21 - 1/30)
February	
1st	No meeting
8th	Meeting [Review budgets with (2) remaining primary dept heads]
15th	No meeting - Presidents' Day
22nd	Meeting [review budgets with boards & committees as necessary & vote to close warrant for ATM]
29th	No meeting
March	
7th	Meeting [public hearing on any gen'l bylaw changes]
14th	Meeting [finalize language for warrant articles]
21st	Meeting [final deadline for written recommendations. Along with FinCom, determine funding; final votes (BoS/FinCom) on warrant articles and budget]
28th	No meeting
April	
4th	Meeting [BoS signs warrant]
11th	Meeting
18th	No meeting - Patriots' Day
25th	Meeting [review motions]
May	
2nd	No meeting
9th	Annual Town Meeting starts (continuing, possibly on Tuesday and Thursday, 5/10 & 5/12. BoS meetings will be posted for the duration of ATM.
16th	No meeting Town Election (ATM continuing this week if necessary, possibly on Wednesday and Thursday, 5/18 & 5/19)
18th (Wednesday)	<i>BoS meets if ATM still ongoing, otherwise May 23 rd[reorganization]</i>
23rd	Meeting
30th	No meeting - Memorial Day

Budget & Warrant Article Timeline

FY 2017

- September 21 BoS discusses budgetary guidelines:
- **Prepare a zero-based budget.** Budget managers (i.e. dept heads/committee chairs) should prepare their budgets from the bottom up, starting from **zero**. (The prior year's budget should **NOT** be used as the base).
 - Define the level of budget necessary for the operation of the department/board and identify the key underlying assumptions. **Be prepared to provide a rationale for your budgetary decisions identifying how the funding requested relates to the level of service proposed.** Itemized or summarized line-by-line expenditures will help reduce the need for further explanation by reviewing committees.
 - Salaries will be tied to contractual obligations, or for those employees under the Personnel Plan, to the Classification and Compensation Schedule. For the purposes of preparing the first pass at the budget, Compensation Schedule wages should be calculated with a **1.5%** increase and a step increase where appropriate.
- September 24 *CPA Step 1 Preliminary Applications Due to CPC*
- October 20 Staff Meeting:
- Relate budget message
 - Review budget process and timeline
 - Accountant distributes budget packages (hard and soft copies) to all departments and committees
- October 20 – November 16 Budget Managers prepare budgets with assistance provided by TA and Accountant if requested. Mechanical issues, as well as questions regarding growth, operations, etc. and clarifications on budget guidelines, should be directed to TA.
- October 29 *CPA Step 2 Final Applications Due to CPC*
- November 16 – December 11 BoS liaisons, along with respective FinCom liaisons, meet individually with primary department heads (Police, Fire, Dispatch, DPW, and TA) to begin first review of budgets, ensuring consistency with budget guidelines and working with department heads to make reductions or other changes as necessary.
Budget Managers revise budgets accordingly
- November 23 *Dept & Committee Comments on Proposed Projects Due to CPC*
- December 3 (& 17?) *CPC Public Hearing*
- December 14 Deadline for returning budget packages to Accountant (hard and soft copies). Any submitted without summary document will be returned to preparer.
Budget managers shall also submit intent and scope of proposed capital warrant articles for Annual Town Meeting (hard copy to accountant; soft copy to TA).
- December 14 – December 31 Accountant assembles budget books for TA, BoS & FinCom.
- January 4 BoS and FinCom receive budget books.

Budget & *Warrant Article* Timeline

FY 2017

- January 7 *CPC Final Votes on all CPA Projects moving forward*
- January 11 BoS perform cursory review of budgets (*& warrant articles*). Selectmen note “red flag issues” and determine which board/departments they would like to invite in for further discussion. BoS liaison and TA work with those budget managers to revise budgets as necessary and to schedule appointment with full BoS in January and February as needed. FinCom starts review of budgets, receiving additional input/clarification as necessary from TA and budget preparers. If needed, FinCom will prepare additional analyses and run scenarios. [N.B. BoS will determine appropriate service levels]
- January 25 BoS and FinCom meet with 2 primary department heads on alternating basis, or jointly, to review budgets.
- February 8 BoS and FinCom meet with remaining 2 primary department heads on alternating basis, or jointly, to review budgets.
- February 8 (TBD) *Planning Board Public Hearing*
- February 22 BoS and FinCom meet with boards/committees as necessary to review budgets
- February 22 *BoS closes warrant to any new articles. [BoS liaison to the committee/department will work with sponsor of article and will be responsible for writing the recommendation on behalf of the BoS, as well as presenting at ATM. If liaison is away, Chair will assign responsibility to another member].*
- March 7 BoS & Personnel Board Joint Public Hearing on any proposed Personnel Plan changes (may try to move this up, depending upon other proposed changes to Personnel Plan). Public hearing on any other proposed general bylaws.
- March 10 (Thurs) *Departments/Committees submit final language for warrant articles in electronic format to TA.*
- March 14 *BoS finalizes language for warrant articles.*
- March 17 (Thurs) *Final deadline for All written recommendations. Committees submit recommendations in electronic format to TA. (Recommendations should apply only to the scope and responsibility of the board).*
FinCom deadline for the FinCom Report
FinCom deadline for the Budget Votes
- March 21 *BoS meet with FinCom and determine funding sources for articles.*
BoS take final votes on budget & *warrant articles*.
- April 4 BoS signs warrant.
- April 22 (Fri) Last possible date for warrant to be posted by Constable and mailed to town’s residents.

NB: “Committee,” “Board,” and “Commission” are used synonymously.
Budget manager and dept head/committee used synonymously as well...

Budget & Warrant Article Timeline

FY 2017

PROCESS

Communication is key to a successful budget process. Budget managers must communicate to the Board of Selectmen and Finance Committee through their liaison and likewise, the BoS and FinCom must ensure that budget managers are fully apprised of any and all proposed changes to their submitted budgets. Changes to the Budget will be made through the revision process by the Budget Manager.

- In order to maintain control of the master budget, only the Accountant will update the electronic master file.
- **After the initial submission of budgets to the Accountant by December 14, any and all proposed revisions will be handled as detailed below.**
 1. Revisions must be submitted to Accountant by **noon on Thursday** in order to be included in that week's revisions. Revisions submitted after that time will be included in the following week's revisions. Revisions may not be published every week. Accountant will have discretion to publish bi-weekly depending on the quantity and timeliness of revisions.
 2. Each time that a budget manager proposes revisions to the department/board budget, the budget manager will complete two documents to detail the proposed revisions:
 - a) **Budget worksheet.** Budget manager will ensure that all numbers tie out to any subsidiary salary worksheets.
 - b) **Budget revision form.** The revision document will be in the form of a spreadsheet, which will be provided after original budget submission to the Town Accountant. The spreadsheet for each department will be used to keep a running total and explanation of **all** changes submitted since the original budget. The spreadsheet will have columns for date, expense line item, amount of revision, and explanation. Additionally, the form will list the total departmental budget, per the original submission.
 - i. The starting point for the first revision will be the original submitted department budget. The budget manager will list proposed revisions line by line, listing amounts and the explanation for each proposed revision. The worksheet will then sum the total of the revisions and the original submitted budget to arrive at a "New Total Dept. Budget."
 - ii. The starting point for subsequent revisions will be the last "New Total Dept. Budget."
 - c) Budget manager shall submit a revision form and revised Budget Worksheet via email to the Town Accountant.
 3. Town Accountant will ensure that proposed revisions are properly reflected on budget worksheet and that budget worksheet is in balance with subsidiary salary worksheets.
- Accountant will update electronic budget file and will
 1. include revision and date on the budget and any supplemental worksheets as updated
 2. distribute an electronic file (paper copies will be provided by request) of all changes included in the revision to the BoS, FinCom and TA
 3. distribute electronic copies (paper copies will be provided by request) of individual revised department/committee budgets only to the affected department heads and committees.
 4. provide electronically a public display version of the budget file (excluding salary worksheets) to Town Clerk, for placement on the town's website **no more than once a week, on Fridays.**

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Minutes, Notices and Updates
September 21, 2015

Minutes

1. Public Safety Communication Committee minutes from meetings of July 15, 2015; July 24, 2015; and September 3, 2015
2. Conservation Commission minutes from the meeting held August 19, 2015.
3. Board of Appeals minutes from the meeting held September 1, 2015.

Notices

1. Notices of A-B School Regional School District related meetings:
 - a. Regular School Committee meeting held September 17, 2015
 - b. Concord Area Special Education Collaborative held September 18, 2015
2. Notice of a Public Safety Communication Committee meeting to be held September 23, 2015
3. Decision No. 2015-02 from the Zoning Board of Appeals, dated September 15, 2015, granting the application, subject to the listed conditions, filed by Commonwealth Properties Group, Inc. for a Special Permit for a Reduced Frontage Lot for the properties located at 94 Chester Road owned by Patrick & Harriet Moran and 79 Meadow Lane owned by Sun Megan Moran.



General Correspondence
September 21, 2015

1. Q2 2015 Newsletter (Mass. Ed.), *Comcast Connections*, from Comcast Cable Communication.