

X. IMPLEMENTATION PLAN

IMPLEMENTATION PROCESS

The final section of the Master Plan contains a multiple-page table outlining the specific recommendations contained in the Master Plan document, which is directed toward advancing the goals, policies and actions articulated throughout the document. For each specific recommendation, the primary responsibility for implementation is identified. Most often the primary responsibility will rest with the Board of Selectmen, Town Manager, Planning Board, Community Development Department, Community Preservation Committee, Conservation Commission or the Historical Commission. It is important to note, however, that many town departments, boards, committees and commissions will play a supportive role in the actual implementation and advancement of the various recommendations.

The Implementation table also provides a timeframe for implementation of the recommendations over the next decade. Four timeframes have been considered, based on the priority and urgency of the recommendation, the resources available, and the time required to initiate implementation. The implementation of some recommendations may be immediate, while others may be implemented on a short-term (1-3 years), intermediate (4-6 years) or long-term basis (7-10 years).

To promote timely implementation, the Town should appoint a Master Plan Implementation Steering Committee. The suggested Steering Committee membership is as follows:

- Two Planning Board representatives (Chairman and additional member elected by the Planning Board);
- Town Manager;
- Zoning Board of Appeals Chairman or designee;
- Conservation Commission Chairman or designee;
- Board of Selectmen Chairman or designee;
- Community Preservation Committee Chairman or designee;
- One Town Meeting Member; and
- One Citizen's Representative.

The Planning Board would solicit appointments from the various boards and commissions. The Town Manager would appoint the town meeting member and the citizen's representative. The Planning Board would then inform the Town Manager of the names of the appointees, and the Board of Selectmen would confirm the final appointments.

The Master Plan Implementation Steering Committee's role is to serve as a facilitator and coordinator of the implementation process, to advocate for the implementation of the recommendations, and to report annually to Town Meeting regarding the Town's progress in

implementing the recommendations. In addition, the Steering Committee would assist the Planning Board with any amendments that may be needed to either the Master Plan document or the Implementation table over time.

**TABLE 8.1
IMPLEMENTATION TIME FRAMES AND RESPONSIBILITIES**

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
1. Modify and revise the town’s Zoning Bylaw and subdivision regulations to better accommodate and encourage redevelopment projects. At a minimum, revisions should include allowing for reduced setbacks and providing greater flexibility in terms of parking and landscaping requirements. The Special Permitting process should also be modified to require the issuance of one consolidated special permit for a redevelopment that is not allowed by right. Redevelopment projects should be designed to provide significant improvement in the non-conforming nature of a property, where applicable.	Land Use	Short Term	Planning Board
2. Establish a Redevelopment District along Route 110, from Hunt Road to Chamberlain Road. Regulations for this area should promote mixed-use development that provides additional economic development and housing opportunities for the community.	Land Use, Economic Development, Housing	Short Term	Planning Board
3. Implement expedited permitting for projects located within the Route 129 corridor.	Land Use, Economic Development	Short Term	Community Development
4. Target the following areas for redevelopment and streamlined permitting: the Route 129 corridor, Vinal Square, Center Village, the Route 110 corridor between the Center and I-495, and the Drum Hill area, including the vicinity of Glenview Sand and Gravel.	Land Use, Economic Development	Short Term	Community Development
5. Rezone the upper parking lots and four commercially zoned parcels in front of the Chelmsford Mall to allow neighborhood commercial uses with strict design guidelines thereby creating transitional zoning, which would provide additional buffering and screening for abutting residences, thereby preserving the character of the neighborhood. Furthermore, any future development on the even-numbered (northerly) side of Chelmsford Street, from Steadman Street to the East Gate Plaza, should remain residential.	Land Use, Economic Development	Immediate	Planning Board
6. Create mixed-use overlay zoning districts in the following areas: Vinal Square, the mill complexes of North Chelmsford, the Town Center, Route 110 from the Center to Fletcher Street, and Technology Drive.	Land Use, Economic Development	Intermediate	Planning Board
7. Create design guidelines for mixed-use development and redevelopment projects within the Town Center and Vinal Square to ensure consistency with the character and historic integrity of these villages.	Land Use	Immediate	Planning Board
8. Establish a Mill Reuse Overlay District and Bylaw for the mill complexes in North Chelmsford to provide greater flexibility in redeveloping or reusing the existing structures, to add value to the properties, to protect the area’s historic resources, and to provide flexibility in meeting the town’s housing and economic development goals.	Land Use, Economic Development, Housing	Intermediate	Planning Board
9. Modify the current zoning bylaw to allow residential uses with retail, offices and shops within the Town Center and Vinal Square.	Land Use, Economic Development	Short Term	Planning Board
10. Continue to monitor the progress of the Lowell to Nashua/Manchester commuter rail extension project, and position the community to take advantage of transit-oriented development opportunities should the extension project go forward.	Land Use, Transportation	Immediate	Board of Selectmen

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
11. Revise the town’s zoning bylaw to allow the construction of four to six story buildings for lots abutting the Route 129 corridor in the area extending from the Billerica town line to Alpha Road, provided that such structures do not negatively impact abutting residences, while gaining a significant increase in open space exceeding our existing requirements. Design standards should also be developed for this area that address architecture, lighting, landscaping, parking, signage, etc.	Land Use	Short Term	Planning Board
12. Modify the zoning along the Route 129 corridor to provide support services for the office park developments located along the corridor. Desired support businesses include restaurants, dry cleaners, personal and professional services, and similar retail establishments.	Land Use, Economic Development	Immediate	Planning Board
13. Modify the zoning bylaw to allow for the development of an extended stay facility on Billerica Road, either side of Route 3 between the town line and Mill Road, in order to serve the needs of corporate tenants and businesses located along the Route 129 corridor.	Land Use, Economic Development	Short Term	Planning Board
14. Adopt a design review process that includes design guidelines for retail, commercial and industrial projects. Initiate design review as an advisory review coordinated within the town’s existing approval process.	Land Use, Facilities and Services	Short Term	Planning Board
15. Modify the town’s current zoning bylaw to enhance and reflect the existing character of its neighborhoods. Particular attention should be paid to modifying the zoning requirements for the Westlands, including, but not limited to, Manahan Street, Morgan Drive and Maple Avenue, and for the neighborhoods surrounding Heart Pond and Freeman Lake, where development has occurred at a much higher density than in other areas of town.	Land Use	Short Term	Planning Board
16. Address the land use and zoning conflicts that exist along the Route 40 corridor between Route 3 and the Westford town line. The Zoning Bylaw Review Committee should be reconvened and work with the neighborhood and the Planning Board to resolve these conflicts in a fashion that is amenable to the residents and beneficial to the community overall. The use of transitional zoning should be explored as a means of reducing existing and future conflicts between residential and commercial/industrial uses.	Land Use, Economic Development	Immediate	Planning Board
17. Implement revisions to the zoning bylaw that promote the creation of additional units of housing to meet local needs. In the RM zoning district, increase the affordability requirement from 10% to 25% and require a deed restriction in perpetuity for each affordable unit. In addition, establish an RM overlay zoning district for select parcels to provide future opportunities for multi-family housing. Modify the restrictions outlined in the RM zoning bylaw to include more reasonable criteria for establishing RM districts.	Land Use, Housing	Short Term	Planning Board
18. Adopt a comprehensive inclusionary zoning bylaw with a fair system of density bonuses or other cost offsets for on-site affordable units, and provide the option of creating equivalent housing through off-site units or through land donations to the Chelmsford Housing Authority.	Land Use, Housing	Short Term	Planning Board
19. Revise the zoning bylaw to allow the development of rental housing by right within the Village Center zoning district.	Land Use	Short Term	Planning Board
20. Review the in-law apartment regulations to improve the permitting process and to update the regulations to reflect the needs of today’s families.	Land Use	Immediate	Zoning Board of Appeals

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
21. Amend the town’s subdivision regulations to allow for and encourage the use of Low Impact Development (LID) techniques for managing storm water.	Land Use; Natural, Historical and Cultural Resources	Immediate	Planning Board
22. Amend the zoning bylaw to address the unique needs of agricultural enterprises and operations, in order to encourage the preservation of the town’s remaining agricultural lands, and to allow agricultural enterprises to remain economically viable.	Land Use	Short Term	Planning Board
23. Develop a master plan for the University of Massachusetts Lowell West Campus, working collaboratively with the University and the neighborhood. The Master Plan should consider the town’s open space and housing needs, and recommendations should be respectful of neighborhood character.	Land Use, Economic Development, Open Space and Recreation, Housing	Short Term	Board of Selectmen
24. Develop a master plan for the 66-acre Oak Hill parcel, which was acquired by the town in 1998. The Master Plan should include an open space and housing component.	Land Use, Open Space and Recreation, Housing	Short Term	Board of Selectmen
25. Revise the Planned Open Space Development zoning bylaw (Section 195-92) to provide stronger incentives for developers to contribute to the Town’s open space goals.	Land Use	Immediate	Planning Board
26. Reinstate the position of the zoning enforcement officer.	Land Use	Immediate	Town Manager
27. Update and revise the entire zoning bylaw to improve readability, add clarity and make the overall document more user-friendly. The bylaw also needs to be modernized in terms of the table of uses, dimensional requirements, definitions, and provisions for dealing with commercial vehicle storage, etc.	Land Use	Immediate	Planning Board
28. Establish design guidelines for 40B projects to ensure compatibility with the neighborhood and to maintain the community’s character.	Land Use	Immediate	Zoning Board of Appeals
29. Review and update all municipal bylaws every five years.	Land Use	Immediate	Town Manager
30. Reduce the maximum building height allowed in the Residential C district from 4 stories (45 feet) to three stories (35 feet).	Land Use	Immediate	Planning Board
31. Support the efforts of the Chelmsford Economic Development Commission (CEDC) in recruiting, retaining and expanding businesses for the community. Tie together the efforts of the CEDC with the Community Development Department to maintain and increase the Site Finder Database and update the annual survey of the Chelmsford business community.	Economic Development	Immediate	Town Manager
32. Build upon the Chelmsford Brand Strategy developed by the CEDC in April 2010 by incorporating it within the regional “brand strategy” being developed for the Route 3 corridor from Route 128 to I-495. Work with the state economic development agencies to promote the adopted brand strategy for Route 3.	Economic Development	Immediate	Town Manager

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
33. Streamline the permitting process. Adopt the specific procedures and processes for expedited permitting to ensure that permitting decisions for industrial, commercial and mixed-use applications are acted upon within the state’s 180-day guidelines. The Community Development Department should develop a Permit Streamlining Guide and a Permitting Manual, as recommended in the Chelmsford 2008 Economic Development Plan. The Permitting Manual should be made available on line and through the Town Clerk’s Office and the Community Development Department.	Economic Development, Land Use, Services	Short Term	Community Development
34. Extend the benefits of the EDIP program to the entire community by expanding the current Economic Target Area (ETA) through the establishment of a Regional Technology Center. Work with local businesses to apply for Recovery Zone Bonds (RZB) from the Commonwealth.	Economic Development	Immediate	Community Development
35. Prioritize redevelopment initiatives along the Route 129 corridor (from Riverneck Road to Route 3), in the Center Village and Vinal Square, in the Drum Hill area in the vicinity of Glenview Sand and Gravel and along the Route 110 corridor between the Center Village and I-495.	Economic Development	Immediate	Community Development
36. The Board of Selectmen should continue to review tax policy, on an annual basis, as means to determine the proper balance in terms of tax rates and tax burdens.	Economic Development	Short Term	Board of Selectmen
37. Work with the Greater Lowell Workforce Investment Board (GLWIB) to focus on the employment needs of those manufacturing industries with sophisticated technologies in the areas of nanotechnology, robotics, sensors, biometrics, electro-optics, lasers and clean energy.	Economic Development	Immediate	Community Development
38. Expand the public/private partnership initiated by the CEDC by working with the private sector to fill vacant commercial space and redevelop industrial properties. Through the utilization of the Site Finder Database, the Town can provide updated property information for prospective tenants and businesses.	Economic Development	Immediate	Community Development
39. Develop strategies to increase the capacity of the sewer and water systems to meet the growing demands of the business community and local residents. Renegotiate the contract with the Lowell Regional Wastewater Utility and/or develop an agreement with the Town of Billerica to increase sewer capacity for the future. Work with NMCOG and the other communities in the region to address infrastructure issues that impact future economic development initiatives.	Economic Development	Immediate	Town Manager
40. Direct the CEDC to host regular visioning sessions for the residents and business owners in Center Village and Vinal Square to hear their vision for these town centers and to educate them on what other communities have done to revitalize their town centers. Explore funding opportunities under the Business Improvement District (BID), District Improvement Financing (DIF), Community Development Action Grants (CDAG) and Community Development Block Grant (CDBG) programs in order to assist in the revitalization of these town centers.	Economic Development	Immediate	Town Manager
41. Working with the CEDC, the Chelmsford Business Association and the Greater Lowell Chamber of Commerce, the Town should develop a survey for its residents and employees at local businesses to assess what the commercial needs are for the community. The CEDC and Community Development Director could then work with MassDevelopment and the Massachusetts Alliance for Economic Development (MassEcon) to identify specific businesses that would address these needs.	Economic Development	Short Term	Town Manager

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
42. Focus on the extensive redevelopment and mixed-use opportunities in the Center Village/ Chelmsford Street area. The area between the Center Village and I-495 should be the focus of redevelopment activities, while mixed-use development should be targeted for the area from Village Center to Fletcher Street.	Economic Development	Immediate	Community Development
43. Encourage industrial development in the Route 129 Technology Corridor through the redevelopment of existing buildings and zoning changes related to the maximum building height and commercial support services. Utilize expedited permitting procedures for economic development projects in this area.	Economic Development, Land Use	Immediate	Community Development
44. Implement the recommendations in the Drum Hill Study conducted by NMCOG in 2008 to address traffic, design guidelines and streetscape issues. Identify development opportunities related to the Glenview Sand and Gravel site. Implement development and redevelopment opportunities at 10 Technology Drive and Jean Avenue/Wesley Street.	Economic Development, Transportation	Short Term	Town Manager
45. Support the extension of commuter rail service from Lowell to Nashua and Manchester and establish a commuter rail station with North Chelmsford, providing that there is proper community input and that adequate traffic mitigation is provided in North Chelmsford and elsewhere. Implement a District Revitalization program as part of the overall revitalization efforts in Vinal Square.	Economic Development, Transportation	Immediate	Board of Selectmen
46. Build upon the redevelopment opportunities in the Route 110/Route 3 Shopping District principally through the Stop & Shop project at the former Chelmsford Cinema site and the Chapter 43D site at 25-29 Katrina Road. These development projects will attract additional private investment to this area.	Economic Development	Immediate	Community Development
47. Prioritize the Potential Economic Development Sites for the CEDC and Community Development Department to implement.	Economic Development	Immediate	Town Manager
48. Identify and prioritize open space and potential recreation parcels to be targeted for future acquisition and protection.	Open Space and Recreation	Immediate	Community Preservation Committee
49. Construct a playground at the Pond Street Beach property, and lay out and define an adequate parking area at this facility.	Open Space and Recreation	Short Term	Town Manager
50. Pursue alternative methods of land conservation, through easements, participation in the Agricultural Preservation Program, and the use of limited development projects.	Open Space and Recreation	Immediate	Town Manager
51. Strengthen conservation and preservation incentives with the Town bylaws and regulations.	Open Space and Recreation	Short term	Planning Board
52. Maintain a current inventory of Chapter 61, Chapter 61A and Chapter 61B parcels and create a formal notification process to be utilized when a property owner seeks to remove a property from Chapter 61 status. This process should include notifying non-profit entities should the Town choose not to exercise its right-of-first-refusal.	Open Space and Recreation	Immediate	Town Manager
53. Develop criteria to determine the appropriate control, protection and management entity for Town-owned parcels that are presently undesignated, as well as for future properties that the town may acquire.	Open Space and Recreation	Immediate	Town Manager

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
54. Identify possible future linkages between open parcels and identify missing links within the town’s trail network. This can be accomplished through GIS mapping.	Open Space and Recreation	Immediate	Conservation Commission
55. Promote a trail network that provides connectivity between neighborhoods, schools, recreation facilities, and conservation land.	Open Space and Recreation	Short Term	Conservation Commission
56. Seek trail easements through the development review process, where appropriate.	Open Space and Recreation	Immediate	Planning Board
57. Promote a regional approach to open space and recreation planning through outreach and cooperation with bordering communities.	Open Space and Recreation	Intermediate	Planning Board
58. Distribute Town-wide trail and conservation land maps to enhance awareness and increase the use of the town’s trails and open spaces.	Open Space and Recreation	Immediate	Conservation Commission
59. Production of the Town-wide trail and conservation land maps could be sponsored by the business community or other community groups in exchange for advertising.	Open Space and Recreation	Short Term	Conservation Commission
60. Develop an overall management and maintenance plan for the Town’s open space and recreation properties. Site-specific management plans for key parcels should be developed that address such issues as allowed uses and activities, trail and facilities maintenance, and habitat management.	Open Space and Recreation	Immediate	Town Manager
61. As indicated during the public involvement process, the Town will need to create additional active recreation areas. The establishment of an Open Space and Recreation Advisory Committee, as outlined in M.G.L. c. 45, Section 2, would assist in providing additional direction and guidance in the future.	Open Space and Recreation	Short Term	Town Manager
62. Improve access to open space and recreation facilities for those with disabilities.	Open Space and Recreation	Immediate	Town Manager
63. Create additional parking for the Bruce Freeman Rail Trail and for other open space and recreational areas, as appropriate.	Open Space and Recreation	Short Term	Town Manager
64. Seek additional resources, support and monetary assistance for the Chelmsford Open Space Stewardship.	Open Space and Recreation	Short Term	Conservation Commission
65. The use of deicing chemicals and lawn fertilizers should be minimized, and the town should require an Integrated Pest Management (IPM) Program for sizable development proposals. In addition, an IPM program should be utilized for addressing turf maintenance issues at the golf course and at the town’s playing fields by the appropriate board or department.	Natural, Historical and Cultural Resources	Short Term	Planning Board/Town Manager
66. A public education and awareness program that encourages the protection of natural resources should be established for town residents and the schools. The town should emphasize the importance of educating its youth and the community regarding the significance of the town’s history. The town should also tap into existing state and federal public education programs.	Natural , Historical and Cultural Resources	Intermediate	Conservation Commission

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
67. A forestry management and stewardship program should be developed for the community’s remaining forested lands. In addition, the town should establish policies for tree protection, tree maintenance, and tree replacement for new development and redevelopment proposals undergoing site plan review.	Natural, Historical and Cultural Resources	Intermediate	Conservation Commission
68. The public should also be made aware of the Board of Selectmen’s tree protection and replacement policy.	Natural, Historical and Cultural Resources	Long Term	Conservation Commission
69. The town should develop and implement an invasive species management plan.	Natural, Historical and Cultural Resources	Intermediate	Conservation Commission
70. The town should work with property owners to preserve the town’s remaining agricultural lands. The town should also consider purchasing development rights for these agricultural properties or purchasing the properties in fee, where feasible and appropriate.	Natural, Historical and Cultural Resources	Immediate	Community Preservation Commission
71. A Historic and Cultural Resources Preservation Plan should be prepared to inventory resources, and outline a strategy to maintain, preserve, protect and promote the historic and cultural assets of the community.	Natural, Historical and Cultural Resources	Short Term	Historical Commission/Town Manager
72. An information booth should be established on the Town Common and/or in the Old Town Hall to promote tourism and benefit the local cultural economy. In addition, the Town should encourage the State to reopen the Visitor’s Center at the rest area on I-495 northbound in Chelmsford.	Natural, Historical and Cultural Resources	Short Term	Town Manager
73. Design guidelines established for areas throughout the community should emphasize the importance of historic preservation.	Natural, Historical and Cultural Resources	Short Term	Historical Commission
74. The town’s subdivision regulations and zoning bylaw should be modified to provide the development community with guidance relative to the preservation of historic resources.	Natural, Historical and Cultural Resources	Short Term	Planning Board
75. The town should participate in DCR’s Historic Landscape Preservation Initiative, in order to develop an integrated and proactive approach to heritage landscape preservation.	Natural, Historical and Cultural Resources	Short Term	Historical Commission
76. Efforts to routinely maintain town-owned historic structures must be improved. A maintenance plan is needed for all town-owned buildings, including its historic properties. The need for improved maintenance of these structures should be reflected in the funding priorities of the Community Preservation Committee.	Natural, Historical and Cultural Resources	Immediate	Town Manager
77. Resources should be made available to provide support to several boards and commissions, including the Historical District Commission, Historical Committee and Agricultural Commission. This should include assistance in applying for grants.	Natural, Historical and Cultural Resources	Short Term	Town Manager
78. The town should establish a program that provides low-interest loans for façade improvements for private properties located in a designated historic district or along a scenic roadway. These funds should be provided in exchange for a preservation restriction or covenant in perpetuity.	Natural, Historical and Cultural Resources	Immediate	Community Preservation Commission

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
79. The town should institute procedures and train staff in acquiring, storing, and preserving historical records and documents. The town should also consider constructing an Archives Center to stabilize and preserve its historic records.	Natural, Historical and Cultural Resources	Intermediate	Town Manager
80. The town’s Scenic Roads Bylaw and administrative procedures should be reviewed to determine whether they are practical, enforceable, up-to-date, and consistent with the practices and operating procedures of the town. Town staff, boards and commissions should be educated in terms of the significance of the bylaw and the permitting procedures that are to be followed.	Natural, Historical and Cultural Resources	Short term	Planning Board
81. The concept of establishing historic districts in North Chelmsford and in South Chelmsford should be further explored. An educational process should be initiated so that citizens understand the significance, restrictions and impact of creating a National Register district vs. a local historic district.	Natural , Historical and Cultural Resources	Long Term	Historical Commission
82. The Town should work with DEP, neighboring communities, residents and environmental organizations to improve environmental conditions and water quality along the town’s waterways.	Natural, Historical and Cultural Resources	Intermediate	Conservation Commission
83. Establish an ongoing bicycle and pedestrian safety program as a joint effort between the School Department and the Police Department, in conjunction with the Department of Public Works.	Transportation	Immediate	Town Manager
84. Develop a Bicycle and Pedestrian Plan.	Transportation	Short Term	Town Manager
85. Provide wider shoulders on town roads, where possible, to better accommodate bicycles.	Transportation	Long Term	Town Manager
86. Perform more frequent street sweeping to remove sand and other materials from the shoulders and sidewalks throughout town.	Transportation	Intermediate	Town Manager
87. Provide erosion control along roadways where flooding conditions can deposit debris, creating a hazard for cyclists and pedestrians.	Transportation	Intermediate	Town Manager
88. Incorporate audible signals at signalized intersections, and ensure that all new traffic signals are pedestrian/bicycle actuated.	Transportation	Long Term	Town Manager
89. Erect bike route and “share the road” signs, where appropriate.	Transportation	Intermediate	Town Manager
90. Monitor bicycle/pedestrian crash rates for Chelmsford Street/Route 110.	Transportation	Immediate	Town Manager
91. Continue to participate in the Safe Routes to School Program.	Transportation	Immediate	Town Manager
92. Enhance snow removal on priority sidewalks and enforce the town’s snow removal bylaw.	Transportation	Short term	Town Manager
93. Increase the number of bike racks throughout town.	Transportation	Short Term	Town Manager
94. Create additional municipal parking, including designated parking for the Bruce Freeman Rail Trail.	Transportation	Intermediate	Town Manager
95. Require bike racks and sidewalks for new commercial and industrial development projects, where appropriate.	Transportation	Immediate	Planning Board

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
<p>96. The following provisions should be considered as part of the regulatory review process, or through incorporation into newly created design guidelines for development and redevelopment projects:</p> <ul style="list-style-type: none"> • Require developers to provide sidewalks and streetscape amenities (lighting, bicycle parking, benches, etc.) through the project permitting and approval process; • Encourage traffic calming (physical street features that control vehicle speeds); • Provide bicycle and pedestrian accommodations on new or reconstructed local roads; • Require bike lanes and shared use paths, where feasible, practical and safe; • Provide for access management by limiting curb cuts (consolidating driveways); • Require strong landscaping plans that enhance the pedestrian experience; • While maintaining consistency with the parking requirements under the town’s zoning bylaw, limit the size of individual parking areas, breaking large lots into smaller, more pedestrian-friendly landscaped areas with sidewalks and walkways; and • Require adequate internal bicycle and pedestrian site circulation and connectivity to adjacent sites. 	Transportation	Short Term	Planning Board
97. Improve maintenance of line painting, striping and pavement markings, where the Town is responsible.	Transportation	Intermediate	Town Manager
98. Strongly promote traffic calming measures, in select areas, using objective criteria.	Transportation	Long Term	Town Manager
99. Provide additional resources for increased enforcement of motor vehicle and pedestrian safety laws.	Transportation	Short Term	Town Manager
100. Address traffic congestion issues, as needed.	Transportation	Long Term	Town Manager
101. Develop a pavement management and asset management program that considers all transportation modes to ensure that street maintenance and repair occur in a timely manner, thereby reducing the need to perform more costly reconstruction.	Transportation	Immediate	Town Manager
102. Inventory traffic signs and upgrade signage to comply with the requirements of the Manual of Uniform Traffic Control Devices (MUTCD).	Transportation	Intermediate	Town Manager
103. Work through NMCOC and MassDOT to address safety issues at high crash locations, to implement the recommendations for Exit 34 outlined in the I-495 Corridor Study, and to study the potential impacts of closing Exit 33 on I-495.	Transportation	Long Term	Planning Board
104. Implement the recommendations for the fifteen special study/ key intersections which are contained in Table 3.30 on page 104 of this document.	Transportation	Intermediate	Town Manager
105. Work with NMCOC to conduct a parking utilization and demand study in the Town Center and Vinal Square.	Transportation	Short Term	Town Manager
106. Update the parking requirements within the town’s zoning bylaw to be consistent with current industry standards.	Transportation	Short Term	Planning Board
107. Increase the developer contribution requirements for new parking space additions under Section 53G.	Transportation	Immediate	Planning Board

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
108. The town should work with the LRTA on the following transit service initiatives: <ul style="list-style-type: none"> • Increase transit access into Westford via the Route 110 route; • Provide more frequent transit service along the town’s major roadways including Route 110, Route 4, Route 129 and Route 27; • Expand transit service between the High School and Route 110, Route 129 and Riverneck Road to provide improved access to after-school jobs for students; • Provide additional transit access between the Senior Center and elderly housing; • Provide increased transit service between the town’s larger neighborhoods and its major retail and business areas; • Create a transit hub within Chelmsford with shelter and seating; • Establish clearly marked bus stops with shelters, posted route maps and schedules along all bus routes; and • Extend hours of operation later into the evening. 	Transportation	Short Term	Board of Selectmen
109. Establish a Transportation Advisory Committee to provide input on transportation- related issues, and to outline a clear process for addressing citizen concerns (<i>Other section</i>)	Transportation	Immediate	Town Manager
110. Ensure the continued and timely maintenance of all town and school facilities.	Facilities	Immediate	Town Manager
111. Ensure the continued use of a dedicated fund for the purpose of future capital improvements to the Center and North Town Halls.	Facilities	Short Term	Town Manager
112. Continue to seek options to reduce energy costs and usage such as LED Street Lights and parking lot lighting and Performance Contracting.	Facilities	Immediate	Town Manager
113. Plan for a school building project in 2020.	Facilities	Long Term	Town Manager
114. Identify and implement a long term solution for the Center Fire Station.	Facilities	Short Term	Town Manager
115. Ensure that the new DPW facility is completed on time and on budget.	Facilities	Short Term	Town Manager
116. Plan for Phase II and III of the new DPW facility.	Facilities	Intermediate	Town Manager
117. Plan for the re-use of the existing Richardson Road DPW facility.	Facilities	Intermediate	Town Manager
118. Plan for the relocation of the Dutton House.	Facilities	Immediate	Town Manager
119. Expand the role of the existing permanent Building Committee or create an ad-hoc committee to assist with a comprehensive assessment and needs analysis of recreational facilities and the planning and implementation of future facilities.	Facilities	Short Term	Town Manager

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
120. Continue to utilize the Permanent Building Committee to evaluate space needs for the town, building condition assessments and equipment life cycle analysis to determine long range financial planning of major equipment replacement and large building Capital Expenditures.	Facilities	Immediate	Town Manager
121. Continue to maximize the asset management software to enable a comprehensive predictive maintenance program for the town and to assist with capital planning projections.	Facilities	Immediate	Town Manager
122. Continually look to integrate modernized recreational fields and facilities to reduce potential injuries to school age children.	Facilities	Immediate	Town Manager
123. Consider a full-time grant writer for the town to maximize state and federal funding for the purposes of improving building needs, energy initiatives and infrastructure.	Facilities	Short Term	Town Manager
124. Fully fund the Facilities and DPW departments in order to insure that the maintenance of building and grounds.	Facilities	Short Term	Town Manager
125. Continue to be proactive in the capital planning process. Continue with the capital planning process of allocating a minimum of \$2.5 million per year for capital projects.	Facilities	Immediate	Town Manager
126. Consider increasing the \$2.5 million annual capital improvement budget to reflect a funding level more in line with the current needs and inflation.	Facilities	Short Term	Town Manager
127. Identify options to increase annual funding for preventative maintenance.	Facilities	Immediate	Town Manager
128. The Town should explore future opportunities to obtain additional sewer capacity as they arise, including potential opportunities to work with the City of Lowell and/or the Town of Billerica.	Services, Housing, Economic Development	Intermediate	Town Manager
129. Undertake a study to determine the feasibility of consolidating and managing the water supply and distribution system within Chelmsford.	Services	Intermediate	Board of Selectmen
130. When feasible, the Town Manager and Board of Selectmen should consider regionalizing additional services in partnership with other communities or NMCOG.	Services	Immediate	Town Manager
131. Consolidate municipal and school functions to the extent feasible, as long as current service levels are not negatively impacted.	Services	Short Term	Town Manager
132. Continue to improve inter-departmental communication and efficiency through technology enhancements and upgrades.	Services	Immediate	Town Manager

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
133. Every two years, evaluate the adequacy of fees charged for municipal services, and where appropriate, base fees on a full cost recovery analysis. Develop a policy to guide fee waiver decisions.	Services	Immediate	Town Manager
134. Periodically review the status, need and charge of all appointed committees, including those with ongoing responsibilities. Committees that have completed their charge should be abolished. Other committees may be reorganized or merged, if appropriate.	Services	Immediate	Town Manager
135. Provide manuals and training, as needed, for standing boards, commissions, and committees to ensure that they have the knowledge and skills to carry out their responsibilities in compliance with federal, state and local laws and regulations.	Services	Short Term	Town Manager
136. Periodically conduct all boards and joint boards meetings to improve coordination and cooperation, streamline the permitting process and to review the state of the town.	Services	Short Term	Board of Selectmen
137. Participate in mutual aid agreements for Public Works, as allowed by recently enacted legislation.	Services	Short Term	Town Manager
138. Recruit 2-3 community-minded individuals to serve as a Volunteer Coordinating Committee to recruit volunteers when needed, maximize the impact of current volunteers, and to coordinate volunteer schedules.	Services	Short Term	Board of Selectmen
139. If the economy and town finances improve, the Town should examine which services can be provided or restored.	Services	Short Term	Town Manager
140. Establish a committee to formulate recommendations for appropriate use of surplus town-owned land.	Services	Immediate	Town Manager
141. Expand and improve recreation programs for town residents, especially for the town's youth. Pursue alternative funding sources and corporate sponsorship as a means of expanding the town's recreation program, and provide an emphasis on offerings for the town's youth. Programs should be structured to take advantage of new technology in order to prevent injuries to sports participants.	Services	Short Term	Town Manager
142. Encourage additional telecommunication and utility providers to offer service to the town, in order to create price competition and improve the variety and quality of services available to residents and businesses.	Services	Short Term	Town Manager
143. Explore the feasibility and cost of providing a guaranteed minimum level of internet access for all town residents.	Services	Intermediate	Town Manager
144. Provide a properly sized, climate-controlled storage facility for town records and artifacts.	Facilities and Services	Intermediate	Town Manager
145. Build upon the partnership with the Chelmsford Housing Authority to create housing through a proactive approach that maintains and increases the supply and diversity of housing in the community.	Housing	Short Term-Intermediate	Board of Selectmen

Recommendation	Applicable Master Plan Elements	Time Frame	Primary Responsibility
146. Explore opportunities for the Town to continue to purchase available property and/or utilize funds from the Community Preservation Act (CPA) to address the community’s housing needs. Identify available town-owned properties for potential housing development to meet local needs.	Housing	Immediate	Community Preservation Committee
147. Target the identified Potential Housing sites for development.	Housing	Short Term	Board of Selectmen
148. Develop design guidelines for housing development projects to ensure that the projects are consistent with the neighborhood characteristics.	Housing	Short Term	Planning Board
149. Preserve affordable housing through the retention of expiring affordable use properties where financially feasible.	Housing	Immediate	Community Preservation Commission
150. Prioritize mixed-use redevelopment projects that support the business community and the town’s housing goals, and that are consistent with current neighborhood standards.	Housing	Intermediate	Community Development
151. Increase the availability of rental units in the community to address the growing needs of the elderly, young families and special needs populations.	Housing	Intermediate	Community Development
152. Utilize federal and state housing incentives, such as the Community Development Block Grant (CDBG), Chapter 40R and Chapter 40S programs, to expand the availability of housing in the community to meet local needs, Participate in housing rehab programs to support the renovation of older residences.	Housing	Short Term	Town Manager
153. Explore the development of an Affordable Housing Trust to supplement the current resources made available through CPA funds.	Housing	Short Term	Board of Selectmen
154. Update the Town’s Affordable Housing Production Plan to be consistent with the new regulations from the Massachusetts Department of Housing and Community Development (DHCD).	Housing	Short Term	Board of Selectmen