

Implementation Plan

INTRODUCTION

The implementation element is a road map for carrying out the Comprehensive Plan's major policies and recommendations. It identifies detailed steps for achieving a community's goals, yet at the same time it remains flexible enough to accommodate changing circumstances and priorities. Unambiguous, but not rigid, this element attempts to identify problems and outline potential solutions, also recognizing and building upon Lincoln's successes and strong suits. In addition, some important themes and central ideas have emerged that begin to inform Lincoln's options in pursuit various goals stated in eleven chapters of the comprehensive plan. By linking a wide variety of proposed actions under seven key themes, this implementation element attempts to integrate all of the policy elements and offer a unified approach to community planning and management.

In many respects, the Lincoln Comprehensive Plan is a reaffirmation of this unique community's way of meeting challenges, solving problems, and determining its fate. Lincoln is fundamentally different from other towns, and the measure of its success can be seen just about everywhere. The town is beautiful not only because of its natural features, but also because generations of Lincoln residents thought it was better to cherish land than to clear, excavate, grade, and radically remold landscapes to make way for homes. The town has extraordinary financial stability not only because Lincoln is affluent, but also because its residents have historically made smart decisions about fiscal policy and municipal management. Furthermore, Lincoln never waited for external forces – the federal government, the state, neighboring towns, or regional organizations – to make decisions that would change its future or foreclose its options. Instead, Lincoln took charge and made decisions in the best interests of its own people and its land. It has evolved as an exceptional place that most communities in Massachusetts yearn to be like.

Lincoln formed partnerships with non-profit organizations long before the concept came into vogue. It attracted an unusual mix of people many years ago, and instead of erecting barriers between them, they worked together toward a common vision of their community and on their terms. Though Lincoln's population has changed, the town's trademark qualities of independence, thoughtful deliberation, social responsibility, and civic commitment endure. Lincoln wants to remain the kind of community that not only protects its open space and farms, but also encourages and creates interesting places to live and work. Open to new and diverse ideas, these values and beliefs matter deeply to residents. For any plan to succeed in Lincoln, it must be mindful of the town's vision of itself and its expectations for the future as embodied in its official Vision Statement.

The recommendations in the Comprehensive Plan's policy elements appear in the following pages with specific actions to implement them. In the Implementation Summary Table at the end of this chapter, the recommendations and corresponding actions are listed by number, cross-referenced to one or more policy elements (and sometimes to related recommendations), and grouped by the seven key themes of the Comprehensive Plan: land use policy, assets and resources, town character, transportation, finances and economic sustainability, governance and civic responsibility, and infrastructure and communications. For each recommendation, the table also identifies the town boards, committees, or departments with lead responsibility for implementation.

Comprehensive Plan Implementation Committee

The success of any comprehensive plan depends on a town's commitment to follow through with implementation. Toward this end, it will be important to establish a Comprehensive Plan Implementation Committee (CPIC) to help keep the implementation process on track, set timetables for various projects and activities, provide support to other town boards and committees, and periodically evaluate the continued relevance of the plan's major recommendations. The Committee's charge could include the following tasks:

- ❖ Guide the Comprehensive Plan implementation process;
- ❖ On an as-needed basis, help other town officials with implementation roles and responsibilities;
- ❖ Provide an annual report to the town on the status of Comprehensive Plan implementation;
- ❖ Evaluate Lincoln's progress and the effectiveness of actions outlined in this implementation plan;
- ❖ Recommend amendments to the Comprehensive Plan; and
- ❖ Recommend an approach and work plan to update the Comprehensive Plan in 2018.

A CPIC would not override or substitute for town boards with responsibility for carrying out specific recommendations described in the Comprehensive Plan. Its purpose will be to help the Town stay on track, coordinate implementation measures that involve several town boards, and ensure that the Comprehensive Plan remains a "living document."

LAND USE

Goal LU-1. Institute a comprehensive process for considering proposed zoning changes.

RECOMMENDATIONS & ACTIONS:

- LU-1.1. Develop and publish the criteria that Lincoln's town boards will use to guide their review and evaluation of future proposed zoning changes.
 - LU-1.1.1. Conduct an all-boards meeting to calibrate everyone's understanding of the Land Use Review Criteria (Appendix B) and identify any remaining technical issues that need to be resolved.
 - LU-1.1.2. Formally adopt the Land Use Review Criteria following a Planning Board public hearing.
 - LU-1.1.3. Publish the Land Use Review Criteria on the town's website.
 - LU-1.1.4. Meet with key landowners to present the Land Use Review Criteria and explain how they will be used to evaluate proposals for planned development districts in the North and South Lincoln Overlay Districts or zoning changes in other parts of town.
- LU-1.2. Charge the Planning Board with responsibility for coordinating the review process with other town boards, providing timely feedback and guidance to proponents, and providing avenues for the public to participate in the review process.

Goal LU-2. Create a compact, vital, walkable village center in the Lincoln Station area that provides more housing choices near public transportation, goods and services for residents, and opportunities for social interaction.

RECOMMENDATIONS & ACTIONS:

- LU-2.1. Conduct a public planning process that captures resident interests in, as well as concerns about, further development at Lincoln Station.
 - LU-2.1.1. Establish a Lincoln Station Planning Committee, appointed by the Planning Board.
 - LU-2.1.2. Determine the Committee's responsibilities and services needed from a consultant.
 - LU-2.1.3. Prepare a budget estimate for consultant services and seek appropriation, or grants if available.
 - LU-2.1.4. Prepare and issue a Request for Proposals, conduct procurement process, and choose a consultant.
 - LU-2.1.5. Develop a public participation program and schedule.
- LU-2.2. Identify potential benefits and drawbacks, if any, arising from compact, mixed-use, and transit-oriented forms of development, and determine acceptable trade-offs.
 - LU-2.2.1. Conduct a literature search on transit-oriented development in small suburbs.
 - LU-2.2.2. Conduct focus groups with Lincoln residents and businesses about the opportunities and issues involved with providing for growth in the Lincoln Station area.

- LU-2.3. Capitalize on and reinforce existing investment at Lincoln Station in infrastructure, services, and housing choices.

Goal LU-3. Consider land development and preservation techniques that address local needs.

RECOMMENDATIONS & ACTIONS:

- LU-3.1. Consider land development and preservation techniques such as transfer of development rights and “by right” open space-residential development.
 - LU-3.1.1. Review the Comprehensive Plan zoning recommendations and identify bylaws that should be implemented by Planning Board initiative – without waiting for proposals from developers.
 - LU-3.1.2. Review draft bylaws provided by the Comprehensive Plan consultant and, as necessary, similar bylaws from other communities.
 - LU-3.1.3. Choose bylaws most suitable for Lincoln, and conduct public hearings.
 - LU-3.1.4. Submit proposals to Town Meeting for adoption.
- LU-3.2. Evaluate the town’s approach to development review and permitting, and consider options to make the permitting process more efficient for proposals that advance the goals of this Comprehensive Plan.

Goal LU-4. Maintain communication with non-profit organizations and institutions in Lincoln in order to integrate their long-range plans with the town’s plans.

RECOMMENDATIONS & ACTIONS:

- LU-4.1. Identify in a timely fashion land use and facilities development proposals that affect either the Town or the institution, and their possible impacts.
 - LU-4.1.1. Implement recommendations under Goal CH-1.
 - LU-4.1.2. Continue efforts of the Conservation Commission, the Rural Land Foundation, and the Lincoln Land Conservation Trust to maintain open lines of communication with institutional landowners about future plans for their properties.
- LU-4.2. Pursue cooperative efforts that leverage a non-profit or institution’s mission to the benefit of the Town culturally, economically, or physically.
 - LU-4.2.1. Implement recommendations under Goal CH-1.
 - LU-4.2.2. Encourage institutional property owners to consider the Land Use Review Criteria during the early planning stages of planning any changes in the use and disposition of their property.

NATURAL RESOURCES

Goal NR-1. Preserve Lincoln's natural resources and agricultural land uses.

RECOMMENDATIONS & ACTION STEPS:

- NR-1.1. By purchase, restriction, or other method, continue to protect lands which contain or contribute to the protection of valuable natural resources, including public drinking water supplies.
- NR-1.1.1. Maintain close working relationships between the Conservation Commission, Lincoln Land Conservation Trust, Rural Land Foundation, and others to protect conservation and watershed land.
 - NR-1.1.2. Continue to implement the 2008 Open Space and Recreation Plan.
- NR-1.2. Continue to secure deed restrictions to protect wetland buffer zone areas.
- NR-1.2.1. Maintain the town's practice of securing conservation restrictions as part of the wetlands permitting process, especially for expansion of existing properties.
 - NR-1.2.2. Ensure that all conservation restrictions are properly recorded at the Registry of Deeds and entered into the town's index of land restrictions.
- NR-1.3. Establish policies and regulations for water use – both voluntary and mandatory – in order to conserve water and bring Lincoln in line with the state's water use guidelines.
- NR-1.3.1. Continue to review the user fee structure and explore other incentives to reduce residential water consumption.
 - NR-1.3.2. Wherever possible, promote more compact development that consumes less water by design. (*See also, NR-4.2, LU-1.1*)
 - NR-1.3.3. As part of Site Plan Review, adopt landscaping guidelines that promote or require drought-resistant plantings and reduce turf cover for all types of development, including single-family dwellings.
- NR-1.4. Develop property management plans for the protection of conservation land and habitat areas. (*See also, OS-2.1*)
- NR-1.4.1. Fund the Conservation Commission's baseline inventory and stewardship programs at a level sufficient to prepare and implement property management plans.
- NR-1.5. Encourage or require best management practices for soil and water conservation on all construction projects in Lincoln, including agricultural lands to the extent allowed by law.
- NR-1.5.1. Study options for a land clearing and grading bylaw in conjunction with work on NR-3.2.
 - NR-1.5.2. Evaluate preferred option(s) against the town's existing regulations for subdivision control, site plan approval, and wetlands permits, as well as the state's most recent version of the Stormwater Management Handbook.

- NR-1.5.3. Develop a comprehensive approach that avoids conflicts between regulations and consolidates permitting to the maximum extent possible.
- NR-1.5.4. Propose a land clearing and grading or comparable best management practices bylaw for adoption by Town Meeting.
- NR-1.6. Ensure that developers comply with requirements for environmental impact reports, stormwater management, and open space development guidelines.
 - NR-1.6.1. Prepare and adopt an environmental “checklist” for use by all town boards with development review responsibilities.
 - NR-1.6.2. Hold periodic joint boards meetings to consult about development projects under review and ensure a consistent approach to permitting.

Goal NR-2. Promote water conservation, ecological landscaping practices, and energy and resource conservation among all property owners and town employees.

RECOMMENDATIONS & ACTION STEPS:

- NR-2.1. Develop conservation guidelines for all public buildings, including schools, the town offices, public safety, and public works.
 - NR-2.1.1. Work with the Water Department to measure trends in water consumption in municipal and school buildings and to establish performance standards for each type of building, based on its use and occupancy characteristics.
 - NR-2.1.2. Continue to monitor public buildings for energy use and provide conservation training and technical assistance to town and school employees.
 - NR-2.1.3. Equip municipal and school buildings with appropriate conservation fixtures and properly maintain them.
- NR-2.2. Continue to educate the public about Lincoln’s conservation ethic and commitment to stewardship.
 - NR-2.2.1. Provide timely information on the Town’s website, including opportunities for conservation-minded volunteers.
 - NR-2.2.2. Provide conservation displays at the library and in the schools.
 - NR-2.2.3. Continue to work with the schools to provide environmental education to children at all grade levels.
- NR-2.3. Investigate and seek opportunities to participate in state, national, and global environmental programs, such as dark skies and green cities initiatives.

Goal NR-3. Improve controls against environmental degradation and pollution.

RECOMMENDATIONS & ACTION STEPS:

- NR-3.1. Continue to educate the public about alternatives to chemical pesticides, herbicides, and fertilizers in landscaping and lawn maintenance activities.

- NR-3.1.1. Provide public information on the Town's website and through special displays or exhibits in public buildings.
- NR-3.1.2. Implement and enforce Action NR-1.3.3.
- NR-3.2. Consider adopting a Low-Impact Development (LID) bylaw, consistent with state stormwater regulations and guidelines, to require developers to include stormwater best management practices (BMPs) in future projects.
 - NR-3.2.1. Evaluate zoning and non-zoning options for a LID bylaw.
 - NR-3.2.2. Evaluate potential conflicts and/or duplication with the town's subdivision, site plan review, and wetlands protection regulations, and options to regulate land clearing and grading under Recommendation NR-1.5.
 - NR-3.2.3. Make an objective determination whether a LID bylaw and permitting procedures are necessary to achieve the town's stormwater management objectives, or if those objectives can be addressed more efficiently and effectively by consolidating stormwater and erosion control permitting with other existing regulations.
- NR-3.3. Identify and evaluate the town's options for regulating chemical and sediment pollution of private and public water supplies and establishing local standards for the use of chemical pesticides, herbicides, and fertilizers, to the extent allowed by law.
 - NR-3.3.1. Consult with Town Counsel about local regulatory options.
- NR-3.4. Adopt noise pollution regulations, with clear standards to define noise disturbance.
 - NR-3.4.1. Define noise pollution and disturbance thresholds, and evaluate regulatory options.
 - NR-3.4.2. Consult with other communities that have adopted noise regulations and review the effectiveness of their bylaws or ordinances and enforcement measures.
 - NR-3.4.3. Determine appropriate, enforceable regulations for Lincoln and present a bylaw to Town Meeting.
- NR-3.5. Ensure that new construction projects meet appropriate environmental standards by creating an avenue for reviewing such projects.
 - NR-3.5.1. Continue to conduct staff-level development review team meetings to coordinate environmental review and provide consistency in recommendations to town boards.
 - NR-3.5.2. Consider opportunities to conduct joint hearings in order to strengthen communication between boards with permitting jurisdiction over new construction projects.
- NR-3.6. Through identification, public education, regulations, and guidelines, increase the effectiveness of programs to control invasive species and pests.
 - NR-3.6.1. Continue to make public information available on the Town's website.
 - NR-3.6.2. Provide information about invasive species and pests available through means such as inserts in mailings from the Water Department.

NR-3.6.3. Provide, maintain, and update public information displays in facilities such as the library, Bemis Hall, and the schools.

Goal NR-4. Improve communication and coordination between the Water Department and other town agencies responsible for developing and implementing natural resource protection plans.

RECOMMENDATIONS & ACTION STEPS:

NR-4.1. Ensure that town agencies have a basic understanding of Lincoln’s drinking water supplies and water storage and distribution systems.

NR-4.1.1. Encourage consistent communication between staff in the Water Department and other town departments, e.g., through the town’s existing department head meetings and development review team meetings.

NR-4.1.2. Consider providing more information about the town’s water supply and distribution system in the Annual Town Report, including the maximum water withdrawal authorized for Lincoln’s water supplies, comparative consumption trend statistics, and percentage of use attributable to residential, commercial, institutional, and agricultural uses.

NR-4.1.3. Prepare a long-range water system master plan and incorporate it within this Comprehensive Plan by amendment.

NR-4.1.4. Fund water system capital improvements in order to reduce unaccounted for water.

NR-4.2. Ensure consistency between Lincoln’s land use policies and water resource protection laws that affect the amount of water Lincoln can withdraw from surface water and groundwater supplies.

NR-4.2.1. Implement Recommendation NR-1.3 and all of its associated action steps.

NR-4.2.2. Take comprehensive, effective steps to enforce conservation in order to ensure that Lincoln has sufficient water to meet its future growth needs.

NR-4.3. Coordinate water conservation efforts among Lincoln’s land use and natural resource agencies and all town departments with operations and maintenance responsibilities for public buildings and grounds.

NR-4.3.1. Implement Recommendation NR-2.1 and all of its associated action steps.

CULTURAL & HISTORIC RESOURCES

Goal CH-1. Strengthen collaboration with Lincoln’s cultural and historic organizations.

RECOMMENDATIONS & ACTION STEPS:

CH-1.1. Establish a Council for Cultural and Historic Organizations that would be the forum for exploring mutual opportunities for town government and cultural, historical, educational, and other non-profit organizations to share resources and expertise.

CH-1.1.1. Solicit participation from town’s non-profit organizations, government agencies, and municipal staff, boards, and commissions.

- CH-1.1.2. Identify staff at town hall responsible for coordinating the Council's meeting schedule and activities.
- CH-1.2. Provide information about activities sponsored by cultural and historic organizations on the town's website.
 - CH-1.2.1. Consult with the Information Technology Director and include as part of overall website analysis.
 - CH-1.2.2. Coordinate efforts through the Council for Cultural and Historic Organizations and designated staff person at Town Hall.
 - CH-1.2.3. Review websites for cross-links between groups. For institutions without websites, make space available through the town's website.
- CH-1.3. Encourage partnerships between the town's cultural institutions and the Lincoln Public Schools to identify opportunities for integrating cultural programs into the existing curriculum.
 - CH-1.3.1. Form a working group with representatives from the Lincoln School Committee and PTA, principals and teachers, and representatives from Lincoln's cultural institutions and town boards such as the Library Trustees.
 - CH-1.3.2. Meet with school officials to review existing curriculum on local history and culture in order to identify future collaborative opportunities.
 - CH-1.3.3. Review the educational programming of historic organizations such as Historic New England and the National Trust for Historic Preservation for cultural activities suitable in Lincoln.

Goal CH-2. Identify, evaluate, and protect Lincoln's cultural and historic assets.

RECOMMENDATIONS & ACTION STEPS:

- CH-2.1. Building on the Lincoln Historical Commission's previous efforts, prepare a comprehensive inventory of Lincoln's cultural and historic resources, including areas, structures, buildings, objects, and historic landscapes.
 - CH-2.1.1. Determine costs to hire a preservation consultant to complete cultural resource inventory.
 - CH-2.1.2. Apply for a Survey and Planning Grant through the Massachusetts Historical Commission (MHC) for partial reimbursement of inventory cost.
 - CH-2.1.3. Provide Community Preservation Act (CPA) funds to support the comprehensive inventory.
 - CH-2.1.4. Draft and distribute a Request for Proposals (RFP) for qualified historic preservation consultants.
 - CH-2.1.5. Catalogue the historic resources inventory in an online database and integrate with town's GIS system. Maintain database on town's website.

- CH-2.2. Upon completion of the comprehensive inventory, identify eligible buildings and districts for listing on the National Register of Historic Places.
 - CH-2.2.1. Review inventory for National Register recommended properties and districts and determine a priority list of nominations.
 - CH-2.2.2. Conduct educational outreach, including walking tours, lectures, and news articles, to highlight historical and architectural significance of identified neighborhoods and to explain the benefits of National Register designation.
 - CH-2.2.3. Determine costs of consultant services to undertake National Register nominations. Fund services through budget appropriation, or seek Survey and Planning grant or CPA funds (or both).
 - CH-2.2.4. Complete National Register nominations for submission to MHC and the National Park Service.
- CH-2.3. Work with residents to create additional local historic districts where appropriate.
 - CH-2.3.1. Coordinate meetings between Lincoln Historic Commission and neighborhood groups to discuss preservation tools appropriate for each area, including M.G.L. c. 40C Local Historic District designation and Neighborhood Conservation District (NCD) designation.
 - CH-2.3.2. Upon determination of support for historic designation, complete district study report for identified neighborhood.
 - CH-2.3.3. For proposed NCDs, appoint a Neighborhood Conservation District Commission to take responsibility for developing design guidelines for the district.
- CH-2.4. Promote the use of preservation restrictions to protect public and privately owned buildings and structures.
 - CH-2.4.1. Review model preservation restriction to determine appropriateness for variety of building and resource types. Engage in community outreach activities such as lectures, articles in the local newspaper, and distribution of literature on the financial and social benefits of preservation restrictions. Include information on the town's website.
 - CH-2.4.2. Identify public buildings and resources appropriate for preservation and work with Board of Selectmen and relevant municipal boards to discuss placement of preservation restriction on properties.
 - CH-2.4.3. Identify private institutional buildings and structures worthy of preservation and contact organization to discuss preservation restrictions.
 - CH-2.4.4. Identify private buildings and structures and initiate contact with property owner to promote the use of preservation restrictions.
 - CH-2.4.5. Identify a mechanism for funding the maintenance and enforcement of preservation restrictions held by the Lincoln Historic Commission.

- CH-2.5. Explore opportunities for preserving archaeological sites.
 - CH-2.5.1. Determine costs for completing a town-wide archaeological reconnaissance survey, which would map existing and predicted archaeological sites.
 - CH-2.5.2. Seek funding through annual budget appropriation or through Survey and Planning grant and CPA funds.
- CH-2.6. Re-establish funding for consultant and administrative expenses in the town's annual operating budget, as appropriate, to support historic preservation.
 - CH-2.6.1. Determine the Local Historical Commission's annual funding needs, including administrative costs, consultant services, and educational programming costs.
 - CH-2.6.2. Meet with Board of Selectmen and Finance Committee to review annual funding needs and determine appropriateness of including funds within town's annual operating budget.

Goal CH-3. Promote stewardship of Lincoln's cultural and historic resources.

RECOMMENDATIONS & ACTION STEPS:

- CH-3.1. Make information on Lincoln's cultural and historic character, buildings, districts, cemeteries, and other heritage treasures widely available to residents and visitors in formats that are attractive, accurate, and easily understood.
 - CH-3.1.1. Institute an interactive website with online photographs and maps of the town's historic resources and include data from the town's comprehensive inventory. Organizations such as the Marlborough Historical Society (www.historicmarlborough.org) have well-designed websites that can serve as models for Lincoln.
 - CH-3.1.2. Develop additional forms of literature, such as walking tour brochures and neighborhood guides, interpretive displays at historic sites, historic plaque programs, and historic district signage. These efforts could coincide with National Preservation Month in May and be continued throughout the year.
- CH-3.2. Expand the collections and finding aids for the newly integrated archives and records management initiative spearheaded by the Lincoln Public Library and the Town Clerk's Office.
 - CH-3.2.1. Provide expanded archival aids on the Library website. Review existing archival documents to determine appropriateness for scanning and uploading images onto the Library's website.
 - CH-3.2.2. Review existing archival storage at Town Offices. Identify and implement a cost-effective and manageable database that can be accessed on the internet to improve retrieval capabilities. Ensure that any planned public facility improvements to the Town Offices consider both the general and archival storage of materials and the preservation of these materials.
- CH-3.3. Support stewardship by collaborating with existing local organizations and providing funding from local and non-local sources.

- CH-3.3.1. Coordinate efforts through the Council for Cultural and Historic Organizations. Solicit assistance from regional, state and national preservation organizations such as Preservation MASS and the National Trust for Historic Preservation to identify funding sources for educational programming and building maintenance and preservation.
- CH-3.3.2. Utilize the town’s website to foster local appreciation and understanding of the town’s heritage. This could include the following:
 - ◆ Upload documented records of historic cemetery stones with inscriptions and photographs;
 - ◆ Published studies that provide an understanding of land use and historically significant landscapes, including conservation lands, Walden Woods, and Minute Man National Historical Park; and
 - ◆ Studies such as the *Know Your Town* and historic *Coming Together* booklets to the town’s website.
- CH-3.3.3. Develop information handouts for current and new residents and visitor about the cultural and historic character, districts, and heritage treasures of Lincoln;
- CH-3.3.4. Co-sponsor community open house days at historic house and farming sites to promote the town’s history and agricultural heritage;
- CH-3.3.5. Identify and secure funding to support an annual program on stewardship, potentially operated under the auspices of the existing Bemis Lecture Series.

THE BUILT ENVIRONMENT

Goal BE-1. Preserve key aspects of Lincoln’s rural roots and agricultural heritage, its varied architecture, and the prominence of its natural land formations.

RECOMMENDATIONS & ACTION STEPS:

- BE-1.1. Update, clarify, and strengthen Lincoln’s regulations and review procedures governing demolition and renovation requiring significant demolition.
 - BE-1.1.1. Clarify and, if necessary, strengthen the definition of “demolition” and “significant renovation” in the demolition delay bylaw and the Zoning Bylaw.
 - BE-1.1.2. Consult with the Massachusetts Historical Commission about options to strengthen Lincoln’s demolition delay bylaw.
 - BE-1.1.3. Consider amending the Demolition Delay Bylaw to require any applicant for a demolition permit, including properties not deemed historically significant, to present plans and elevations of proposed replacement structure(s) to the LHC or the Planning Board.
 - BE-1.1.4. Using the town’s GIS system, map properties with a high risk of demolition, and explore options in addition to demolition delay.

- BE-1.2. Encourage the creation of Neighborhood Conservation Districts in appropriate areas.
 - BE-1.2.1. Continue outreach to neighborhoods about the potential benefits of a Neighborhood Conservation District designation.
 - BE-1.2.2. Make CPA funding available for neighborhood plans and studies as an eligible historic preservation planning activity.
- BE-1.3. Expand protection of scenic roadways, vistas from roadways, and other elements that enhance the character of a rural and agrarian environment.
 - BE-1.3.1. Define and map critical views from the road.
 - BE-1.3.2. Evaluate options to amend the Zoning Bylaw to protect views from the road, including but not limited to a scenic corridor overlay district and backlot development.
 - BE-1.3.3. Adopt appropriate recommendations of the Lincoln Garden Club's Roadside Report on Lincoln's Roadsides to be published in 2009 as policies and regulations that balance a road's historic and scenic appearance with safety needs.
 - BE-1.3.4. Amend the Planning Board's Subdivision Regulations to include appropriate recommendations from the Garden Club's report.
- BE-1.4. Encourage owners of private property with historic or scenic vistas to keep the view open and visible to the public.
 - BE-1.4.1. Investigate options for providing incentives to preserve vistas, including but not limited to conservation restrictions, special tax incentives (which may require a special act of the legislature), and backlot development.

Goal BE-2. Preserve rural character achieved by recent public and private efforts in Lincoln to conserve open space and to place land in permanent conservation.

RECOMMENDATIONS & ACTION STEPS:

- BE-2.1. Increase non-disturbance setbacks on lots contiguous to Lincoln's conservations lands.
 - BE-2.1.1. Evaluate options for establishing different side and rear setbacks on parcels adjacent to conservation land.
 - BE-2.1.2. Develop working assumptions about the amount of non-disturbance setback required to achieve the purposes of this goal.
 - BE-2.1.3. Conduct a field survey to test assumptions.
 - BE-2.1.4. Consider a zoning bylaw amendment that would establish a minimum setback applicable in all cases with a special permit option to reduce the minimum setback based on a site analysis submitted by applicants.
- BE-2.2. Consider establishing scenic overlay districts as a means to protect land features bordering conservation lands.
 - BE-2.2.1. Implement the actions under Recommendation BE-1.3.

- BE-2.3. Require site plan review by the Planning Board of any development on lots contiguous to Lincoln’s conservations lands.
 - BE-2.3.1. Amend the Zoning Bylaw to establish development on parcels adjacent to conservation land as a threshold for site plan review.
 - BE-2.3.2. Implement Recommendation B-2.1 and all of its associated action steps.

Goal BE-3. Encourage new structures to fit within the landscape and to respect Lincoln’s unique New England character.

RECOMMENDATIONS & ACTION STEPS:

- BE-3.1. Create a Visual Preference Guide that articulates and illustrates key visual characteristics and preferred building-to-land relationships as an aide to residents, homebuilders, and developers.
 - BE-3.1.1. Determine how best to incorporate a Visual Preference Document into the development process and whether it should be advisory or adopted into rules, regulations and as criteria for site plan review.
 - BE-3.1.2. Determine appropriate criteria that would trigger review using the principles of a Visual Preference Document.
- BE-3.2. Review the Zoning Bylaw and remove regulatory barriers to allowing buildings to conform to the landforms, particularly with respect to overall height on sloped sites.
 - BE-3.2.1. Conduct a field survey to identify sites on which conformance to natural landforms was compromised by existing zoning requirements.
 - BE-3.2.2. Evaluate factors that contributed to disturbance and alteration of natural landforms.
- BE-3.3. Strengthen regulations that govern massing, scale, and issues of adjacency of principal and accessory structures to ensure they fit within context of surrounding neighborhoods.
 - BE-3.3.1. Evaluate regulatory and non-regulatory options for requiring or encouraging design and form objectives.
 - BE-3.3.2. Consider requiring site plan review for new construction or substantial alteration of residential accessory structures.
 - BE-3.3.3. Provide guidance in the Visual Preferences Guide on preferred treatments of accessory structures.
- BE-3.4. Support educational programs sponsored by local organizations that work to protect the town’s identity.
 - BE-3.4.1. Encourage groups such as the Lincoln Garden Club and FOMA to continue and increase educational programming.
 - BE-3.4.2. Make reports and presentations prepared by such groups available on the town’s website.

Goal BE-4. Encourage environmentally sensitive building and landscape practices for all future development.

RECOMMENDATIONS & ACTION STEPS:

- BE-4.1. Consider incorporating energy and environmental performance standards in Lincoln’s development regulations.
 - BE-4.1.1. Survey existing practices to encourage or require energy and environmental performance standards both for new development and substantial reconstruction.
 - BE-4.1.2. Consult with other communities that have adopted energy and environmental performance standards as part of local zoning requirements; identify and evaluate successes and problems.
 - BE-4.1.3. Consult with local developers and builders and design professionals about feasibility issues that should be considered in designing regulatory incentives or setting thresholds for mandatory compliance.
 - BE-4.1.4. Establish a policy and guidelines or consider amending the Zoning Bylaw to impose requirements and establish an appropriate review process.
 - BE-4.1.5. Increase public outreach, awareness, visibility, and access to information about environmental design.
 - BE-4.1.6. Support groups that already sponsor programs to educate citizens on the principles of environmentally responsible design.
- BE-4.2. Increase public outreach and access to information about environmentally responsible design, using the town’s website, newspaper articles, coordination with groups that sponsor public education programs, and other means.
 - BE-4.2.1. Collect and review existing literature about sustainable design.
 - BE-4.2.2. Choose a “best practices” sample and make available on the town’s website.
 - BE-4.2.3. Provide public information displays at the library, the Town Office Building, the schools, and other public places.
 - BE-4.2.4. Ensure that town government serves as a model of environmentally responsible design by meeting performance standards in public buildings.
 - BE-4.2.5. Provide support to the Green Technology Committee in its efforts to determine the feasibility of instituting alternative energy technologies in the operations and maintenance of public buildings.
- BE-4.3. Encourage higher-density development in designated areas, such as the Lincoln Station area, to preserve open space elsewhere.
 - BE-4.3.1. Implement the recommendations under Goal LU-1.
 - BE-4.3.2. Evaluate opportunities for zoning techniques such as transfer of development rights to protect priority open space by “sending” the development rights to designated growth areas such as Lincoln Station. (*See also, LU-3.*)

OPEN SPACE

Goal OS-1. Preserve, protect and expand conservation, agricultural, and recreational lands.

RECOMMENDATIONS & ACTION STEPS:

- OS-1.1. Continue efforts to protect existing conservation land and open space from development.
 - OS-1.1.1. Distribute the Open Space Map to boards and local organizations, and mount a large-format version in the Town Office Building.
 - OS-1.1.2. Place conservation restrictions on deeded conservation land to a grantee other than owner.
 - OS-1.1.3. Identify a co-holder for all new conservation restrictions.
 - OS-1.1.4. Evaluate the effectiveness of Lincoln’s existing bylaws, regulations, and policies to protect open space, and strengthen them as appropriate.
 - OS-1.1.5. Study the zoning opportunities discussed under Goal LU-3 and determine their appropriateness as incentives or requirements for open space protection in Lincoln. *(See also, BE-4.3.2, and Chapter 2)*
 - OS-1.1.6. Pursue adoption of appropriate zoning amendments at Town Meeting.
- OS-1.2. Protect lands of conservation and recreation interest, such as private farms, Chapter 61 lands, view corridors, buffers and scenic vistas, outstanding natural features, and fields appropriate for recreational use.
 - OS-1.2.1. Continue to implement the *Open Space and Recreation Plan*.
 - OS-1.2.2. Identify and map significant natural, scenic, and recreational resources, building upon the town’s existing GIS databases, and ensure that all town boards with development review and open space and recreation planning responsibilities have access to the information.
- OS-1.3. Provide incentives to farmers on private property to place conservation or agricultural preservation restrictions on non-protected agricultural land.
 - OS-1.3.1. Continue to work with owners of agricultural land to protect their farmland in perpetuity.
 - OS-1.3.2. Make CPA funds available as appropriate to acquire deed restrictions.
 - OS-1.3.3. Consider zoning tools such as a transfer of development rights (TDR) bylaw and establishment of a TDR “credits bank” as mechanisms for protecting farmland. *(See also, LU-2, BE-4.3.2, and OS-1.2.1.)*
- OS-1.4. Maintain open communication among conservation organizations and continue to explore funding, land acquisition, or limited development opportunities.
 - OS-1.4.1. Partner with adjacent towns, the state, and regional non-profit organizations to promote mutual conservation and recreation interests.

- OS-1.4.2. Continue to work with neighboring towns on conservation and recreation projects such as trail connections.
- OS-1.4.3. Consider enlisting assistance from MAPC to develop a regional open space plan for Lincoln and neighboring towns, building upon existing individual town plans and providing a framework for creating plans in communities that do not have a current open space plan.
- OS-1.5. Maintain open communication among conservation organizations and continue to explore funding, land acquisition, or limited development opportunities.
- OS-1.6. Partner with adjacent towns, the state, and regional non-profit organizations to promote mutual conservation and recreation interests.

Goal OS-2. Promote active stewardship of existing agriculture and conservation land.

RECOMMENDATIONS & ACTION STEPS:

- OS-2.1. Maintain the Conservation Commission's Property Baseline Inventory and Monitoring Program. (*See also, NR-1.2*)
 - OS-2.1.1. Continue to fund the Baseline Inventory and Monitoring Program.
 - OS-2.1.2. Acquire legal records for new conservation acquisitions and existing and new trail easements.
 - OS-2.1.3. Maintain and enhance the conservation land database.
 - OS-2.1.4. Prepare baseline inventory reports for all new conservation land acquisitions.
 - OS-2.1.5. Annually monitor conservation properties.
- OS-2.2. Encourage best land management practices, such as farming or recreation field maintenance practices compatible with natural resources, ecologically sound woodlot management, and scientifically sound management of existing open farm ponds.
 - OS-2.2.1. Evaluate and update, as appropriate, existing field and forest management plans.
 - OS-2.2.2. Establish general management plans for specific topics such as farm ponds, hemlock stands, and deer/deer ticks.
 - OS-2.2.3. Collect and disseminate current scientific research on sound management for all types of conservation land
 - OS-2.2.4. Annually monitor compliance with agricultural leases.
- OS-2.3. Support long-term land stewardship with local resources, grants, stewardship fees, and other funding sources.
 - OS-2.3.1. Seek non-local funding sources wherever possible.
 - OS-2.3.2. Institute a stewardship fee for new conservation restrictions.
 - OS-2.3.3. Establish a stewardship fund.

OS-2.4. Enforce conservation restrictions and regulations governing the use of conservation land.

Goal OS-3. Maximize recreational opportunities on recreation and conservation land.

RECOMMENDATIONS & ACTION STEPS:

- OS-3.1. Provide for multiple uses of recreation and conservation land, and multiple recreation uses of conservation trails.
 - OS-3.1.1. Identify and remove barriers to universal access to recreation facilities.
 - OS-3.1.2. Maintain trails suitable for a variety of recreational opportunities.
- OS-3.2. Maintain and evaluate opportunities to expand the roadside path and trail network. *(See also, TC-1.3, TC-2.1, and TC-2.2.)*
 - OS-3.2.1. Identify unprotected trails and corridors and pursue means to protect them.
 - OS-3.2.2. Acquire trail easements to improve connections between existing trails.
 - OS-3.2.3. Include trail maintenance needs in baseline inventory and monitoring reports.
 - OS-3.2.4. Work with the Department of Public Works to develop a comprehensive maintenance plan for roadside paths.
 - OS-3.2.5. Provide annual funding to maintain existing roadside paths and to construct new paths.
- OS-3.3. Maintain current recreation facilities and provide new facilities to meet evolving community needs.
 - OS-3.3.1. Periodically evaluate community recreation needs through surveys, program participation statistics, and updates of the Open Space and Recreation Plan.
 - OS-3.3.2. Evaluate the effectiveness, condition, and use of existing recreation facilities.
 - OS-3.3.3. Develop a long-range recreation facilities master plan and incorporate within this Comprehensive Plan and the town's Capital Improvements Plan.

HOUSING

Goal H-1. Provide for a variety of housing types to encourage diversity of Lincoln's population.

RECOMMENDATIONS & ACTION STEPS:

- H-1.1. Create higher-density housing, including a modest amount of additional multi-family housing, in the Lincoln Station area.
 - H-1.1.1. Through the efforts of the Lincoln Station Planning Committee, identify opportunities for multi-family dwellings and housing in mixed-use developments in the Lincoln Station area. *(See also, Goal LU-1.)*

- H-1.1.2. Implement the recommendations under Goal LU-1.
- H-1.1.3. Determine other areas in Lincoln that may be suitable for compact housing developments similar to Farrar Pond Village or Lincoln Ridge.
- H-1.2. Consider development incentives such as M.G.L. c. 40R (smart growth) to achieve Lincoln’s housing goals. (*See also, LU-3.2.*)
- H-1.3. Encourage retention or creation of smaller homes in order to maintain a range of housing stock available to smaller households and those in early or later stages of life.
 - H-1.3.1. Continue to implement and evaluate the effectiveness of Lincoln’s demolition delay bylaw.
 - H-1.3.2. Consider zoning techniques such as allowing construction of small dwelling units on substandard (non-conforming) lots, by special permit.
- H-1.4. Consider removing zoning obstacles to preserving smaller homes by allowing them to be relocated to another lot with an existing residence for use as an accessory dwelling unit.
 - H-1.4.1. Evaluate bylaws and ordinances in other communities (in and outside of Massachusetts) that permit the creation of accessory units through relocation of older homes.
 - H-1.4.2. Study zoning techniques such as Elder Cottage Housing Opportunity (ECHO) bylaws and determine their appropriateness for Lincoln.
- H-1.5. Encourage accessory apartments to provide more options in current housing stock.
 - H-1.5.1. Allow accessory apartments as of right in single-family dwellings, subject to conditions such as age of the existing dwelling, extent of exterior change allowed to the existing dwelling, maximum unit size, septic system capacity, and screening of off-street parking.
 - H-1.5.2. Allow accessory apartments by special permit when an applicant’s property does not meet one or more of the conditions for an as-of-right use, e.g., proposals to locate an accessory dwelling in an accessory building on the same lot.
 - H-1.5.3. Consider providing CPA assistance to homeowners who agree to place an affordable housing restriction on a proposed accessory apartment.

Goal H-2. Provide more housing and/or services to accommodate the needs of individuals who may be under-served by Lincoln’s existing housing stock.

RECOMMENDATIONS & ACTION STEPS:

- H-2.1. Determine the need, availability, and cost of in-home services to assist the elderly and people with disabilities so they are able to remain in their own homes if they choose.
 - H-2.1.1. Work with local and area service providers to identify the home-based service needs of frail elders and people with disabilities.
 - H-2.1.2. Evaluate available models of in-home service delivery and the role(s) of local government in coordinating or providing such services.

- H-2.1.3. Consider ways to achieve economy of scale by working with other communities on regional solutions to the in-home service needs of seniors and people with disabilities.
- H-2.2. Conduct outreach and provide information to elderly taxpayers about available programs such as reverse annuity mortgages or work in lieu of property taxes, which might allow them to remain in their own homes for as long as possible.
 - H-2.2.1. Continue to provide taxpayer information on the Town's website.
 - H-2.2.2. Make literature and referrals available through the Council on Aging.
- H-2.3. Determine the need for additional age-restricted (55+) housing beyond Lincoln's existing developments, including but not limited to options such as an elderly cottage housing opportunity (ECHO) program. (*See also, H-1.4*)
 - H-2.3.1. Survey regional housing market conditions to estimate pipeline of over-55 developments, absorption rates, and vacancies.
 - H-2.3.2. Consult with local and regional service providers on need for additional over-55 housing (independent living units), assisted living, and other types of housing for retirees and the elderly.
 - H-2.3.3. Consider zoning to provide for a variety of housing types and prices for over-55 households.
 - H-2.3.4. Incorporate findings and address with appropriate actions, as warranted, in the Town's Affordable Housing Plan.
- H-2.4. Continue to study needs for supportive housing to serve adults with disabilities, particularly adult children of Lincoln residents.
 - H-2.4.1. Consult with local and area service providers about disability housing needs in Lincoln.
 - H-2.4.2. Determine the need for a program for providing basic home repair/maintenance services for people with disabilities who would like to remain in their own homes.
 - H-2.4.3. Determine the need for additional group homes and types of group homes to serve adults with disabilities, particularly adult children of Lincoln residents.
 - H-2.4.4. Maintain a local library of data sources and case studies, such as the WestMetro HOME Consortium's Five-Year Consolidated Plan.

Goal H-3. Maintain Lincoln's long-standing commitment to provide affordable housing that meets local needs.

RECOMMENDATIONS & ACTION STEPS:

- H-3.1. Continue to seek affordable housing opportunities throughout the town, using techniques such as scattered site development, condominium buy-downs, and group homes.

- H-3.1.1. Evaluate options for the effective use of zoning incentives to encourage creation of affordable housing.
- H-3.1.2. Continue to commit CPA revenue to affordable housing initiatives conducted or supported by the Lincoln Housing Commission and which are consistent with the Town's Affordable Housing Plan.
- H-3.1.3. Support efforts to preserve the affordability of Lincoln Woods.
- H-3.2. Ensure that affordable housing is included in residential and mixed-use developments in the Lincoln Station area.
 - H-3.2.1. As part of the planning process for Lincoln Station (*Goal LU-1*), explore options for providing affordable units in mixed-use and multi-family developments.
- H-3.3. Support the Lincoln Housing Commission in setting local targets and strategies to provide affordable housing.
 - H-3.3.1. Provide adequate resources to the Housing Commission to conduct and implement plans and studies to meet local housing needs.

Goal H-4. Maintain local control over affordable housing development.

RECOMMENDATIONS & ACTION STEPS:

- H-4.1. Review, refine, and update Lincoln's Affordable Housing Plan.
 - H-4.1.1. Maintain and implement the town's Affordable Housing Plan and ensure that the plan meets DHCD requirements for a Housing Production Plan.
 - H-4.1.2. To the extent possible, ensure that Lincoln's Affordable Housing Plan also meets HUD Consolidated Plan requirements so that Lincoln can continue to participate in the West Metro HOME Consortium and be competitive for state HOME funds.
 - H-4.1.3. Implement Recommendation H-3.3.
- H-4.2. Continue to prevent hostile comprehensive permits by ensuring that Lincoln meets the ten percent statutory minimum affordable housing under M.G.L. c. 40B.
 - H-4.2.1. Commit CPA funds to housing initiatives that produce additional affordable units eligible for the Chapter 40B Subsidized Housing Inventory.
 - H-4.2.2. Monitor market-rate housing development and tailor affordable housing efforts to avoid falling below the ten percent minimum after the next decennial census.
- H-4.3. Propose, shape, and support positive changes to state legislation that would align with Lincoln's affordable housing goals without posing a threat to its rural character.
 - H-4.3.1. Monitor state and federal initiatives levels that could negatively affect Lincoln's character, upset the balance of existing affordable housing compliance, or usurp local regulation with respect to housing development.
 - H-4.3.2. Oppose initiatives that would impose locally unregulated development on Lincoln's infrastructure.

ECONOMIC DEVELOPMENT

Goal ED-1. Develop the Lincoln Station area as a higher-density mixed-use village that complements and reinforces the vitality of Lincoln’s existing small businesses, consistent with smart-growth principles and Lincoln’s core values.

RECOMMENDATIONS & ACTION STEPS:

- ED-1.1. Create a Lincoln Station Area Planning Committee appointed by the Planning Board to undertake an initial study of the opportunities, factors and constraints that would inform the necessary steps toward incenting desirable development in the area.
- ED-1.2. Review and build upon the Report to the Lincoln Planning Board by the South Lincoln Business Area Planning Committee that was the outcome of the 1998 charrette, and prepare a report that adjusts, refines, or adds to its recommendations to apply to current conditions.
- ED-1.3. Prepare a needs analysis and feasibility study to determine what commercial activities would best serve the town’s interests.
 - H-1.3.1. Work with the Rural Land Foundation, existing businesses at Lincoln Station, and organizations such as MassDevelopment and the Massachusetts Office of Business Development (MOBD) to fund and carry out a Lincoln Station retail and commercial market study.
- ED-1.4. Develop realistic economic goals and evaluate the fiscal impact of enacting any recommendations to increase the density of development in the area.
- ED-1.5. Prepare a comprehensive development plan including the infrastructure required to encourage desirable development.
 - ED-1.5.1. Implement Goal LU-1.

Goal ED-2. Provide for economic development that respects Lincoln’s rural character and adds to the quality of local residential life by providing goods and services desired by residents, jobs and livelihoods for Lincoln residents, and tax revenue that support the town services that are important to Lincoln residents.

RECOMMENDATIONS & ACTION STEPS:

- ED-2.1. Create an Economic Development Committee with members appointed by the Board of Selectmen to identify and assess Lincoln’s economic development opportunities and advise the Board of Selectmen, Planning Board, and other town boards about economic development policy.
 - ED-2.1.1. Establish a nine-member Economic Development Committee appointed by the Board of Selectmen, and prepare a formal committee charge.
 - ED-2.1.2. Conduct outreach to identify residents and business owners interested in serving on the Economic Development Committee.
 - ED-2.1.3. Seek ex officio members for the Economic Development Committee from the Finance Committee, Planning Board, Agricultural Commission, Rural Land Foundation, and the Council for Cultural and Historic Organizations. (*See also, CH-1.*)

- ED-2.1.4. Reassess the role, functions, and contributions of the Economic Development Committee within two years of its creation, and determine whether it should be made a permanent town committee.
- ED-2.2. Consider opportunities for new mixed uses or commercial uses that can be developed and operated for the benefit of the town.
 - ED-2.2.1. Maintain and periodically update information contained in the At-Risk Properties Report (2005).
 - ED-2.2.2. Working with the Conservation Commission, the Recreation Commission, other boards and private organizations, the Planning Board will lead the effort to determine future land needs and land suitability for various uses, as well as identify areas that may be appropriate for mixed-use or commercial development.
 - ED-2.2.3. Explore and evaluate strategies used in other communities to reuse properties for nonresidential purposes, such as the “Great Estates” zoning that exists in some Berkshire County and Essex County communities.
 - ED-2.2.4. Explore the feasibility of economic development opportunities such as agri-tourism.
 - ED-2.2.5. Establish basic policies and procedures to guide the preparation of development agreements for mixed-use or commercial projects requiring new zoning, drawing upon sources such as the Land Use Review Criteria (Appendix B), the town’s Capital Improvements Plan, and other plans and studies.
 - ED-2.2.6. Ensure that development agreements, when used, are presented to Town Meeting for approval at the same time that Town Meeting is asked to authorize zoning changes, and ensure that approved development agreements are recorded at the Registry of Deeds.

Goal ED-3. Retain and capitalize on Lincoln’s cultural, educational, environmental, and other non-profit charitable organizations as a vital part of the local economy.

RECOMMENDATIONS & ACTION STEPS:

- ED-3.1. Encourage partnerships between non-profit organizations and local businesses for special events, programs, and other forms of joint marketing that would be mutually beneficial for them and of interest to Lincoln residents.
 - ED-3.1.1. Implement the recommendations under Goal CH-1.
 - ED-3.1.2. Study opportunities for non-profit/for-profit partnerships.
- ED-3.2. Support non-profit organizations by including their programs and activities on a community-wide calendar maintained on the town’s website.
 - ED-3.2.1. Implement the actions under Recommendation CH-1.2.
- ED-3.3. Encourage non-profit organizations to provide a variety of educational and enrichment opportunities for Lincoln’s youth, both in and outside of the classroom.
 - ED-3.3.1. Implement the actions under Recommendation CH-1.3.

- ED-3.3.2. Work with the School Committee to ensure that information about educational and enrichment opportunities is made available to Lincoln students.

Goal ED-4. Promote local businesses and home-based businesses as a source of local, “zero-commute” employment.

RECOMMENDATIONS & ACTION STEPS:

- ED-4.1. Periodically evaluate the needs of local businesses, such as business services, expansion space, communications technology, networking, or supportive policies from town government.
 - ED-4.1.1. Survey local business owners from time to time, possibly in conjunction with or on the same timetable as need and interest surveys of residents for long-range services and facilities planning (*See also, SF-1.1*)
 - ED-4.1.2. Identify barriers (if any) to meeting the services and infrastructure needs of local businesses.
 - ED-4.1.3. Determine local government’s responsibility, and evaluate appropriate and realistic options for the Town’s response to business needs.
- ED-4.2. Review the town’s zoning regulations in order to determine if there are barriers to appropriate at-home employment.
 - ED-4.2.1. Identify residents with home occupations and consult with them to determine whether regulatory barriers exist.
 - ED-4.2.2. Through formal and informal means, conduct local research to determine whether land use conflicts exist between Lincoln’s variety of home occupations and the surrounding neighborhoods.
 - ED-4.2.3. Review home occupation bylaws and ordinances from other communities similar to Lincoln and determine whether the existing town bylaw should be updated or otherwise modified.
- ED-4.3. Encourage local businesses to collaborate and coordinate with the town’s non-profit organizations and institutions to address mutual interests, such as planning and cross-promotions of special and seasonal events, and wayfinding to the Lincoln Station area.

Goal ED-5. Continue to encourage agriculture as a way of life and a source of local employment and food.

RECOMMENDATIONS & ACTION STEPS:

- ED-5.1. Adopt a right to farm bylaw.
 - ED-5.1.1. Evaluate the state’s model right-to-farm bylaw and similar bylaws adopted in other communities.
 - ED-5.1.2. Consult with agricultural commissions, realtors, developers, lenders, town assessors, and others in communities that have adopted a right-to-farm bylaw and identify advantages and disadvantages (if any).

- ED-5.1.3. Draft a right-to-farm bylaw deemed appropriate for Lincoln and publish it on the Town's website for public review and comment.
- ED-5.1.4. Modify the draft based on public input and present to Town Meeting.
- ED-5.2. Support and collaborate with local and regional organizations to promote agri-tourism in Lincoln and increase the base of loyal customers for Lincoln agricultural products.
 - ED-5.2.1. Consult with the state Department of Agriculture, Department of Conservation and Recreation (DCR), the Metropolitan Area Planning Council (MAPC), the Massachusetts Audubon Society, and other organizations to identify successful agri-tourism and community-supported agriculture (CSA) programs in New England.
 - ED-5.2.2. Study successful programs by contacting and visiting them, and determine relevance to Lincoln.
 - ED-5.2.3. Work with Codman Community Farms and other local farms to evaluate the potential benefits and drawbacks of promoting tourism through agriculture.
 - ED-5.2.4. Strengthen and build upon connections between agriculture and local artists and producers of contemporary and traditional craft in order to create new markets for farm and non-farm microbusinesses.
- ED-5.3. Continue the Conservation Commission's agricultural leasing program and explore opportunities to expand it, where appropriate.

TRANSPORTATION & CIRCULATION

Goal TC-1. Increase the safety of Lincoln's roadways.

RECOMMENDATIONS & ACTION STEPS:

- TC-1.1. Implement traffic-calming measures to manage vehicle speeds and reduce the amount of cut-through traffic through certain areas of town.
 - TC-1.1.1. Implement the recommendations of the Ad Hoc Traffic and Roadside Committee, including but not limited to the establishment of a permanent or standing town committee, the Traffic and Roadway Management Committee.
 - TC-1.1.2. Use the 2009-2010 roadway improvements project to implement and test traffic volume and traffic speed measures.
 - TC-1.1.3. Institute traffic calming measures in appropriate locations both to slow traffic and to preserve the rural beauty of Lincoln's roads, particularly in critical traffic locations with significant pedestrian activity, e.g., the school complex, Lincoln Station, or the town center.
 - TC-1.1.4. Conduct a review of cut-through traffic patterns.
 - TC-1.1.5. Investigate the possibility of designating some non-major roads as one-way streets during peak periods, and evaluate the benefits and drawbacks.

- TC-1.2. Control traffic speed through speed limit regulation and enforcement in a manner guided by a balanced traffic management program..
 - TC-1.2.1. Increase traffic-speed enforcement to include greater use of methods such as automated speed cameras.
 - TC-1.2.2. Provide adequate support to the Police Department to carry out regular, effective speed limit enforcement.
- TC-1.3. Institute public education and outreach to encourage traffic safety and awareness for users of Lincoln’s roads, roadside paths, and trails. (*See also, OS-3.2, TC-2.1, TC-2.2.*)
 - TC-1.3.1. Develop an effective public outreach plan through the use of the Town’s website, other local websites, brochures, signage, and other means to communicate public safety rules.
 - TC-1.3.2. Encourage town boards such as the Recreation Committee and Conservation Commission to work together on trail and path usage guidelines for walkers, bikers, and others.
 - TC-1.3.3. Seek public input about safe and appropriate provisions for speed and mountain bikers.
- TC-1.4. Continue to advocate for the Route 2 Crosby’s Corner project and coordinate with state and regional transportation agencies.
 - TC-1.4.1. Provide appropriate town representation on the Corridor Advisory Committee to work cooperatively with the towns of Acton and Concord and the Massachusetts Highway Department (MassHighway).
 - TC-1.4.2. Ensure timely and appropriate compliance with all environmental requirements for planned road improvements.
- TC-1.5. Assess and, if necessary, improve parking in the center of town.
 - TC-1.5.1. Conduct a study and review of existing parking in the center of town, with particular emphasis on the parking needs for the Public Library, The First Parish and the community users of Bemis Hall.
 - TC-1.5.2. Look for increased parking opportunities in the area – while being fully cognizant of protecting the residential neighborhoods from being harmed by inappropriate parking solutions.

Goal TC-2. Encourage the use of both motorized and non-motorized modal alternatives for intra- and inter-town transportation.

RECOMMENDATIONS & ACTION STEPS:

- TC-2.1. Improve the attractiveness of, and access to, Lincoln’s pedestrian and bicycle infrastructure, including roadway shoulders. (*See also, OS-3.2, TC-1.3, TC-2.2.*)
 - TC-2.1.1. Maintain and expand the roadside paths and provide more linkages with conservation trails.

- TC-2.1.2. Maintain and promote the trail walks led by the Conservation Department.
- TC-2.1.3. Communicate to residents the environmental and public health benefits of expanded access and usage of paths and trails.
- TC-2.2. Explore feasibility of expanding bicycle access to the trail network in coordination with the Conservation Commission. (*See also, OS-3.2, TC-1.3, TC-2.1.*)
 - TC-2.2.1. Ensure broad distribution and public access to the Conservation Department’s *Trail Guide for Bicycles*.
 - TC-2.2.2. Identify areas where additional bicycle stands could be safely located and easily accessed, and seek funding for acquisition and installation.
- TC-2.3. Explore ways of increasing availability of motorized transportation alternatives, such as ridesharing and shuttle service, and investigate mechanisms to fund them.
 - TC-2.3.1. Study and implement incentives to encourage carpooling and increase school bus ridership.
 - TC-2.3.2. Study and implement improved transportation options (such as van shuttles) for elderly residents and people with disabilities.
 - TC-2.3.3. Continue to work with the state to overcome current legal objections to charging developers impact fees as a means of funding transportation initiatives.
 - TC-2.3.4. Seek alternative funding for alternative modes, such as developer agreements, in lieu of impact fees.

Goal TC-3. Address transportation issues on a regional level.

RECOMMENDATIONS & ACTION STEPS:

- TC-3.1. Continue to build upon partnerships with surrounding towns and regional agencies to address regional traffic congestion through transportation alternatives to single-occupancy vehicle commutes.
 - TC-3.1.1. Increase the town’s awareness of existing transit programs in surrounding towns and explore joint ways to address traffic congestion on a regional level.
 - TC-3.1.2. Include HATS, Massport and Hanscom Air Force Base (HAFB), the Route 128 Central Corridor Coalition, and where appropriate, the Minuteman Advisory Group on Interlocal Coordination (MAGIC) in all regional transportation discussions.
 - TC-3.1.3. Support expansion of regional services such as bus routes, ride-share, car-pools, etc.
- TC-3.2. Encourage ridership on the MBTA commuter rail.
 - TC-3.2.1. Conduct an exploration and conversations with the MBTA to investigate the possible increase and expansion of train service (with perhaps a reduction of the ticket costs).
 - TC-3.2.2. Ensure that parking facilities at the train station remain adequate to meet demand.

TC-3.3. Coordinate regional economic development with plans to develop regional transportation infrastructure and congestion management plans.

Goal TC-4. Coordinate the need for traffic control measures with preserving the rural character of Lincoln's roadways.

RECOMMENDATIONS & ACTION STEPS:

TC-4.1. Continue to use Lincoln's Roadway Design Guidelines when reconstructing or maintaining town roads.

TC-4.2. Consult with and incorporate the recommendations of the Lincoln Garden Club's Report on Lincoln's Roadsides preliminarily adopted by the Board of Selectmen for publication in 2009.

COMMUNITY SERVICES & FACILITIES

Goal SF-1. Continue to identify and assess community service needs, considering Lincoln's changing population, the cost of services, the revenues available to support them, and alternative models of service delivery.

RECOMMENDATIONS & ACTION STEPS:

SF-1.1. Periodically evaluate needs for existing or new local government services through resident surveys, consultations with town staff and organizations that provide services to Lincoln residents, and review of program participation statistics and other available information.

SF-1.1.1. Recruit a working group of volunteers to design a resident opinion survey about local government services, and beta test the survey questionnaire.

SF-1.1.2. Conduct a regular survey process (such as every three years) to determine needs, desires, and priorities for municipal services. Analyze survey results in-house or arrange for data entry and tabulation services from an outside vendor.

SF-1.1.3. Conduct focus groups with town boards, municipal employees, and representatives of local organizations to enlist their ideas about existing and future service delivery needs.

SF-1.1.4. Compile survey, focus group, and other available data, and report findings and preliminary conclusions to the State of the Town Meeting for public discussion.

SF-1.1.5. Consider assessment results as a source of information for evaluating and making adjustments to town services as part of the budget process.

SF-1.2. Explore opportunities to provide services through agreements with private organizations and other local governments in Lincoln's region.

SF-1.3. Continue to review the sufficiency of user fees and charges to recover most or all of the town's cost to provide certain programs and services.

SF-1.4. Establish objective methods of measuring and analyzing the net cost of community services and provide information to town boards and town meeting.

- SF-1.4.1. Consult with town staff to identify the most appropriate ways to measure service demands in each department (e.g., number of incident response calls handled by the police or fire department in any given year), and other variables that need to be accounted for in a fiscal impact analysis.
 - SF-1.4.2. Consult with the Town Administrator, Finance Director, and Board of Assessors to establish appropriate options for estimating revenue from different types of development.
 - SF-1.4.3. Prepare and annually maintain a basic cost of community services analysis that reflects existing conditions in Lincoln.
 - SF-1.4.4. Ensure that methods and assumptions are periodically reviewed and verified by town staff.
 - SF-1.4.5. Provide net cost of services data, assumptions, and statistics to the Planning Board, other town boards, and Town Meeting for any proposed land use changes and, as appropriate, for proposed increase, decrease, consolidation, or elimination of town services.
- SF-1.5. Assess citizen's level of support for alternative revenue sources.

Goal SF-2. Improve the management and maintenance of town facilities and infrastructure.

RECOMMENDATIONS & ACTION STEPS:

- SF-2.1. Establish and fund a full-time facilities manager position to coordinate and oversee the management and maintenance of all municipal facilities.
 - SF-2.1.1. Survey other communities in the Boston area to obtain job descriptions and compensation schedules for full-time municipal facilities managers.
 - SF-2.1.2. Develop job description and salary range, and seek funding from Town Meeting to establish a full-time facilities manager.
 - SF-2.1.3. Charge the Facilities Manager with planning, budgeting, and keeping building survey plans current; carrying out routine inspection and maintenance; overseeing custodial care, repair and improvement projects; and collecting, recording, and analyzing data to monitor energy use and cost of maintenance.
- SF-2.2. Institute a Planned Preventive Maintenance (PPM) program in order to maximize the efficiency, reliability, and lifespan of building systems and equipment.
 - SF-2.2.1. Develop a baseline inventory of building systems and equipment to be included in the PPM program.
 - SF-2.2.2. Evaluate condition of existing systems and equipment, establish maintenance needs, and estimate maintenance and life cycle replacement needs.
 - SF-2.2.3. Establish a PPM database, including cost estimates.

- SF-2.2.4. Make an annual commitment of funds to PPM implementation, including routine maintenance costs in the operating budget and, where appropriate, extraordinary maintenance and replacements through capital outlays.
- SF-2.3. Support Lincoln's asset management needs through a comprehensive capital improvements plan (CIP) and broadly supported policies for use of non-exempt and exempt debt, capital outlays, and to the extent allowed by law, capital reserve funds.
 - SF-2.3.1. Continue to develop and refine the procedures, methods, and assumptions used to create a five-year CIP.
 - SF-2.3.2. Periodically evaluate financing assumptions and policies.
 - SF-2.3.3. Explore options to establish capital reserve funds for major capital projects, such as new building construction.
 - SF-2.3.4. Conduct a comprehensive evaluation of all facilities, including cost and efficiency of maintenance, long-term repairs or improvements, energy efficiency, usage.
 - SF-2.3.5. Seek input from Town staff, service agencies, citizen surveys, neighborhood meetings, and other outreach activities to determine if existing facilities meet the needs of the community, if current facilities could be improved or reconfigured, or if new facilities are needed.
 - SF-2.3.6. In concert with the Capital Planning Committee, prepare a Long-Range Facilities Plan that addresses replacement, reconfiguration, recycling or new infrastructure required to meet future needs of the Town based on predictable useful life models.
- SF-2.4. Identify, assess, and pursue opportunities to generate revenue from private use of municipal facilities, consistent with each facility's municipal uses and values expressed in the Town's mission statement.
 - SF-2.4.1. Establish and periodically evaluate policies to guide fee setting and fee waivers for use of public property.
 - SF-2.4.2. Establish and periodically evaluate policies to guide the use of facility-generated revenue, i.e., as revenue to the general fund or revenue restricted to support facility operations and maintenance.
- SF-2.5. Systematically maintain and improve the water distribution system in order to conserve water and meet or exceed state standards for unaccounted water.
 - SF-2.5.1. Continue negotiations with state regulatory bodies to protect Lincoln's interest in maintaining local control of its water supply.
 - SF-2.5.2. Prepare due diligence report on the status of the distribution system, and develop a plan for appropriate replacement of aging sections that are subject to ongoing leakage.
 - SF-2.5.3. Develop a long-range water system master plan, including upkeep and replacement of pumping stations, treatment facilities, storage facilities, and distribution mains.

- SF-2.5.4. Incorporate the water system master plan into this Comprehensive Plan and the town's five-year CIP.
- SF-2.6. Increase support for upgrading, integrating, and maintaining information technology at the town offices and other public buildings.
 - SF-2.6.1. Periodically evaluate, update, and adjust the town's technology plan in consultation with town boards and staff.
 - SF-2.6.2. Design, fund, and implement information technology improvements in accordance with a technology plan for municipal and school facilities.
 - SF-2.6.3. Provide adequate funding for the information services department.

Goal SF-3. Continue to invest in local government innovation, capacity, and efficiency.

RECOMMENDATIONS & ACTION STEPS:

- SF-3.1. Continue to attract and retain highly qualified managers, professionals, and support staff in all town departments, and provide the facilities and technology they need to work efficiently.
 - SF-3.1.1. Maintain competitive wage and salary schedules and benefit plans for municipal employment positions.
 - SF-3.1.2. Plan the design and construction of facility improvements in consultation with the town departments that operate in municipal facilities on a day-to-day basis.
- SF-3.2. Provide adequate, timely opportunities for employee training and professional development to encourage state-of-the-art practices and increase the town's capacity to comply with federal and state mandates. Create mechanisms to routinely solicit employee input for analysis of systems, best practices and potential for innovation.
- SF-3.3. Explore opportunities to reorganize, consolidate, or centralize functions in order to improve efficiency and control growth in operating costs.
 - SF-3.3.1. Considering the services assessment process and service priorities, technology, and space needs, identify options to increase efficiency. (*See also, SF-1.1*)
 - SF-3.3.2. Maintain effective communication with elected boards that have independent jurisdiction over town staff in order to ensure cooperation and explore opportunities to consolidate.
 - SF-3.3.3. Consult with other communities about their experiences with inter-local agreements and regional service delivery.
- SF-3.4. Continue to invest in technology improvements in order to support inter-departmental operating needs and provide residents with timely access to public information.
 - SF-3.4.1. Implement Recommendation SF-2.6.

Goal SF-4. Continue to monitor the status of Hanscom Air Force Base and initiatives with respect to military housing, through base closure or privatization of existing housing, that may place new demands on Lincoln’s municipal and school services.

RECOMMENDATIONS & ACTION STEPS:

- SF-4.1. Maintain an active leadership role in the Hanscom Area Towns Committee (HATS) in order to ensure vigorous representation of Lincoln’s interests.
- SF-4.2. Secure specialized legal services, as appropriate, to ensure that local officials have the best available information to guide decisions about responding to a change in the status of Hanscom’s housing stock.
- SF-4.3. Pursue all appropriate political and legal means to protect Lincoln from having to absorb the cost of residential services at Hanscom without predictable sources of offset revenue from non-local sources.

GOVERNANCE

Goal G-1. Increase citizen participation in town government.

RECOMMENDATIONS & ACTION STEPS:

- G-1.1. Work with community organizations and networks to encourage public participation and provide town government information to residents.
 - G-1.1.1. Enlist volunteer assistance to develop a town government information packet that can be distributed to residents when they register to vote.
 - G-1.1.2. Encourage one or more local organizations to sponsor welcoming events for newcomers.
 - G-1.1.3. Involve community organizations and associations in designing and implementing citizen outreach programs.
- G-1.2. Provide regular e-news about town government activities, issues, and decisions.
 - G-1.2.1. Conduct periodic surveys of residents, or assess resident interests through other means, in order to identify e-news priorities.
 - G-1.2.2. Encourage residents to sign up for e-news opportunities on the Town’s website.
 - G-1.2.3. Ensure adequate capacity to manage e-news services by monitoring the workload of participating staff and volunteers, and adjusting staff time commitments as necessary.
- G-1.3. Establish a citizen skills bank (database) as a resource to identify qualified volunteers and candidates, and encourage town boards and committees to use the skills bank to identify and cultivate new members.
 - G-1.3.1. Review and confirm existing procedures for recruiting residents to serve on volunteer boards and committees.

- G-1.3.2. Determine the personnel and technology requirements to establish and maintain a skills bank database system, and assign staff to manage the database.
- G-1.3.3. Establish volunteer recruitment and selection policies.
- G-1.4. Create a volunteer coordinating committee to assist with outreach and recruitment of potential volunteers.

Goal G-2. Make public service and town meeting participation engaging and attractive to residents and office-holders.

RECOMMENDATIONS & ACTION STEPS:

- G-2.1. Encourage regular, informal breakfast meetings for town board chairs to exchange ideas and information.
 - G-2.1.1. Provide training for board and committee chairs and members, and additional staff support as needed.
 - G-2.1.2. Collaborate with neighboring towns to provide board training at a regional level using resources such as the Citizen Planners Training Collaborative (CPTC) and Massachusetts Municipal Association (MMA).
 - G-2.1.3. Continue to evaluate the staff support needs of boards and committees and assign staff based on identified priorities.
- G-2.2. Provide training for board and committee chairs and members, and additional staff support as needed.
- G-2.3. Hold interdepartmental meetings of town boards and staff to coordinate the town's response to issues that involve multiple boards or committees.
 - G-2.3.1. Use department head meetings to identify issues requiring inter-board coordination and arrange for joint meetings when needed.
 - G-2.3.2. Consider the possibility of establishing an inter-departmental coordinating council of staff and board chairs (or board designees) to coordinate the work of boards and committees with overlapping or shared responsibilities.
- G-2.4. Prepare and distribute a booklet with clear, simple, user-friendly descriptions of town meeting warrant articles and even-handed descriptions of the arguments pro and con.

Goal G-3. Enhance the frequency and effectiveness of town government and citizen communications.

RECOMMENDATIONS & ACTION STEPS:

- G-3.1. Improve the town's website to facilitate access to information about the town and town government activities.
 - G-3.1.1. Give high priority to enhancing IT planning and implementation.
 - G-3.1.2. Create secure internal data bases to facilitate communications among town staff and committees and boards.

- G-3.1.3. Enhance the town website to facilitate user-friendly access to information on the town and town government activities.
- G-3.2. Enhance two-way electronic communications between residents and the town offices.
 - G-3.2.1. Provide an electronic suggestion box for ideas and complaints (ensure responses).
 - G-3.2.2. Target electronic messages for specific audiences.
- G-3.3. Consider the creation of blogs to facilitate constructive dialogue about town-related issues.

Goal G-4. Work with other communities and the state to overhaul the system of real property taxation as the primary method of financing local government.

RECOMMENDATIONS & ACTION STEPS:

- G-4.1. Seek assistance from the Massachusetts Municipal Association (MMA) to form a task force to facilitate discussions and to develop proposals.
 - G-4.1.1. Ask the MMA to establish a task force to facilitate discussions and to develop tax reform proposals.
 - G-4.1.2. Ensure that Lincoln’s policy boards play a role in developing a political constituency.
 - G-4.1.3. Ask Lincoln’s legislators to sponsor and lead legislative efforts toward reform.
- G-4.2. Work to ensure that the Massachusetts Association of Town Finance Committees becomes an active participant in reform efforts.