

SELECT BOARD MEETING MINUTES
MONDAY, JULY 28, 2025
APPROVED

Select Board Members Present: Matt Pisani, Chair; John Reilly; Becky Pine, Vice Chair; Peter Cunningham;

Select Board Members Virtually Present: Alison Manugian, Clerk;

Also Present: Mark Haddad, Town Manager; Kara Cruikshank, Executive Assistant to the Town Manager; Melisa Doig, Human Resource Director; Bud Robertson, Finance Committee Chair; Phil Francisco, Planning Board Member; and Takashi Tada, Land Use Director/Town Planner.

Chair Pisani called the meeting to order at 6:00 p.m. and reviewed the agenda.

ANNOUNCEMENTS

Ms. Pine happily read a statement into the record on behalf of herself and Member Manugian:

“In early June, the Town Manager filed a formal grievance against Select Board members Alison Manugian and Becky Pine. We are happy to report to the other members and general public that the grievance has been discussed and resolved to the satisfaction of all three parties. We look forward to continuing to serve in our roles together in service to the Town of Groton.”

Mr. Cunningham announced that on Wednesday, June 30th, a Joint Meeting is scheduled at the Town of Pepperell, involving the Select Boards, Finance Committees, and Water Commissioners from the Towns of Groton, Dunstable, and Pepperell. This meeting is to discuss Phase Three of the waterline project to address the PFAS contamination at the Groton Dunstable Regional High School.

Mr. Haddad made several announcements:

He announced that an Energy Manager has been hired, thanks to the efforts of Ms. Charlotte Weigel from the Sustainability Commission. The Towns of Harvard, Shirley, Ayer, and Groton have received a grant of \$120,000 per year for three years for this position. The new Energy Manager, Mr. Andres Correa, will start on August 4th. Mr. Haddad explained that Groton is the host community, and Mr. Correa will collaborate with the other towns and the local school districts. A kick-off meeting is scheduled for August 4th.

Mr. Haddad announced with sadness that Treasurer and Tax Collector Ms. Hannah Moller will be leaving to accept a position as Treasurer and Tax Collector for the Town of Westford. He wished her the best of luck and said she was an outstanding employee in the Town of Groton. During this transition, Mr. Mike Harnett will be appointed as the acting Treasurer, and Ms. Nancy Amari will serve as the acting Collector. Mr. Haddad mentioned that the recruitment process is now underway. Once resumes are received, the Finance Team will review the applications and interview the candidates.

Mr. Haddad announced the resignation of Mr. Michael Sulprizio from the Finance Committee, Charter Review Committee, and Capital Planning Committee due to his busy schedule. He said that Mr. Sulprizio has been an excellent member of all three committees and wished him the best in his future endeavors. The vacancies will be advertised in the Groton Herald on Friday, August 1st, and on the Town of Groton website.

Mr. Haddad updated the Board on the progress of the Town Clerk search, noting that the Town has received twenty-four applications. A Screening Committee has been formed and is currently reviewing resumes. Interviews are scheduled for August 5th and 6th. Mr. Haddad plans to bring at least two finalists to the Select Board at their meeting on August 11th. He emphasized the importance of having a Town Clerk, as only a Town Clerk is authorized to sign birth and death certificates.

Mr. Haddad reminded the Board that on Wednesday, July 30th, the Town Hall will close from 12:00 p.m. to 2:00 p.m. for an Employee Appreciation BBQ.

PUBLIC COMMENT PERIOD

Mr. Phil Francisco wanted to emphasize Mr. Haddad's comments about Ms. Charlotte Weigel from the Sustainability Commission. He acknowledged her outstanding efforts in connecting with each of the Town Managers and the schools. He stated that Ms. Weigel did an incredibly large amount of work to secure the Energy Manager Grant.

TOWN MANAGER'S REPORT

1. Consider Ratifying the Town Manager's Appointment of Chase Archer as a Summer Worker for the Department of Public Works, Brian Downes as a Constable, and Bill Morris as DPW Foreman.

Mr. Haddad announced that Troy Connolly, a Highway Foreman for the Town of Groton and an employee for 39 years, will be retiring at the end of August. He would like to congratulate Mr. Connolly for being an outstanding employee.

Ms. Pine made a motion to ratify the Town Manager's Appointment of Chase Archer as a Summer Worker for the Department of Public Works, Brian Downes as a Constable, and Bill Morris as DPW Foreman. Mr. Cunningham seconded the motion. Roll Call: Manugian-aye; Cunningham-aye; Reilly- aye; Pine-aye; Pisani-aye.

2. Update from the Town Manager of the FY 2025 Groton Country Club Budget.

Mr. Haddad said it was with great pleasure that he provided the Select Board with a summary of the FY 2025 Country Club Budget. He stated once again, for the third consecutive year, the Club has set an income record. In FY 2025, the Club generated revenues totaling \$1,007,314, which is \$139,983 more than FY 2024 (another year in which the club generated \$867,314 in revenues). The Club spent \$885,801 on salaries, wages, general expenses, and capital costs, with an additional \$50,280 on overhead, for a total of \$936,081. The Club made a profit of \$71,233 in FY 2025, which was returned to the General Fund and will be certified as Free Cash. Mr. Haddad said this was great news, and he could not be happier. He thanked Head Professional/General Manager Shawn Campbell for his continued outstanding efforts in managing the Club. He is doing an excellent job for the Town of Groton. Mr. Haddad said the Club is a valuable asset to the Town of Groton.

3. Proposed Select Board Meeting Schedule through Labor Day.

Monday, August 4, 2025

No Meeting

Monday, August 11, 2025	Regularly Scheduled Meeting
Monday, August 18, 2025	No Meeting
Monday, August 25, 2025	Regularly Scheduled Meeting (First Draft of TM Warrant and set the Stormwater Permit Fee)
Monday, September 1, 2025	No Meeting (Labor Day Holiday)
Monday, September 8, 2025	Regularly Scheduled Meeting

ITEMS FOR SELECT BOARD CONSIDERATION AND APPROVAL

1. Consider Appointing Dolores Alberghini to the Commemorations and Celebrations Committee.

Ms. Reilly made a motion to appoint Dolores Alberghini to the Commemorations and Celebrations Committee. Ms. Pine seconded the motion. Roll Call: Manugian-aye; Cunningham-aye; Reilly- aye; Pine-aye; Pisani-aye.

2. Consider Voting to Create a Gift Fund for the 250th Celebration.

Mr. Haddad said the United States will celebrate its 250th birthday next year. The Commemorations and Celebrations Committee is responsible for planning Groton's participation in the celebration. He explained that they are currently collecting donations to help cover the costs of various events they are organizing. Mr. Haddad respectfully requested that the Select Board establish a Gift Fund (250th Celebration Gift Fund) for this purpose.

Ms. Pine made a motion to establish a gift fund for the 250th Celebration. Mr. Cunningham seconded the motion. Roll Call: Manugian-aye; Cunningham-aye; Reilly- aye; Pine-aye; Pisani-aye.

3. Begin Process to Establish the Annual Goals of the Select Board and Town Manager.

Mr. Haddad stated that it was time for the Board and Town Manager to establish Goals for the upcoming year. Mr. Haddad explained that it has been the Board's practice over the last several years for each member to put together two or three Goals they would like to see accomplished over the next year and provide them to him. He requested that the Board initiate the process and provide him with proposed goals by Wednesday, August 5, 2025. He will then put the proposed Goals into a form for the Board's review and approval at the August 11, 2025, Meeting.

4. Initiate the Annual Performance Review of the Town Manager.

Mr. Haddad said it was that time of year for the Select Board to begin the Annual Performance Review of the Town Manager. He said the Chair needed to certify which members could participate in the Annual Review and direct the Town Manager to begin his self-evaluation. Mr. Pisani commenced the review of the Town Manager and confirmed that Members Manugian, Pine, Pisani, Reilly, and Cunningham were eligible to participate in the review. Mr. Haddad will provide his portion of the review to the HR Director within the next 15 days. Ms. Doig, the Human Resources Director, will then forward it to the Board. This item will be placed on the Select Board agenda for August 25th.

5. Consider Approving a One-Day Wine and Malt Beverages License for the Groton Historical Society for a Presentation on Tarbell Paintings to be held on Sunday, September 14, 2025, from 4:00 p.m. to 6:00 p.m.

Mr. Cunningham made a motion to approve a One-Day Wine and Malt Beverages License for the Groton Historical Society for a Presentation on Tarbell Paintings to be held on Sunday, September 14, 2025, from 4:00 p.m. to 6:00 p.m. Ms. Pine seconded the motion. Roll Call: Manugian-aye; Cunningham-aye; Reilly- aye; Pine-aye; Pisani-aye.

6:15 P.M. Phil Francisco- Groton Planning Board- Master Plan Implementation Update.

Planning Board Member Mr. Phil Francisco attended the meeting to provide an update on the Master Plan's implementation and to explain the progress being made to the public. Mr. Francisco is the appointed liaison from the Planning Board to the Select Board. He stated that the Planning Board reviewed all items in the Implementation Program and Action Plan from the Master Plan Update dated February 2025. They categorized these items into three groups: Completed Items, Ongoing Business-As-Usual Items, and Suggested New Work Items for FY2026. He recommended that it would be helpful for the Planning Board to revisit all the listed items and update the Board on their progress. Mr. Francisco then reviewed them with the Board (see the attached Presentation).

Mr. Francisco explained that five items in the Implementation Program and Action Plan have already been completed, which was good news. He then explained that several Ongoing, Business-as-Usual items fall under the responsibility of the Conservation Commission, the Department of Public Works (DPW), and the Water Department. Mr. Francisco also reviewed the fourteen "Suggested New Work Items" for FY 2026.

Questions/Comments from the Select Board

Ms. Manugian inquired about the process for approving and finalizing design guideline items. Mr. Francisco clarified that these do not need to go to Town Meeting and are handled within the purview of the Planning Board. Ms. Pine asked Mr. Francisco to summarize the design guidelines for the Town Center. Ms. Manugian requested a copy of these guidelines before they are finalized. Mr. Francisco explained that the criteria for selecting items included being marked as near-term or immediate and low-cost. Ms. Pine stated that she wants to consider the financial constraints during the implementation of some of these items. Mr. Haddad suggested taking it under advisement and bring it back to a future Select Board meeting for follow-up/discussion.

The Planning Board recommends finding ways to expand the work of the Destination Groton Committee to attract more visitors to Groton. They also advise considering the level of discussion and concern regarding capital expenditures during the 2025 Spring Town Meeting. The Planning Board strongly suggests having a more transparent and ongoing discussion about upcoming capital improvements and needs. Mr. Haddad explained that there is a very thorough process and considerable thought that goes into developing the Capital Plan. Ms. Pine suggested holding a meeting to discuss and highlight the Capital Plan. Ms. Manugian expressed her disappointment in the Capital Planning Advisory Committee and would like to discuss whether the town should continue to have this committee.

Mr. Francisco said the purpose of his attendance was to get the Select Board thinking, and he suggested revisiting this topic in six months. He mentioned that the Destination Groton Committee (DGC) is trying to

assist the Planning Board. Ms. Manugian shared her concerns about the DGC and was wary of them supporting something that the entire community does not support. Mr. Haddad said that he had met earlier that day with Mr. Greg Sheldon, the chair of the DGC, to discuss the Town Center Vision Plan. Mr. Haddad stated that they are just beginning to share their ideas, but the Committee needs to explain better what a vision plan is. He recommended that the Committee slow down and provide a clearer explanation of what a vision plan is, then work with the Planning Board and Select Board to get the word out to the community. The frustration from some members of the community stems from the fact that this is the first time they are hearing about the plan. Mr. Haddad said that once something is written down, people assume it's final.

Mr. Haddad stated that he will schedule this topic for a future discussion at a Select Board meeting. Both Mr. Haddad and the Board expressed their gratitude to Mr. Francisco for attending.

OTHER BUSINESS

On-Going Issues

- A. PFAS Issue- A Joint Meeting is scheduled for Wednesday, June 30th, at 6:00 p.m., at the Town of Pepperell, involving the Select Boards, Finance Committees, and Water Commissioners from the Towns of Groton, Dunstable, and Pepperell. This meeting is to discuss Phase Three of the waterline project. Apex Engineers will make a presentation on the project during this meeting. This meeting will be held at the Albert Harris Center in Pepperell. Mr. Haddad announced that an amendment to the Inter-Municipal Agreement (IMA) is currently being negotiated, and he will present it to the Board on August 11th. This amendment clarifies the relationship between Groton and Pepperell with regard to Phase III work. He said that they are working with Town Counsel regarding the amendment to the IMA.
- B. UMass Satellite Emergency Facility- On Thursday, July 17th, the first public hearing regarding the UMass Satellite Emergency Facility was held with the Planning Board and the Stormwater Committee. Mr. Haddad reported that the meeting went well, and the hearing will be continued on August 14th. The Conservation Commission is close to approving the plan. He stated that they aim to begin construction in October. Ms. Pine asked if there is a house on the site of the proposed facility that needs to be demolished. Mr. Haddad confirmed this and explained that they have already applied for the demolition permit.
- C. PILOTs- None
- D. Fire Department Staffing-None

SELECT BOARD LIASON REPORTS

None

Approval of the Regularly Scheduled Meeting of June 14, 2025.

Ms. Pine made a motion to approve the regular meeting minutes of June 14, 2025. Mr. Reilly seconded the motion. Roll Call: Manugian-aye; Pine-aye; Pisani-aye; Reilly-aye; Cunningham-abstained.

The Select Board adjourned at 7:15 p.m.

Respectively submitted by Kara Cruikshank, Executive Assistant to the Town Manager.

February 2025 Master Plan Update – Implementation Program & Action Plan

Planning Board Recommended Project Items for FY26

(5 total)

Item	Description	Planning Board Note
T2.3	Assess signal timing and update as needed to ensure efficient traffic movement operations.	NO ACTION REQUIRED - there is only one traffic signal in town and it is operated by the Commonwealth.
T3.3	Include a traffic management plan requirement as part of municipal regulations, especially for special event permits to mitigate impacts. Work with event organizers to optimize traffic flow and encourage alternative transportation modes for concerts and other events.	COMPLETE - the GPD already has and uses a traffic management plan for Groton Hill and other public events (July 4th, parade dates, GrotonFest dates, etc.).
H1.6	Encourage and promote infill housing development in mixed use districts over expanding and encroaching into natural areas	COMPLETE - Groton is one of the Commonwealth's leaders in by-law provisions for Accessory Dwelling Units, and we allow by-right Duplexes, provided site conditions support it.
H1.7	Update single-family, multifamily, and age-restriction bylaws – w.r.t. ADUs, smaller lot sizes, max. building footprint for smaller lots, and MBTA Zoning requirements.	COMPLETE - Groton was one of the leaders in developing our ADU bylaw. in accordance with state requirements and our newly-adopted MBTA Zoning bylaw is compliant to Commonwealth standards.
SR1.4	Incentivize net zero ready buildings by providing density bonuses, expediting permitting, or relaxing dimensional requirements	COMPLETE - as covered by the Commonwealth's Super Stretch Building Code requirements, pending any potential additions in consultation with the Sustainability Commission.

(24 total)

Item	Steward(s)	Description	Planning Board Note
NCR1.1	Conservation Commission (ConComm)	Continue to develop and implement an invasive species inventory and management plan	
NCR1.3	CPC, Planning Board (PB), Hist Comm	Continue to seek funding (CPA, MHC, or otherwise) for reuse and preservation of town-owned historic resources	
NCR1.7	PB, Hist. District Comm, DPW	Protect existing streetscapes and vistas along Routes 40, 111, 119, and 225	
OSR1.1	ConComm	Work to protect properties on the Conservation Commission's prioritized list.	
OSR1.3	Park Comm., DPW	Assess and enhance playground maintenance and accessibility	
OSR1.4	Council on Aging	Continue to maintain the community garden at the Groton Center; look for opportunities for additional community gardens.	
OSR1.5	PB	Continue to encourage developers to consolidate open space set-asides, rather than create small, fractured conservation parcels.	
OSR1.6	ConComm	Review the Town's conservation parcels for opportunities to allow and promote agricultural use.	
T1.1	DPW, Select Board, Land Use Dept.	Continue building out town-wide network of sidewalks, especially in destination areas such as near schools, the Groton Country Club, and the Four Corners neighborhood.	ONGOING activity- business as usual - TIED TO T1.2, T2.1.1 & T1.2.2.
T1.2	Complete Streets Comm	Assess the progress of the Complete Streets Prioritization project list and update to guide future efforts. and	ONGOING activity - business as usual - TIED TO T1.1, T1.2.1 & T1.2.2. PB recommends that the Complete Streets priority list be available more publicly.
T1.2.1	DPW, Land Use Dept.	Work with proposed development projects to incorporate Complete Streets priorities into existing construction efforts	ONGOING activity - business as usual - TIED TO T1.1, T1.2 AND T1.2.2
T1.2.2	DPW, Land Use Dept.	Identify potential incentives for Complete Streets priorities as part of the development review process.	ONGOING activity - business as usual - TIED TO T1.1, T1.2 AND T1.2.1
T2.5	DPW	Continue to maintain roadways in a state of good repair. Evaluate major transportation infrastructure, such as bridges and culverts, and prioritize repair/ rehabilitation according to the HMP-MVP Plan or future studies	
CFS1.1.1	Groton Water Dept (GWD)	Continue to collaborate with MassDEP to assess the feasibility of regional solutions, such as extending the existing system to connect to the Pepperell water system.	
CFS1.2	GWD	Continue to closely monitor groundwater quality for PFAS and other contaminants, coordinating with MassDEP to ensure standards are met.	
CFS1.4	GWD	Continue to collaborate with and advocate for the Metro West extension of the Massachusetts Water Resources Authority (MWRA) line to Groton to ensure safe and clean water, safeguarding against potential contamination.	

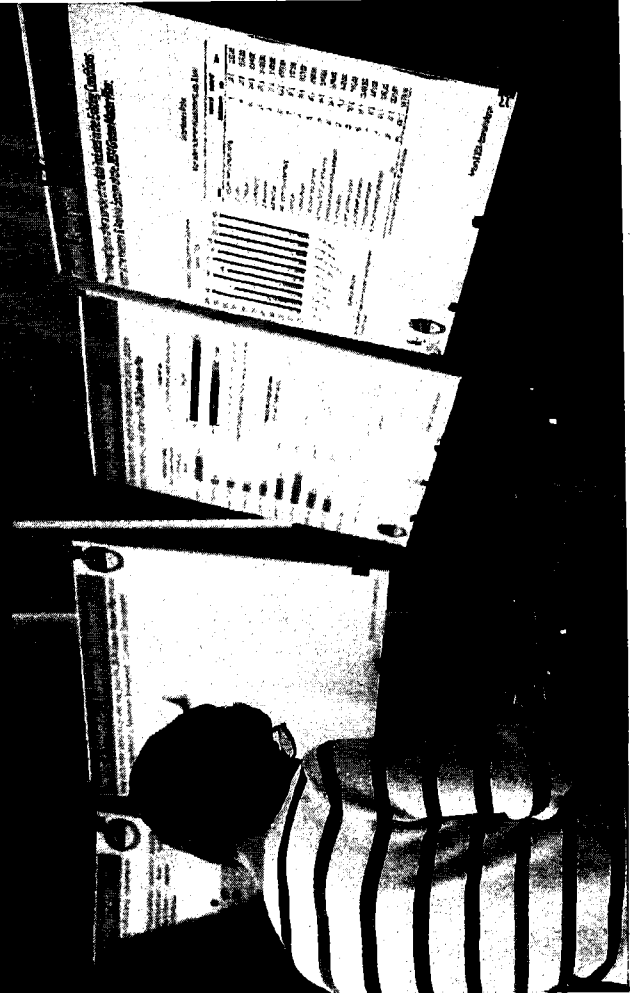
CFS2.1	Groton Sewer Comm (GSC), GWD	Continue to monitor and eliminate inflow and infiltration in the sewer system to optimize performance and reduce flow within existing sewer systems.	
CFS2.3	GSC	Continue regional collaboration with the towns of Pepperell and Ayer to maintain inter-municipal agreements and ensure adequate service for in-district facilities.	
CFS3.6	Town Manager, DPW	Continue to utilize Green Communities grant funding to implement energy conservation measures in municipal buildings. Evaluate the ability of the Town to meet requirements for the Climate Leaders Program, which expands grant funding opportunities for municipal building decarbonization.	
SR2.2	Town Manager	Assess opportunities for green infrastructure on municipal properties	PB believes this is already ongoing and should continue, in coordination with the Sustainability Commission, Conservation Commission and DPW.
SR2.3	DPW, ConComm	Undertake a Town-wide culvert inventory and assessment to prioritize high-risk and undersized infrastructure contributing to flooding.	PB believes this is already ongoing and should continue.
SR2.4	DPW, Earth Removal/Stormwater Comm	Continue to utilize the Stormwater Utility Enterprise Fund to finance the maintenance of stormwater infrastructure to maintain compliance with state and federal regulations.	
SR4.4	Land Use Dept	Strengthen regional connections by collaborating with the Montachusett Regional Planning Commission (MRPC) and other communities in the commission to address cross-town challenges, such as invasive species	
SR4.5	Land Use Dept & interdepartmental	Integrate sustainability and climate resilience considerations into administrative policies and decision-making, including purchasing, procurement, and the Capital Improvement Planning process, i.e. creating a sustainability checklist for all new Town projects.	

SUGGESTED NEW WORK ITEMS FOR FY2026 (14 total)

Item	Steward(s)	Description	Planning Board Note
LU1.1	Planning Board (PB)	Consider updating and expanding the Town Center Design Guidelines townwide to Four Corners, West Groton, Mill Run Plaza and Boston Rd/Lovers Ln to foster town cohesion	Target to complete this item within FY26. The focus is on guidelines, not hard bylaw changes and it's quite likely that the guidelines will be customized for each of the various neighborhood, rather than "one size fits all".
LU1.4	PB	Amend the Age-Restricted Development provisions of the zoning bylaw with affordability requirements that are more feasible for developers and age restriction guidelines that are consistent with current state and federal housing policies.	OBJECTIVE: completion by 2026 Fall Town Meeting
NCR1.6	Historic Comm, Destination Groton	Create a guide for visitors and potential developers on Groton's cultural and historic character, buildings, districts, cemeteries and other heritage treasures.	Historic Commission and Destination Groton should lead this.
NCR1.8	Select Board (SB)	Improve directional wayfinding signage	On a walk through Town Center and adjoining areas as part of the Master Plan development process, it was noted that the wayfinding signage is inconsistent and sometimes hidden by vegetation or non-existent to be able to find things like parking and areas of interest.
OSR1.2	Conservation Comm (ConComm)	Assess and ensure adequate parking availability at trailheads and cultural and historic sites (such as Gibbet Hill & Bancroft Castle)	THIS WAS ONE OF THE MOST CONSISTENTLY IDENTIFIED ITEMS FROM THE MASTER PLAN PUBLIC MEETINGS.
T1.6	DPW	Develop a Bicycle Network Master Plan to guide bicycle infrastructure construction within Groton and to connect to existing off-road paths and neighboring communities. Expand and update 2012 Walkability Report to encompass all neighborhoods within Groton and focus on network gaps and priority pedestrian safety improvements.	THIS WAS ONE OF THE MOST CONSISTENTLY IDENTIFIED ITEMS FROM THE MASTER PLAN PUBLIC MEETINGS.
T2.6	DPW	Create a sidewalk management plan to accompany the pavement management plan recently completed. Continue the current pavement management program.	
H1.8	PB	Update inclusionary zoning policies with the goal of increasing the number of affordable units required.	THIS WILL BE PART OF ITEM LU1.4 - Planning Board has an OBJECTIVE to complete this by the 2026 Fall Town Meeting. It is unlikely that the inclusionary zoning % used will be greater than 15%, in order to make projects economically viable.
ED1.2	SB, Town Manager, Destination Groton	Fully utilize Town website as a facilitator of Economic Development	Planning Board recommends that the Town IT group work closely with the Destination Groton Committee to bring this to fruition, including a Town website refresh -- with Destination Groton data and pages directly available on the Town website.

ED1.3	SB, Town Manager, Destination Groton	Consider expanding on Destination Groton's work in attracting visitors to Groton	Rather than adding any personnel in Town Hall, Planning Board recommends using a closer relationship with the Destination Groton Committee to realize this.
CF3.1	Town Manager, Capital Planning Committee	Create an accurate inventory of Town facilities to identify gaps in service and guide a long-term strategy for capital investments, operations, and decarbonization.	Considering the level of discussion and concern about capital expenditures in the 2025 Spring Town Meeting(s), the Planning Board strongly suggests a more transparent and ongoing discussion about upcoming capital improvements/needs.
SR1.1	GELD	Continue to maintain roadways in a state of good repair. Evaluate major transportation infrastructure, such as bridges and culverts, and prioritize repair/rehabilitation according to the HMP-MVP Plan or future studies	Potential work item for GELD in FY26, in coordination with the Sustainability Commission
SR2.1	Town Manager	Create a prioritization plan to bolster resilience and advance adaptation strategies at key municipal facilities.	
SR3.3	Land Use Dept., PB	Incorporate climate considerations into Town design standards, such as requiring reflective surfaces to mitigate the heat island effect, limiting lawn sizes, utilizing dark sky compliant lighting, or requiring the planting of native species.	PB feels this is an important item to be included in "Guidelines" to be addressed in its work on item #LU1.1 (see above) - encompasses lighting, plantings, impermeable surfaces for new subdivisions and commercial properties.

V. Implementation Program & Action Plan



Implementation Program User Guide

Elements

LU - Land Use
NCR - Natural and Cultural Resource Areas
OSR - Open Space and Recreation
T - Transportation
HRD - Housing and Residential Development
ED - Economic Development
CSF - Community Services and Facilities
SR - Sustainability and Resilience

LLWAC, Lost Lake Watershed Advisory Committee
PC, Park Commission
PB, Planning Board
PD, Police Department
SC, School Committee
SB, Select Board
SignC, Sign Committee
SusC, Sustainability Commission
TFC, Town Forestry Committee
TM, Town Manager
TC, Trails Committee
TT, Treasurer and Tax Collector
VS, Veteran's Services
WGWD, West Groton Water Department
ZBA, Zoning Board of Appeals

Key to List of Leadership Parties (Responsibility)

AgC, Agricultural Commission
AHT, Affordable Housing Trust
BoH, Board of Health
BD, Building Department
CA, Commission on Accessibility
CPC, Community Preservation Committee
CC, Conservation Commission
COA, Council on Aging
CSC, Complete Streets Committee
DGC, Destination Groton Committee
DPW, Department of Public Works
DEIC, Diversity, Equity, and Inclusion Committee
ERSAC, Earth Removal Stormwater Advisory Committee

FD, Fire Department
GELD, Groton Electric Light Department
GDRSD, Groton-Dunstable Regional School District
GPAC, Great Pond Advisory Committee
GPL, Groton Public Library
GSC, Groton Sewer Commission
GWD, Groton Water Department
HDC, Historic Districts Commission
HC, Housing Coordinator
HistC, Historical Commission
HP, Housing Partnership
IT, Information Technology
ISC, Invasive Species Committee
LUD, Land Use Department

Level of Complexity

Low
Moderate
High

Key to Priority Rankings (Timeframe)

Immediate (1-2 years)
Near-term (3-5 years)
Longer-term (6-10 years)
TBD (to be determined; adjustable pending further study)
Ongoing

Key to Estimated Financial Resources

\$ Low Cost
\$\$ Moderate Cost
\$\$\$ Higher Cost; Possibly New Staff
\$\$\$\$ Significant New Non-Personnel Investment or Capital Improvement
\$TBD Needs Additional Study

LAND USE: Strive for a sustainable land use pattern in Groton by encouraging vibrant neighborhoods, mixed-use, and visually distinct activity centers that are welcoming, while preserving the bucolic character, scenic vistas, and open spaces throughout the town.

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
LU1.1: Consider updating and expanding the Town Center Design Guidelines townwide to Four Corners, West Groton, Mill Run Plaza and Boston Rd/Lovers Ln to foster town cohesion	LU, ED	Town Steward: PB Partners: LUD, CA	Moderate	Near-Term	\$\$
LU1.2: Explore zoning alternatives, such as form-based codes, to the existing Town Center Overlay District zoning ordinance to preserve physical town characteristics and resources while encouraging growth	LU	Town Steward: PB Partners: LUD, CA, BD, FD, COA, DPW, GELD, HC, HDC	High	Long-term	\$\$
LU1.3: Consider amending zoning to increase density bonuses for Flexible Developments: <ul style="list-style-type: none"> The current bylaw provides a density bonus for each 10% increase in open space allocation. Make Flexible Development as-of-right to follow Overlay Districts' standards 	LU, HRD	Town Steward: PB Partners: LUD, HC, AHT, HIP	Low	Immediate	\$
LU1.4: Amend the Age-Restricted Development provisions of the zoning bylaw with affordability requirements that are more feasible for developers and age restriction guidelines that are consistent with current state and federal housing policies.	LU, HRD	Town Steward: PB Partners: LUD, HC, DPW, GELD, FD, BD	Moderate	Near-term	\$
LU1.5: Consider establishing a land bank to manage and facilitate TDRs	LU	Town Steward: LUD Partners: AHT, TT	Moderate	Near-term	\$\$\$
LU1.6: Encourage rehabilitation, renovation, and adaptive reuse of existing properties	LU, HRD	Town Steward: LUD Partners: HC, PB, DPW, BD	Moderate	Long-term	\$\$

NATURAL AND CULTURAL RESOURCE AREAS: Protect, promote, and enhance Groton's natural, historic, and cultural resource areas.

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
NCR1.1: Continue to develop and implement an invasive species inventory and management plan	NCR, OSR, SR, CFS	Town Steward: CC Partners: ISC	High	Immediate/Ongoing	\$\$
NCR1.2: Lost Lake restoration through a whole lake treatment with the herbicide Fluridone (Sonar)	NCR, OSR, SR	Town Steward: CC Partners: ISC, GPAC	Moderate	Near-term	\$\$\$ LLWAC Volunteers
NCR1.3: Continue to seek funding (CPA, MHC, or otherwise) for reuse and preservation of town-owned historic resources	NCR	Town Steward: PB, CPC, HistC Partners: HDC	Low	Ongoing	CPA grants MHC grants
NCR1.4: Implement signage and educational programs that acknowledge the Indigenous peoples who have traditionally stewarded the land of the region prior to occupation by European colonists.	NCR	Town Steward: HistC Partners: HDC, SignC, DEI Committee, PB	Moderate	Immediate	\$\$
NCR1.5: Determine preservation approach for significant historic buildings.	NCR	Town Steward: HistC Partners: HDC, PB	Moderate	Moderate	\$\$
NCR1.6: Create a guide for visitors and potential developers on Groton's cultural and historic character, buildings, districts, cemeteries and other heritage treasures.	NCR, ED	Town Steward: HistC, DGC Partners: HDC	Moderate	Near-term	\$
NCR1.7: Protect existing streetscapes and vistas along Routes 40, 111, and 119	NCR, OSR, T	Town Steward: PB, HDC, DPW	Moderate	Ongoing	\$\$
NCR1.8: Improve directional wayfinding signage	NCR, OSR, T	Town Steward: SB Partners: DGC, HDC, SignC, DPW	Low	Near-term	\$\$

OPEN SPACE AND RECREATION: Ensure that Groton's agricultural, forested, and recreational open spaces are protected, enhanced, expanded, and accessible for present and future generations.

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
OSR1.1: Work to protect properties on the Conservation Commission's prioritized list.	OSR, NCR, SR	Town Steward: CC Partners: LUD, CPC	Moderate		\$
OSR1.2: Assess and ensure adequate parking availability at trailheads and cultural and historic sites (such as Gibbet Hill & Bancroft Castle)	OSR, T	Town Steward: CC Partners: LUD	Low	Near-term	\$
OSR1.3: Assess and enhance playground maintenance and accessibility	OSR, CFS	Town Steward: Park Commission, DPW Partners: SB, TM, CC, CPC, DPW, CA	Low	Ongoing	\$
OSR1.4: Continue to maintain the community garden at the Groton Center; look for opportunities for additional community gardens.	OSR, NCR	Town Steward: COA Partners: CC, SB	Low	Ongoing	\$
OSR1.5: Continue to encourage developers to consolidate open space set-asides, rather than create small, fractured conservation parcels.	OSR, HRD, ED	Town Steward: PB Partners: CC	Low	Ongoing	\$
OSR1.6: Review the Town's conservation parcels for opportunities to allow and promote agricultural use.	OSR, ED	Town Steward: CC Partners: AgC	Low	Immediate/ Ongoing	\$

TRANSPORTATION: Create a sustainable, accessible, and efficient transportation system that includes improving walkability, bike-ability, and expanding reliable mass transit options, while considering roadway characteristics and transportation demands.

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
Strategy T1: Build a network of sidewalks and other multi-modal infrastructure for vulnerable road users.					
T1.1: Continue building out town-wide network of sidewalks, especially in destination areas such as near schools, the Groton Country Club, and the Four Corners neighborhood.	T, CFS	Town Steward: DPW, SB, LUD Partners: CSC, CA	Moderate	Near-term	\$
T1.2: Assess the progress of the Complete Streets Prioritization project list and update to guide future efforts. and	T, CFS	Town Steward: CSC Partners: CA, DPW	Moderate	Immediate	\$
T1.2.1: Work with proposed development projects to incorporate Complete Streets priorities into existing construction efforts	T	Town Steward: DPW, LUD Partners: PB, ZBA	Moderate	Near-term	\$
T1.2.2: Identify potential incentives for Complete Streets priorities as part of the development review process.	T	Town Steward: DPW, LUD Partners: PB, ZBA	Moderate	Near-term	\$
T1.3: Create a network of trails and off-road paths to connect conservation lands and existing rail trails, promoting accessibility and modes beyond motor vehicles. (i.e. West Groton trail to Town Forest)	T, CFS	Town Steward: DPW, TC Partners: CC, CA	High	Longer-term	\$\$\$\$
T1.4: Pursue grants, bonds, and partnerships to improve safety for vulnerable road users (i.e. Safe Streets for All, Safe Routes to School, RAISE, MassWorks, CTGP, MassTrails, Complete Streets).	T	Town Steward: SB, DPW Partners: CSC, CA, GDRSD, SC	Moderate	TBD	\$

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
T1.5: Work with schools to create Walk and Roll to School days and to develop physical education programs to support children learning to ride bicycles.	T	Town Steward: SC Partners: GDRSD	Low	Near-term	\$\$\$
T1.6: Develop a Bicycle Network Master Plan to guide bicycle infrastructure construction within Groton and to connect to existing off-road paths and neighboring communities. Expand and update 2012 Walkability Report to encompass all neighborhoods within Groton and focus on network gaps and priority pedestrian safety improvements.	T, OSR	Town Steward: DPW Partners: PB, PC	Moderate	Near-term	\$
T1.7: Identify locations to increase access to multi-use off-road paths, such as the Nashua River Rail Trail and Squannacook River Rail Trail. Where applicable, advocate for expansion of these paths.	T, CFS, OSR	Town Steward: TC Partners: PC, TFC, CA, DPW	Low	Longer-term	\$
Strategy T2: Create a safe and efficient transportation network for all modes.					
T2.1: Implement traffic calming measures such as bulb-outs, road diets, and roundabouts, especially along Route T119/Main Street and at key intersections. Traffic calming measures will support alternative modes such as walking and bicycling.	T	Town Steward: DPW, SB Partners: CA	Moderate	Near-term	\$\$\$
T2.2: Assess the feasibility of low traffic neighborhoods to minimize speeding and eliminate cut through routes for drivers while allowing pedestrian, bicyclist, and local driver access.	T	Town Steward: DPW, SB Partners: PB, PD	Moderate	Longer-term	\$

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
T2.3: Assess signal timing and update as needed to ensure efficient traffic movement operations.	T	Town Steward: DPW, PD, SB Partners: MassDOT	Low	Immediate	\$
T2.4: Design roadways to accommodate a wide variety of modes, given roadway specific conditions.	T	Town Steward: DPW, SB	Moderate	Near-term	\$\$\$
T2.5: Continue to maintain roadways in a state of good repair. Evaluate major transportation infrastructure, such as bridges and culverts, and prioritize repair/rehabilitation according to the HMP-MVP Plan or future studies	T	Town Steward: DPW Partners: CC	Low	Immediate	\$
T2.6: Create a sidewalk management plan to accompany the pavement management plan recently completed. Continue the current pavement management program.	T	Town Steward: DPW Partners: SB	Moderate	Immediate	\$
T2.7: Conduct a parking study to assess utilization and address curbside demand. Consider reconfiguring underutilized parking into parklets, outdoor dining, loading zones, and other community amenities.	T	Town Steward: DPW, SB Partners: PB	Moderate	Near-term	\$
T2.8: Review and, if necessary, revise Groton's Zoning regulations to explicitly and broadly permit various types of electric vehicle charging stations. Identify locations for publicly accessible electric vehicle charging stations, and work with private developments to incorporate electric vehicle charging stations where appropriate.	T, SR	Town Steward: PB, DPW, GELD Partners: SusC	High	Near-term	\$\$\$

HOUSING AND RESIDENTIAL DEVELOPMENT: Increase the range of housing types to meet the needs of people at various stages of life and increase the amount of housing that is affordable, accessible, and safe.

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
Strategy T3: Explore mass transit options through partnerships.					
T3.1: Work with Lowell Regional Transit Authority (LRTA) and Massachusetts Regional Transit Authority (MART) to create transit routes that serve Groton.	T	Town Steward: SB	High	Longer-term	\$\$\$
T3.2: Identify key destinations and identify unmet transportation needs through a resident survey. Utilize these results to plan potential routes in conjunction with LRTA and MART.	T	Town Steward: SB Partners: CA, COA	High	Longer-term	\$\$\$
T3.3: Include a traffic management plan requirement as part of municipal regulations, especially for special event permits to mitigate impacts. Work with event organizers to optimize traffic flow and encourage alternative transportation modes for concerts and other events.	T	Town Steward: TM, PB, SC, GDRSC Partners: Groton Hill Music Center	Low	Immediate	\$
T3.4: Encourage carpooling and advocate for Park and Ride facilities along major roadways both in Groton and in adjacent communities.	T	Town Steward: TM, DPW Partners: SusC, MRPC	Low	Near-term	\$

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
H1.1: Continue community education to distribute resources for aging and mobility-impaired residents to retrofit existing homes with ADA features	HRD	Town Steward: CA Partners: HC, CPC, COA	Low	Immediate	\$
H1.2: Update the expiring 2020-2025 Housing Production Plan	HRD	Town Steward: HC Partners: PB, AHT, TM	Moderate	Immediate	\$\$
H1.3: Form a HOME Consortium with nearby communities to participate in the HOME Investment Partnership Program to receive HUD funding for affordable housing	HRD	Town Steward: HC Partners: AHT, PB, TM, LUD	High	Long-term	\$\$\$
H1.4: Consider applying for and overseeing the State Community Block Grant Development (CDBG) Program to increase the Town's capacity to develop more affordable housing and improve housing services	HRD	Town Steward: HC Partners: AHT, PB	Moderate	Long-term	\$\$
H1.5: Promote single-family to multi-family conversions: <ul style="list-style-type: none"> initiate housing education programs to facilitate and support home conversions 	HRD	Town Steward: HC Partners: PB, AHT	Low	Immediate	\$
H1.6: Encourage and promote infill housing development in mixed-use districts over expanding and encroaching into natural areas	HRD, LU	Town Steward: PB Partners: HC, LUD, AHT	Low	Near-term	\$

ECONOMIC DEVELOPMENT: Regularly explore and implement changes to enable business growth within identified areas of Groton, promoting agriculture, eco-tourism, education, retail, and health, while fostering a business-friendly environment.

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
H1.7: Update single-family, multi-family, and age-restriction bylaws <ul style="list-style-type: none"> Amend zoning in accordance with the state's legislation on ADUs Explore allowing smaller lot sizes for single-family and two-family homes Implement maximum building footprint/unit for smaller lots Comply with the MBTA Multi-Family zoning requirements 	HRD, LU	Town Steward: HC, PB Partners: AHT	Moderate	Immediate	\$
H1.8: Update inclusionary zoning policies with the goal of increasing the number of affordable units required.	HRD	Town Steward: PB Partners: HC, AHT, TM	Low	Immediate	\$
H1.9: Implement tax policies <ul style="list-style-type: none"> tax on home sales over \$1 million explore additional tax relief for seniors and residents aging in place 	HRD	Town Steward: SB Partners: COA, TM, TT	Low	Immediate	\$
H1.10: Implement universal design principles in zoning bylaws and require enhanced accessibility for new development	HRD, LU	Town Steward: PB Partners: CA, COA	Moderate	Long-term	\$

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
ED1.1: Take advantage of retail and residential rental market opportunities to expand taxable commercial property and jobs <ul style="list-style-type: none"> Pursue grants or other funding sources to hire an Economic Development Coordinator to promote opportunities and explore potential with prospective businesses and developers. 	ED	Town Steward: SB, TM Partners: DGC, PB	Moderate	Immediate	\$\$\$
ED1.2: Fully utilize Town website as a facilitator of Economic Development <ul style="list-style-type: none"> Consider updating and expanding the "for Businesses/ Why Choose Groton" to include a link to Summary Findings from Economic Development section of Master Plan and to full Economic Development report. Include link to Destination Groton's own webpage (as distinct from the DG Committee's page within the Town Website) 	ED	Town Steward: SB, TM Partners: IT, DGC	Low	Immediate	\$

COMMUNITY FACILITIES AND SERVICES: Continue to assess and support Groton's municipal services, facilities, and infrastructure, prioritizing energy conservation and reducing reliance on fossil fuels, climate change resiliency, improved water quality, wastewater treatment, technological advancements, and universal accessibility (ADA compliance).

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
ED1.3: Consider expanding on Destination Groton's work in attracting visitors to Groton:	ED	Town Steward: SB, TM Partners: DGC	High	Near-term	\$
<ul style="list-style-type: none"> consider adding a person to "contact" on webpage, in addition to form for newsletter consider expanding work to include outreach to businesses which would enhance 					
ED1.4: Expand Mixed Use Zoning to enable the demand for small-scale rental housing to be integrated with business development potential	ED, LU	Town Steward: PB Partners: HC	moderate	Near-term	\$\$
ED1.5: Explore ways to increase supply of commercially zoned land for development	ED, LU	Town Steward: PB Partners:	moderate	Near-term	\$\$

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
Strategy CFS1: Promote water quality protection and resource management strategies to ensure high quality and availability.					
CFS1.1: Use a data-driven approach to evaluate potential expansion of the Town's public water supply, considering both population projections and land use changes, to determine current and future water demand.	CFS	Town Steward: GWD Partners: GWC	High	Long-term	\$\$
CFS1.1.1: Continue to collaborate with MassDEP to assess the feasibility of regional solutions, such as extending the existing system to connect to the Pepperell water system.	CFS	Town Steward: GWD Partners: GWC	High	Ongoing	\$TBD
CFS1.2: Continue to closely monitor groundwater quality for PFAS and other contaminants, coordinating with MassDEP to ensure standards are met.	CFS, NOR	Town Steward: GWD Partners: GWC	Low	Ongoing	\$
CFS1.3: Reevaluate the existing Water Resource Protection Districts and consider complementing the existing overlay zoning with additional water protections, such as limiting land use where water consumption exceeds natural recharge or requiring water-use minimization measures for new developments.	CFS, SR	Town Steward: GWD, LUD, PB Partners: GWC	Medium	Long-term	\$
CFS1.4: Continue to collaborate with and advocate for the Metro West extension of the Massachusetts Water Resources Authority (MWRA) line to Groton to ensure safe and clean water, safeguarding against potential contamination.	CFS	Town Steward: GWD Partners: GWC	Low	Ongoing	\$

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
CFS1.5: Expand upon the education and outreach strategy of the MS4 requirements to increase awareness surrounding water quality and conservation, such as proper use of fertilizers and pesticides, use of native plantings, and rain barrel usage.	CFS, SR	Town Steward: GWD, DPW, ERSAC Partners: GWC, SusC	Low	Near-term	\$
Strategy CFS2: Provide sufficient wastewater treatment to meet the current and future needs of the Town.					
CFS2.1: Continue to monitor and eliminate inflow and infiltration in the sewer system to optimize performance and reduce flow within existing sewer systems.	CFS	Town Steward: GSD, DPW Partners: GSC	Medium	Ongoing	\$
CFS2.1.1: Consider implementing a sump pump amnesty program, modeled after the Town of Burlington's program.	CFS	Town Steward: DPW	Low	Near-term	\$
CFS2.2: Evaluate feasibility of upgrading underperforming pump stations, such as the Nod Rod pumps, to efficiently transport wastewater from the Center Sewer System.	CFS	Town Steward: GSD Partners: SB, TM, GSC	High	Longer-term	\$\$\$\$
CFS2.3: Continue regional collaboration with the towns of Pepperell and Ayer to maintain inter-municipal agreements and ensure adequate service for in-district facilities.	CFS	Town Steward: GSD Partners: TM	Low	Ongoing	\$

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
Strategy CFS3: Establish priorities for facilities preservation, upgrades, and replacement to ensure that they are accessible and efficient for all Groton community members.					
CFS3.1: Create an accurate inventory of Town facilities to identify gaps in service and guide a long-term strategy for capital investments, operations, and decarbonization.	CFS	Town Steward: Capital Planning Committee Partners: BD, DPW	Low	Immediate	\$
CFS3.2: Work with the School Committee and school administrations to identify programming and facilities gaps and explore the feasibility of expansion or upgrades.	CFS, Schools	Town Steward: Town Manager, SB, FinComm Partners: GDRSC	High	Longer-term	\$\$\$
CFS3.3: Incorporate geographic data into the Capital Improvement Plan (CIP) process to identify where projects could have the largest impact, leveraging strategic investments and coordinating phased projects.	CFS	Town Steward: Town Manager Partners: BD, Department Heads, SB	Medium	Near-term	\$
CFS3.4: Explore other funding sources for infrastructure and maintenance and expansion, including grants, developer impact fees, or private contributions.	CFS	Town Steward: Town Manager Partners: LUD	Low	Near-term	\$
CFS3.5: Assess progress towards the Town's ADA Transition Plan and consider applying for grant funding from the Massachusetts Office on Disability to implement necessary accessibility upgrades.	CFS	Town Steward: Town Manager Partners: CoAging, CoAccess	Low	Near-term	\$
CFS3.6: Continue to utilize Green Communities grant funding to implement energy conservation measures in municipal buildings. Evaluate the ability of the Town to meet requirements for the Climate Leaders Program, which expands grant funding opportunities for municipal building decarbonization.	CFS, SR	Town Steward: TM, DPW Partners: SusC	Low	Ongoing	\$

SUSTAINABILITY AND RESILIENCE: Local government should engage in an action plan and specific steps to provide leadership for sustainability, climate change mitigation through reduction of greenhouse gases, and educate, engage, and incentivize community members to do their part in accordance with meeting the Commonwealth's "NetZero by 2050" law and next generation climate policy.

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
CFS3.7: Evaluate the feasibility of an additional recreational center to alleviate facility constraints at the Groton Country Club and the Library.	CFS, OSR	Town Steward: TM Partners: PC	Medium	Longer-term	\$\$\$
Strategy CFS4: Make civic involvement and Town-wide communication accessible for all Groton residents.					
CFS4.1: Create clear guidelines for joining each board and commission and document responsibilities to make participation clear and accessible to a wider population.	CFS	Town Steward: Town Manager Partners: LUD, All Boards and Commissions	Low	Near-term	\$
CFS4.2: Recruit and expand civic involvement on local boards and commissions to broaden the demographic of volunteers, expand institutional knowledge, and address succession planning as current staff and volunteers approach retirement.	CFS	Town Steward: Town Manager Partners: LU, All Boards and Commissions	Low	Immediate	\$
CFS4.3: Consider consolidating boards and creating subcommittees to streamline, reduce redundancy, and minimize vacancies.	CFS	Town Steward: Town Manager Partners: All Boards and Commissions	Medium	Longer-term	\$
CFS4.4: Identify potential funding streams to construct a central archival system to store and organize municipal records.	CFS, NCR	Town Steward: Town Manager	High	Medium-term	\$
CFS4.5: Explore potential service providers for Town-wide text alerts to modernize communication systems.	CFS	Town Steward: Town Manager Partners: SB	Low	Immediate	\$

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
Strategy SR1: Prioritize decarbonization and provide more opportunities for small-scale renewable energy.					
SR1.1: Review, update, and circulate the town-wide greenhouse gas emissions inventory with the aim of setting town emissions reductions targets.	SR	Town Steward: GELD Partners: SusC	High	Immediate	\$
SR1.2: Expand GELD's renewable energy portfolio, decreasing the Town's dependence on fossil fuels.	SR	Town Steward: GELD Partners: SusC	High	Longer-term	\$TBD
SR1.3: Identify barriers to residential solar energy development and consider pursuing SolSmart designation.	SR	Town Steward: GELD Partners: SusC	Low	Immediate	\$
SR1.4: Incentivize net zero ready buildings by providing density bonuses, expediting permitting, or relaxing dimensional requirements.	SR, HRD	Town Steward: LUD Partners: SusC, PB, LUD	Medium	Longer-term	\$
SR1.5: Expand the GELD rebate program.	SR	Town Steward: GELD Partners: SusC	Low	Near-term	\$\$
SR1.6: Investigate opportunities to electrify the Town fleet, including pursuing Green Communities funding.	SR, CFS, T	Town Steward: DPW Partners: SusC, Town Manager, GDRSD	Medium	Medium-term	\$\$
SR1.7: Conduct a feasibility assessment of a shared heat pump system in the Historic District and for the Middle School complex.	SR, CFS	Town Steward: Town Manager, GDRSD Partners: HDC	High	Long-term	\$\$\$
SR1.8: Conduct a feasibility assessment of a shared battery system(s) in Groton.	SR	Town Steward: GELD Partners: SusC	High	Long-term	\$\$\$

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
Strategy SR2: Prepare municipal facilities to handle the impacts of climate change.					
SR2.1: Create a prioritization plan to bolster resilience and advance adaptation strategies at key municipal facilities.	SR	Town Steward: TM Partners: SusC, DPW	Medium	Near-term	\$
SR2.2: Assess opportunities for green infrastructure on municipal properties.	SR, CFS	Town Steward: TM Partners: SusC, DPW, CC	Low	Immediate	\$
SR2.3: Undertake a Town-wide culvert inventory and assessment to prioritize high-risk and undersized infrastructure contributing to flooding.	SR	Town Steward: DPW, CC Partners: SusC	Low	Immediate	\$\$
SR2.4: Continue to utilize the Stormwater Utility Enterprise Fund to finance the maintenance of stormwater infrastructure to maintain compliance with state and federal regulations.	SR, CFS	Town Steward: DPW, ERSAC Partners: SusC	Low	Ongoing	\$TBD
SR2.5: Address the impacts of invasive species in Groton by conducting a municipal tree inventory and identifying resource areas most at risk.	SR, NHR	Town Steward: CC, DPW Partners: TFC, ISC	Low	Near-term	\$

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
Strategy SR3: Evaluate and revise Groton's Zoning Bylaws and municipal regulations to recognize the impacts of climate change across all functions and departments.					
SR3.1: Revise stormwater management regulations to require or recommend the use of climate data using a 50-year planning horizon to ensure that infrastructure will operate effectively given potential impacts of climate change.	SR, CFS	Town Steward: DPW, ERSAC Partners: SusC, PB	Medium	Long-term	\$
SR3.2: Adopt a Tree Preservation Ordinance to encourage the protection of trees during significant construction activity and maintain the Town's canopy, mitigating the impacts of the heat island effect.	SR, OSR	Town Steward: DPW, CD Partners: SusC, TFC, Friends of the Tree Warden	Low	Near-term	\$
SR3.3: Incorporate climate considerations into Town design standards, such as requiring reflective surfaces to mitigate the heat island effect, limiting lawn sizes, utilizing dark sky compliant lighting, or requiring the planting of native species.	SR, OSR	Town Steward: LUD, PB Partners: SusC	Medium	Long-term	\$

ACTION	ELEMENT(S)	RESPONSIBILITY	LEVEL OF COMPLEXITY	TIMEFRAME (PRIORITY)	RESOURCES NEEDED
Strategy SR4: Increase capacity and resources within Town departments to integrate sustainability into all municipal departments.					
SR4.1: Explore grant opportunities or other funding sources to hire a dedicated staff position to work towards energy efficiency efforts and managing the work of the Sustainability Commission.	SR, CFS	Town Steward: TM Partners: SusC	Low	Immediate	\$\$\$
SR4.2: Pursue grant opportunities to develop a comprehensive Climate Action Plan and establish town-wide sustainability goals and metrics.	SR	Town Steward: Town Manager Partners: SusC	Medium	Near-term	\$\$
SR4.3: Invest in education and training for municipal staff, Boards, and Commissions to communicate the impacts of climate change and Groton's sustainability goals.	SR, CFS	Town Steward: Town Manager Partners: SusC	Medium	Near-term	\$\$
SR4.4: Strengthen regional connections by collaborating with the Massachusetts Regional Planning Commission (MRPC) and other communities in the commission to address cross-town challenges, such as invasive species.	SR, CFS	Town Steward: LUD Partners: SusC	Medium	Ongoing	\$
SR4.5: Integrate sustainability and climate resilience considerations into administrative policies and decision-making, including purchasing, procurement, and the Capital Improvement Planning process, i.e. creating a sustainability checklist for all new Town projects.	SR, CFS	Town Steward: LUD, inter-departmental Partners: SusC	Low	Ongoing	\$
SR4.6: Collaborate with the School Department, educators, and parents to bring climate education into Groton's schools and student activities.	SR, CFS	Town Steward: SD Partners: SusC	Low	Long-term	\$\$

