

Section 9: Ten-Year Action Plan

A. Introduction

The residents of Carlisle treasure the town's open spaces for active and passive recreation, for the protection of wildlife, and for the maintenance of the town's rural character and natural resources. To continue to increase the inventory of protected open spaces and rural vistas, the Town must actively pursue strategies that will ensure that some of the remaining undeveloped parcels are acquired or protected in some way (such as by conservation restrictions (CRs)). The current Open Space and Recreation Plan (OS&RP) Committee recommends that the Town attempt to provide more protected corridors between protected parcels to benefit wildlife and to connect sections of public trails. The Town must look at all the means available to preserve and protect its natural spaces and to plan for and fund its management of conservation and recreation lands.

The Committee also recommends that the Town plan for additional active recreation needs and the development of a dedicated space for some combination of Community Center, Senior Center, and Recreation Center.

As part of the community process of determining Carlisle's goals and an analysis of the town's needs, the OS&RP Committee asked each relevant Town board or committee or non-profit organization first to review its progress on initiatives listed in the 2013 OS&RP (if it participated in that plan) and then to list specific initiatives it intends to pursue over the next ten years. These follow, arranged alphabetically by entity, in subsections B through U of this section. High-priority initiatives selected by the OS&RP Committee from the various lists of initiatives, with dates for completion and responsible parties, are included in the table on the next page. (See also Map 8: Ten-Year Action Plan.)

Many of the initiatives listed below are ongoing and require little if any additional funding beyond existing Town department budgets. Others, such as development of new playing fields and other active recreation facilities, require significant planning and substantial funding that would require approval at Town Meeting. There are several funding methods for initiatives in Carlisle, each of which receives careful vetting through an annual process.

- If an initiative is expected to be recurring and requires annual funding, it is included within regular department budgets.
- If an initiative is considered a non-recurring expenditure, it is presented as a Warrant Article at Town Meeting for direct appropriation or as part of a long-term financing plan.
- If an initiative meets Community Preservation Act (CPA) requirements, a request to fund it is submitted to the Community Preservation Committee (CPC) and, if approved, to Town Meeting. Recreation and Open Space are among the acceptable uses for CPA funds.

When an identified priority parcel becomes available, land acquisition is considered. Historically, land acquisitions have been complex, requiring coordination among many Town boards and commissions as well as private organizations such as the Carlisle Conservation Foundation (CCF). State Local Acquisition for Natural Diversity (LAND) grants and grants from other public or private entities may be sought for conservation purposes to supplement Town Meeting appropriations or CPA funding.

High-Priority Initiatives, Timetable, Funding Source, and Responsible Parties			
INITIATIVE	YEAR	FUNDING SOURCE	RESPONSIBLE PARTY
Recreation Needs			
<i>Banta-Davis: Build a fenced dog park</i>	2021	CPA, DB, G	RecCom
<i>Moseley Land: Build multi-purpose community center</i>	2025+	TBD	RecCom, COA
<i>Spalding Field: Reconfigure & renovate, add turf field</i>	2022	TBD	RecCom
<i>Locations TBD: Add tennis courts, skating pond</i>	2022	CPA,TBD	RecCom
Improve Accessibility			
<i>Town: Improve communication w/disabled community</i>	2021+	N/A	SB, TA
<i>Town: Improve walkability and pedestrian safety</i>	2020+	TBD	SB, TPSC
<i>Cranberry Bog: Make paths accessible to OPDMDs</i>	2021+	CPA	ConsCom
Invasive Plant Control and Edge Reclamation			
<i>Foss Farm: Maintain clearing of field and field edges</i>	2020+	DB, G	ConsCom, Trails, PC
<i>Towle/Benfield/Bisbee: Control Buckthorn & Poison Ivy</i>	2020+	DB, G	ConsCom
Water Resources & Agriculture			
<i>Cranberry Bog: Determine use & preserve open space</i>	2021+	TBD	SB, ConsCom
<i>Encourage diversified agricultural use of Town parcels</i>	2021+	N/A	AC, ConsCom
<i>Promote responsible woodland management</i>	2021+	N/A	AC, ConsCom
Diversity of Wildlife			
<i>Explore ways to encourage native pollinators</i>	2021+	TBD	ConsCom, CCF
<i>Maintain updated inventory of biodiversity in Carlisle</i>	2021+	N/A	Vols, ConsCom
Land Protection & Property Maintenance			
<i>Benfield Cons. Land: Coordinate field maintenance</i>	2020+	TBD	ConsCom, CHT
<i>Greenough Barn: Develop management or removal plan</i>	2021+	TBD	SB
<i>Town Common: Develop ongoing maintenance plan</i>	2021+	N/A	HistCom
<i>Raibert property: Seek protection and trail connection</i>	2020+	N/A	Trails
<i>Central Burying Ground: Restore & maintain</i>	2021	CPA	HistCom
<i>Greenough Dam: Repair or remove dam</i>	2021	G/CPA	ConsCom
<i>Do more Baseline Assessments & Management Plans</i>	2021+	N/A	LSC
Trails and Connections			
<i>West: Connections to Rail Trail and Sorli Farm</i>	2021+	CPA	Trails, CCF
<i>Benfield and Spencer Brook lands: More connections</i>	2021+	CPA	Trails, CCF
<i>South: Estabrook and Russell Cons. Land connections</i>	2021+	CPA	Trails, CCF
<i>Center: Expand pathway & trail connections</i>	2021+	CPA	Trails, TPSC
<i>East: Davis Corridor to GMNWR & Foss; Woodward</i>	2021+	CPA	Trails, CCF
<i>NE: East St pathway; Rangeway, Mannis, Town Forest</i>	2021+	CPA	Trails, CCF
AC = Agricultural Commission; CCF = Carlisle Conservation Foundation; CHT = Carlisle Housing Trust; COA = Council on Aging; ConsCom = Conservation Commission; CPA = Community Preservation Act Funding; DB = Departmental Budget; G = Grant(s); HistCom = Historical Commission; LSC = Land Stewardship Committee; N/A = Not Applicable (no funding need currently anticipated; work expected to be done by Town staff, committees, or volunteers); OPDMD = Other Power-Driven Mobility Device; PC = Pony Club; RecCom = Recreation Commission; SB = Select Board; TA = Town Administrator; TBD (To Be Determined following planning; may or may not require funding from CPA or other sources, plus possible legal expense in some cases); TPSC = Traffic & Pedestrian Safety Committee; Trails = Carlisle Trails Committee; Vols = Local volunteers			

Input from most of the following entities was received in February and March 2020, as the COVID-19 pandemic was beginning to limit public and private gatherings. A few later submissions were received in late spring and the summer. Due to pandemic-related stresses on Town employees and volunteers, the OS&RP Committee has not sought updates to the earlier submissions.

B. Agricultural Commission Initiatives for 2020 through 2030

Maintaining and protecting open space is an important goal for the town, and keeping existing agricultural land in active agriculture is an important part of this goal. The town needs to encourage responsible and sustainable land use in order to encourage local production of agricultural products. Towards that end, the Agricultural Commission supports an increase in diverse agricultural practices on open space parcels, both those currently in agricultural use and those that once were (which includes most open space parcels) but are no longer. Especially on land not useful for other forms of agriculture, and especially when environmental sensitivities like run-off and erosion are an issue, pasture usage such as livestock grazing should be actively encouraged and integrated with parcels' other uses.

In general, *conservation*, *recreation*, and *agriculture* can all happily coexist, for they can support each other. They all have the same goal, namely the continued health of the community and of the land on which our health ultimately depends. Yet of these three categories of use, agriculture seems to be undervalued. So emphasis must be placed on supporting existing agriculture and on encouraging new agricultural endeavors.

Trees are one of this region's most important natural resources, and from an agricultural perspective, one of its most important crops. Therefore sustainable and responsible woodland management should be a priority for the town. Effort needs to be spent on educating property owners on the benefits of proper woodland management, especially when integrated with a holistic conservation plan. Trees also have a very important role to play in slowing global warming since they excel at carbon sequestration.

From a conservation point of view, it should be noted that farmers are in effect a "critically endangered species" in New England as a whole and in Middlesex County in particular. As such, they need our protection and support. New crops of farmers need to be educated and nurtured. The economic forces threatening their survival need to be abated. Many different individuals, boards, and groups within the town need to be aware of the roles they can play in making these things happen. The Agricultural Commission will assist in whatever way possible to retain active agriculture in Carlisle.

In general, the Agricultural Commission has a goal of supporting active agriculture, wherever possible and appropriate, on public and on private lands. Agriculture, in its fullest sense, contributes not only to Carlisle's rural character, but also to maintaining open vistas, sequestering carbon, creating foods and other products, and providing jobs and other economic opportunities. It is also a deep part of our history as a town. Specific goals include the following.

1. Education and Outreach

Organize and sponsor educational and community events, such as school events, talks and lectures, workshops, film screenings, farm tours, potluck suppers featuring locally grown ingredients (e.g., Taste of Carlisle), and more. The goal is to encourage and foster active engagement with the land by more residents.

2. Advocate for Diversified Agricultural Use of Town Parcels

Agriculture, both commercial and residential, needs to be retained and/or re-incorporated on more town parcels. Woodland management programs will be investigated. The Agricultural Commission will communicate the benefits of such uses to our residents.

3. Mediate on Agricultural Issues in Town

Provide input and foster cohesion among town boards and commissions on issues involving agriculture in order to support townspeople and entities engaged in farming. Mediate on any agriculture-related disputes that arise in town.

4. Expand Economic Opportunities for Agriculture

Network with other organizations in town and elsewhere to foster opportunities for the sale of agricultural products. Facilitate the purchase and use of locally produced food by local businesses, schools, churches, group homes, gatherings and events, Meals on Wheels, Old Home Days, and others.

5. Explore Farm Diversification to Foster Economic Viability

Diversified means of production and value-added products have been shown to increase the viability of small farms. For example, the use of commercially or municipally owned certified kitchens to prepare locally grown foods for sale to the public can increase farm income. AgCom can facilitate these relationships.

6. Research Grant Opportunities

Pursue research grant opportunities for soil testing and other agricultural assessments. Sponsor and promote testing of agricultural lands and currently non-agricultural Town-owned parcels.

C. Board of Assessors Initiatives for 2020 through 2030

Continue to coordinate with the Planning Board and Conservation Commission on the annual updates of the Town Assessors' maps to include mutually beneficial updates to GIS data layers for parcel ownership, common drives, conservation restrictions, and pedestrian easements, among others. Assist with the provision of Town Assessors' GIS data layers for Town planning initiatives.

D. Board of Health Initiatives for 2020 through 2030

Protection of ground water remains a primary goal for the Board of Health since the Town continues to be 100% dependent on private wells and septic systems. Because of the interconnectedness of the underground water supply, overuse or pollution of water in one location may adversely impact residents in a completely different location.

Current Activities

The Board is pleased to report that many of the initiatives identified in the previous OS&RP have been successfully implemented.

In 2008, the Board revised its Supplementary Sewage Disposal Regulations to better address design flow requirements so that systems are not unduly oversized with a garbage grinder allowance. Garbage grinder allowances are still required for smaller systems (330 GPD (gallons per day)) but larger systems (440 GPD) follow a design flow table that is more reflective of actual usage. In 2019, additional plan requirements were added and cumulative project flows were addressed.

The Board also standardized its criteria for granting waivers for distances to wetlands and revised its design and construction standards for systems greater than 2000 GPD. Currently, more than 50% of septic designs submitted are alternative technology systems. These systems provide additional treatment area with less disturbance of the landscape.

In 2016 the BOH adopted an Irrigation Policy for withdrawals based on land area for new and upgraded irrigation systems. This policy allows usage of 15% of the estimated average recharge (water replenishment for the property) for irrigation. This is designed to ensure that an adequate supply of clean, drinkable water will remain available, allowing for residential use, evaporation, transpiration, and runoff. This policy applies to all new or modified irrigation systems in the town of Carlisle. This Irrigation Policy is one of multiple controls implemented by the BOH to ensure that all residents will have a sustainable supply of drinking water of adequate quality and volume.

The Board strengthened its annual inspection of barns to include evaluating manure-management activities in order to prevent health nuisances and protect nearby wetlands and wells.

The Board continues with its bi-annual well testing program. The collection of this data is helping to build an overall picture of the water quality in town. Future efforts may include adding this information as a GIS layer along with well construction information available under the state's new well driller reporting requirements.

Beavers and beaver-caused flooding continue to be problematic. The Board has issued beaver-removal permits to alleviate flooding of nearby homes, septic systems, and/or wells.

The state modified its guidelines for open and closed loop wells in 2010 and the Board established a local permitting process for geothermal wells that includes design guidelines and requirements for local certification. As of 2020, geothermal wells had been installed on 22 properties. In 2019 the Board of Health banned open loop geothermal wells to protect groundwater quality. An open loop well serves as a supply well for a Ground Source Heat Pump (GSHP) by withdrawing groundwater and discharging it back to an aquifer. Open loop wells introduce the potential for damaging an aquifer because there is no separation between process water and contaminants that may be introduced during operation, repair or maintenance of the GSHP. An open source well may result in transference of contaminants from one water source to another as compared to a closed loop system that utilizes a single source.

In 2011, the Board applied for a State Revolving Fund Loan with a proposal to tie the Library and nearby municipal facilities into the school's wastewater treatment plant. The plant would benefit from regular daily flows, and the Library system is old and may need replacing. Although the proposal was not funded, the Board intends to reapply.

The Board closed out its Community Septic Loan Program funded through the State Revolving Fund due to a change in the state's requirements for participation, which resulted in additional cost to the town. The Board works closely with homeowners facing financial difficulty in upgrading a failed septic system to make the process as smooth as possible.

Future Planning

The Board continues to focus on improving the health of Carlisle residents through healthy behaviors. Promotion of physical activity is one of the behaviors targeted in the Center for Disease Control and Prevention's Healthy People 2020 Goals, which the Board supports.

In Carlisle, the groundwater withdrawn is eventually returned to the same area. In a large municipal system, the water withdrawn travels far away from the original source and, therefore, can be difficult to replenish. Having this local control is an advantage and one of the reasons that the Board of Health makes groundwater protection—both quality and quantity—one of its most important goals. At some point, however, the Town may need to secure a public water supply for its citizens. The Board is looking into how to address the potential for a future municipal water supply should the need arise. The Board has re-established its Water Quality Subcommittee to explore this issue. There is no immediate reason to do so now, but planning for the future is important. The Town should be prepared to identify and purchase land suitable for this purpose.

The Board continues to take other protective measures such as organizing a drug take-back program to reduce medications leaching into the water table. A sharps collection is offered in conjunction with the annual hazardous waste collection day in the spring.

Recreational Land Use – current

The Board has received a Community Health Network Area (CHNA) grant to do a public education campaign on preventing tick-borne illnesses and to develop land management techniques to reduce exposure. Signs will be placed on public trails to advise the public using recreational lands and trails. The Board has created a Lyme Disease Subcommittee to continue with this work.

The Board has also received a CDC Community Transformation Grant to provide recommendations on how to improve accessibility on Town lands and trails. In 2019, the Board closed municipal athletic fields from dusk to dawn due to the prevalence of Eastern Equine Encephalitis (EEE) in the area. Carlisle was identified as Moderate Risk and some nearby communities were labeled High Risk. Increases in EEE cases typically run in three-year cycles. The Board continues to explore the need for joining a Mosquito Control Program due to health risks associated with EEE and West Nile Virus.

In 2019 the Board of Health received a CHNA Planning Grant to conduct a Community Health Assessment. The Assessment included a Community Health Survey and four focus groups, followed in 2020 by an Implementation Grant to address areas of need impacting quality of life

in Carlisle. A pilot program was established for a community health nurse, a consultant was hired to prepare a conceptual study for a Community Center, and public and private Transportation Options were explored. Future plans include adding a Public Health Nurse to the Town's Personnel System, public engagement and fundraising for a Community Center, and accessing transportation networks already in existence in the region.

E. Carlisle Conservation Foundation (CCF) Initiatives for 2020 through 2030

CCF is a non-profit, volunteer organization dedicated to maintaining the rural character of Carlisle and preserving its natural beauty and wildlife habitat. Working with private landowners, public entities, and other local and regional land conservation organizations, CCF serves as a resource and catalyst for land conservation, responsible land use, and community education about conservation.

CCF is often confused with the Conservation Commission and other Town land-use committees. Although CCF coordinates with many of the Town entities, it is not part of Town government. It is an independent, 501(c)(3) public charity that was established in 1960 and is governed by a volunteer (currently 16-member) Board of Directors.

Included in CCF's Goals and initiatives for the next ten years are the following.

Land Preservation

- Conduct an annual review of CCF's priority list of unprotected private lands and develop and update strategies for working with individual landowners, Town committees, and other conservation groups to protect open spaces.
- Pursue opportunities to preserve open vistas, protect wildlife corridors and habitat, and acquire critical trail connections.
- Place permanent conservation restrictions (CRs) on CCF properties, where appropriate.
- Advocate for Town measures favoring open space protection.
- Use community outreach to encourage placing of CRs on private lands.
- Educate landowners about activities they can do on their own land to support conservation and nature, such as the establishment of pollinator gardens and the use of native plant species in landscaping.

Land Management and Stewardship

- Monitor land on which CCF holds CRs and enforce terms of CR agreements.
- Update or develop land management plans for all CCF-owned properties.
- Address high-priority needs for CCF-owned property maintenance and enhancement, including boundary markers, signage, parking, trail access.
- Work to remove invasive species from CCF-owned land and encourage native plants.
- Coordinate with other conservation groups and engage conservation professionals for management projects related to forest health, wildlife protection and management, pollinator support, etc.

Community Engagement and Education

- Increase community awareness of CCF and its activities.
- Sponsor educational experiences focused on nature and conservation land in Carlisle.
- Encourage residents to access and utilize Carlisle's conservation lands.

- Coordinate with other Town conservation groups about goals and collaboration.
- Enhance the CCF website to serve as a community conservation resource, and utilize the *Carlisle Mosquito*, Instagram, and other digital social media to provide information about CCF, conservation, and nature in Carlisle.
- Continue fundraising through annual appeal and for special conservation projects, to rebuild financial resources that will be available for future conservation opportunities.
- Build awareness of planned giving opportunities that can support CCF and conservation efforts, including promoting the Spencer Brook Legacy Society, for donors who include CCF in their estate plans in some way.

F. Carlisle Public Schools Initiatives for 2020 through 2030

The Carlisle School Committee (CSC) greatly appreciates the efforts of the Open Space and Recreation Plan (OS&RP) Committee in updating the town’s Ten-Year Action Plan. The Committee also appreciates being asked for its input on both the progress on previously identified initiatives and the development of the next plan. The School Committee has no initiatives on the 2013 plan for which it was responsible and, therefore, has no update to share at this time.

The CSC has a significant interest in the previous plan’s initiative on Recreational Needs and appreciates of the efforts put forth by the town to complete the boardwalk from Spalding Field to Banta-Davis. The CSC is also interested in the outcome of the evaluation conducted by the Recreation Commission on whether or not more recreation fields are needed at Banta-Davis.

We are fortunate to have access to the wide variety of open spaces available to our school community here in Carlisle. There are a number of spaces on the school grounds that are considered “open” and “recreational” spaces ,which are enjoyed by both our students during the school day and by the entire community at other times. These spaces include the Plaza Playground, the Castle Playground, Spalding Field, and Banta-Davis. The following is a brief description of each, as well as a current description of our plans for possible use and improvement in the near future. It is worth noting that, this year, our school community is engaged in the process of developing a shared vision for the future of learning in Carlisle, and access and use of the extensive open space in our community for scientific and outdoor exploration has developed as one of the key themes running through this work.

Plaza Playground: The Plaza Playground is used by a span of students during the school day for recess and classroom activities. The Plaza is also widely utilized by the community after school hours. As we look towards the future of the Plaza Playground, there is a desire to create a softer, greener area on the Plaza to support the safe use of the space.

Castle Playground: The Castle playground is utilized by younger students before, during, and after school. The Castle is also widely used by families throughout the week and over the weekend. The Castle was initially constructed in 1988 and is in need of repair, to the extent that it might make sense to plan for replacement in the near future.

Spalding Field: Spalding Field is used for a variety of school activities including Gym classes and Field Days, along with our interscholastic sports programs such as Softball, Baseball, and Field Hockey. In recent years the field has fallen into disrepair as significant sink holes have

created safety concerns for those using the fields for all purposes. The Recreation Department is initiating a study of Spalding Field to see what would need to be done in order for it to be renovated to a state that it could once again be safely used for the purposes identified. It is our hope that Spalding Field renovation would be a priority initiative for the OS&RP.

Banta-Davis: Banta-Davis is currently utilized by our school community for a number of purposes. Most recently, we have relocated our Softball practices and competitions to Banta-Davis as a result of the deteriorating conditions at Spalding Field. Banta-Davis also provides opportunities for our Cross-Country Team training as well as a variety of other activities engaged in by our students and the entire community. Additionally, a parcel of Banta-Davis is set aside for future construction of a new school in Carlisle, if and when the need arises. The school department would like to continue to use the Banta-Davis land as it has in the past with no additional needs being identified at this time.

In addition to the open space that falls under the purview of the CSC, the students of the Carlisle Schools also utilize other open spaces in town including the Conant Land, Clark Farm, and Great Brook Farm State Park. Our entire school community benefits from the extensive open space in Carlisle, and we appreciate the ongoing efforts of the OS&RP Committee to continue to plan appropriately for the future.

G. Conservation Commission Initiatives for 2020 through 2030

(Organized into four sections of Administrative Tasks, Outreach, Land Management, and Land Protection)

Administrative Tasks

Promote Effective Financial Management.

- Continue to support the Community Preservation Act (CPA) and seek the state's matching funds that may be available to support the buying of land for preservation with locally raised CPA funds.
- Coordinate with the CPA Committee to provide information on land acquisitions for protecting open space and water resources.
- Establish a maintenance fund for conservation land to be used for purposes such as mowing, field-edge maintenance, tree or shrub removal, bird nest boxes, invasive species control, and wildlife or plant inventories.
- Coordinate closely with Carlisle's Finance Committee so that both short- and long-term funding needs are clearly presented.
- Continue to budget for sending Conservation Commissioners and staff to trainings and conferences (e.g., Massachusetts Association of Conservation Commissions, Massachusetts Land Trust Coalition) to keep apprised of new developments, best practices, and education.
- Monitor the fee schedule, successfully revised in 2020, to ensure that fees continue to be appropriate relative to administrative time and cost. A five-year schedule is suggested.
- Budget and plan in advance for the timely, high-quality update of the OS&RP every ten years.

Review and update local wetland bylaw and policies.

Possible update areas follow.

- No-disturb or no-build zones within a stipulated distance of wetlands.
- Review and update the Carlisle Standard Orders of Conditions.
- Wetland replication standards that would consider ecological factors and wildlife and that would be more stringent than the present state regulations.
- Include “federal wetlands” or large Isolated Land Subject to Flooding as town wetlands in order to protect vernal pools.
- Define and enact standard enforcement procedures.
- Simplify procedures for invasive species control and removal of up to three trees.
- Include procedures to allow for flexibility needed due to global warming, particularly for Bordering Land Subject to Flooding.

Propose changes to Town bylaws and regulations that could result in additional wetlands protection.

Ensure the timely submission of an updated OS&RP.

Support and encourage the development of a Town Geographic Information System (GIS) accessible to Carlisle boards, committees, staff, and residents.

Outreach

Provide Education and Activities.

- Support the Conservation Restriction Advisory Committee (CRAC) in its efforts to educate the public about conservation restrictions (CRs), their benefits, and how they are drafted. Willing landowners may step forward once CRs are demystified. Encourage permanent restrictions.
- Support schools, scouting, 4H, and other youth programs involving conservation, ecology, and agriculture.
- Provide lectures, information sessions, and press releases on educational topics, such as vernal pools, local conservation lands, local agricultural ventures, historical resources, Native American resources, and invasive species.
- Continue to support and encourage a vernal pool walk annually in the spring.
- Work with the Recreation Commission to develop a variety of recreational and educational programs for conservation lands that would meet the interests of many residents and which would be consistent with conservation values.
- Support individuals and groups using conservation land for various purposes (e.g., camping, bird walks, search-rescue dog training, dog sledding, artistic endeavors).
- Continue to encourage and support the monthly Conservation Coffee.
- Continue to support the Federal Riverfest celebration and local, state, or federal biodiversity efforts.
- Provide programs and other structured opportunities for wildlife professionals to educate how wildlife can affect public safety.
- Develop and maintain a list of volunteer tasks and opportunities.

Facilitate communication and coordination of activities.

- Continue coordination with Chelmsford Conservation Commission and other entities and individuals regarding land and water use in the Cranberry Bog Conservation Land.
- Continue to provide a representative for and help coordinate the Chelmsford-Carlisle Cranberry Bog Coordination Committee.
- Provide a complimentary copy of the OS&RP to Conservation Commissions in abutting towns.
- Continue ongoing dialogue with private organizations, such as Carlisle Conservation Foundation, Harvard University, New England Forestry Foundation, Sudbury Valley Trustees, and The Trustees of Reservations.
- Continue ongoing dialogues with State and Federal agencies that own land in Carlisle, such as the Department of Conservation and Recreation and the U. S. Fish and Wildlife Service.
- Work effectively with other Town committees such as the Select Board, Planning Board, Board of Health, Recreation Commission, Housing Trust, and Finance Committee.
- Work with the Recreation Commission to develop active and passive recreation programs for residents who do not participate in competitive team sports.
- Work with the Planning Board to propose revisions to the Zoning Bylaws to require a minimum percentage of upland area within a lot's dwelling building envelope.
- Work with the Select Board and Police Department to develop a long-term solution for vandalism, safety, and preservation issues at the Greenough Land and the Greenough Barn.
- Continue to review and ensure as much as possible accessibility of conservation lands and trails by Other Power-Driven Mobility Devices (OPDMD).
- Provide a representative or observer on conservation-related boards and committees:
 - Community Preservation Act Committee (active member)
 - Conservation Restriction Advisory Committee (active member)
 - Land Stewardship Committee (active member)
 - Planning Board (occasional observer for special projects that involve land development)
 - Open Space and Recreation Committee (active member)
 - Trails Committee (occasional observer)
 - Wild and Scenic Rivers Committee (SuAsCo Stewardship Council) (occasional observer)
 - SuAsCo CISMA (Cooperative Invasive Species Management Area)
 - Town Advisory Group (when active)
 - Master Plan Steering Committee
 - Committee formed for the Municipal Vulnerability Preparedness grant for Carlisle to address the effects of climate change

Land Management

Promote Conservation and Land Management.

- Continue to prepare, review, and update Management Plans for each parcel of conservation land and for each parcel of Town land under Conservation Commission management.
- Make a calendar of yearly maintenance and inspection tasks. This calendar should include

- items such as brush cutting; field mowing; restrictions on field mowing to respect bird nesting and other wildlife interests; inspection of fences, nest boxes, and signage; inspection of paths and parking areas; inspection of field conditions; monitoring of invasive species; confirming property line integrity and possible need for property line surveys.
- Review conservation lands for invasive plants and develop a strategy for their control, especially within environmentally sensitive areas. Continue the work begun, but not yet completed, to control invasive plants on the Foss Farm Conservation Land and to control Poison Ivy and invasive buckthorn on Towle Field on the Towle Conservation Land.
 - Develop yearly and long-term budgets for the maintenance for each parcel.
 - Renew, revise, and clarify the Cranberry Bog Maintenance Agreement.
 - Continue to support repair of the Greenough Dam on the Greenough Conservation Land.
 - Coordinate responsibilities for providing annual funding for maintenance of the Benfield Conservation Land with the Housing Trust and the leaseholder for the Benfield Farms housing development on South Street.
 - Help the Recreation Commission evaluate the suitability of conservation land for future athletic fields or evaluate future purchases as multi-purpose conservation or recreation sites.
 - Develop forestry management plans for identified tracts on conservation lands.
 - Develop agricultural management goals and incorporate those goals in the awarding of agricultural licenses.
 - Continue to support the Land Stewardship Committee.
 - Regularly review regulations for camping on conservation lands to provide best guidance for camping.
 - Continue to review rules associated with the Community Gardens on Foss Farm to ensure fairness for all.
 - Develop a Conservation Land Management Plan.
 - Review proposed trails for habitat impact.
 - Maintain signs on conservation lands.
 - Install or maintain kiosks on all the major properties, and provide current maps and wildlife information in all kiosks.
 - Support efforts to encourage agriculture in Carlisle and also efforts to reduce conflicts between agricultural activities and nearby homeowners.
 - Evaluate areas and methods for encouraging native pollinators.

Encourage Conservation Restrictions.

- Maintain and support activities of the Conservation Restriction Advisory Committee (CRAC), including the periodic field inspections of CRs.
- Continue to improve file information on CRs and continue the accurate depiction of CRs on the Town's Assessors maps.
- Work with the Planning Board to ensure that Open Space in Conservation Clusters, Senior Residential Open Space Communities, Residential Open Space Communities, and other limited development options are adequately demarcated in the field so that property owners understand that a CR and/or conservation property exists and where the boundaries are.

- Work with the Planning Board to assure that Open Space developments protect those portions of the land that optimally should be conserved.
- Develop a standardized enforcement procedure to handle CR violations.

Promote Wildlife Management.

Plant and Wildlife Inventory

- Support an official repository for recording and updating the biodiversity in Carlisle. Such a repository could bring together the work already being done by interested and competent parties to track changes over time and to provide a basis for decision-making by any town body.
- In order to protect species diversity adequately, continue a project through volunteer participation to survey wildlife in town (Appendix D).
- Support mapping of vernal pools.
- Work with the Massachusetts Natural Heritage & Endangered Species Program to map rare plants and animals in town.
- Support efforts by qualified individuals and organizations to monitor rare species and species in decline located in Carlisle.
- Encourage reporting of observed listed wildlife species, including plant species.
- Support reporting of invasive species.

Wildlife Management

- Explore management options when wildlife and human populations conflict (e.g., expanding deer, coyote, and bear populations; disease-bearing wildlife such as deer ticks and mosquitoes).
- Explore ways to encourage native pollinators.

Control Pollution.

- Work with the Department of Public Works on resurfacing projects to protect wetlands from road-salt runoff using best management practices.
- Seek reduction in use of road salt through adoption of best management practices.
- Seek the use of best land management practices during construction by developers through adequate review and comment on permit filings.
- Investigate eco-friendly pest control for private mosquito control.

Increase Accessibility.

- Make the paths around the Cranberry Bog accessible for OPDMDs with low-cost improvements.
- Monitor the implementation of Carlisle's OPDMD Rules and Regulations, and suggest revision as necessary.
- Consider accessibility improvements whenever parking or other facilities are improved or constructed.
- Develop a review and grievance procedure so that the public can suggest how to improve access to conservation lands (Table 11 and Appendix F).
- Support the installation of properly constructed and maintained pathways and trails as a means of improving access to scenic vistas and conservation lands.

Land Protection

Promote Acquisition Programs.

- Periodically review and confirm selection of parcels essential to meet recommended goals, and acquire parcels as available for open space to round out existing holdings; link major trails, major pieces of open space, or both; preserve land for passive recreation and wildlife management. (e.g., Keep balance of fields and woodland; protect rare species.)
- Continue to protect areas in the southwest sector (Map 7) to create a western corridor from the Chelmsford border to the Concord line, preserving land from the Sorli farm on Westford Street and the Valentine farm on Acton Street with their vistas and also Spencer Brook. (*Note: This goal is consistent with the Metropolitan Area Planning Council (MAPC) MetroGreen recommendations.*)

Pursue Programs Not Involving Full Acquisition.

- Seek permanent conservation restrictions on properties not needed for active or passive recreation. Particularly suited for conservation restrictions are those sites whose main values include vista, aquifer, agriculture, wildlife habitat, or trail corridors.
- Explore possibility of securing conservation and agricultural restrictions for various priority parcels.

Practice Planning.

Yearly review

- Set aside time each year to review goals and priorities. Be proactive in preservation and land management.

Early planning for large parcels

- Work with the Carlisle Land Trust, CCF, and landowners to plan protection of large properties to ensure that conservation values can be preserved. Where some development is financially necessary, suggest a Conservation Cluster development, Residential Open Space Community, Senior Residential Open Space Community, or other limited development options. Where appropriate, work with the Municipal Land Committee and Carlisle Housing Trust to help meet additional town needs while preserving a property's conservation values and providing open space associated with such a development.

Grants

- Maintain eligibility for state discretionary grants.
- Continue to work with the Bay Circuit Trail Program to find and to protect areas of mutual town-state benefit. Become informed of the open space components and objectives within MAPC's MetroFuture regional plan for Metro Boston through 2030. Explore other state and federal programs that may assist Carlisle or Carlisle/Bay Circuit trail projects.

H. Conservation Restriction Advisory Committee Initiatives for 2020 through 2030

The Conservation Restriction Advisory Committee (CRAC) advises the Town on the acceptance of new conservation restrictions (CRs) and monitors those conservation restrictions held by the Town. The committee strives to educate property owners with CRs and all Carlisle residents on the benefits of conservation restrictions, including preservation of open space, scenic vistas, trail connections, and wildlife habitat. Plans for the next ten years include the following.

Advising the Town on new conservation restrictions

CRAC will review and advise the Town on new proposed conservation restrictions. An example of this activity is the new CR#68 (Woodward Land) on Bedford Road that was created during 2019.

Monitoring of conservation restrictions

CRAC will periodically conduct site visits to properties that have Town-held CRs. The goal is to have every property visited on a 5-year cycle. The site visits will be conducted after obtaining permission of the property owners. A CR inspection report, documenting the condition of the site, the presence or absence of CR violations, and CR boundaries, will be prepared and approved by CRAC after each site visit and stored at Town Hall to be available to the public.

If violations of the terms of the CR occur (such as trash dumping, unauthorized vegetation clearing, building of unauthorized structures, etc.), CRAC will initiate discussions with the property owner in conjunction with the Conservation Administrator and help develop strategies for mitigation.

Educating property owners

CRAC will periodically send letters to owners of properties with CRs to remind them of the existence of the CR on their properties and their responsibilities and to provide a list of frequently asked questions on CRs.

CRAC will also periodically publish articles and reminders in the *Carlisle Mosquito* (the local town newspaper) on Town-held CRs.

I. Council on Aging Initiatives for 2020 through 2030

- Support the development of a community center to accommodate the myriad of recreational and educational programs offered by the town. The COA is concerned about the potential isolation of seniors in town and believes that the integration of seniors through activities and outreach is paramount to their ongoing health. The growing proportion of seniors in Carlisle and aging boomers become more physically active as they retire. They need additional space and facilities to pursue active and healthy lives. A feasibility study for a community center at the Moseley Land in Carlisle was recently completed. The presentation to the Select Board was made by the Community Center Advisory Group in March 2020, and a request was made to appoint a working group to continue the project and initiate a fund-raising campaign.
- Expand the supply and mix of housing options for moderate and low-income seniors. Although there is a continued demand for “affordable housing” as defined by the state, the seniors who wish to “age in place” also need more market-rate housing condominium options, much like Malcolm Meadows, that fits their income profile (i.e. units priced under \$500,000). Encouraging accessory apartments in existing dwellings would also increase housing diversity.
- Expand transportation resources and options to respond to the increasing transportation needs of seniors to access facilities and services within the town and in nearby towns.

- Create recreational opportunities and leisure activities for all ages. The COA expects to continue to be the main resource for senior activities; however, we will continue to work with the Gleason Public Library, the Carlisle Cultural Council, and the Recreation Commission to expand program offerings for all ages.
- Expand our “walkable” community through pathways and crosswalks to improve pedestrian safety. Over the past 10 years, Carlisle’s pathways and crosswalks have been dramatically expanded in all directions from the Town Center. The COA continues to support the extension of pathways throughout the town. We also promote the “walking group” on town pathways and trails and work to expand the number of pathways that could be adapted for seniors and people with disabilities. We will continue to work with the Trails Committee to increase access to other facilities and accessible trails within the town.
- Raise senior citizens’ awareness of open space and recreational resources by including notices in the COA monthly newsletter, through the *Carlisle Mosquito*, and on Minuteman Media Network.
- Support municipal priorities that focus on the needs of seniors, including expanding tax relief (especially for long-term residents) to allow more seniors to remain in town. A request to the Select Board was made to include an article in the 2020 Annual Town Meeting warrant on tax deferral eligibility and lowering the interest rate charge.

J. Deer Control Committee Initiatives for 2020 through 2030

The Deer Control Committee’s objective is to define, implement, and administer regulations (with Select Board approval) to mitigate the impact of deer overpopulation in the town and to manage hunting on Town land.

Metrics

The Committee proposes to partner with other conservation-related boards, committees, researchers, and non-profit conservation organizations to establish a set of metrics on the health of our open space. The Committee is particularly interested in establishing metrics relating to the impact of deer overpopulation on overbrowsing of certain plants and the impact of such overbrowsing on the long-term health of the forest. Because there may be pockets of higher or lower deer populations in different parts of town, these metrics should be assessed specific to particular areas. This undertaking should be part of a larger effort to assess the overall health of the forest including its biodiversity of plant and animal life, the quantity and impact of invasive plant and animal species, and the existence of rare species and the specific needs of their habitats.

The Committee would also support establishing exclusion zones, which are areas where deer are unable to browse so we can do long-term comparison of what the forest would be like without deer browsing and compare that to the rest of the forest for an assessment of plant and animal health and biodiversity.

Metrics that are proxies of forest health that attempt to assess the number of deer in town should also continue to be gathered including tracking deer-car collisions, number of deer taken by

hunting on both private and public land, and assessments of fresh deer tracks and scat at particular times of year, among others.

Public Outreach

The Committee proposes to continue its efforts at public outreach both to make people aware of the deer overpopulation problem and continually to improve, through public feedback, on program(s) to reduce the deer population.

To that end the Committee intends to hold regular dedicated public input sessions, to hold monthly working meetings with a time for public input at each, to host speakers on this topic when possible, to respond promptly to any individual resident's correspondence, and continually to update the Town's Deer Control Committee web pages with new information as it becomes available.

The Committee also hopes to partner with other nearby towns and conservation organizations to improve region-wide public communication on the topic of deer overpopulation and management.

Outreach to certain private landowners is also something the Committee would like to consider. There are many private properties in town that either abut Town property or that are by themselves large enough to support the possibility of hunting for the purpose of reducing the deer population. Enabling such landowners to be aware of what they can allow near their property on public land or do themselves on their private property should they choose to do so could potentially help address the problem of deer overpopulation in an effective manner.

Deer Management

The primary objective of the Committee is to reduce the deer overpopulation in the Town of Carlisle, thereby mitigating the impact they have on the open space. At a minimum, we would like to hold the population steady to prevent it from growing, but a more aggressive reduction in population would be preferred to mitigate the impacts already observed on the Town's lands.

The Committee is open to all options for deer management. Hunting is a controversial solution in town. We welcome investigation into alternatives and will seek out such alternatives and work proactively to try them out where possible. At this time, hunting is deemed to be the most effective and cost-efficient means of managing the size of the deer population, and bow-hunting is deemed to be the safest form of deer hunting, although it does not tend to reduce the population as rapidly as other forms of hunting.

If the Select Board chooses to continue the bow-hunting program each year, the Committee intends continually to improve the regulations to find the best solution for reducing the deer population while having minimal impact on other users of the open space.

K. Finance Committee Initiatives for 2020 through 2030

Assist in analyzing the financial aspects of an Open Space and Recreation Plan and how initiatives may be prioritized in the 2020 Carlisle Master Plan.

Evaluate each new project on its merits within the context of the Town's current and projected financial situation.

L. Historical Commission Initiatives for 2020 through 2030

- 1. What changes would you recommend related to open space and recreation offerings in town from the perspective of your committee group?*

The Historical Commission would like the ability to maintain and sustain open spaces in the historic district with an ongoing maintenance plan to preserve its historic look and feel. Open spaces would encompass the Central Burial Ground, Center Park, the Common, and vistas in and around roadways in the historic district.

- 2. What can your committee/group do to improve open space and recreation offerings in Carlisle?*

The Historical Commission is developing a plan to begin restoration of the Central Burial Ground in 2021.

- 3. If your board/committee group made recommendations or developed initiatives for the 2013 OS&RP, what is the progress on each of these items?*

Historical Commission Initiatives for 2013 through 2019: The Historical Commission would like to see the creation of an improvement and ongoing maintenance plan for the Town Common and would like to take the lead in the development of such a plan. There has been no progress on this plan due to some confusion over who has jurisdiction over management of the Common.

- 4. In light of your progress, what changes would you make in your recommendations or initiatives for the next ten years?*

The Commission recommends that the DPW consult with a professional arborist annually to review the vegetation and trees on the Common and develop an ongoing maintenance plan.

M. Housing Trust Initiatives for 2020 through 2030

Over the next ten years, the Carlisle Affordable Housing Trust (the Trust) expects to continue to look to site affordable housing in locations and in ways that coordinate with recreational opportunities and open space. Almost unique among Massachusetts cities and towns, conservation, recreation, and affordable housing supporters have cooperated in practical and effective ways in Carlisle. In 2004, the Carlisle Conservation Foundation (CCF), working with the Town of Carlisle's Conservation Commission, Recreation Commission, and Planning Board, among others, provided the Town with an option to acquire the 45-acre Benfield "Parcel A" property on South Street for multi-purpose use. With a well and the septic system on the conservation parcel, 26 units of affordable, rental, senior housing were constructed on 4.4 acres of the land fronting on South Street. The conservation parcel includes public trails and a wildlife viewing platform built out over the expansive wet meadows of Spencer Brook at the southeastern edge of the property. The senior housing development includes a trailhead and six parking spaces for these public trails and the wildlife viewing platform.

In 2012, the Trust, working with CCF and supporters of active and passive recreation, proactively obtained a purchase and sale agreement on the 5-acre Goff property on Bedford Road, connecting the existing active recreational complex on the Town-owned Banta-Davis property with the

Fox Hill Conservation Land. In November 2012, a Special Town Meeting and debt-exclusion ballot vote approved the funding for the purchase of the property for group homes for developmentally challenged adults, for a second means of access to Banta-Davis, and for trail connections among the School property, Banta-Davis, and Fox Hill (allowing connection via the Rodgers Road trail and Stearns Street to the Malcolm Preserve and Estabrook Woods). Special Town Meeting also approved use of the Goff property, now known as the Moseley Land, for other recreational uses in conjunction with the above, which may include a community and/or senior center, tennis and basketball courts, and/or playing fields.

N. Land Stewardship Committee Initiatives for 2020 through 2030

Property maintenance and improvement

- As requested, provide input to, and review of, plans for the future of the Cranberry Bog Conservation Land including the Bog House.
- Seek discussions with ConsCom and Trails Committee regarding the desirability of managing certain conservation lands, or portions thereof, with high conservation value just for wildlife habitat and diversity, i.e., strictly for conservation.
- Seek a discussion with ConsCom regarding an increase in Town support, including funding, for Town-owned conservation lands to be used not only for maintenance, but also for recreation, studies, invasive plant control, and more.
- Seek an increase in LSC membership (currently 6) to allow more effort on property management.
- Increase the frequency of LSC monitoring of major Town-owned conservation parcels for problems or areas of concern.
- Continue working to provide handicapped access to trails on appropriate properties.
- Complete the ongoing project to evaluate the contents and condition of all ConsCom or LSC signage on Town-owned conservation lands, and purchase and install new or replacement signs as necessary.
- Coordinate with ConsCom in dealing with vandalism, encroachments, and cleanup on Town conservation land.
- Continue monitoring of the projects for invasive plant removal on Towle Field and Foss Farm; continue informal monitoring of invasive plants on other properties.
- Meet with ConsCom on a regular basis to obtain its input on LSC tasks it would like to see initiated, moderated, or expanded.
- Assist ConsCom by screening proposals for activities (not related to the Wetlands Protection Act) on Carlisle's conservation lands.

Outreach and education

- Work with other environmental groups in Carlisle to re-start the holding of an annual meeting of all conservation groups in Town.
- As resources allow, plan public programs and events on topics such as wildlife habitat, invasive species control, or other environmental issues affecting the Town.
- As resources allow, prepare educational areas such as marked nature trails, native wildflower gardens, pollinator gardens, etc.

Rules and guidelines for conservation land use

- Continue to consider needed revisions to existing conservation land regulations, but also the drafting of new or revised regulations for ConsCom consideration, e.g., drone use, camping, wildflower planting, night use of conservation lands, dogs, etc.
- Update the list of Town-owned conservation lands which have (or should have) recommended guidelines for the use of Other Power-Driven Mobility Devices.

Baseline Assessments and Management Plans

- Prepare additional Baseline Assessments and Management Plans for the larger or more significant Town-owned conservation lands.

Special reports and projects

- Continue the analysis of the conservation value of Town-owned tax parcels for ConsCom. Make recommendations for parcels that ConsCom should seek approval to manage.
- Continue to work with the Cranberry Bog Subcommittee of Carlisle and Chelmsford on issues of common concern, including new wells and dike repair.
- Identify and evaluate mechanisms for funding special projects on conservation land.
- If resources permit, conduct special studies on conservation lands, for example:
 - Property boundaries (markers and encroachment)
 - Wildlife habitat assessment
 - Invasive plants, or
 - Deer impacts such as plant browse.
- Evaluate the feasibility of monitoring particular stressors on conservation lands due to climate change (e.g., changes in: precipitation and hydrology, flora and fauna diversity, invasive plants and pests, surface-water temperatures, etc.)

O. Planning Board Initiatives for 2020 through 2030

Use the permitting process to preserve open space and to minimize disturbance of the existing landscape.

In 2010, the Planning Board developed and adopted as part of its rules and regulations for all types of development in town a set of General Development Standards to “assure that development will not adversely impact the environment, particularly the private water sources exclusively relied upon by Carlisle residents.” The Board will continue to encourage development patterns that preserve water resources and natural recharge of the underlying aquifer; existing trails and the opportunities for connections to and between protected open space and other trails; and vistas, stone walls, natural buffers, and wildlife corridors.

Where development is proposed, the Board has long encouraged the use of Conservation Clusters, Senior Residential Open Space Communities (SROSCs), and common driveways as an alternative to standard subdivisions to preserve as much as possible of the existing landscape and other natural resources and to provide and improve access to existing open space. In October 2017, the Town approved a new zoning bylaw that provides for expanded opportunities for clustered developments. Modeled on the SROSC, the new bylaw, entitled Residential Open Space Communities (ROSC), provides that smaller dwellings can be grouped closely together provided that certain amounts of land are designated to be conserved and deeded to the Town. This new

bylaw allows for the benefits of the SROSC bylaw to be extended to housing for all age groups. In July 2019, the Planning Board approved the first ROSC at Woodward Village on Bedford Road, providing 32.4 acres of public open space.

The Board will also coordinate with the other Land Use Boards and the Building Commissioner to ensure compliance with local bylaws designed to restrict development that may place an unreasonable demand on scarce natural resources, particularly adequate supplies of drinking water.

In 2016, the Planning Board became primarily responsible for carrying out Site Plan Review, taking over that responsibility from the Select Board. In carrying out Site Plan Review, the Board will consider and prioritize preservation of and access to open space and recreation areas. The Board will strive to ensure that non-residential development is optimally sited to protect and preserve natural areas, wetlands and wetland buffers, and habitat for rare or endangered species.

The Board will continue to review applications for alterations of stone walls and tree removal along local scenic roads under the Scenic Roads Bylaw, in all cases considering the preservation of natural resources, historical values, and aesthetic characteristics. The Board will also seek to recommend Town Meeting designation of additional roadways as scenic roads to protect natural and historic rural vistas. It will work to integrate GIS into all aspects of Town government to facilitate delivery of services and mapping required for planning documents and initiatives.

Complete the Carlisle 2020 Master Plan.

At Town Meeting in April 2019, upon a proposal by the Planning Board, the Town approved initiation of a town-wide master planning effort. The Town allocated a total budget of \$160,000 to hire a consultant, Civic Moxie, and to cover associated expenses. A volunteer Master Plan Steering Committee, appointed by the Planning Board, is leading the effort. The steering committee established a time line and scope of work, with the goal of finishing the plan in the fall of 2020. This effort represents Carlisle's first comprehensive master planning effort since the 1960s (although a Study plan was prepared in the 1990s).

The Planning Board oversees the entire master plan effort and is very engaged in the process. With respect to goals and priorities in the areas of open space, housing, and recreation discussed in earlier versions of this OS&RP, the Planning Board anticipates a two-pronged approach. The Board will seek to gain information and insight from the master plan process for its already identified initiatives, such as expanding the use of GIS and examining the Accessory Apartment bylaw. For other goals and priorities, the Board will await the results of the process and the extensive town outreach efforts that are part of the master plan before articulating new goals and priorities.

Help develop Town-wide strategies for improving housing diversity while maintaining Carlisle's rural character.

The Planning Board will continue to work with other Town boards and committees to develop strategies that will allow rational planning for housing development, public facilities, and land preservation in the locations desired by the Town, rather than entrust this future development to the comprehensive permit (40B) process, which limits local controls.

As discussed above, in the fall of 2017, Carlisle Town Meeting adopted a new cluster bylaw, the ROSC bylaw. This bylaw provides for clustered housing development provided that a significant amount of open space is conserved.

Among the other housing strategies that may be considered are the following.

- Work with the Select Board and Housing Trust to renew discussions about Local Initiative Project (LIP) guidelines that strike the right balance between creating adequate economic incentives for developers seeking to build denser developments for affordable housing with the necessary protections for neighbors' private wells and septic systems and the preservation of environmental and other community resources. The Planning Board has recommended draft LIP Regulations to the Select Board in the past, but they have not been acted upon.
- Consider creation of a new overlay Residential District zoned for denser development in specified locations (based on land characteristics to meet specified "carrying capacity" criteria, buffering, and impacts on neighboring properties) in conjunction with Town-directed local initiatives.
- Review the Accessory Apartment bylaw to see whether changes should be made to increase use. Partner with the Council on Aging to conduct outreach and education regarding the existing bylaw. Consider whether to recommend additional Town subsidies and involvement to promote the use of the bylaw.

Review revised State policy for Stormwater Management.

Both federal and state laws and regulations regarding stormwater management have changed and evolved since the 2013 version of this plan. However, many of these laws and regulations exempt Carlisle due to its population size and low density. Nevertheless, the Planning Board will continue to apply Town drainage standards and widely recognized Limited Impact Development standards vigorously to all construction of roadways, driveways, and other hardscaped areas.

P. Recreation Commission Initiatives for 2020 through 2030

The Recreation Commission has adopted the following long-term priorities.

- Protecting and improving the existing recreation facilities
- Improving access to Carlisle's recreation facilities
- Increasing available playing fields to meet Carlisle's proportionate contribution to Concord-Carlisle's athletic programs
- Expanding the recreation facilities to serve new activities and populations

The following initiatives will support these priorities.

- Professionalizing the maintenance of the playing fields, playgrounds, and other facilities
- Reconfiguring and renovating Spalding field
- Building an artificial turf field
- Building a multi-purpose, multi-generational recreation center
- Building additional tennis courts
- Adding pickleball lines to the existing tennis courts
- Building a fenced-in dog park
- Developing seasonal access to a skating pond

Protecting and improving the existing recreation facilities

The scarcity of town-owned land suitable for development consistently threatens the existing recreation infrastructure. For instance, in the past decade alone, the Banta-Davis land has been proposed to be converted to an affordable housing facility, to a solar farm, and to the site of a new Town Hall. There are no suitable replacements for recreation, and so protecting this property as a recreation site is an important priority for the Recreation Commission.

Improving existing facilities is an important priority; it will fulfill many other priorities if it can be accomplished effectively. Several of the facilities at Spalding field are out of use due to surface and subsurface water issues, subsurface material issues, and to a suboptimal configuration. Fixing these issues and utilizing Spalding field more effectively will substantially increase the available athletic fields and may improve the diversity of athletic and recreation opportunities overall. In 2019, Carlisle Town Meeting authorized \$20,000 for a study of these issues; the study is expected to be initiated in 2021.

Substantial progress has been made in recent years to improve the condition of the fields, especially at Banta-Davis. Since 2015, the Recreation Commission has been transitioning the maintenance of fields, playgrounds, and other facilities away from volunteers and toward professional maintenance companies. The results of this investment have paid off in the form of stronger, greener turf and higher-quality playing surfaces. Grub infestations have been a serious problem. Under the new maintenance regime, however, there has been promising progress on this front as well. The town has been supportive with funds to attend to several deferred maintenance problems at both Spalding and Banta-Davis. Additional brush cutting, tree pruning, and hardscape repair should bring important improvements to the quality of the fields.

Additional improvements to the field system will be possible with the addition of a multi-purpose artificial turf field within the complex of fields that the town has to offer. During early season or wet periods when the fields are fragile, shifting demand to an artificial turf field makes an enormous difference to the quality of the grass fields overall. There is more on the need for an artificial turf field below.

Continuing to maintain all fields and facilities through professional maintenance plans will ensure that mowing, planting, removal of Poison Ivy, fence repair, brush cutting, mulch spreading, field treatment, and all related maintenance are done in a timely and efficient manner, thereby optimizing use of these town assets.

Improving access to recreation facilities

There is currently little to no ADA access to the recreation facilities at Banta-Davis or at Spalding. The issue is especially important as our population ages. A key problem is the unpaved parking lot at Banta-Davis, which is difficult to navigate with a cane, by wheelchair, or with a stroller. The topography of the facility also contributes to this problem, as one of the main fields is at the base of a slope. Developing access to these sites is not an overwhelming problem, however. Carlisle participates in the Community Preservation Act fund; with these and other funds Carlisle has the resources necessary to address these issues in the years to come.

Increasing the available playing fields to meet Carlisle's proportionate contribution to Concord-Carlisle's athletic programs

Carlisle contributes insufficiently to the available fields required in the youth programs co-organized with Concord. As a result, Carlisle families must travel more miles, more often, and are also subject in some cases to additional user fees for these fields. The travel issue can be a significant challenge; although Carlisle is adjacent to Concord, some parts of West Concord are a long way away. These programs usually require travel at rush hour. Additional fields and opportunities to pursue these sports closer to home would make a big difference to Carlisle families. If the field contributions were proportionate, Concord residents would have to travel more, but the burden would be more reasonably shared among Concord and Carlisle families.

Lacrosse and field hockey, two sports with substantial Carlisle interest and participation, generally require artificial turf to be played at a high level, as does soccer. Carlisle currently has no artificial turf fields. Among the Recreation Commission's long-term priorities is the development of a multi-purpose artificial turf field in Carlisle. A single such field would have a big impact on field equity between the towns and would draw teams and programs into Carlisle more often. The recently authorized Spalding study intends to look at the feasibility of locating artificial turf at Spalding Field.

With improvements to Spalding so that it is used effectively and with the development of an artificial turf field, the imbalance in the proportional field contributions between Concord and Carlisle will be mostly, if not completely, resolved.

Expanding the recreation facilities to serve new activities and populations

Carlisle's recreation facilities have been historically mostly focused on school-age children. This was appropriate at a time when this age group dominated the town's population, but over time Carlisle has become more diverse in the ages of the population. The Recreation Commission has a goal of developing recreation facilities that benefit residents of all ages.

One such initiative is the development of a fenced-in dog park at Banta-Davis. There are many dog owners in Carlisle, and groups of them regularly congregate now at Banta-Davis, the Cranberry Bog, and other places. Fenced areas for dog play allow owners to exercise their dogs while socializing with other owners. Another benefit is that it keeps the dogs' activities off of playing fields, where they can do damage and leave waste. Dog parks are of relatively low cost to build and maintain and, as such, are a very efficient way to aid recreation among different age groups.

The Recreation Commission hopes to build two additional tennis courts, ideally in another location in town where residents who do not live close to Church Street may enjoy them. As Pickleball has become a popular sport, especially among seniors, the Recreation Commission intends to line some of the tennis courts for this sport.

Ice skating is popular with many children in the community. However, the seasonal, temporary ice rink used at the Kimball's parking lot has not been successful. The Recreation Commission has a goal of finding and creating access to a suitable pond in the coming winters.

The construction of a multi-generational Recreation Center, with an outdoor swimming pool, has been planned on the Moseley Land, although no funding has yet been identified. Such a facility would create space for community programs for all ages, allow seniors to congregate and socialize during the day, and supply teens safe spaces for after-school programs and recreation. A swimming pool would greatly improve the Summer Fun camp program and open up a host of other programming possibilities for every age group.

Q. Select Board Initiatives for 2020 through 2030

Overview

The Select Board has traditionally outlined three intrinsic key values that guide the management of Town affairs:

- An excellent educational system,
- The conservation and protection of our unique physical environment, and
- The maintenance of strong small-town community values that support the needs of all of our citizens.

Obviously, the Open Space and Recreation Plan is a document that outlines in detail our commitment to conserving and protecting our unique environment. The document outlines the tremendous amount of work that many committees and countless individuals regularly undertake to protect and care for our environment. The Select Board is committed to support the plans and goals that are outlined in the document. The following is an outline of the specific goals and objectives that the Select Board will attempt to undertake in support of the plan.

Administration

1. The Select Board will be actively involved in the recruitment and prompt appointment of qualified personnel to all appointed committees that are involved with the work of open space and recreation.
2. The Select Board will work to see that the emerging technology plans for the Town take into account the systems and support mechanisms that are essential to the proper management and conservation of our land.
3. The Select Board will work with the appropriate committees to see that budget issues or requests are dealt with openly and fairly and that any warrant articles are presented clearly and effectively.

Land Acquisition

1. The Select Board will work to remain informed regarding critical targeted acquisitions and/or conservation restrictions and work with the appropriate committees regarding the most appropriate strategies for action.
2. When a particular initiative is undertaken, the Select Board will work to develop a town consensus regarding the need and appropriateness of the action.
3. The Select Board will work with appropriate committees to determine whether it may make sense to include an affordable housing initiative or other municipal use in the conceptual phase of an action.

Land Stewardship

1. The Select Board will continue to work with the appropriate committees to establish ongoing budget resources to manage the properties that have been placed under conservation restrictions or another form of protection.
2. The Select Board will work with the appropriate committees regarding the issue of wildlife management, helping to manage the balance between wildlife protection and public safety and the protection of private property.
3. The Select Board will take particular interest in issues related to the protection of public ground water and work with appropriate committees to ensure that our fragile water resources are protected in balance with personal property rights.
4. The Select Board will support the Conservation Commission in its ongoing responsibility to enforce rules and regulations.
5. The Select Board will work to promote planning for the future use and preservation of the Cranberry Bog as open space in such a way that will protect Carlisle's rights and interests in the water supply.

Active Recreation

1. The Select Board will support the investigation of a strategy and plan for the potential creation of a Carlisle Community Center.
2. The Select Board will support the efforts of the Carlisle Trails Committee in maintaining our current trails network, improving and extending the network, and encouraging usage of this unique resource.
3. The Select Board will work with the Recreation Commission to understand and support key initiatives relating to our fields, courts, and active recreation resources. The Board is committed to maintaining, at a minimum, the level of resources that we currently enjoy.
4. The Select Board will work with appropriate committees to explore potential extensions to the footpath network that may be appropriate.

R. Sudbury Valley Trustees Initiatives for 2020 through 2030

Sudbury Valley Trustees is pleased to submit this input for the Town of Carlisle's 2020 Open Space & Recreation Plan. As a partner on several local efforts, SVT is an enthusiastic supporter of the conservation work of the Town of Carlisle and the Carlisle Conservation Foundation, and we applaud the progress that has been made since the last iteration of the OS&RP.

Because we did not participate in developing the 2013 plan, our comments are limited to the first two of the four questions that were provided to help direct feedback, and primarily to open space preservation and passive recreation.

1. What changes would you recommend related to open space and recreation offerings in town from the perspective of your committee/group?

There are few changes to suggest, as Carlisle has been doing a excellent job of preserving land and maintaining trails, so our comments fall more along the lines of "keep up the good work."

The 2013 seven-year action plan recommends work to protect corridors for wildlife passage as well as for recreational trail connections. This is an important goal, and we suggest the Town continue to make this a priority.

Further, it's important to look beyond Carlisle's boundaries to think about regional connections, an increasingly important need as our climate warms and species will need to migrate north. Much as we think of our region as the "lungs of Boston," Carlisle, in its relatively rural state, can be thought of as an oasis in the midst of some more densely developed communities, but should also be thought of as part of a migratory corridor beyond that represented by the Concord River. Continued work to protect land on the Western Corridor as well as along the Concord River will help with regional connectivity, but there are other opportunities to protect land that will improve connections through the center of Town.

2. What can your committee/group do to improve open space and recreation offerings in Carlisle?

SVT is currently working with the Nature Conservancy to incorporate data on flood and drought vulnerability into our strategic land protection work. This data should be publicly available very soon and we would be delighted to work with the Town to review it to see its relevance to Carlisle, particularly in regard to the 2013 through 2019 Board of Health initiative to protect groundwater.

If the town is not already doing so, we recommend pursuing designation as a MVP (Municipal Vulnerability Preparedness) community under the state program. This will open up opportunities for funding to protect land and implement other nature-based solutions to address the current and anticipated impacts of climate change. SVT has been involved with MVP planning efforts in other communities and is actively exploring partnerships to protect priority parcels through action grants.

We'd like to commend the Town on three specific achievements since the last OS&RP.

- Carlisle Trails Day was a wonderful concept and seemed to have been executed without any hitches. It was a terrific way to get residents outdoors and connected with conservation land, and we encourage any efforts to repeat it on a regular or even semi-regular basis. It is also an event that other towns and local land trusts might like to emulate, and SVT would be happy to work with Town volunteers to develop information for sharing through the Metrowest Conservation Alliance (MCA) or other avenues.
- Adoption of a Right-to-Farm bylaw. Carlisle has done an excellent job in supporting local agriculture and this represents an important additional step.
- Amendment to the Senior Housing bylaw. Housing demand remains high in eastern Massachusetts, and towns will need to embrace tools for denser development and smaller footprints if open space goals are to be met.

SVT supports Carlisle's outstanding planning process to meet the Town's municipal needs, achieve balanced growth, and preserve the Town's unique character in the years ahead. We look

forward to continued collaboration with Carlisle officials, staff, and volunteers to protect the important resources identified in your plan.

S. Traffic & Pedestrian Safety Committee Initiatives for 2020 through 2030

The mission of the Committee is to bring attention to, and to work to eliminate, unsafe conditions for pedestrians, bicyclists, and drivers of motorized vehicles of all ages and abilities. To this end, it is tasked with the implementation of approved Complete Streets grant projects, improvement of existing pathways and road crossings, proposing new pathways and street crossings to enhance the overall walkability of Carlisle, and reviewing traffic safety concerns and issues within Carlisle, including, but not limited to, speed limits, signage, lines of sight, and traffic flow.

Oversee Complete Streets Grant Projects.

- Coordinate with the selected contractor and DPW to complete projects funded through the first phase of Complete Streets funding with supplementary Town funds during summer 2020.
- Reevaluate the Prioritization Plan in light of public input regarding pedestrian safety to develop a new priority project list for the Select Board's approval to apply for the next round of Complete Streets grant funding.
- Seek supplementary funding as needed to implement successive projects to improve safety and accessibility and to expand the pathway system to improve the walkability of Carlisle.

Respond to public input regarding public safety and other issues beyond Complete Streets parameters.

- Review the input received, coordinate with Town boards and committees to develop solutions, seek approvals, and seek funding as necessary to implement projects.
- Support improved public and environmental health by encouraging walking and bicycling to maximize community connectivity—especially for our aging population—and as alternatives to vehicular travel.

T. Trails Committee Initiatives for 2020 through 2030

The Trails Committee continues with its mission in five areas: Mapping, Education, Maintenance, Developing new or protecting existing trails, and Advising the Select Board and other entities on trails issues.

Trails Mapping

In 2018, the Trails Committee updated its trails book, *Trails in Carlisle*. The 2010 book was fully reviewed, and three new trail maps were added. New for the 2018 edition, all trail junctions were given unique letter and number identifiers, which were included on the maps to better aid trail users with location identification and emergency personnel with search and rescue, completing one of the goals in the 2013 OS&RP.

The trails book is available for purchase at Town Hall and at Ferns Country Store. Trail maps are also available electronically on the Town website under the Trails Committee web page.

Since 2015, the Committee has installed 144 intersection signposts with wooden number markers corresponding to the trail maps. We have worked with Carlisle Middle School Art Club students and art teacher Rachel Levy to add nature-themed student art to each marker. The goal is to get students and their families connected to trails and conservation land and to add interest to the trails for all users. This multi-year project is expected to be completed in 2021 or 2022.

A web-based online map called *Open Street Maps* is a preferred mapping system used worldwide by many outdoor enthusiasts. The Trails Committee has updated the information in *Open Street Maps*, so it now more accurately depicts all of Carlisle's trails.

In the next ten years, the Committee will

- Continue to update on-line town trail maps, *Open Street Maps*, and GIS databases with new trails and information about the trails,
- Evaluate level of accessibility for trails created since 2013, and
- Consider a reprint once all 2018 edition trails books have been sold.

Education

The Trails Committee educates the public about the trail system in several ways. The revised (2018) *Trails in Carlisle* book includes updated information about the trail system. The Committee also maintains a section on the Town website that contains much of the information from the trails book, along with additional documents and more time-sensitive information. The Committee historically has led a variety of public walks, including a winter moonlight walk, spring vernal pool walk, a Riverfest walk, a double sundae Sunday saunter with visits to two ice cream stands, a mushroom walk, and a post-Thanksgiving Day walk. The Committee has also led walks to educate residents about new conservation parcels and trails. The Committee has also led trail walks to inform the public on the natural features of parcels of land that the Town is considering purchasing.

In 2019, CCF and the Trails Committee co-hosted the *Carlisle Community Trails Day Challenge* with the goal of collectively walking all of Carlisle's trails in one day. It was a successful event, with more than 275 Carlisleans participating, walking over 700 miles. A month-long virtual form of the event was held in the midst of the pandemic in 2020. Future *Trails Days* will be held.

The Trails Committee has sponsored chain-saw-safety workshops in the past and hosted one in 2019 given by arborist Bob Eaton. The session was well attended and well received, so the Committee will sponsor similar sessions in the future.

The Committee promotes the Carlisle Trekker Award for individuals who document hiking almost all the trails in town and volunteer a half day of trail work. As of early 2020, 44 people have completed the requirements and received the award. (Taking advantage of the pandemic, another dozen people earned the award by the end of 2020.) Announcements of the awards in the local newspaper have encouraged more people—young and old—to support our efforts and hike the trail system. Since 2016, wooden plaques created by Trails Committee Member Roy Herold have also been presented to recipients.

The Trails Committee created and maintains a separate web site containing trail maps, activities, meeting agendas and minutes, photos, and other information. The official Town website was

upgraded in 2018 and all Trails Committee material was moved to the Town website. We will continue to maintain both sites until such time as the separate Trails Committee site can be retired.

During the next ten years, the Committee plans to

- Continue to lead at least one public walk per season, with additional walks as the occasion arises,
- Coordinate nature walks with the CCF and the Carlisle Conservation Commission, including the *Carlisle Community Trails Day Challenge*, and
- Update the website as needed so that all information is current.

Trail Maintenance

The Trails Committee conducts an active program to maintain Carlisle's existing trails and will continue this program over the next ten years and beyond.

Since the 2013 OS&RP, the Conservation Commission has approved the Committee to utilize duckboards, which are narrow boardwalks placed directly on the ground to allow a trail user to bypass wet or muddy areas of trail. With 200 feet of duckboards installed to date, this technique has been very successful and will be utilized in the future in situations where large permanent boardwalks are not required for the amount of water present.

In the past two years, the Committee has designed, constructed, and installed 8 trailside wooden benches. Another 9 benches have been pre-constructed and will be installed in the near future. The Committee would like to thank Bert Willard for creating the bench design and for constructing the first five benches.

Activities include the following.

- Utilize local volunteers to maintain and improve trails.
- Coordinate and execute cleanup of trails after major storms.
- Host workdays for trail clearings, which also are used to teach volunteers about land stewardship, local invasive plants, and other aspects of trail maintenance.
- Develop a strategy for controlling Poison Ivy growing along trails.
- Coordinate regional trail development with our trail system. These may include the Bay Circuit Trail, Bruce Freeman Rail Trail, or the Concord River Boater's Trail.
- Continue our relationship with Sudbury Valley Trustees for trail maintenance on the Elliott Concord River Preserve.
- Construct new boardwalks and duckboards where needed and repair existing ones as required. (New Russell Conservation Land and Greenough boardwalks are planned in 2020.)
- Complete the installation of trail junction number signage developed for safety considerations, particularly in relation to the search and rescue needs of the Carlisle Police Department.
- Continue working with Carlisle Middle School Art Club students and art teacher Rachel Levy to add student artwork to new trail junction number signs and replace ones that wear out.
- Construct and install trailside benches in appropriate locations.

New initiatives that may require additional funding from the Town or through grants and a commitment from the Town include the following.

- Promote the creation and maintenance of parking spaces located at or near the entrance of trails.
- Survey existing signage on all trails to assess opportunities for signage for people with disabilities, including informational signage for people who are sight-impaired.
- Survey existing trails to determine which portions may be made more accessible to people with disabilities, with appropriate funding to effectuate the necessary modifications to access points and the trails themselves, as well as the expected costs of maintenance.
- Negotiate an updated Trail Agreement with U.S. Fish & Wildlife Service to allow the Trails Committee to continue to maintain the trails and to use material storage facilities at Great Meadows National Wildlife Refuge.

Developing New Trails and Easements

The Trails Committee frequently collaborates with Town boards, other Town committees, CCF, and developers to help locate new trails and to encourage granting of easements or other forms of public access. Once trail access has been secured, the Committee organizes volunteers to locate and clear the trails and build improvements such as boardwalks.

The Trails Committee has successfully resolved some items and constructed new trails, many identified as goals in the 2013 OS&RP, as follows.

- Connected Carlisle Pines to the MacAfee Trail, with connection to Westford and Chelmsford trails.
- Created Bartlett Farm easement and rerouted trail, with a new Conservation Restriction allowing perpetual public access.
- Banta-Davis Land: Improved connections from school and neighborhoods, constructed boardwalks from Rodgers Road and between Spalding Field and the Banta-Davis Land.
- Constructed trails on the Russell Conservation Land, which was acquired by the Town. A boardwalk and staircase are planned to be installed in 2020 to provide access to the parcel from Russell Street.
- Constructed the Woodhaven Trail, with help from CCF and SVT (which acquired the CR on Woodhaven Farm in 2016), with a connection from Prospect Street via a trail easement through a field into the Davis Corridor, across a new boardwalk, and connecting to the Davis Trail.

During the next ten years, the Trails Committee will continue these activities, including the following.

- Coordinate with Town boards, Town committees, and CCF to educate the public on the existence of trails or possible connections between trails.
- Inform the Planning Board and Conservation Commission about the location of major trails on private land.
- Attend Planning Board meetings as appropriate during hearings for developments that involve trails.
- Work with the Conservation Restriction Advisory Committee, CCF, and other groups to permanently protect trails.

- Work with trail groups in surrounding towns to provide inter-town trail connections.
- Develop the trail network in the Woodward conservation land. The completion of the Woodward Village development will provide access to important existing trails and access from Maple Street to GMNWR.
- Coordinate with other Town boards including the Select Board, Conservation Commission, and Land Stewards on trail issues as needed.

The Trails Committee will also work with landowners and developers to preserve and protect public access to trails, including the following opportunities for potential trail connections.

North-West Connections

- Morse Road: public access along the entire length, GBFSP to Conant Land
- Holmes Avery Land to Fiske Street and to Elm Street in Chelmsford
- Cranberry Bog to Fiske Street via 164 Fiske Street (Jacobellis property)
- Cranberry Hill Road to Acorn South Trail in GBFSP
- Aaron Way to Conant Land
- Elizabeth Ridge Road to Munroe Hill Road
- Hanover Hill to Hart Farm Road

The first would secure a long sought-after connection between GBFSP and the center of town via the Conant Land. The next three would provide access to GBFSP and the Holmes Avery Land to nearby neighborhoods. The last three would increase trail access to the Virginia Farm/Munroe Hill/Hanover Hill neighborhoods.

West Connections

- Valentine land to Bruce Freeman Rail Trail and to Sorli Farm
- Sorli Farm to Carlisle Pines
- Pathway from Hanover Hill to Curve Street and then to Bruce Freeman Rail Trail

The pathway extensions would provide safe passage westward along Westford Street to Curve Street and beyond to the Bruce Freeman Rail Trail.

South-West Connections

- Access to the trails on CR #56 (Lovejoy) adjacent to Benfield Hill and then to Heald Road
- Benfield Hill to South Street and Benfield Conservation Land
- Benfield Conservation Land to Spencer Brook Reservation, to Fifty Acre Way, and to the Bisbee Land
- West border with Acton: Ben's Woods to Acton Street, including connections to Log Hill Road, Robbins Mill Conservation Land in Acton, CCF land off High Woods Lane, and Valentine land
- Bisbee Land to Estabrook Woods and to Spencer Brook lands in Concord
- Greystone Trail to Concord Street via CR #62 (Stalker)
- Pathway along South Street from Concord Street to Cross Street

These connections would enhance pedestrian access to many of the town's preserved open space parcels in the southwest corner of town and would secure protection for the wildlife corridors from Acton's Spring Hill and Robbins Mill areas through the Spencer Brook lands and into Estabrook Woods.

South Connections

- Sachs Greenway to Rockstrom Trail via Raibert property (previously Flannery property)
- Russell Conservation Land to Concord Street via Rotondo parcel, to Clark Farm, and to Russell Street via 149 Russell Street
- Kulmala Trail to Concord Street and Russell Street
- Buttrick Land to Autumn Lane

The first is a keystone property within the Estabrook Reserve for pedestrian and wildlife access, completely surrounded by protected land, with a critical trail connection. The next group of connections would enhance the recently acquired Russell Conservation Land. The last two would provide access to nearby neighborhoods.

Center Connections

- Kimball's to Cutters Ridge trail easement, to Brook Street, and to Carriage Way
- Cutters Ridge Road to Tophet Road
- Pathway on Westford Street from Town Center to Towle Land
- Towle Land to Concord Street
- Banta-Davis to Baldwin Road
- Old Morse Road to Great Brook Farm State Park via Fisk Meadow

These connections will make the center of town more walkable.

East Connections

- Beaver Trail Loop to Maple Street
- Blood Farm Trail to Stoney Gate
- Pathway on Bedford Road from Kimball's to Davis Corridor and on to River Road
- Page Brook Road to Peter Hans Road via von Roesgen property
- Davis Trail to Rodgers Road via 165 Stearns Street (Dennison property)
- Davis Road to Page Brook Road or Brook Street
- Woodward to Foss via Anderegg property

The first three are important connections since they would help to tie the Davis Corridor with Kimball's, Great Meadows National Wildlife Refuge (GMNWR), and Foss Farm. The next three would enhance the walkability of the greater Brook Street neighborhood. The last would allow bicycles, dog walkers, and horseback riders access to Foss Farm from Maple Street.

North-East Connections

- Pathway on East Street from Partridge Lane to Ice Pond Road and on to Rutland Street
- Tophet Loop East trail in GBFSP to gate on East Street
- Wolf Rock in GBFSP to Wolf Rock Road
- Deer Run Trail in GBFSP to Rutland Street
- Rangeway trail to East Street, Nickles Lane, and North Road
- Mannis Land East to North Road and Rangeway trail network
- Oak Knoll Road to Mannis Land and Maple Street or Greenough Land
- Town Forest connections to Brook Street, Carroll Drive, Milne Cove Road, and East Riding Drive via 445 East Riding Drive (Frizzell property)

The pathway extension would improve the safety of walkers along East Street where the road is narrow and winding. The next three would provide important access to Great Brook Farm State

Park. The next four would provide access from the Oak Knoll and North Road neighborhoods to the Rangeway and Mannis Land conservation lands, which would then allow access to the Greenough Land and Great Meadows National Wildlife Refuge beyond.

U. Youth Commission Initiatives for 2020 through 2030

The Carlisle Youth Commission (CYC) is a town committee made up of 5 to 8 Carlisle parents with middle-school-aged children. The primary goal of the CYC is to provide safe, all-inclusive, and fun monthly events for Carlisle middle school students (grades 6-8) attending public and private schools to socialize with their peers. These monthly events have become known as Friday Night Live (FNL). FNL is typically held on the first Friday evening of the month in the Corey Gym and Exercise Room at the Carlisle Public School. Although FNL is held at the Carlisle Public School, FNL is sponsored and partially funded by the Town of Carlisle rather than by the Carlisle Public School.

Goals for the Carlisle Youth Commission (CYC) from 2020 – 2030

- Establish the protocol for number of Youth Commissioners and number of Chaperones at each event.
- Establish a rotation of Youth Commissioners at each event.
- Require multiple Youth Commissioners to pass the Certification for Crowd Manager so that Youth Commissioners are interchangeable.
- Establish a protocol for nominating and selecting Youth Commissioners and determining years and terms of service.
- Form a Student Youth Commission so that ideas and enthusiasm for events come straight from the students.
- Nominate and approve Advisors for the Student Youth Commission.
- Plan monthly meetings for the Student Youth Commission.
- Establish checklists and protocols so that any member of the Youth Commission can oversee an FNL event successfully.