

Master Plan Progress Update

July 2005

Implementation

“... to be successful, planning has to be made a meaningful part of our political process. Electing anyone who has not made it clear that he or she stands foursquare

for effective community planning is like inviting the fox into the chicken coop. If our communities are not to be bankrupted by wasteful and uncoordinated development, we must have workable, practical plans for the future. If we are not to be overwhelmed by man-made ugliness, inefficient and uneconomical community structures, we must see to it that our plans are implemented and that they work.”

Herbert Smith, “The Citizen’s Guide to Planning”, 1993

This element defines and schedules the specific municipal actions necessary to achieve the objectives of each element of the master plan. Scheduled expansion or replacement of public facilities or circulation system components and the anticipated costs and revenues associated with accomplishment of such activities shall be detailed in this element. This element shall specify the process by which the municipality’s regulatory structures shall be amended so as to be consistent with the master plan.

Implementation strategies for each objective are written with the following format:

- (a) the year in which implementation of the objective will begin; in some cases, the completion date has been given*
- (b) the agency responsible for implementation of the objective*
- (c) financial strategy that will be required to implement the objective, if necessary.*

Land Use Goals

OBJECTIVES

1. Current subdivision regulations should be amended to require conservation subdivision design. Clustering of new residential units should be required with residual land set aside as permanent open space.
 - ✓ **2003- Flexible Development Bylaw prepared and publicly heard.**
 - ✓ **2004- Flexible Development Bylaw presented and passed at Town Meeting.**
 - ✓ **2005- Golf Residential Overlay District presented and passed at Town Meeting.**
 - ✓ **2005- Zoning Task Force in place and reviews underway.**
2. Minimum lot size requirements in the zoning bylaws should be amended to conform to the existing landscape.
2001; Planning Board; (Complete) Fall Town Meeting 2001; funding should come from the regular Planning Board budget
 - ✓ **2005- Zoning Task Force in place and reviews underway.**
3. Every effort should be made to be creative with the zoning bylaws. Numerous techniques exist that will allow retention of rural character and open space while also accommodating projected growth needs and the Town should remain open-minded when considering their respective uses.
 - ✓ **2003-2004- \$30,000 appropriated at Town Meeting to revise Zoning By-laws.**

- ✓ **2004- Mill Overlay Bylaw Passed at Town Meeting- to encourage reuse of existing previously developed land.**
 - ✓ **See #1 above.**
 - ✓ **2005- Zoning Task Force in place and reviews underway.**
4. Research the Town for suitable sites for growth centers.
2002; Planning Board; funding should come from the regular Planning Board budget; some printed training materials may be needed
- ✓ **2005- Zoning Task Force in place and reviews underway.**
 - ✓ **2004- Town was awarded grant from the Urban Land Institute for a study of our town and specifically our downtown as a growth area.**
 - ✓ **2005- Final Report from ULI due in Mid-July.**
5. Balance the amount of residential land use with open space, agriculture, industry, and commercial land uses.
2002; Planning Board; funding should come from regular Planning Board budget
- ✓ **2005- Zoning Task Force in place and reviews underway.**
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Housing Goals

OBJECTIVES

6. Maintain 10% affordable housing inventory. Affordable housing should be available in all forms – detached single family houses, townhouses, condominiums, mobile homes, and multi-family structures.
- ✓ **2004- Achieved 10% threshold.**
 - ✓ **2004- CDC Project created three affordable units in Town.**
 - ✓ **2004- Mill Overlay District Bylaw encourages 25% “affordable” units.**
 - ✓ **2005- Golf Residential Overlay District provides 25% affordable units.**
 - ✓ **2005- Redevelopment Authority selling two lots to CDC for two additional affordable home opportunities.**
7. Promote mixed use of older, larger houses and commercial structures in the downtown. Mixed use means residential use on the upper floors of the structure and institutional, government/public service, or commercial uses on the ground floor.
- ✓ **2002- Winchendon Historical Society and its conversion and mixed use of the Whitney House.**
 - ✓ **2004-Mill Overlay Bylaw Passed at Town Meeting- to encourage reuse of existing previously developed commercial structures in downtown.**
 - ✓ **ULI study and report.**

- ✓ **2005- Heritage Mills Project moving forward to feasibility phase as Winchendon was selected and the site of the project.**
8. Promote mixed use of existing, unoccupied industrial structures.
- ✓ **2003- Glenallen Mills mixed reuse plan was under review with mortgage holder. EPA hazmat cleanup. Research options re: back taxes owed.**
 - ✓ **2002-2005- Town set the tax title taking process in motion for Building on corner of Jackson Ave. and Franklin St. Should be in possession of town within 2-4 months. Slated for marketing by the Redevelopment Authority.**
 - ✓ **2004-Mill Overlay Bylaw Passed at Town Meeting- to encourage reuse of existing previously developed commercial structures in downtown.**
 - ✓ **2004- Heritage Mills Concept being pursued.**
 - ✓ **2004- Glenallen Mills reuse being pursued.**
 - ✓ **2004- ULI study and report.**
 - ✓ **2005- Heritage Mills site selection complete with Winchendon chosen.**
 - ✓ **2005- Glenallen Mill town tax title auction slated for September.**
9. Promote upgrading of existing, older apartment buildings to provide for upper end rentals.
2002; Community Development, Planning Board, Building Inspector; (Complete)
2003 Fall Town Meeting; seek State money, grants, and local tax incentives
10. Require strict enforcement of the Massachusetts Building Code. Provide sufficient staff to ensure ample, timely inspections of new construction.
- ✓ **2001- Fulltime and effective Building Inspector hired.**
 - ✓ **2002- State certified as Building Commissioner.**
 - ✓ **2003- Increased hours for electrical and plumbing inspectors.**
 - ✓ **2005- New Commissioner being hired.**

Economic Development Goal

OBJECTIVES

11. Support community development and revitalization efforts of the Community Development office, the Toy Town Partnership, and the Winchendon Enrichment Foundation.
- ✓ **2001-2003- Community Development office, now Development and Planning Office, fully restructured and re-staffed.**

Increased staff and service through re-allocation of existing resources.

- ✓ **2003- Fulltime staff person provides planning board support, land-use trained part-time clerical staff supports both ZBA and Planning Board for consistency.**
 - ✓ **2005- Town Manager attends TTP meetings and appoints members.**
 - ✓ **2005-TTP and Enrichment Foundation being reviewed as agents/entities to carry out the Converse Gardens project.**
12. Increase the value potential of the available labor force by providing additional educational and/or vocational opportunities within the Winchendon area.
13. Continue to encourage and support public transportation links to educational, training, and job opportunities.
- ✓ **2002- Work with Representative Knuttilla on re-establishing commuter rail service to Boston in Gardner.**
 - ✓ **2003- Participants in Congressman Olver's "Northern Tier" and regional transportation symposium.**
 - ✓ **2004-2005- Working with Devens Commerce Center and MART regarding potential labor transportation shuttles to the industrially developed Devens Commerce Center.**
14. Develop low impact, environmentally sensitive recreational facilities on Town owned parcels at Whites Mill Pond.
- ✓ **2004-2005 Tax title lands adjacent to White's Mill proposed for passive recreational link to a potential bike trail spur linking main trail, veteran's cemetery and the pond.**
15. Clean up Whitney Pond and pursue efforts to develop recreational opportunities at the Pond.
- ✓ **2003-2004- Bike Trail from Glenallen to the Clark along Whitney's Pond funded and construction scheduled.**
 - ✓ **2003-2005- Robinson-Broadhurst funding has been sought and received for the pursuit of purchase of two parcels of land on the shoreline of Whitney Pond adjacent to the Bike Trail just behind the Brass Pineapple for passive park space.**
 - ✓ **2001-2005- Sewer Infiltration and Inflow work is ongoing to reduce the introduction of wastewater getting into the waterway.**
 - ✓ **2001-2005- Wastewater Plant upgrade was designed to allow for additional capacity to include Maple Street and the Springs. This would require the sewer infrastructure to be extended.**

- ✓ **2004- Town Meeting passed a recreational ice racing bylaw that includes Whitney's Pond.**
 - ✓ **2004-2005- ULI study and report.**
 - ✓ **2001-2004- Title Five Program is still in progress and available.**
 - ✓ **2005- Title Five program funds being sought to re-establish the program.**
 - ✓ **2005- Heritage Mills project moving forward.**
16. Improve appearance of the Town's gateways.
17. Improve parking availability in the downtown business district through land acquisition, cooperative agreements, etc.
- ✓ **2003- MRPC conducted a "Downtown Parking Study" and determined that capacity is sufficient and that striping would be of benefit.**
 - ✓ **2004-2005 Downtown parking striping project being pursued through Development Office, TTP and DPW.**
 - ✓ **2004-2005 Tiered parking plan opposite Pleasant Street at Front Street designed and funds being sought.**
18. Restore, protect and provide better access to the Millers and Otter Rivers.
- ✓ **2001-2004- With the Wastewater project completion we have removed overflows in excess of 1 million gallons per day of raw sewerage from spilling into the Miller's River on any given Spring day.**
 - ✓ **2004- Robinson-Broadhurst funding has been sought and received for the pursuit of purchase of two parcels of land on the shoreline of Whitney Pond adjacent to the Bike Trail just behind the Brass Pineapple for passive park space.**
 - ✓ **2005- Converse Garden's project moving forward to design stage.**
 - ✓ **2005- 36 River Street reuse plan calls for a tie-in with a proposed river walk at the base of gardens.**
19. Scrutinize existing industrial lands. Evaluate needs and potential.
- ✓ **2004- 10 acre parcel zoned industrial transferred to the newly constituted Winchendon Redevelopment Authority for marketing and sale.**
 - ✓ **2002-2004- Industrial parcels on Franklin Street and Jackson Ave in final stages of Tax Title taking.**
 - ✓ **2004- Sewerage connection moratorium lifted after more than a decade.**
 - ✓ **2004-2005 Industrial Land Inventory created listing all parcels with pertinent information and contacts.**
 - ✓ **Zoning Task force underway.**

20. Create an Industrial Park Commission.

- ✓ **2002- Reviewed the scope of all economic development models available to the Town.**
- ✓ **2003-2004- Appointed members to fill the seats of the Winchendon Redevelopment Authority which is the strongest of the models.**
- ✓ **2005- WRA is up and running.**

21. Improve the Town's bond rating.

- ✓ **2001- Successfully petitioned bond rating agencies in Boston to increase our bond rating from the then current B- to our existing A-.**
- ✓ **2005- Successfully secured an increased bond rating from the rating agencies from our A- to an AA/AAA.**

21a. Create a web site for Winchendon.

- ✓ **2003- Formed and appointed members to the Town's first Communications Commission. Primary task of establishing a town website.**
- ✓ **2004- Sought and received town meeting funding for the commission's work.**
- ✓ **2005- Due to the diligent efforts of the commission, the website was officially launched and unveiled at Annual Town Meeting in May of 2005.**

Natural Resources Goal

OBJECTIVES

22. Utilize all available funding sources, (e.g. EOE's Self- Help and Urban Self-Help Programs, and the Land and Water Conservation Funds) to preserve, protect, enhance, and/or rehabilitate the Town's natural resources.

- ✓ **2002-2003 Town negotiating creative resolutions to Chapter 61 sales that result in increased protected open space that is either town owned or privately held with conservation restrictions.**
- ✓ **2004- Town Meeting passed Open Space Fund bylaw to establish a revenue stream to purchase open space for preservation and or recreation purposes.**
- ✓ **2005- Currently negotiating a Chapter 61 sale issue.**

23. Work to preserve, protect, enhance, or rehabilitate the biodiversity of our local ecosystems.

2001; Conservation Commission, Community Development; (Complete) 2003 Fall Town Meeting; no additional funding needed

- ✓ **2005- Open Space Plan being reviewed and renewed.**

24. Work with the Council on Invasive Species to establish a program to control invasive species on municipal lands and throughout the Town.
2001; Conservation Commission, Community Development; (Complete) 2003 Fall Town Meeting; no additional funding to do initial research; establishment of the program may require funding from the Town's operating budget
✓ **2004-2005 Converse Garden plan calls for removal of all of the invasive species currently choking out the town owned land along the banks of the Miller's River along the garden site on Front Street..**
25. Evaluate the Town's use and storage of salt as a road de-icer. Ensure maximum efficiency in its application, minimizing adverse environmental impacts to roadside vegetation and adjacent wetlands.
2001; Conservation Commission, Community Development; (Complete) 2003 Fall Town Meeting; no additional funding needed
26. Prohibit deposit of used street sand into the Town's surface waters.
2001; Conservation Commission, Community Development; (Complete) 2003 Fall Town Meeting; no additional funding needed
✓ **2002-2005 Being assured.**

Forest Resources Goal

OBJECTIVES

27. Promote measures that encourage owners of large forested tracts to avoid fragmentation or subdivision of forested areas.
2002; Conservation Commission, Planning Board; (Complete) 2003; no additional funding needed
28. Support local, State and Federal programs and funding which will encourage landowners to retain managed forestlands.
2002; Conservation Commission, Planning Board; (Complete) 2003; no additional funding needed
✓ **2004-2005 Supporting the Commonwealth's DCR in its efforts to purchase conservation restrictions on over 800 acres of forestland in our town boundaries.**
29. Encourage awareness of the Town's urban trees through an "adopt-a-tree" program with the Town's elementary schools.
2001; Conservation Commission, School Committee; no additional funding needed

30. Continue and expand the tree-planting program funded by the Conservation Commission.
2001; Conservation Commission, School Committee; funding through annual operating budgets of both the Conservation Commission and the School Committee
✓ **2004- MassReleaf grant sought and awarded for tree plantings along the parking lot to the North Central Pathway.**
✓ **2005- MassReleaf grant sought and awarded for the replacement of some historic maples in Old Center.**
31. Implement forest ecology education in our school system.
2001; Conservation Commission, School Committee; school department budget
32. Ensure sustainable management through replanting whenever cutting occurs for development. Require “Best Management Practices” in all development requiring tree cutting.
2002; Planning Board; no additional funding needed
33. Encourage compatible uses of forestlands for recreation, tourism and economic benefit where such uses will not impair forest quality or wildlife and/or forest habitat.
✓ **2004-2005 Preliminary work being done on conceptual plans for an Animal Control Facility with a Wildlife Rehabilitation component on the Town owned forest on Town Farm Road to serve our domestic and wild animal populations while simultaneously creating an educational/tourist destination with a public trail system.**
34. Avoid the use of single species or non-native species in development site plans and Town landscaping projects – promote diversity and the use of native, drought resistant species.
2002; Planning Board, Conservation Commission, DPW; no additional funding needed
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Agricultural Resources Goal:

OBJECTIVES

35. Support efforts to create and promote “agri-tourism”.

2002; Toy Town Partnership, Winchendon Enrichment Foundation, Community Development; grant monies may be available for these efforts

- ✓ **2004-2005 Heritage Mills Project**

- ✓ **2005- Sought and received inclusion in the Freedom's Way Heritage Corridor.**
36. Support local agricultural operations through a "buy local" campaign.
2002; Toy Town Partnership, Winchendon Enrichment Foundation, Community Development; see #35
 37. Inventory prime agricultural soils and preserve them for future needs.
 - ✓ **2002- Negotiated a Conservation Restriction on a land parcel identified as containing prime agricultural soils to save it from development.**
 38. Form a local land trust to preserve farmlands.
2002; Planning Coordinator; no additional funding needed
 - ✓ **2004-2005 Heritage Mills Project contemplates such a trust.**
 - ✓ **2005- Town manager set to announce the creation of Heritage Commission and Local Land Trust Commission.**
 39. Promote agricultural education in the school system, raising the level of awareness of food sources and production techniques.
2001; Conservation Commission, School Committee; no additional funding should be needed
 40. Encourage environmentally responsible, sustainable agricultural operations in Town.
2002; Planning Coordinator; no additional funding needed
 - ✓ **2004-2005 Heritage Mills Project contemplates such operations**
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Earth Mineral Resources Goal

OBJECTIVES

41. Inventory viable gravel and other earth mineral resources in Town.
2002; Planning Coordinator; no additional funding needed
42. Ensure that extraction occurs only in areas where there will be the least conflict with surrounding land uses.
2002; Zoning Board, Building Inspector; no additional funding needed
 - ✓ **2001-2005 strict enforcement of our gravel and earth materials bylaws.**
43. Ensure timely reclamation of extraction sites, for uses which are in harmony with the surrounding land uses.
2002; Zoning Board, Building Inspector; no additional funding needed

44. Restore existing unreclaimed sites to safe, environmentally sound and aesthetically pleasing uses.
2002; Zoning Board, Building Inspector; this objective will require development of an inventory of unreclaimed sites, identification of current ownership; and legal responsibilities of owners under the law. An estimated \$3,000 for legal opinion of responsibilities should be appropriated through the Town Manager's budget.

Water Resources Goal:

OBJECTIVES

45. Develop a comprehensive water resources plan which will maintain a balanced "water budget".
2001; Board of Selectmen; ongoing, no additional funding needed
46. Reduce nonpoint source pollution by reducing the amount of impermeable surfaces in Town and limiting the use of fertilizers on the Town's green areas.
2002; Planning Board, Zoning Board, DPW; no additional funding needed
✓ 2001-2005.
47. Ensure separation of stormwater and wastewater collection systems to prevent discharges into the Millers River.
✓ 2003-2005- Completed with the Wastewater Treatment Plant upgrade.
48. Reduce road salt usage and provide secure storage of stockpiles to prevent leaching.
2001; DPW, Conservation Commission; annual operating funds if needed
49. Upgrade the wastewater treatment facility to meet current and projected needs.
✓ 2003-2005- Completed with the Wastewater Treatment Plant upgrade.
- 49a. Develop a Capital Improvements Program, ensuring timely repairs and upgrades to the wastewater treatment system.
✓ 2002- Developed Policy for approval by the Planning Board, the Finance Committee and the Board of Selectman. Approved.
✓ 2003- Implemented and funded long term, rolling five-year capital planning process with the FY04 town budget. Town meeting funded it.
✓ 2004- Town meeting funded year two.
✓ 2005- Town meeting funded year three.
50. Protect areas which serve as water supplies in the future – particularly land overlying potentially productive aquifers – through acquisition or zoning, and other regulations which restrict incompatible uses.

2003; Planning Board, Board of Health; zoning and regulatory changes can be funded through the Planning Board's annual budget; acquisition costs would have to come from Town Meeting allocation

51. Ensure proper disposal of waste oils at the Town garage.
2001; Board of Health, DPW; no additional funding needed
✓ **2001-2005- Ongoing.**
52. Continue Hazardous Household Waste collection efforts.
✓ **2002- Utilized pre-existing appropriation to hold annual day.**
✓ **2003- Held day.**
✓ **2004- Held day.**
✓ **2005- Held day.**
53. Promote use of native drought resistant plant species in site plans and Town landscaping projects.
2002; Planning Board, DPW; no additional funding needed
54. Finish groundwater mapping, providing a complete picture of the Town's aquifers.
2002; Planning Coordinator; Engineering costs will require a Town Meeting appropriation
55. Ensure that lot sizes reflect the type of soil present and its ability to absorb wastes without polluting water supplies or adjoining waters.
(Complete) 2004; Planning Board, Board of Health; no additional funding needed
56. Conduct an inventory of hazardous waste generators in Town. Ensure the proper disposal of wastes being generated.
✓ **2004- Town meeting passed a Hazardous Materials bylaw.**
57. Ensure that commercial development is properly sited and that hazardous materials and wastes are properly handled.

✓ **2004- Town meeting passed a Hazardous Materials bylaw.**

Wildlife Resources Goal

OBJECTIVES

58. Establish a Local Species and Habitat Registry, maintained by the Conservation Commission for use in local land use permitting and open space planning.
2001; Conservation Commission; purchase of materials may be necessary
59. Promote subdivision designs, which reduce habitat fragmentation.
2001; Planning Board; no additional funding needed

- ✓ **2003- Flexible Development Bylaw prepared and publicly heard.**
- ✓ **2004- Flexible Development Bylaw presented and passed at Town Meeting.**
- ✓ **2005- Golf Residential Overlay District presented and passed at Town Meeting.**
- ✓ **2005- Zoning Task Force in place and reviews underway**

60. Promote healthy habitats through appropriate land uses, sound waste management practices, and environmental awareness.

2003; Planning Board, Zoning Board, Conservation Commission, Board of Health; (Complete) 2005; no additional funding needed

Wetlands Goals

OBJECTIVES

61. Promote public awareness of wetlands values. Encourage school students to assist in the certification of vernal pools.

2002; School Committee, Conservation Commission; no additional funding should be needed

62. *Ensure development regulations promote wetland preservation and integrity.*

2001; Conservation Commission, Planning Board; no additional funding should be needed

Soils Goals

OBJECTIVES

63. Develop and enforce an erosion control bylaw to prevent unnecessary loss and improper movement of soil.

2001; Planning Board, Board of Selectmen, Building Inspector; no additional funding should be needed

64. Soil types shall be identified on any parcel to be developed using the most current soils map overlays that the Town owns.

2002; Planning Board, Building Inspector, Zoning Board; no additional funding should be needed

Open Space Goals (Summarized from OS&RP, 1999)

OBJECTIVES

65. Regulate inappropriate land uses to avoid or mitigate loss of water quality or wildlife habitats.

(Complete) 2003; Planning Board; no additional funding should be needed

✓ **2005- Open Space Plan being reviewed and renewed.**

66. Prioritize open spaces considered for preservation. Criteria should be based on level of contribution to biological and ecological diversity; water supply and water quality; aesthetics and recreation; community character; and agricultural lands.

2002; Planning Coordinator; no additional funding should be needed

✓ **2005- Open Space Plan being reviewed and renewed.**

67. Identify scenic roadways and corridors that will aid in the protection of open spaces. Then adopt a local corridor district in the general bylaws and a scenic roadway bylaw in the zoning bylaws to regulate development along these declared scenic roadways and corridors.

2002; Planning Coordinator; no additional funding should be needed

✓ **2005- Zoning Task Force in place and reviews underway**

68. Protect the Town's working farms from development.

2002; Planning Coordinator; no additional funding should be needed

✓ **2004-2005 Heritage Mills project working to connect the Murdock Farm into the plan scope.**

69. Develop a linked system of open spaces and recreation, integrating activities where appropriate.

✓ **2001-2005 Bike Trail continues to be developed with Robinson Broadhurst, state and federal funds.**

70. Seek funding sources and alternative, low-cost means for protection of environmentally sensitive areas.

2003; Planning Coordinator, Community Development; no additional funding should be needed

✓ **2004- Town Meeting passed a bylaw that created a revenue stream for the purchase/preservation of open space.**

71. Establish a fund for purchase of (a) tax title lands and (b) development rights on parcels that meet the criteria for open space preservation.

✓ **2004- Town Meeting passed a bylaw that created a revenue stream for the purchase/preservation of open space.**

72. Modify zoning bylaws to encourage styles of development that will preserve open space.

✓ **2004- \$30,000 appropriated at Town Meeting to revise Zoning By-laws.**

✓ **2005- Zoning Task Force in place and reviews underway**

73. Modify zoning bylaws to regulate inappropriate uses on lands that are adjacent to surface waters, are located in watersheds to important surface waters, and those that overlie known aquifers and their recharge zones. The industrial zoning district in the

southeast part of the Town is known to overlies the protective district for the city of Gardner's Crystal Lake water source. This may need to be modified to prevent degradation of this resource. Similarly, the Zone II for some of Templeton's public wells extends into Winchendon. The effects of the overlying zoning should be examined and modified if necessary.

✓ **\$30,000 appropriated at Town Meeting to revise Zoning By-laws.**

✓ **2005- Zoning Task Force in place and reviews underway**

74. Transfer ownership of the Town forestland on Town Farm Road to the Winchendon Conservation Commission for the purpose of conservation and preservation.

(Complete) 2001 Fall Town Meeting; Conservation Commission; legal expenses should come from Town Manager's legal budget

75. Any new lands that the Town acquires for protected open space or recreation should be transferred to the Conservation Commission.

(Complete) 2001 Fall Town Meeting; Conservation Commission; legal expenses should come from the Town Manager's legal budget

76. Establish a local land bank or community land trust as authorized under the Community Preservation Act.

2002; Planning Coordinator (see #38 and #71)

77. Encourage the Winchendon School system to become involved with the Outdoor Classroom Program offered by the Executive Office of Environmental Affairs.

2001; School Committee; no additional funding should be needed

Police Goal

OBJECTIVES

78. Develop a capital improvement program to address expansion needs on a regular time schedule.

✓ **2002- Developed Policy for approval by the Planning Board, the Finance Committee and the Board of Selectman. Approved.**

✓ **2003- Implemented and funded long term, rolling five-year capital planning process with the FY04 town budget. Town meeting funded it.**

✓ **2004- Town meeting funded year two.**

✓ **2005- Town meeting funded year three.**

79. Achieve accreditation.

Ongoing (Complete) 2004; Police Department

80. Strive to reduce the amount of time that crimes remain unsolved.
- ✓ **2003-2005- Full complement of officers allowing detective to focus 100% on case resolution.**
-

Fire Protection Goals

OBJECTIVES

81. Promote fire safety awareness at all levels of the community.
- ✓ **2001-2004- S.A.F.E. Program carried out in the public schools.**
82. Provide emergency medical life support services.
- ✓ **200-2005- Increased department staffing by one additional firefighter/EMT to provide better coverage during the daytime hours where coverage was weaker.**
83. Provide hazardous materials control services.
- ✓ **2004- Hazardous Materials Bylaw passed at Town Meeting.**
84. Reduce fire insurance rating.
- (Complete) 2004; Fire Department*
85. Develop a Master Plan and Capital Improvement Plan to address future needs and plans of the Fire Department.
- ✓ **2002- Developed Policy for approval by the Planning Board, the Finance Committee and the Board of Selectman. Approved.**
 - ✓ **2003- Implemented and funded long term, rolling five-year capital planning process with the FY04 town budget. Town meeting funded it.**
 - ✓ **2004- Town meeting funded year two.**
 - ✓ **2005- Town Meeting funded year three.**

Emergency Dispatch Goal

OBJECTIVES

86. Stay abreast of technology advances.
- ✓ **2001-2005 Technology kept up to date with capital requests to Robinson Broadhurst and/or the Capital Plan.**
87. Continue public outreach programs to keep Townspeople informed about emergency services that are available to them.
- ✓ **2002-2005 School Resource Officer funded and in the school system**
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Education Goals

OBJECTIVES

88. Raise Winchendon public school test scores, i.e. MCAS, SAT, etc., into the top 25% of the Commonwealth in the next seven years.

2001; School Committee; school budget funding as needed

✓ **2001-2005 Ongoing effort.**

89. Establish a late bus route to allow students greater access to after school activities.

✓ **2003-2005 Established.**

90. Maintain effective disciplinary policies.

Ongoing; school budget

✓ **Ongoing effort**

91. Maintain the structural integrity and value of the school's properties.

Ongoing through the School Department's maintenance program.

✓ **Ongoing effort**

91a. Develop, implement, and maintain an exemplary curriculum that prepares our students for the future.

2001; School Committee, Superintendent of Schools; school budget funding

✓ **Ongoing effort**

92. Develop, implement, and maintain a program for gifted and talented children.

2001; School Committee, Superintendent of Schools; school budget funding

✓ **Ongoing effort**

Library Goal

OBJECTIVES

93. Make the library handicapped accessible.

✓ **2003-2005- Library Trustees developing a Building Improvement Plan to address issue of handicapped access.**

94. Address building code violations.

✓ **2001-2005- Library Trustees diligently addressing these issues through the graces of grants from the Robinson Broadhurst Foundation.**

95. Automate library systems as needed.

✓ **2001-2004- Completed.**

96. Provide access to the Town's GIS.

✓ **2005- Reviewing proposals to have the Town's GIS data "hosted" on our engineering firm's server with internet access to any and all residents from any internet location. With their fee it is cheaper than keeping it on our server and paying license fees for each PC in house.**

97. Conduct a user survey and improve library collections in the Popular Materials category.

2001; Library Director; Complete in 2001; no additional funding needed

98. Upgrade and expand the software offered on the public access computers for both children and adults.

2001; Library Director; ongoing, no additional funding needed

99. Develop a plan with which to address anticipated increases in minimum requirements, which will become applicable to the library when Winchendon's population reaches 10,000.

2001; Library Director, Library Board of Trustees; complete plan by 2003; no additional funding needed to develop plan

Health Care Facilities Goal

OBJECTIVES

100. Maintain communication with the Winchendon Health Center to maintain awareness of their future expansion needs and emerging needs for specific types of practices.

✓ **2001-2005- In regular communication with the president and CEO of the Heywood Hospital re: this and other issues.**

101. Create an inventory of available medical facilities ready for use by doctors or dentists.

2001; Planning Coordinator; Community Development

102. Determine approximate number of townspeople who are trained medical technicians, nurses, and nurse practitioners. Make this information part of the medical facility inventory.

2001; Planning Coordinator; Community Development

Solid Waste Disposal Goal

OBJECTIVES

103. Continue to expand recycling and composting efforts.

✓ **2001-2005- Town recycling rate continues to top the statewide average.**

104. Increase revenues from recycled materials.

2001; Board of Health, Town Manager, DPW, Landfill Manager

✓ **2001-2005 Ongoing effort**

105. Develop a capital improvement program to continue upgrading and improving the solid waste disposal facilities.

- ✓ **2002- Developed Policy for approval by the Planning Board, the Finance Committee and the Board of Selectman. Approved.**
- ✓ **2003- Implemented and funded long term, rolling five-year capital planning process with the FY04 town budget. Town meeting funded it.**
- ✓ **2004- Town meeting funded year two.**
- ✓ **2005- Town Meeting funded year three.**

106. Construct a permanent hazardous household waste collection facility at the transfer station.

2002; Board of Health, Landfill Manager, Town Manager; funding should come from the capital improvements program

Municipal Water Supplies Goal

OBJECTIVES

107. Develop a capital improvement plan for the timely improvement of the distribution system.

- ✓ **2002- Developed Policy for approval by the Planning Board, the Finance Committee and the Board of Selectman. Approved.**
- ✓ **2003- Implemented and funded long term, rolling five-year capital planning process with the FY04 town budget. Town meeting funded it.**
- ✓ **2004- Town meeting funded year two.**
- ✓ **2005- Town Meeting funded year three.**

108. Continue to pursue development of viable alternative sources of drinking water that will serve the needs of projected population increases and to serve as insurance against possible loss of our existing water supplies.

- ✓ **2003-2004- Seek a second water supply source to serve the current and future needs of the community. Site analysis and test well drilling underway.**
- ✓ **2005- Expanding supply source review to include possible fractured bedrock well sites.**

109. Identify and protect our aquifers from contamination.

2001; Planning Board, Board of Health, Conservation Commission

110. Maintain a balanced water budget, so that water is withdrawn from and returned to the same watershed.

2001; Board of Selectmen (see #45)

- ✓ **2001-2005- Ongoing.**
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Municipal Wastewater Treatment Goal

OBJECTIVES

111. Evaluate the available alternatives for providing municipal wastewater treatment. Choose the most cost-effective alternative that will comply with EPA's regulations. Secure the necessary funding. Obtain the NPDES permit. Proceed to completion.

- ✓ **2001- Evaluated, presented and funded a \$15.5 million dollar upgrade via town meeting, SRF zero percent interest loan, and Rural Development grants of \$1.515 million dollars.**

112. Develop a capital improvement program to provide regular upgrades and maintenance of the municipal wastewater treatment and collection systems.

- ✓ **2002- Developed Policy for approval by the Planning Board, the Finance Committee and the Board of Selectman. Approved.**
- ✓ **2003- Implemented and funded long term, rolling five-year capital planning process with the FY04 town budget. Town meeting funded it.**
- ✓ **2004- Town meeting funded year two.**
- ✓ **2005- Town Meeting funded year three.**

113. Eliminate sewage discharges to the Millers River from private residences.

- ✓ **2001-2004- Sewer Infiltration and Inflow work is ongoing to reduce the introduction of wastewater getting into the waterway.**
- ✓ **2001-2004- Wastewater Plant upgrade was designed to allow for additional capacity to include Maple Street and the Springs. This would require the sewer infrastructure to be extended.**
- ✓ **2001-2004- Title Five Program is still in progress and available.**
- ✓ **2005- Title Five program funds being sought to re-establish the program.**

114. Enforce the Sewer Regulations.

Ongoing through DPW and the Health Inspector.

- ✓ **2001-2005- Ongoing**

Parks and Recreation Goals

OBJECTIVES

115. Provide public access to major water bodies in Town.

2002; Recreation Commission; funds should come from Community Preservation Act, private funding, and appropriation from Town Meeting

- ✓ **2003-2005- Bike Trail from Glenallen to the Clark along Whitney's Pond funded and construction scheduled.**
- ✓ **2003-2005- Robinson-Broadhurst funding has been sought and received for the pursuit of purchase of two parcels of land on the shoreline of Whitney Pond adjacent to the Bike Trail just behind the Brass Pineapple for passive park space.**

116. Identify and target future land acquisitions or easements to provide public access to major water bodies in Town.

2002; Recreation Commission; same as #115

- ✓ **2004-2005- Tax Title Auction of parcels with this as a focus.**

117. Develop and maintain recreational improvements, such as a Town beach, the North Central Pathway, and a landing at Lake Monomonac.

- ✓ **2001-2005- Bike Trail continues to be developed with Robinson Broadhurst, state and federal funds.**
- ✓ **2004- Flexible Development Site Plan approval creating public recreation field.**
- ✓ **2003-2005- Robinson-Broadhurst funding has been sought and received for the pursuit of purchase of two parcels of land on the shoreline of Whitney Pond adjacent to the Bike Trail just behind the Brass Pineapple for passive park space.**
- ✓ **2004-2005- Tax Title Auction of parcels with this as a focus.**

118. Target future land acquisitions that serve as linkages.

2002; Conservation Commission, Recreation Commission; same as #115

119. Identify and implement non-acquisition means of linkage such as conservation easements.

2002; Conservation Commission, Recreation Commission

- ✓ **2002-2003 Town negotiated creative resolutions to Chapter 61 sales that result in increased protected open space that is either town owned or privately held with conservation restrictions.**
- ✓ **2004- Town Meeting passed Open Space Fund bylaw to establish a revenue stream to purchase open space for preservation and or recreation purposes.**
- ✓ **2005- Currently negotiating a Chapter 61 sale issue.**

120. Establish a trail system on Town land, possibly through a youth summer work program.

- ✓ **2004-2005 Preliminary work being done on conceptual plans for an Animal Control Facility with a Wildlife Rehabilitation component on the Town owned forest on Town Farm Road to**

serve our domestic and wild animal populations while simultaneously creating an educational/tourist destination with a public trail system.

121. Develop a park for teen skateboarding, inline skating, and non-motorized biking.
2001; Recreation Commission; private funds; town-donated lands; site work by DPW
122. Continue to work with the Clark Memorial to improve existing recreational facilities.
 - ✓ **2001-2005- Ongoing.**
123. Continue to develop a neighborhood playground system to improve availability and access for users, especially children.
 - ✓ **2004- Flexible Development Site Plan approval creating public recreation field.**
 - ✓ **2003-2005- Robinson-Broadhurst funding has been sought and received for the pursuit of purchase of two parcels of land on the shoreline of Whitney Pond adjacent to the Bike Trail just behind the Brass Pineapple for passive park space.**
124. Continue to expand the availability of athletic fields and other facilities, including a fitness course, while keeping maintenance within a limited budget.
 - ✓ **2004- Flexible Development Site Plan approval creating public recreation field.**
 - ✓ **2004- Preliminary work being done on conceptual plans for an Animal Control Facility with a Wildlife Rehabilitation component on the Town owned forest on Town Farm Road to serve our domestic and wild animal populations while simultaneously creating an educational/tourist destination with a public trail system.**
 - ✓ **2001-2004- Bike Trail continues to be developed with Robinson Broadhurst, state and federal funds.**
 - ✓ **2003-2005- Robinson-Broadhurst funding has been sought and received for the pursuit of purchase of two parcels of land on the shoreline of Whitney Pond adjacent to the Bike Trail just behind the Brass Pineapple for passive park space.**
125. Continue to reassess needs of residents (including elderly persons and persons with handicaps) for additional activities, and develop specific programs to meet these needs.
 - ✓ **2001-2004- Bike Trail continues to be developed with Robinson Broadhurst, state and federal funds. Section from Glenallen to the Clark will be handicapped accessible and will serve as an**

extension of the Clark's walking path which is utilized by a significant elderly population.

- ✓ **2005- Feasibility study underway for a Senior Center at Old Murdock.**

126. Identify funding sources for developing recreational facilities.

- ✓ **2003- Flexible Development Bylaw prepared and publicly heard.**
- ✓ **Flexible Development Bylaw presented and passed at Town Meeting.**
- ✓ **2004- Town Meeting passed Open Space Fund bylaw to establish a revenue stream to purchase open space for preservation and or recreation purposes.**

Dams Goals

OBJECTIVES

127. Implement the remedial measures of the state inspections within the mandated time frames.

- ✓ **2001-2004- Ongoing.**

128. Develop Emergency Action Plans for both dams.

- ✓ **2001-2005- Emergency Management Plan has been updated to provide the most effective and current emergency action plans.**

129. Establish operations and maintenance program for both dams.

- ✓ **2001-2004- Operations plans for the newly constructed Red Dam are in hand while the operations and maintenance plans for the soon to be re-constructed Great Dam will be provided at construction completion.**
- ✓ **2004- Grant funding being sought for conceptual design work to put the Whitney Pond dam back online as a "green-power generation" dam. Said project would necessarily include updated operations and maintenance plans.**

130. Keep better records of construction and repairs.

- ✓ **2001-2004- Record keeping systems improved upon and in effect.**

131. Establish instrumentation to keep flow records.

2002; DPW, Town Manager; purchase, installation and training expenses should be included in the appropriation in #128; record-keeping should be included in the DPW operating expenses

Circulation Goals

OBJECTIVES

132. Widen the bridge over Whitney Pond on Glenallan Street.

2002; DPW; The Town should call on Montachusett Regional Planning Commission to study the available options; funding for the study and implementation should come from Town Meeting appropriation and State assistance if available upon completion of the study

- ✓ **2005- Plans submitted to MassHighway for review and approval for the widening of the roadway over the Whitney Bridge on Glenallen.**
- ✓ **2005- Funding sources being pursued ranging from MRPC, MassHighway and the Whitney Bridge Trustees.**

133. Finish the Winchendon portion of the North Central Pathway.

- ✓ **2001-2005- Bike Trail continues to be developed with Robinson Broadhurst, state and federal funds. Along with the 3 mile stretch from Old Gardner Road to the intersection of Rt. 140 and Green Street in Gardner, the section from Glenallen to the Clark should be completed this season.**

134. Integrate local transportation planning with land use policies.

Ongoing through Planning Board; no additional funding should be required

135. Adopt a scenic roadway bylaw.

2001; Planning Board, DPW; no additional funding should be required

136. Establish curb cut policies that incorporate sight distance, scenic character, and slope of the driveway.

2001; Planning Board, DPW; no additional funding should be required

137. Enforce the speed limits on all of the Town's roadways.

2001; Police Department; no additional funding should be required

- ✓ **2001-2005 Ongoing**

138. Maintain an inventory of public parking spaces.

- ✓ **2003-2004 MRPC conducted a "Downtown Parking Study" and determined that number of spaces is not an issue and that striping the spaces would be of benefit.**
- ✓ **2005- Downtown parking striping project being pursued through Development Office, TTP and DPW.**

139. Require traffic and parking impact studies of all major commercial, industrial, and residential projects.

Ongoing through Planning Board; funding comes from the applicants for each project

140. Investigate the possible advantages of membership in the Montachusett Regional Transportation Authority.

2002; Board of Selectmen; no additional funding should be required unless/until the Town decides to become a member of the MART. Annual membership costs will come out of the Town's annual operating expenses

141. Establish roadway "greenbelts" to preserve the scenic and rural character of the Town's roadways and to reduce distractions and exhaust build-up at the roadside. Roadway greenbelts would set development back away from the roadside behind a dense barrier of vegetation.

2002; Planning Board; no additional funding should be needed

142. Limit the number of curb cuts to a specified number per 1,000 feet of frontage where rural character, scenic quality, or poor visibility is established.

2002; Planning Board, DPW (see #136); no additional funding should be needed

143. Hire a traffic engineer to design improvements for Blair Square, School Square, and downtown public parking.

2004; DPW, Board of Selectmen; appropriation by Town Meeting

✓ **2004-2005- MRPC performed a bench warrant study which details traffic volume, flow and assigned a rating to the intersections.**