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## SECTION 9 - 7-YEAR ACTION STRATEGY

The goals and objectives outlined in Section 8 require a concerted effort on the part of numerous boards, committees, and Town departments engaged in a cooperative approach to achieve successful outcomes. The Open Space and Recreation Plan is an expression of the community's vision for its future. By ensuring that the needs expressed in this planning process are met, the Town can shape future development through strategies consider the sustainability of its natural resources and recreational opportunities.

The Action Plan has identified two important elements that when completed can serve as guidance for land protection decision making. First is the development of a matrix of priority ranking criteria to aid the Town in identifying the properties most important for preservation of open space, protection of water resources and wildlife habitat, and development of key active recreational resources. Currently, when Chapter 61 parcels become available, Sterling town boards are forced into a reactive position when making land acquisition decisions on the town's behalf in a limited amount of time without any standards or thorough reasoning on which to base their decisions. Developing a priority parcel matrix is a proactive strategy that has the benefit of sound research, standards, and conditions, and will serve as a valuable guidance tool for town officials. In complement is the need to establish a formal procedure for sign-off by all of the interested boards and conservation stakeholders for release of properties from Chapter 61 tax abatement programs within a reasonable time period for review. Such a formalized sign-off procedure will ensure that the Town performs due diligence as it decides whether to exercise its right of first refusal or transfer the right to appropriate entities. These two actions are deemed necessary as a means of ensuring that the Town does not miss its opportunities to protect priority properties.

A third element is the development of a public education forum for residents and other stakeholders addressing the value of open space resources and preservation efforts and the resources available to aid these efforts. Some of these actions target developing and enhancing the relationships between the community and the state agencies and other regional stakeholders to achieve mutually beneficial objectives for the use of the protected lands.

A fourth element is the creation of a seven-year budget estimate for the Open Space Implementation Committee to assist the Finance Committee with its budget forecasting process, outlining anticipated annual operating costs, costs associated with implementing specific actions, and costs anticipated in the regular updating of the Seven-Year Open Space and Recreation Plan. OSIC has experienced capacity issues in coordinating its implementation strategies with its planning update process.

The plan also identifies the need for improving access to existing recreational and open space resources for individuals with disabilities. Some improvements since the 2002 plan have been made in several locations. Continued and targeted improvements to both the facilities and programs relating to recreation and conservation will bring the Town into compliance with the Americans with Disabilities Act.

### Action Plan Map

The Action Plan Map identifies a number of important focus areas that concentrate on protecting water resources and wildlife habitat, culturally significant properties, agricultural resources, and recreational opportunities. In conservation areas, the focus is to acquire or otherwise protect properties that represent ecologically significant resources such as designated BioMap and Living Waters habitats. For recreation access, the focus areas target the creation of a local and regional trails network for passive recreation opportunities, as well as development of playground areas and specialty parks. (See *Action Plan Map*)

According to town surveys conducted by OSIC, water resource protection is of primary importance to Sterling residents. To this end, the Action Plan Map focuses on several areas where action may appropriate to protect and improve important water resources. Within the watershed of the Wekepeke Brook and the recharge area of the Wekepeke Aquifer are some important but still unprotected resources are in need of protection. Fortunately, the Clinton Water supply properties were recently (2009) protected by a Conservation Restriction held by the Division of Fisheries and Wildlife. A tributary of the Wekepeke Brook identified as a cold water fishery resource and some nearby undeveloped Biomap Core Area mapped as a core habitat for rare plant and animal species is still on unprotected lands. Several agricultural properties of historic significance located in this watershed would also be important to protect. Cooperative efforts with Leominster and Clinton may be critical to protecting the viability of the Wekepeke Aquifer as well as trout and other wildlife habitat of the Wekepeke Brook.

Other Plan recommended actions include implementing Best Management Forestry on town conservation or town forest lands, considering the implications of findings from the Cost of Community Services Study conducted by the American Farmland Trust, which concluded that commercial, industrial, farm, and open land help keep down Sterling's tax rates. For each \$1 of revenue received in fiscal year 2008 from each type of property, to provide services Sterling spent \$1.09 for residential properties, 24 cents for commercial land, 29 cents for industrial land, 34 cents for farm and open land. While residential land use contributes the largest amount of revenue, its net fiscal impact is negative. In contrast, land kept in active farming had positive net fiscal impact of \$19,740,475. It is important to consider that industrial commercial land use fosters increased demand for residential housing, while farm and open space generally does not as the town considers the opportunity costs of certain types of development along the Wekepeke Aquifer.

### **East Lake Waushacum Watershed and Historic/Cultural Preservation and Recreation Access**

East Lake Waushacum is a primary focus for water quality concerns. The Conservation Commission is interested in protecting the upland areas surrounding the lake that remain undeveloped and in fostering education efforts to encourage proper stewardship of the lake among its residents. Prior studies have attributed the annual algae blooms in August to excessive nutrient and phosphorus loads. Past efforts included acquisition of the upland property now identified as Waushacum Overlook, and a voluntary septic-system pumping program offering a discounted price. Advocates for the lake will coordinate on developing a master plan and a lake district to manage water quality and eutrophication concerns comprehensively. Efforts will include identifying funding sources for land protection strategies, infrastructure improvements, mitigation strategies to address nonpoint source pollution, and development of a public trail network linking Conservation properties around the lake.

### **Historic/Cultural Chapter 61A**

These focus areas aim to capitalize on the historical legacy of Sterling's farmlands, such as the landscape of the Mary Sawyer farmstead (immortalized in the poem by John Roulstone about Mary and her Little Lamb). That area consists of the original farmlands on Redstone Hill characterized by sweeping landscapes across rolling fields with views eastward across the Nashua River Valley, toward Clinton and Lancaster. These landscapes represent an extensive agricultural area encompassing several farms and orchards that illustrate beautifully the rural character of Sterling.

### **Recreational Trails and Community Parks**

Increasing demand for participation in organized sports has placed significant pressure on the existing recreational resources for soccer and other organized sports. Existing recreational facilities should be improved to meet safety standards. To accommodate the demand for community playgrounds, residents in the Town have concentrated on improving a park area near the school playgrounds on Muddy Pond Road. Needs for maintenance and improvements to existing resources such as ball fields and tennis courts, are receiving attention, as well. Community efforts have also focused upon development of rail trails and hiking trails within the town that afford opportunities for linkages with similar trails in neighboring communities. Finally, Sterling residents are interested in identification of appropriate locations for pedestrian activities, socializing with dogs, skateboarding and mountain biking, as well as a easily accessible community space adjacent to a Senior center.

**7-YEAR ACTION PLAN SCHEDULE****GOAL A:** Identify and seek to preserve significant open space, cultural, and recreational resources that will sustain the quality of life within the town.

Objective 1: OSIC Interfaces with other town entities. (Minutes, monthly status reports, cross-board attendance)

<i>Actions:</i>	<b>Responsible Parties</b>	<b>Resources</b>	<b>Funding</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>
1. Facilitate implementation of the Open Space Plan recommendations with town boards and local groups.	All OSIC Members, Con Comm, BOS, DPW, Sterling Land Trust	Website, meetings, discussion budget for promotional materials	Town budget, DCS grants in PARC, LAND	Seek Immediate endorsement; solicit monthly support depending upon the tasks undertaken.						
2. Establish formal sign-off procedures in decisions regarding town-involved land transfers and changes in use, Chapter 61 releases, tax takings, conservation and agricultural restrictions, with the goal of ensuring a multi-disciplinary, site-specific assessment by multiple town entities.	Con Com, BOS, OSIC, DPW	Consultant (legal?), Town Counsel	Town budget, OSIC member Time	Distribute NQRLP email, draft a Sterling version						
3. Support and encourage any town initiatives involving the development of a Comprehensive Master Plan.	All Boards & Committees	Consultant; Funding Agency	OSIC Member Time	2 year commitment to commence when leadership structure is ready						
4. Encourage the Town to use innovative growth management strategies.	Planning Board, Con Com, OSIC	Consultant, DCR	Town Budget	Continuous efforts through education, identification of appropriate methods, bylaw change process						

Objective 2: Identify and prioritize lands/properties of significant natural, agricultural, recreational, and cultural value

<i>Actions:</i>	<b>Responsible Parties</b>	<b>Resources</b>	<b>Funding</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>
1. Develop criteria for ranking priority of properties for targeted acquisition, passive and active recreation, access, or other land and resource protection.	OSIC, Planning Board, Con Com, Historic Com, Ag-Com, Land Trusts,	Initial mtgs. Facilities Manager, Consultant support DCR, DFW,	Time of OSIC Members, & other interested board, commission, & citizens	Immediate All boards together	Revisions as needed, as priorities change and grow; monthly updates					
2. Identify sources of funding for land acquisition and/or access.	All Boards as needed grantwriters	DCR, Trusts, Other State Progs. Regional Foundations	DCS (LAND, PARC), DAR (APRs)	Scheduled by deadlines for funding opportunities						
3. Compare Affordable Housing Plan recommendations and implementation efforts with goals of the OSRP to inform the matrix of land protection priorities.	OSIC, Affordable Housing Committee, Planning Board	Member Time	N/A	Immediate						
4. Identify landowners interested in protecting land for agriculture, access, or conservation purposes.	Ag Com, Con Com, Hist Com, OSIC	Member Time	N/A	Ongoing case-by-case, and as fits goals and objectives for protection and trail development						

5. Encourage landowners and developers interested in developing their land to consider opportunities (such as Open Space Residential Design) to do so with the least impact on open space and with considerations given to set aside land and/or provide easements for agriculture, conservation, and/or recreation.	Planning Board, Con Com, OSIC	Mass Audubon, Regional Landscape partnerships, Watershed Associations, State agencies (DCR), land trusts	Town budget, in-kind contributions, Local cable TV	Case-by-case, as fits goals and objectives for protection and trail development. Seek educational support from the entities listed in resources. Include a forum for these concepts in the education program offered in Goal C below.  ----->
6. Encourage the Town to adopt Open Space Residential Design as use by right in selected districts.	Planning Board, Con Com, OSIC	Consultant support, NRWA, MWC, EEA, DCR	Committee time outside of meetings, Town budget for forum expenses and promotional materials.	Requires a zoning change, a push for local support and approval, and incentives built into the design criteria. (The Community Preservation Institute did a great workshop on OSRD illustrating the concepts and the developer's need for return on investment. Include this in the Education Programs in Goal C below.)

Note: Objective 1-4 and Objectives 2-5 and 6 are related actions

**Goal B: Develop a master plan for East Lake Waushacum that addresses watershed protection, pollution control measures, and town resident recreational opportunities.**

<i>Action:</i>	<b>Responsible Parties</b>	<b>Resources</b>	<b>Funding</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>
1. Investigate the potential for establishing a watershed district.	ELWA, Cons Com,	State website, Town Counsel, Mass. Watershed Coalition	Town budget for legal fees							
2. Review existing surveys on biodiversity, water quality, and other metrics, of the lake watershed resources.	OSIC, ELWA, or Con Com member or volunteer	Volunteer time	N/A							
3. Coordinate efforts of the Recreation Department, Conservation Commission, ELWA, Police, and the DPW to enhance and improve recreational opportunities on the lake.	OSIC, Rec Dep, Con Com, ELWA, Police, DPW	Interboard communication structure, DCR (invasive species)	Individual board budgets as needed	Town meeting article regarding enforcement	Meetings as needed; Identify annual costs to manage recreational resources and impacts.					
4. Investigate funding opportunities for infrastructure improvements for critical areas at East Lake Waushacum, such as the Community Development Block Grant Program, or the Lakes and Ponds Grant Program.	ELWA, Con Com, DPW	Grantwriter, administrator	Individual board budgets to cover fees for grant writing, (or fund grant management through the grant)			Pursuing these grants would require quantifying the need and cost of implementation, identifying current technologies and their relevance to this lake, developing support for the improvements among lake residents, and indentifying appropriate funding strategies to cover the costs of implementation, such as a loan program.				

Action 1: Need language indicating who will implement these requirements and enforce them.

Action 4: would involve researching and applying for grants, reviewing past grant applications that were not funded to investigate them for improvement and resubmittal.

**GOAL C: Broaden local community and regional awareness of the value and importance of open space, and natural and cultural resource areas.**

Objective 1: Develop programs that foster a sense of community and promote the value of conservation/environmental/cultural issues.

Action:	Responsible Parties	Resources	Funding	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
1. Facilitate and/or coordinate public information forums or workshops focusing on topics that address plan goals and objectives, such as: <ul style="list-style-type: none"> <li>Town board responsibilities and operations.</li> <li>Fundraising for conservation land.</li> <li>Conservation issues such as the threats to open space and the impacts of current development trends and land use policies to town officials.</li> <li>Water quality and waste water management.</li> <li>Arsenic in groundwater.</li> <li>Lake Watershed assessment and protection.</li> <li>Agricultural preservation and agricultural economy.</li> <li>Public access to publicly owned lands.</li> <li>Improving Accessibility to outdoor programming.</li> <li>Trails development and maintenance.</li> <li>Public Participation in the Planning Process</li> </ul>	OSIC project manager, Speakers from agencies and regional entities	MassAudubon, Land Trusts, DCR (four of the bulleted items), Dep. Ag. Res, CPTC, MACC, DEP, EPA, TPL, TTOR, MAD, Wachusett Greenways, Neighboring OS committees	Grants, in-kind contributions, Town budget, Student internships, Volunteer expertise and time	Two workshops or forums per year, spring and fall, according to annual info needs						
2. Perform a critical review of key Open Space and Recreation related warrant articles and provide advisory input to other boards and the voting populous.	OSIC members		N/A	Ongoing as items appear on Town Warrants						
3. Develop an internet based interactive survey instrument that allows continuous input and frequent updates of analysis.	Consultant; College, OSIC, IT Dep.	WPI Students Survey Monkey	Student internships							
4. Develop a venue on the Town website showing current recreation, conservation, scenic vistas, and historic resources and opportunities.	All Relevant Boards	DCR, MRPC, IT Dept., Local colleges	Grants Local support from MRPC student internships	Revise on a scheduled basis →						
5. Recruit volunteers to assist in implementation of the goals and objectives in the open space plan.	OSIC project managers; other boards	Town residents, students	Individual board budget as needed	Ongoing						

Objective 2: Support the role of Agricultural Commission in its efforts to sustain working farms through promotion of farmer's markets, harvest fairs, town fair, and other educational events.

<i>Action:</i>	<b>Responsible Parties</b>	<b>Resources</b>	<b>Funding</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>
1. Map of the farms and what they sell	Historic Com, Ag com	AFT, DCR, MRPC, DAR								
2. Guide farmers to state resources	Historic Com, Ag Com	Website, DCR, DAR		Ongoing as opportunities arise ----->						
3. Educating the public and town boards about the Agricultural bylaws and agricultural practices	OSIC, Ag Com, Sterling Fair Committee	DCR, DAR, Farm Bureau, 4-H	Farm Bureau	See Objective one above						



**GOAL D: Improve communication, planning, and coordination with related entities regarding open space and recreation needs and issues.** (Immediate; part of approval process.)

Objective 1: Share the Open Space and Recreation Plan goals with land trusts, adjoining towns, historic groups, regional and state entities (such as watershed associations, lake associations, planning commissions, DCS-DWSP, etc), and other conservation organizations.

Action:	Responsible Parties	Resources	Funding	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
1. Continue participation with regional open space and recreation groups such as Wachusett Greenways and WWLP as it supports Action 1	OSIC	OSIC member time	TBD	As opportunities arise. Meetings, co-sponsored ventures						
2. Invite representatives from aforementioned to address, in public venues or speaking engagements, open space and recreation related concerns as they arise.	OSIC, Con Com, Rec Dep	DCR, In concert with Goal C, Obj 1, Action 1								
3. Work in a reciprocal manner with neighboring cities and towns to obtain and protect open space and wildlife and recreation corridors of multi-community concern.	OSIC, counterparts	Regional entities	LAND, PARC, DAR (APRs)							
4. Institute an annual municipally focused meeting where regional organizations (NRWA, MRPC, Wachusett Greenways, WWLP, etc.) meet with town boards and interested public to discuss and promote regional partnership.	OSIC, Con Com, Planning Board	DCR, In concert with Goal C, Obj 1, Action 1	Town budget	October	October	October	October	October	October	October

Objective 2: Explore Alternatives for Water Quality Management and Mitigation at important water resources.

Action:	Responsible Parties	Resources	Funding	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
1. Conduct a study of the opportunity costs of certain types of development along the Wekepeke Aquifer	Sterling Land Trust, OSIC, DFW	AFT Consultant	Grant program							
2. Partner with neighboring communities to protect water resources of the Wekepeke Aquifer and wildlife habitat of the Wekepeke Brook	BOS, Clinton BOS, City of Leominster OSIC, DFW	Consultant Land Trusts, State Agencies	Town budget							
3. Investigate funding opportunities for infrastructure improvements for critical areas at East Lake Waushacum, such as the Community Development Block Grant Program, or the Lakes and Ponds Grant Program.	OSIC Con Com DPW	Consultant MRPC DEP, CDBG	Grants Loan Programs							
4. Develop a wastewater management plan to update the Anderson Nichols study and reevaluate the need for sewer connections in selected areas of Sterling in light of improved technologies.	OSIC, BOH DPW	DCR, Consultant engineer	Grants and Town Budget							

**Note:**

Objective 1 Action 3: Be aware of their goals and objectives; share agendas, note when they are meeting. Be sensitive to their annual schedules.

Consider that Objective 2 (Actions and 4) here may meet with resistance and may not receive inter-board support. There are needs but there may not be political will.

**GOAL E: Enhance the number, variety, access, and maintenance of recreation areas and facilities.** (Integrate aspects of this goal into the matrix of priority ranking criteria.)

Objective 1: Work with DCR-DWCS to promote appropriate recreational activities on DCR-DWCS lands

Action:	Responsible Parties	Resources	Funding	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
1. Review DCR-DWSP public access plan 2003 and work with DCR-DWSP on possible changes to the 2013 public access plan.	OSIC	DCR-DWSP	Volunteer Time		Develop ideas as forums occur					
2. Provide information on the public access/recreational opportunities available on all public DCR-DWCS lands.	OSIC	DCR, Town Website, DCR info center	IT Dept staff time							
3. Coordinate environmental educational activities on Wachusett watershed lands with the DCR-DWCS. (use DCR lands for speaking engagements)	OSIC, Con Com, Historical Society	DCR, Stillwater Interpretive Farm, Sterling Meeting house, Wachusett Reservoir, DCR-DWCS lands in town	Town Budget, DCR-DWCS, DFW	In conjunction with Goal C Objective 1 Ongoing as opportunities arise, budget item to cover fees for use of the space.						

Objective 2: Work with regional groups and partnerships to promote, develop, and maintain regionally connected trail linkages.

Action:	Responsible Parties	Resources	Funding	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
1. Facilitate development of and maintenance of a trail system that will connect protected parcels of land and existing trails affording regional connections with neighboring communities.	Wachusett Greenways, OSIC	MRPC, Volunteers, DCR	LAND, PARC, DCR Regional Trails Initiative							
2. Investigate the use of power line easements for creation of trails. Hold discussions with the Utility, and with the private landowners to formally obtain permissions for access.	OSIC, town official	Legal consultant, DCR	Volunteer time, Town budget							
3. Facilitate development of maps of hiking trails and bicycle trails.	OSIC, Wachusett Greenways DPW, neighboring towns, Con Com, Landscape Partnerships	MRPC, Cartographic Associates, Area colleges with GIS programs	DCR? Student Internships							
4. Develop a guide book to Sterling recreational resources, including hiking, biking, and skiing trails, fishing, hunting, etc.		DCR, Area artists, Mass Audubon, WPI, Students	Grant, Student Internship, Local fundraising							
5. Facilitate development of attractive signage for appropriate conservation and other town owned parcels.		MACC, Scouts, Facilities Manager	Grant, Student Internship, Local fundraising							
6. Develop a venue on the Town website showing current recreation, conservation and historic resources and opportunities.		Webmaster, students	IT Dep staff time	Continuous effort, with regular updates.						

Objective 3: Encourage and support efforts to develop neighborhood playgrounds and public access areas throughout the town.

Action:	Responsible Parties	Resources	Funding	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
1. Support continued accessibility improvement efforts at Sterling Greenery Community Park on Muddy Pond Road. (SPARC)	DPW, SPARC, OSIC	Grantwriter	PARC							
2. Evaluate and consider support of an off-road bicycle (BMX and/or ATB) trail system.	OSIC, PB, Facilities Manager,	NEMBA Town-owned land, Private landowners	Local fundraising, PARC							
3. Support efforts to site and develop a dog park.	OSIC, Con Comm, BOS	DCR, Public land (Town or State)	Volunteer time							
4. Support efforts to develop intergenerational recreation space near a senior or community center.	BOS, COA, OSIC, DPW, SPARC	Contractors*, Volunteers, Facilities Manager, EOE A	Town budget, PARC,			Identify and acquire site				
							Design space and access			
									Build facility	
5. Support efforts to make access improvements to the Town Common area taking historic and traditional uses as well as accessibility needs into consideration.	First Parish, OSIC, DPW, MassHighway, Hist Com	MRPC, WPI, Boy Scouts, Facilities Manager, legal consultant	DCR grants MassHighway & Federal Highway funds	TIP Process						
					Design Phase					
						Construction				
6. Evaluate and consider support of a skating or skateboarding park.	OSIC, DPW, Rec Dep, SPARC,	Chocksett Middle School, Boy Scouts,	Student Internship, volunteer time							
7. Support a grant application for a Master Plan for improving recreational trail connections, recreation facilities and functions, and aesthetics in the Griffin Road, Muddy Pond, SPARC and DCR-DWSP lands.	OSIC, Con Com, SPARC, DPW, School Board	Grant Writer	PARC	Gain support						
					Identify grants					
						Develop Design				
						Construct				

Note:

Goal E, Objective 2, Action 6 is related or a subset of Goal C Objective 1, Action 4

\*Design, Construction, Landscape.

**Goal F: Support development of an ADA Transition Plan for Open Space and Recreation resources in the town.**

Objective 1: Encourage the Board of Selectmen (BOS) to appoint members to the ADA Review Committee

<i>Action:</i>	<b>Responsible Parties</b>	<b>Resources</b>	<b>Funding</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>
1. Follow up with the BOS to clarify the status and role of the review committee.	OSIC, Town Administrator, BOS, Rec Dep, ADA Coordinator	Volunteers, Facilities Manager,	Volunteer time	Immediate						
2. Enlist support from the Massachusetts Office on Disability and the Architectural Access Board as appropriate.	OSIC	MOD, AAB	N/A	As needed						
3. Follow progress of House Bill 1965, which proposes to fund cities and towns to comply with ADA.	OSIC, Town Administrator, PB, Rec Dep, ADA Coordinator	Volunteers, ADA Coordinator, Facilities Manager,	N/A	As Action occurs						

Objective 2: Pursue funding to develop and implement a Transition Plan incorporating recommendations for ADA improvements at selected sites.

<i>Action:</i>	<b>Responsible Parties</b>	<b>Resources</b>	<b>Funding</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>
1. Identify and apply for appropriate funding sources.	Town Administrator, Rec Dep, Con Com, DPW, OSIC,	Grant Writer	DCR, CDBG, etc.							
2. Develop a set of recommendations for improvements and prioritized time table for the Town to implement.	DPW, Rec Dep, ADA Coordinator, Town Administrator	Facilities Manager, Local Contractors	Town Budget							

Objective 3: Support ADA improvements to recreational facilities and programming.

<i>Action:</i>	<b>Responsible Parties</b>	<b>Resources</b>	<b>Funding</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Year 7</b>
1. Evaluate improvements made to date to recreation and conservation facilities to assess compliance with ADA.	ADA Coordinator, DPW, Rec Dep, OSIC	Volunteers	Volunteer Time							
2. Assist with implementing the capital improvements plan.	DPW, ADA Coordinator, Rec Dep, OSIC	Volunteers	Volunteer Time							
3. Host a regional workshop focusing on methods to incorporate accessibility into recreational programming.	Rec Dep, OSIC	DCR, MOD, AAB, DCR	PARC, Town Budget, Workshop registration fees	First year						

Note: Goal F, Objective 3, Item 3 is related to Goal C, Objective 1, Action 1

**GOAL G: Ensure timely updates, revisions, and implementation of the Open Space and Recreation Plan.**

Objective 1: Provide ongoing support for the existence of an Open Space Implementation Committee.

Action:	Responsible Parties	Resources	Funding	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
1. Provide for funding needs for open space and recreation planning, purchases, and project development.	BOS, Fin Com, OSIC	Grant Writers, State Agencies, Foundations, Federal Programs	Town budget, Board Budget or accounts, Grants	Seek grants						
				Identify alternative fundraising strategies						
2. Assess costs involved in implementing actions in the plan and develop a 5-year budget for open space and recreation planning and project development.	OSIC, Fin Com	Consultant	Staff time, town Budget							

Objective 2: Develop tools to support goals, objectives, and actions in the Action Plan.

Action:	Responsible Parties	Resources	Funding	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
1. Develop a funding strategy that enables the Town to protect priority parcels when they become available.	Con Com, OSIC, Fin Com	Consultant, Foundations, Land Trusts	Town Budget	Continuous effort. Town Budget funding to cover costs of hiring a consultant and/or Grantwriter to pursue funding opportunities.						
2. Educate residents about the Commonwealth Capital fund ranking process.	State Agency, OSIC, Town Administrator	State Website, speakers	Volunteer time	Annual during town budget cycle						
3. Encourage the Town to invest in the Conservation Land Acquisition Fund for future land acquisition.	Con Com, ELWA, Land Trusts, OSIC	Warrants, State and Federal support	Town Budget, matching opportunities	Annual at Town Meeting						
4. Assess pros and cons, cost and benefits of a professional planner versus outside consultant(s).	HR Administrator	Other communities, Consultant, MRPC	Town Budget, Grant Administration funds							