

CHAPTER 11 IMPLEMENTATION PLAN

The Implementation Plan provides a summary of the principal recommendations that have been developed during the course of the Town-Wide Planning process. Recommendations are presented under appropriate major planning themes, and may be listed under several subject areas if relevant to the discussions in different chapters of the Plan. The actions are numerous, but have been identified by the Town-Wide Planning Committee to be important components of achieving the long range Vision expressed at the very beginning of the Plan.

Table 11-1 contains a matrix of the specific recommendations and the boards or individuals who are designated as most responsible for advancing each item to implementation. Because of the diverse nature of the actions, it is important that the key implementer be identified to insure no item is forgotten and to avoid confusion as to who should take the lead. This format also helps each entity to easily identify those recommendations for which it has jurisdiction.

Table 11-1 also includes a timeframe to denote whether a short, medium or long-range effort will be required. Short-range strategies are changes to local policies that do not entail large expenditures of funds and can be accomplished within a one to two year horizon. For example, zoning by-laws amendments and administrative changes to the local government structure may take careful study and planning, but can be implemented by existing boards and town staff at little or no cost. Medium range strategies will require a concerted effort by the responsible parties and could take up to five years for implementation. These projects may also require modest funding to hire consultants, or are dependent upon actions only partially within the Town's control. Long-range projects are those for which detailed plans are necessary and require major expenditures of Town funds. These are typically capital projects that require long-term borrowing and/or grant funding to complete. On-going items are those that do not have specific timeframes but should be incorporated into the responsible party's customary practices.

Map 17, Action Plan Recommendations, attempts to display the location of those recommendations that have a specific geography that can be readily identified and mapped. Its purpose is to help the citizens of West Boylston who have not been involved in the planning process to readily understand the key concepts of the Plan, and how each component fits within a unified whole. In a sense, it seeks to summarize the many inter-related aspects of the Plan and to demonstrate a comprehensive approach to addressing the important needs facing the Town in the years ahead.

As the map and matrix suggest, upon adoption of this Plan by the Planning Board and Town Meeting, the comprehensive planning phase comes to an end, and the challenge of bringing about positive change begins. Many of these tasks will not be easy, and finding scarce resources among competing needs is an obstacle that requires constant attention. The Town Wide Planning Committee, as mandated by Town Meeting, must remain actively involved to shepherd the recommendations through to completion. It is important that Town boards and committees not lose sight of their roles in this phase and devote their considerable talents to achieving as much as possible in the coming years. The Board of Selectmen must also provide Town staff and volunteers with the funding and assistance they need to insure that valid recommendations do not sit unattended for lack of adequate resources.

As with any Plan, it should be re-examined as the Town grows and conditions change. The Town-Wide Planning Committee is charged with this function, and it must maintain vigilance to insure its nature is not compromised by extraneous considerations. The Plan should serve as a guide to all departments and volunteer boards to work together as one community to achieve what is in the Town's best interests. West Boylston is blessed with outstanding natural beauty and a dedicated corps of volunteers committed to keeping the Town a wonderful place to live and work. This Plan can assist in that effort, but without active community involvement in its implementation, it will merely be a well-intended, but ultimately unsuccessful product of thousands of hours of volunteer and consultant labor.

**Table 11-1
Implementation Strategy**

RESPONSIBILITY FOR IMPLEMENTING RECOMMENDATIONS		
Recommendation ¹	Responsibility	Timeframe ²
<i>Economic Development</i>		
Create Economic Development Commission or Task Force to promote economic development.	Board of Selectmen/ Business Community	Short-Term
Improve access to Hartwell Street Industrial District.	Board of Selectmen/DPW	Long-Term
With the cooperation of the Massachusetts Highway Department, prepare Master Plan to re-develop the Route 12 Corridor as a community Gateway. This should include beautification elements, such as landscaping, pedestrian connections, and underground wiring.	Board of Selectmen/DPW/ Town Wide Planning Committee (TWPC)/ Municipal Light Dept.	Medium-Term
Implement the Route 12 Master Plan.	Board of Selectmen/DPW	Long-Term
Identify regional economic development strengths and target sectors that are a good fit with the Town's work force and infrastructure assets.	Economic Development Commission (EDC)	Medium-Term
Encourage small business development	EDC	Short-Term
Improve coordination among municipal boards and departments	Town Administrator	Short-Term
Become active in regional and state economic development planning.	TWPC/EDC	Short-Term
Become a member of an Economic Target Area (ETA).	Board of Selectmen/EDC	Medium-Term
Develop a marketing program to promote West Boylston as a desirable location for a small business.	EDC	Medium-Term
Develop tourism as an economic engine	EDC	Short-Term
Hold community fairs and special events.	EDC	Short-Term
Inform local employers of technical and financial resources to improve skills of local work force.	EDC	Short-Term
Provide lending sources and technical assistance to small businesses.	EDC	Short-Term
Create non-profit Economic Development Alliance with neighboring towns.	Board of Selectmen/EDC	Medium-Term

1. Recommended item may appear in more than 1 category.
2. Short-Term: 1-2 years. Medium-Term: 3-5 Years. Long-Term: More than 5 Years

RESPONSIBILITY FOR IMPLEMENTING RECOMMENDATIONS		
Recommendation ¹	Responsibility	Timeframe ²
<i>Housing</i>		
Investigate the potential use of the land purchased near the Jail for affordable housing.	Housing Partnership	Long-Term
Seek funding to build additional rental units for low and moderate-income households.	Housing Authority	Medium-Term
Form collaborative relationships to increase the use of project-based section 8 certificates and vouchers.	Housing Authority/ Resources for Communities and People (RCAP)	Medium-Term
Promote additional Local Initiative Program (LIP) projects.	Housing Partnership	Short-Term
Create a non-profit housing trust, or work with an existing organization, to raise funds for affordable housing activities.	Board of Selectmen/ Housing Partnership	Medium-Term
Empower the Housing Partnership to implement a housing agenda to address the needs of the Town and work with a non-profit housing organization.	Board of Selectmen/ Housing Partnership	Medium-Term
Adopt an Incentive Zoning Bylaw to encourage developers to provide housing for low and moderate-income households in new developments.	Planning Board	Short-Term
Convene a forum on community housing issues to raise awareness of local needs.	Housing Partnership	Short-Term
Participate in the soft second mortgage program to assist first time homebuyers.	Housing Partnership	Short-Term
Identify land in tax delinquency that may be suitable for housing and offer to first-time homebuyers.	Housing Partnership	Short-Term
Revise Zoning Bylaw requirements for multi-family housing to include standards for design, neighborhood compatibility, and environmental protection. Increase density to four units per acre.	Planning Board	Short-Term
Evaluate the existing building stock for opportunities to rehabilitate structures for affordable housing.	Housing Partnership	Short-Term
Promote the use of accessory apartments to create units for low and moderate-income renters. If deed restrictions are in place for a period of 15 years, such units may be counted on the Subsidized Housing Inventory.	Housing Partnership	Short-Term
Use a “limited development” approach to create some affordable units and preserve open space.	Conservation Commission/ Planning Board	Medium-Term
Apply for funds to start a housing rehab program.	Town Administrator	Medium-Term

RESPONSIBILITY FOR IMPLEMENTING RECOMMENDATIONS		
Recommendation ¹	Responsibility	Timeframe ²
Consider adoption of the Community Preservation Act to acquire open space, protect historic resources, and create affordable housing.	Board of Selectmen/ Conservation Commission/ Housing Partnership	Medium-Term
<i>Open Space and Recreation</i>		
Provide input into decisions on future uses of DCR and county-owned land to ensure they remain open and accessible for recreational use.	Board of Selectmen/Open Space Committee/Parks Commission	On-Going
Establish a long-range plan to ensure the preservation of lands under Chapters 61, 61A, and 61B, and support the agricultural use of DCR land.	Open Space Committee/ Board of Assessors	Medium-Term
Encourage greenway connections throughout the town, such as wildlife corridors and walking trails.	Open Space Committee/ West Boylston Land Trust	On-Going
Extend the Rail Trail along the Quinapoxet River and up to Sterling, possibly along Pleasant Street.	Wachusett Greenways/ Open Space Committee	Short-Term
Amend the Zoning Bylaws to include provisions for Open Space development (Cluster Zoning).	Planning Board	Short-Term
Improve enforcement of bylaws designed to protect the environment.	Town Administrator	Short-Term
Acquire open land by purchase or gift, and work with landowners to preserve sensitive resources through conservation restrictions.	West Boylston Land Trust	On-Going
Acquire easements from landowners to link open space via natural corridors for hiking and wildlife routes.	West Boylston Land Trust	On-Going
Protect privately owned wetlands by encouraging certification of vernal pools, utilizing students and volunteers such as Scouts.	Conservation Commission/ School Department	On-Going
Coordinate open space preservation with historical preservation efforts.	Town Administrator/Open Space Committee/Historical Commission	On-Going
Investigate the use of state grants to preserve historic and treasured landscapes.	Open Space Committee/ Historical Commission	On-Going
Consider adoption of the Community Preservation Act to acquire open space, protect historic resources, and create affordable housing.	Board of Selectmen/ Conservation Commission/ Housing Partnership	Medium-Term
Take action to reduce the amount of unaccounted-for-water loss and increase water conservation.	Water District	On-Going
Expand active recreational facilities and obtain additional land for recreation.	Parks Commission	Medium-Term

RESPONSIBILITY FOR IMPLEMENTING RECOMMENDATIONS		
Recommendation ¹	Responsibility	Timeframe ²
Increase opportunities for passive recreation for seniors.	Parks Commission	Medium-Term
Review all town recreation facilities for compliance with the Americans with Disabilities Act.	Parks Commission	Short-Term
Prepare and implement a public education program to promote the wise use of the Town's open space and recreation facilities.	Open Space Committee	On-Going
Publicize the availability of the public composting area and expand hours of operation.	Superintendent of Streets and Parks	Short-Term
Assess interest in formation of community gardens and look for an appropriate site.	Parks Commission	Short-Term
Construct sanitary facilities at high use public areas, e.g. Goodale Park, Woodland Park and the Rail Trail.	Parks Commission	Medium-Term
Provide adequate buffers between parks used for active recreation and residential zones.	Parks Commission	Short-Term
Provide maps showing availability and location of recreational facilities.	Parks Commission/Open Space Committee	Short-Term
Develop and implement rules/regulations and fees for use of Park facilities.	Parks Commission	Short-Term
Develop Operation and Maintenance Plans for active recreation areas to keep facilities in good condition.	Parks Commission	Short-Term
Seek additional recreational access on DCR land.	Parks Commission	On-Going
Seek long-term leases for town athletic fields that are located on DCR land.	Parks Commission	Medium-Term
Improve pedestrian facilities, especially to commercial areas, including the installation of sidewalks along the southern part of Route 12.	Board of Selectmen	Long-Term
Improve walking trails for the disabled and senior citizens.	Parks Commission	Medium-Term
Expand the availability of infant and toddler facilities at Pride Park and Woodland Park.	Parks Commission	Medium-Term
Develop historic/interpretive side trails along the Rail Trail.	Wachusett Greenways/ Open Space Committee	Medium-Term
Retain and maintain the scenic pine grove in Goodale Park.	Parks Commission	On-Going
Provide a safe public swimming area for residents.	Parks Commission	Long-Term
Provide information to town officials and citizens about tax and other benefits of open space.	West Boylston Land Trust	Short-Term

RESPONSIBILITY FOR IMPLEMENTING RECOMMENDATIONS		
Recommendation ¹	Responsibility	Timeframe ²
Provide training to local officials dealing with open space, recreation, and water, so that laws relating to land use are consistently enforced.	Town Administrator	Short-Term
Improve coordination among boards whose decisions affect open space and ensure that the Planning Board gets input from other officials during the site plan review and subdivision review process.	Town Administrator	Short-Term
Preserve the current amount of town-owned open space, especially that around the Mixter Building.	Parks Commission	On-Going
Assess town-owned property that is unusable (i.e. steep slopes and wetlands), and invite DCR to swap such properties for flat usable areas.	Town Administrator/Parks Commission/Conservation Commission	Medium Term
Establish a policy of notifying the Conservation Commission when land under Chapter 61, 61A, or 61B is being considered for removal.	Town Administrator/ Board of Assessors	Short-Term
<p><i>Specific Recreation Projects:</i></p> <p>Develop new football field.</p> <p>Rebuild bleachers at All Purpose Field.</p> <p>Acquire landfill property from Selectmen and develop plans for recreational use.</p> <p>Renovate Town Pool.</p> <p>Obtain additional practice fields e.g. a parcel of DCR land north of Edwards School, and athletic fields adjacent to John Augustus Hall on Beaman Street.</p> <p>New dugouts, safety fence on Goodale Street, and add lights at Softball Field.</p> <p>Construct dugouts at A and B fields.</p> <p>Construct additional parking areas at Goodale Park.</p> <p>Re-grade and extend irrigation, construct dugouts, and add lights at baseball field.</p> <p>Repair or re-construct tennis and basketball courts at Goodale Park.</p> <p>Install bathroom facilities at Goodale Park and Woodland Park.</p> <p>Continue to investigate additional land to acquire for parks and recreation.</p>	Parks Commission	On-Going
Update the 5-Year Open Space and Recreation Plan upon its expiration to keep the Town eligible for state and federal funds.	Open Space Committee	Medium-Range

RESPONSIBILITY FOR IMPLEMENTING RECOMMENDATIONS		
Recommendation ¹	Responsibility	Timeframe ²
<i>Transportation</i>		
Create a Transportation Committee to study needs and implement targeted improvements, i.e. the Route 12 Corridor reconstruction, sidewalk and trail projects, and remedies at high crash locations.	Board of Selectmen	Short-Term
With the cooperation of the Massachusetts Highway Department, prepare Master Plan to re-develop the Route 12 Corridor as a community Gateway. This should include beautification elements, such as landscaping, pedestrian connections, and underground wiring.	Board of Selectmen/DPW/ Town Wide Planning Committee (TWPC)	Medium-Term
Implement the Route 12 Master Plan.	Board of Selectmen/DPW	Long-Term
Adopt a Pavement Management Program to insure the continuing upkeep of streets and walkways.	DPW	Medium Term
Develop a plan to improve and construct sidewalks and promote bicycling activity through expansion of the trail system. Improve walking systems near schools and construct sidewalks along Route 12 to insure pedestrian safety along this busy roadway.	Board of Selectmen/DPW/ Planning Board	Medium Term
Implement recommendations in other plans to enhance local and regional trail systems.	Open Space Committee	On-Going
Review Subdivision street width standards to determine if narrower streets are feasible without compromising public safety.	Planning Board	Short-Term
Review Subdivision Regulations to improve street connectivity.	Planning Board	Short-Term
At high accident locations, undertake analysis of traffic patterns and design improvements to reduce accident rates.	DPW	Medium-Term
Participate in regional transportation planning activities, especially the Transportation Committee of the CMRPC and the Metropolitan Planning Organization (MPO) to keep abreast of regional projects that may affect the Town and insure that Town projects are advanced.	Board of Selectmen/Town Administrator/Planning Board	On-going
Participate in planning studies that consider a new I-190 interchange at Malden St. in Holden to represent the Town's opposition to the proposal.	Board of Selectmen/Town Administrator/TWPC	Long-Term
Improve access to Hartwell Street Industrial District.	Board of Selectmen/DPW	Long-Term
Install curb ramps to provide barrier-free access to	Board of Selectmen/DPW	Long-Term

RESPONSIBILITY FOR IMPLEMENTING RECOMMENDATIONS		
Recommendation ¹	Responsibility	Timeframe ²
community facilities.		
Open a dialogue with the WRTA to seek improved transit services for West Boylston.	Board of Selectmen	Short-Term
<i>Land Use</i>		
Adopt a new Zoning Map with Assessors parcels as the base.	Planning Board	Short-Term
Investigate the feasibility of creating Village zoning districts for Oakdale, Pincroft and the Town Center to insure future development is compatible with the village character of each area.	Planning Board	Medium-Term
Revise the Schedule of Use Regulations to insure appropriate land uses are allowed in each district.	Planning Board	Short-Term
Adopt a cluster development bylaw to preserve open space, preserve natural resource functions, and allow for a more compact development form.	Planning Board	Short-Term
Increase the permitted density of multiple family developments in the GR district now that sewers are available. (From 2 to 4 units per acre)	Planning Board/Housing Partnership	Medium-Term
Study the feasibility of allowing Mixed Use projects, especially in existing villages.	Planning Board	Medium-Term
Consider prohibiting single-family homes in Business districts to minimize conflicts between incompatible land uses.	Planning Board	Short-Term
Develop a water and sewer policy that manages growth.	Planning Board/DPW/West Boylston Water District	Medium-Term
Reduce the minimum lot size in Industrial districts from 5 acres to 2 acres.	Planning Board	Short-Term
Insure adequate resources are allocated for zoning enforcement.	Board of Selectmen	On-Going
Undertake a thorough revision of the Zoning Bylaw to insure consistency with the Plan.	Planning Board/Board of Selectmen/ZBA	Short-Term
<i>Municipal Facilities</i>		
Public Safety Building: Combine Police, Fire and Dispatch departments at the Shepard Building.	Board of Selectmen	Medium-Term
Streets and Parks Building: Construct a new building on former County land; combine with Municipal Light Plant building.	Board of Selectmen/DPW/ Light Department	Medium-Term

RESPONSIBILITY FOR IMPLEMENTING RECOMMENDATIONS		
Recommendation ¹	Responsibility	Timeframe ²
Town Hall: Convert Bancroft Building to town office building.	Board of Selectmen	Medium-Term
Senior Center: Demolish Mixer Building and find a new home for the Senior/Community Center with a large function room. This will make room for new playing fields and future building use.	Board of Selectmen/ Council on Aging	Long-Term
<i>Other Needs:</i>	Town Meeting/Board of Selectmen and:	Schedule to be determined
Build new light plant building with cost borne out of revenues.	Light Department	
Reuse the existing light plant building by school department or other town offices.	School Department	
Purchase land near the Library for parking purposes.	Library Commission	
Construct an addition to Edwards School.	School Department	
Repair or replace the Town Pool.	Parks Commission	
Build new playing fields.	Parks Commission	
Acquire land for cemetery.	Cemetery Commission	
Construct permanent toilets for parks.	Parks Commission	
<i>Municipal Finance</i>		
Initiate a budget process that is open to public scrutiny and involves all boards and departments. Present budget recommendations in layman's terms and identify impacts on citizens and Town programs.	Board of Selectmen/ Finance Committee/ Town Administrator	On-Going
Include capital improvement funds in all yearly budgets. Insure building and facility maintenance costs are properly accounted for each year.	Finance Committee	On-Going
Implement the municipal building plan contained in this Master Plan as soon as finances allow.	Board of Selectmen Town Administrator	Long-Term
Form a permanent Capital Planning Committee to assist the Town in planning for, administering, and prioritizing capital improvement needs.	Board of Selectmen	Short-Term
Investigate a centralized maintenance system responsible for maintaining all Town buildings and facilities.	Town Administrator	Short-Term
Improve relations with the DCR and seek their financial or technical support to achieve Town goals.	Board of Selectmen	On-Going
Continue working for higher PILOT funds (Payment In Lieu Of Taxes) from State-owned lands.	Board of Selectmen	On-Going

RESPONSIBILITY FOR IMPLEMENTING RECOMMENDATIONS		
Recommendation ¹	Responsibility	Timeframe ²
Open a dialogue with the new Sheriff to negotiate for payments to offset the Town's costs incurred by hosting the Jail.	Town Administrator	Short-Term
Allocate Town funds, and/or apply for State grants, to help increase the Town's tax base.	Board of Selectmen Town Administrator	On-Going
Explore new ways of providing Town services. (See Chapter 10.)	Town Administrator	On-Going
Seek to comply with State regulations to increase the Town's eligibility for grants and other payments.	Town Administrator	On-Going
Communicate openly and work cooperatively with State agencies to insure the Town's interests are represented in State decision-making processes.	Board of Selectmen/ Town Administrator	On-Going
Keep required planning efforts, such as the Open Space and Recreation Plan and the Housing Plan, up-to-date and meet any other requirements that make the Town eligible for State funds.	All Departments	On-Going
Identify potential cost savings through regional service and purchasing proposals and work to gain the public's trust and support.	Board of Selectmen Town Administrator	On-Going

1. Renovate the Route 12 Corridor to be an attractive gateway into Town, including new sidewalks, landscaping, lighting, and burying overhead utility lines. A revitalized Route 12 will promote private investment, meet local needs for services, and improve traffic flow.
2. Municipal investments should enhance the Town Center as the focus civic life. Town buildings (e.g. the new Town Hall) and cultural activities should be concentrated here, and new land uses should complement the vision of establishing a pedestrian scale, mixed use village center.
3. Combine Police, Fire and Dispatch departments at the Shepard Building.
4. Construct a new Municipal Light Department building on former County land.
5. Construct a new Streets and Parks building on former County land, if feasible.
6. Convert the Bancroft Building to a town office building.
7. Demolish the Mixer Building and construct a new Senior Center/Community Center. Add new playing fields at this location.
8. Construct an addition to Edwards School for new classrooms.
9. Reuse the existing light plant building by school department or other town offices.
10. Promote greater pedestrian connectivity by linking subdivisions with trails and by improving sidewalk systems, especially near schools.
11. Work with the WRTA to increase bus service along Route 12.

Map Legend

- Town Boundary
- Major Road
- Local Road
- Unimproved Road
- Railroad
- Stream
- Intermittent Stream
- Waterbody

Constraints

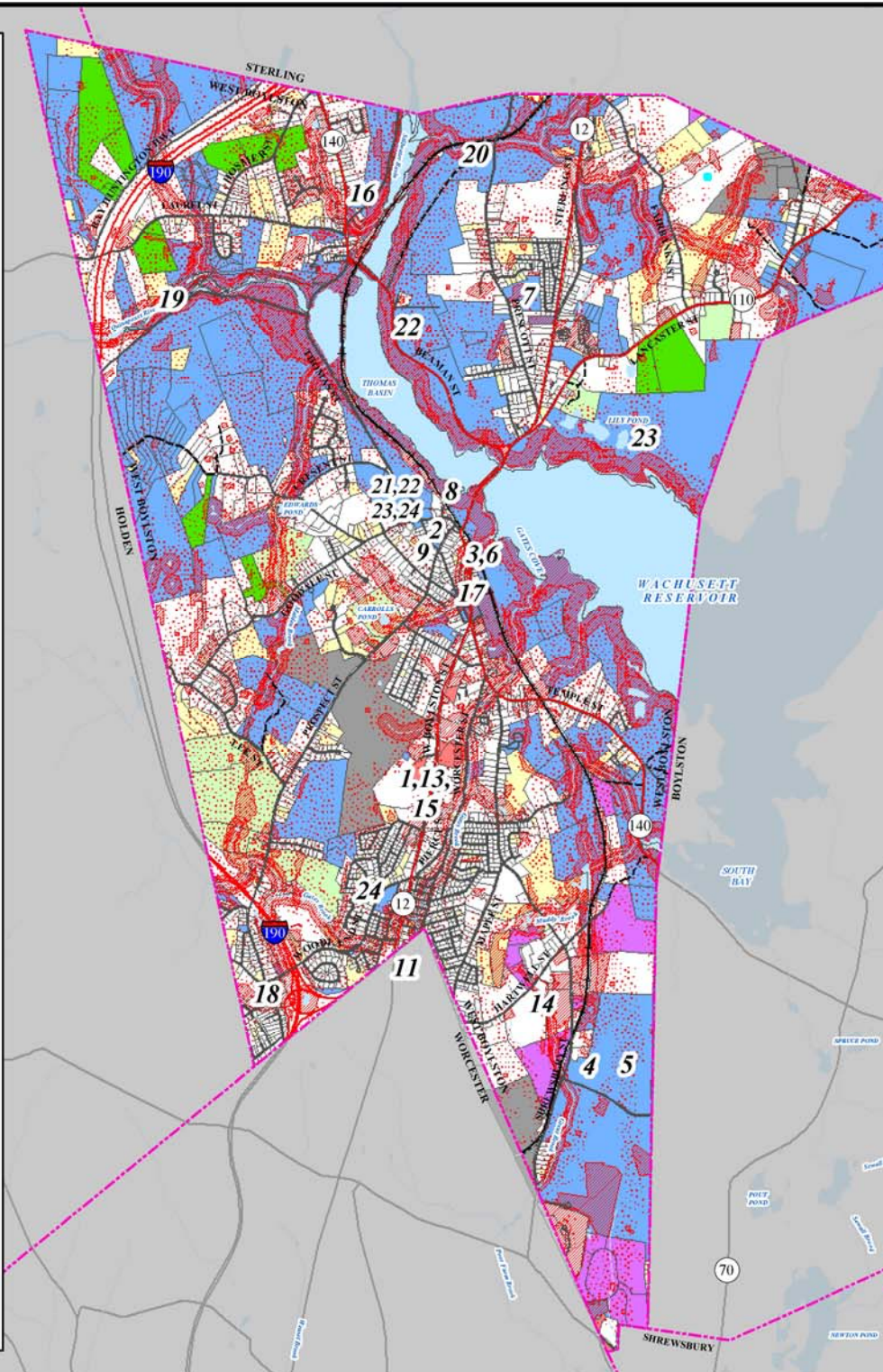
- Land with Absolute Constraint (Development Impractical)
- Land with Partial Constraint (Limited Development)

Developed & Protected Lands

- Developed Lands
- Protected Lands

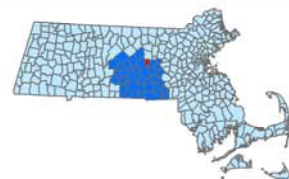
Vacant & Undeveloped Lands

- Vacant Residential
- Vacant Commercial
- Vacant Industrial
- Chapter 61: Forestry
- Chapter 61A: Agriculture
- Chapter 61B: Recreation



12. Consider the adoption of a cluster housing option to help preserve open space and sensitive natural resources while overall maintaining a low-density pattern in outlying areas.
13. Allow Mixed Use Development, where a mix of residential, commercial, and institutional land uses are authorized at a greater intensity in a carefully planned manner.
14. Improve access to the Hartwell St. Industrial district and reserve for traditional industrial activities.
15. Promote the Route 12 Business district for retail, restaurants and service establishments that serve local needs and attract tourist dollars.
16. Preserve Oakdale as a traditional New England village with small-scale commercial activity.
17. Reserve the Town Center area for high-end retail shops and small professional offices.
18. For Pineroft, adopt a village district to accommodate a mix of residential and small-scale commercial uses and to prevent new structures that are incompatible architecturally.
19. Support historic interpretive trail development along the Mass. Central Rail Trail.
20. Extend the rail trail north to the Sterling town line to complete the link of the Wachusett Greenways plan to Sterling Center.
21. At Goodale Park, improve sanitary facilities, recreational fields and play equipment.
22. Obtain additional practice fields north of Edwards School and at the former John Augustus Hall on Beaman Street.
23. Repair the Town Pool and make it handicapped accessible, or develop a Town beach at the Lily Ponds.
24. Improve recreational facilities for young children at Pride Park and Woodland Park.

**West Boylston Master Plan
Action Plan Recommendations
Map 17**



Source Data:
Parcel based data layers determined by USE-CODE from Town's assessor database. Data enhanced by CMRPC GIS staff.
Protected lands include those open space parcels owned by federal, state, county, municipal and local agencies as well as those lands having APR or CR designation.
Constraint data supplied by CMRPC. Absolute constraints include state designated wetlands, steep slopes (25+%), floodplains, Cohen and RPA primary buffers, etc. Partial constraints include slopes 8-25%, secondary buffers for both Cohen Bill and RPA.
Base data provided by MassGIS and enhanced by CMRPC.



The information depicted on this map is for planning purposes only. This information is not adequate for legal boundary definition, regulatory interpretation, or parcel-level analysis. Use caution interpreting positional accuracy.