

	B	C	D	E	F	G	H
1	2021 OSR Plan - Implementation Schedule						
2	Developed: June 2021 by the OSR Planning Committee						
3	Lead Party Abbreviations: LRD = Leominster Recreation Department, DFC = Doyle Field Commission, WD = Leominster Water Department, LTS = Leominster Trail Stewards, LTT = Leominster Land Trust, NCLT = North County Land Trust, CC = Leominster Conservation Commission, MDOT = Massachusetts Department of Transportation, DCR = Leominster State Forest, DFFI = Doyle Field Foundation Inc., TCRTA = Twin Cities Rail Trail Association, MO = Mayor's Office, EDO = Economic Development Office, PD = Leominster Planning Department, LCC = Leominster City Council, MTB = Mountain Bikers, GP = Growing Places, SF = Sholan Farms, LSC = Leominster Senior Center, LDC = Leominster Disabilities Commission						
4	Estimated Cost Categories: NC = no cost, \$ = 0 to \$1,000, \$\$ = \$1,001 to \$10,000, \$\$\$ = \$10,001 to \$50,000, \$\$\$\$ = >\$50,000						
5	Priority categories: High = in the next 2-3 years, Medium = in the next 3-5 years, Low = in the next 5-7 years Dates are tentative since conditions may change to alter the expected start and/or completion date.						
6	Objectives	Tasks	Lead Party	Start Date	Completion Date	Estimated Cost	Priority
7							
8	Objective 1A Review the ADA assessment for all recreation sites and create an Impementation plan for all recommendations		LRD & Disabilities Commission	3/1/2024	5/25/2024	\$ 400,000.00	M
9		Secure funding for implementing recommendations					
10		Execute recommendations for improvements					
11	Objective 1B Develop Master Plan for Prospect Park		LRD	9/1/2023	2/1/2024	\$ 550,000.00	H
12		Write & submit grant proposal for the Plan					
13		Secure funding to hire LA to develop the Plan					
14		Complete Plan with community input					
15		Secure funding to implement recommendations from the Plan					
16	Objective 1C Upgrade the Barrett Park Playground		LRD	7/1/2021	6/1/2022	\$ 550,000.00	H
17		Identify LA & secure funds to hire them to complete a plan					
18		Complete and approve a Concept Plan with community input					
19		Complete Construction Drawings and Specs					
20		Advertise & hire Contractor to build new playground					
21		Build new playground					
22	Objective 1D Make connection from TCRT to Doyle Field		MassDOT & DFF	9/1/2021	6/1/2022	\$ 100,000.00	H
23		Ask DFFI to provide funds for trail/field connection					
24		Engage LA to design connection					
25		Hire Contractor to complete work					
26	Objective 1E Create a dog park within the city		MO	#####	10/15/2024	\$700,000	M
27		Form community task force to examine solutions to this issue					
28		Examine past and present opportunities for dog parks in the city					
29		Choose one site and pursue funding, planning and construction of Dog Park					
30	Objective 1F Enhance the Frankie Fortuna Skatepark		LRD	#####	6/1/2022	\$ 500,000.00	H

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31		Engage a professional, experienced skatepark designer to produce a concept plan					
32		Vet plan with local users and stakeholders; approve plan					
33		Prepare construction drawings and hire contractor to perform work					
34		complete work					
35	Objective 1G Engage a graphic designer to "Brand" the city's signage on its trails, parks and rec lands		MO & LRD	2/1/2022	12/1/2022	\$ 10,000.00	M
36		Identify several qualified graphic designers and meet with them to discuss project					
37		Prepare project scope and bid the work out					
38		Hire and engage designer to produce "branded" signs for parks, trails, conservation areas, etc.					
39	Objective 1H Promote Open Space and Recreation opportunities to residents through traditional and digital media.					\$ 5,000.00	M
40		Create high-quality print tri-fold brochure describing & promoting all open space & rec opportunities within Leominster (including parks list, trails list for walking/biking, organized sport opportunities, fishing & boating locations, dog park(s), opportunities for adults, how-to-get-involved, etc.)					
41		Distribute to residents (through direct mailing or at pick-up sites similar to Leominster Champion newspaper stands at grocery stores, etc.)					
42		Distribute digitally Leominster Open Spaces & Rec home page					
43	Objective 1I Develop Management Plans for the keys parks, trails, and conservation areas with annual maintenance plans		LRD			\$ 5,000.00	L
44		Create prioritized list of parks, trails and conservation areas for management plans	LRD				
45		Develop scope of work for developing Management Plans for these 3 types of properties	LRD				
46		Secure funding to hire a consultant to prepare the plans	LRD				
47		Hire consultant and get plans prepared	LRD				
48		Develop list of action steps from the plans to fund	LRD				
49		secure funds to execute action steps	LRD				
50		Execute action steps to implement plans	LRD				
51	Objective 1J Establish a Parks Department or Division to handle routine maintenance and capital projects.		MO			NC	M
52		Identify interested parties and stakeholders to discuss the isse and formulate an approach					
53		Present the proposal to the Mayor and other City officials					
54		Implement plan					
55							

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56							
57	Objective 2A Conduct an assessment of the current use and lease arrangements for all City Fields		LRD			\$ 10,000.00	H
58		Identify and hire a consulting firm experienced in conducting these kinds of use assessments	LRD				
59		Gather input from Leagues, School Dept., Rec Dept. and others and complete report	Consultant				
60	Objective 2A1 Determine if the Soccer program needs additional fields or field time		Consultant			\$ 5,000.00	M
61		Include this as a special case in the overall assessment of field use/lease study	Consultant				
62	Objective 2A2 Add lit basketball courts at a few city parks		LRD			\$ 550,000.00	M-L
63		Determine location and appropriateness of area for a court					
64		Secure funding for plans and permits if needed					
65		Hire LA and produce construction drawings for new B. ball courts					
66		Secure funding for construction					
67		Put project out to bid and hire contractor					
68		Complete work on time and within budget					
69	Objective 2B Add 4 bocce courts & lights at Doyle Field		DFC & LRD			\$ 100,000.00	M
70		Confirm area to west of Pickleball courts					
71		Secure funding to hire LA to develop construction drawings for courts and extension of parking and lighting					
72		approve plan, and secure funding for construction					
73		Hire contractor and complete construction					
74							
75	Objective 2C Increase the variety of cultural activities occurring at Doyle Field		DFC			TBD	M-L
76	Objective 2C1 Add chess/game tables & benches to Doyle Field		DFC			\$ 10,000.00	M-L
77		Present idea and examples to DFC	DFFI				
78		Secure funding for the items	DFFI				
79		Order and install at Doyle Field	DPW				
80	Objective 2D Create additional access to water bodies for fishing and cartop boating		LRD, LTS, MO			TBD	M
81		Consult with Director of state Fishing and Boating Access Board on potential projects on the Nashua River or other water bodies in Leominster	LRD				
82		Investigate local options for boating and fishing access, compile list and prepare a report	LRD				
83							
84	Objective 2E Explore the concept of Disc Golf within the City.		LRD			NC	L

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85	Objective 2F Maximize the recreational potential of the capped landfill		EDO, LRD			TBD	M-L
86	Objective 2 G Develop recreational opportunities in North and Sout East Leominster		PD, LRD			TBD	M
87		Assess available sites for recreational activities and assess needs of the local neighborhoods and the city	LRD				
88		Match sites with needs and prepare conceptual plan	LRD				
89		Discuss funding with the Mayor and seek grant opportunities if required	LRD				
90		Secure funding	LRD				
91		Execute the plan	LRD				
92							
93	Objective 2 H Work with the Eastside neighborhood to find a location for indoor activities for teens		MO,LRD			NC	M
94		Set up a meeting with Eastside residents to discuss a location and activities needed for teens					
95		Organize a taskforce					
96		Develop a plan of action					
97							
98							
99	Objective 3A Complete a Trails Master Plan by the end of 2021		LTS			NC	H
100		Create task force to develop Plan	LTS				
101		Set schedule of meetingS to discuss issues	LTS				
102		Complete draft of Trails Master Plan	LTS				
103		Present draft to Mayor and City Council	LTS				
104		Approve plan and start implementation	LTS, LRD, CC, WD				
105	Objective 3B Establish more collaboration & communication between City departments and LTS		LTS-LRD, CC, WD			NC	H
106		Hold initial meeting with city department reps to discuss trail issues of concern	LTS				
107		Establish on-going schedule of meetings to discuss status of trails and any issues	LTS				
108		Schedule periodic site visits (hikes) to build awareness of city staff	LTS				
109	Objective 3C Apply for RTP grant funds for the next 7 years		LTS, MO, LRD			NC	M
110		Prepare tentative list of projects eligible for RTP funding	LTS, MO, LRD				
111		Meet to discuss and choose a project for this year's grant application	LTS/REC./CC/WD				
112		Prepare the grant	LTS				

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113		Submit the grant after city review and approval	MO				
114		Complete the project	LTS				
115	Objective 3D Start effort to extend the TCRT into Sterling		TCRTA			NC	L
116		Discuss issue at TRCTA meeting	LTS				
117		Begin to develop case statement for this next phase	TCRTA - LTS				
118		Reach out to CSX to see if they would consider a rail with trail component	LTS				
119		Develop PR material if CSX is open to idea	TCRTA				
120		Discuss project with State Trails Team, MRPC, & MassDOT	TCRTA				
121		Get Design Work funded thru TIP or MassDOT	MO, TCRTA				
122	Objective 3E Complete plan to create a trail loop around the City		LTS - PD			\$ 10,000.00	M
123		Present draft loop trail plan to the Mayor and City Council					
124		Work with Planning Department to investigate feasibility					
125		Identify parcels for acquisition in fee or a permanent trail easement					
126		Create trail segments as opportunity arises					
127	Objective 3F Complete Trail project on Hill Street parcel (What exactly does this objective encompass?) It consists of completing two mt.bike/hiking trails on the property that have been approved by the Conservation Commission, upgrading of the trailhead parking area by creating a year-round parking facility for 6 vehicles, a trailhead kiosk with maps and other information, a gate to dissuade unauthorized activity, way-finding signage and improvements to the meadow habitat if funds are available.		LTS - CC			\$ 5,000.00	H
128		Secure funds in City account	LTS				
129		Develop spec sheet for completing the parking lot project	LTS				
130		Hold site walk for contractors	LTS				
131		Award contract and get work done	LTS				
132		Complete trail work and finish the project	LTS				
133	Objective 3G Conduct Feasibility Study for creating Monoosnoc Brook Trail from Pierce Pond to N. Nashua River		PD			\$ 5,000.00	L
134		Prepare RFP for feasibility Study	PD				
135		Advertise and hire consultant to do a feasibility study to see if the Monoosnoc Brook Trail can be expanded					
136		Meet to discuss findings of the report and take appropriate action					
137		Fundraise or seek RTP grants for any work to be done					

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138	Objective 3H Work with City to repair the Public Safety Access Roads on Watershed land		WD - LTS			\$ 500,000.00	M-L
139		With Water Dept. personnel, identify key access roads that need repair work					
140		Develop specs for work on specific access roads and obtain estimates for work needed					
141		Apply for RTP or other grants to complete the work					
142		Put work out to bid and hire contractor					
143		Oversee work and submit reports as needed					
144		Complete work and celebrate!					
145	Objective 3I Complete the Walking Track at Doyle Field		DFC			\$ 20,000.00	M-L
146		Add mileage markers along the trail					
147		With Doyle Field Commission, explore enlarging the trail across Priest Street and behind tennis courts					
148		Ask DFFI to consider providing funds to perform work & hire contractor					
149		Complete work and dedicate new trail segment					
150	Objective 3J Get Water Dept. to adopt SOP for harvesting timber along trail routes		WD - LTS			NC	H
151		Meet with Water Dept. Staff to discuss issue					
152		Reach agreement on City policy for Harvesting projects along forested trails					
153		Incorporate policy as SOP in all Forest Management Plans					
154	Objective 3K Formally recognize the LTS as the city's trail management group		LTS - LCC-MTB			NC	H
155		Discuss issue with Mayor and City Council					
156		Propose City Council formalizes role of Leominster Trail Stewards as a city approved entity					
157		Consider asking the Mayor to appoint two city-wide members to the LTS. What transparency in the approval, and approval process would there be. Does the Mayor have time for this? Does City council have a say?					
158		Approve mission statement and operating charter: Use open space plan survey for basis of this mission statement, including increased MTB trails, as well other feedback generated from survey.					
159		Democratize group objectives/projects with formal procedure - i.e. recorded in minutes & published on website, or equivalent					
160		Publish meeting times/ dates, for public viewing/ participation / input.					

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161	Objective 3L Have City Departments evaluate and approve existing Mt. Bike trails on their lands and add approved trails to the City's trail map					NC	H
162		Have Mt. bike community provide maps of all mt bike trails on city property.					
163		All affected parties meet to discuss the trail approval process and criteria Have adequate user representation for this. Fact and political based assesment.					
164		Have Water Dept., Conservation Commission and Rec Department approve the trails they want on their lands					
165		Discuss protocol for closing down trails that have not been approved A majority of the trails currently used by MTB'ers are legacy trails, that have been present for decades, and adopted. Like the majority of the trails on the LTS maps, they have long histories. Those trails that meet the approval criteria and are acceptable to the Water Department, the Conservation Commission and/or the Recreation Department should be allowed to stay, be added to the City's trail map and be maintained as approved trails. Those not approved should be subject to closure as time and funds allow. Many of the mt. bike trails on Leominster Watershed lands have cropped up over the past decade and have not been authorized by the Department and have not been "adopted" as legal by the City. this is an issue that needs to be resolved. There seems to be no entity that takes responsibility for controlling where and when new mt. bike trails are created and the City has expressed an interest in controlling this activity on its watershed lands.					
166							
167	Objective 3M Develop and offer a Leominster Trails Booklet		LTS			\$ 7,000.00	M
168		Formulate a plan for the booklet					
169		Collect all desired maps and trail write-ups and images					
170		Compose a draft for edit and review					
171		Complete review					
172		Raise/find funds to print and distribute					
173		Print and distribute the booklet to local stores, groups, organizations					
174	Objective 3N Explore the possibility of adding the trails at Johnny Appleseed S.P. to the network		LTS - REC -LLT - DCR			\$ 150,000.00	M
175		Meet with DCR reps to discuss their plans for the property					
176		Consider RTP grant for trail & trailhead improvements on 6-acre LLT parcel if allowed					
177		Add bridges, bog bridging, boardwalks if needed					
178		Work with LLT to create Trailhead entry and parking					

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179	Objective 30 Increase capacity of Elm Street/Parmenter Road parking lot		LTS, MTB, WD	7/1/2021	12/1/2022	\$ 25,000.00	M
180		Explore concept with Water Dept.	LTS, MTB	7/1/2021	8/1/2021		
181		Create Plan and Receive approval on plan	LTS	8/1/2021	11/1/2021		
182		Raise funds through donations or grants to complete the work	LTS, MTB	#####	4/1/2022		
183		Bid out the work and hire contractor	WD, LTS	5/1/2022	6/1/2022		
184		Complete work	MTB, LTS	6/1/2022	7/1/2022		
185	Objective 3P Increase capacity of trail network in the watershed area (Plans exist for creation of trail (mt. bike/hiking trail) off the North Monoosnoc Ridge Trail. Approval is being sought by the Water Dept. for this trail to be constructed)		LTS, MTB, WD, CC			NC	
186		Vet plan with LTS to garner consensus on new trails for the system					
187		Explore concept with Water Dept. /conservation commision and appropriate land managers Who does this; the Mt. bike community? Who is that? How does this fit into the trail vision for the City?					
188		Create plan to increase trails in low impact areas in the watershed, including area off Granite Street lot towards "Nashua Valley Conservation Area"					
189		Explore plan to increase trails in Coulter Estate, Pauplis Estate and Vachon Estates, including area towards Wachusett St. There are two mt. bike trail loops under construction on the Coulter property already - approved by the Conservation Commission . the Pauplis property and Vachon property are private properties that the City does not own or control. They are worth investigating as open space parcels to add to the City's ownership in this area and there is the potential for additional mt. bike/hiking trails in this area. the City has expressed concern about the nature of the mt. bike trails on its land relative to constructed jumps and ramps that may lead to an increase in accidents for less experienced riders.					
190			LRD				
191	Objective 4A Get Leominster designated a "Mass in Motion" community		LRD			TBD	M
192		Confer with Ayn Yeagle, consultant who got Fitchburg declared a Mass in Motion community on steps for Leominster to accomplish the same	LRD				
193		Develop a draft plan of action for Leominster's MiM program	LRD				
194		Raise funds as needed to implement plan	LRD				
195	Objective 4B Plan to make Leominster more "walkable" and "bikable"		LRD			TBD	M-L
196		Consult with MRPC on moving forward on this goal	LRD				
197		Sheri Bean is MRPC's Bike and Ped Planner and working on regional plan and program	LRD/MRPC				

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198		Discuss creating a Bike & Ped Plan for Leominster using data from regional plan	LRD				
199	Objective 4C Support more community agriculture on city open space properties		MO, EDO			\$ 5,000.00	M
200		Discuss objective with Growing Places & Sholan Farms staff to gain insight into best approach	SF, GP, EDO				
201		Identify possible properties and determine best approach for that property	GP				
202		Reach out to community groups to help organize support and find growers/gardeners and manage operation	GP				
203		Create trial program and test for 1-2 growing seasons	GP				
204	Objective 4D Develop Fitness Trails at Fournier and Barrett Park		LRD			\$ 300,000.00	M-L
205		Secure funding to hire consultant to plan the fitness trails					
206		Hire trail planner to develop plans for fitness trails at both parks					
207		Secure funding to construct the trails with fitness equipment					
208		Put out bid to have work performed					
209		Construct trails at both properties					
210		Hold ribbon-cutting ceremony for both trails					
211			OSC, CC, REC, LTS, NCLT				

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212	Objective 5A Develop a working relationship with N. County Land Trust to assist with the City's land protection program		MAYOR, NCLT			NC	H
213		Bring City Open Space Committee, LLT, and NCLT together to discuss ways to collaborate on land protection					
214		Develop a plan and assign a parcel for NCLT to acquire & protect for the City of Leominster					
215		Discuss transfer of LLT lands and land interests to NCLT or the City					
216	Objective 5B Develop a prioritized list of parcels of interest to the City for acquisition		OSC			NC	H
217		Have OSC draft a list of potential open space parcels for consideration					
218		Meet with City officials to discuss the draft list					
219		Prioritize the list for City acquisition					
220		Include watershed parcels, trail connectors, park buffers, Doyle Field additions, N. Leominster parcels					
221		Work with NCLT to acquire open space priority parcels					
222	Objective 5C Ramp up the efforts to promote donations to the Open Space Fund		OSC			NC	H
223		OPC to rework the flyer asking for monetary donations to the Open Space Fund					
224		Add a pitch for landowners to consider donations or bargain sales to the City					
225		Create flyer that can go up at all Trailhead kiosks asking for land donations					
226	Objective 5E Place a permanent CR on Leominster Sportsman Club lands		OSC, NCLT			NC	M
227		Contact former President of LSC to set up meeting to discuss topic	OSC				
228		OSC and NCLT to meet with Sportsman Club officials to discuss this option	OSC, NCLT				
229		Pitch benefits and review draft CR with LSC and the City	OSC, NCLT				
230		Get CR signed and recorded in Registry of Deeds	NCLT				
231	Objective 5F Create permanent, ongoing Open Space Committee with members appointed by the mayor		OSC			NC	H
232		Develop support from key people for permanent OSC					
233		Research OSC's in other communities to see what works best					
234		Develop formal proposal for permanent OSC					
235		Pitch idea to the Mayor and City Council President					
236		Petition City Council (if needed) to create the Committee					
237		Again, appropriate representation of user groups					