

**LUNENBURG
IN
2007**

**MASTER PLANNING
ENVISION 2007 REPORT**



Lunenburg Planning Board

Lunenburg, Massachusetts

January 26, 1998

Dear Lunenburg Citizens

The Lunenburg Planning Board is pleased to present to the Town of Lunenburg the enclosed document entitled *Envision 2007*. This document is the result of two community planning sessions in which a group of citizens voluntarily participated to look ahead and design, if you will, their Town in 2007.

The two sessions, June 19, 1997 and August 7, 1997 were sponsored by the Lunenburg Planning Board as part of the planning for the Master Plan. Under Massachusetts General Laws, Chapter 41, Section 81-A, Planning Boards are required to make careful studies of the resources, possibilities and needs of the municipality and to make a Master Plan. Said comprehensive plan shall include certain elements, namely Goals and Policy Statement, Land Use, Housing, Economic Development, and Natural and Cultural Resources, Open Space, Services, Circulation, and Implementation Element Plans.

The envision sessions were planned with four groups:

- 1. Cultural Resources and Recreation**
- 2. Land Use, Open Space, Natural Resources**
- 3. Economic Development, Fiscal Planning**
- 4. Community Service, Housing and Facilities and Infrastructure**

Each group identified one or more tasks and wrote the objectives of each task. The Lunenburg Planning Board created the Action Plan for each of the tasks and their objectives.

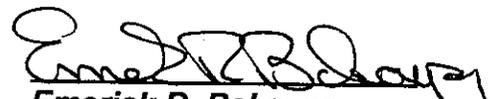
The Planning Board reviewed the Master Plan Goals and Policy Statement and found them consistent with the projected tasks and objectives of the *Envision Study*. Furthermore, the 1998 Master Plan Status Report and Action Plan is also consistent with the work of the *Envision Groups*.

In addition, the Planning Board has created a more specific Implementation Outline for 1998, identifying with the Goals and Policies, the 1998 Master Plan Status Report and the tasks and objectives of the Envision 2007 work. Further implementation outlines will be created for 1999 and thereafter.

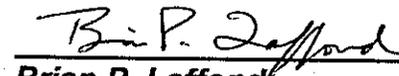
The Board is committed to you, the citizens of Lunenburg, to continue in this work to bring to fruition Envision 2007 and to expand the envision horizon further and further into the twenty first century. This process, however, needs your continuing participation.

Sincerely


Marion M. Benson, Chairperson


Emerick R. Bakaysa


Jerome L. Benson


Brian P. Laffond


David W. Rodgers

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GOALS AND POLICIES**

GOAL - TO PRESERVE THE RURAL RESIDENTIAL CHARACTERISTICS OF THE TOWN

- Policy:** To preserve the aesthetic quality of the Town.
- Policy:** To protect critical environmental areas.
- Policy:** To maintain the existing land use diversity within the Town.
- Policy:** To focus development where adequate infrastructure either exists or may be economically provided.
- Policy:** To maintain the existing land use density and intensity regulations.
- Policy:** To reinforce New England type center concept.

GOAL - TO PROMOTE MORE EFFICIENT LAND USE

- Policy:** To encourage the preservation of the Rural Residential character of the town.
- Policy:** To encourage development that insures open space.
- Policy:** To balance development with the ability of providing appropriate services.

GOAL - TO ENCOURAGE ECONOMIC DEVELOPMENT IN THE TOWN

- Policy:** To improve existing industrial and commercial areas.
- Policy:** To provide accessible and diverse community facilities.
- Policy:** To encourage industrial and commercial development which is compatible with available resources and facilities and provides job opportunities to residents.
- Policy:** To augment the tax base.
- Policy:** To implement the Sewer Impact Study.
- Policy:** To encourage non-residential growth in sewered areas.

GOAL - TO PROTECT NATURAL RESOURCES

- Policy:** To provide appropriate development restrictions for the area near lakes, wetland, and well sites.
- Policy:** To provide appropriate regulations regarding sewer wastewater and solid wastes.
- Policy:** To protect critical environmental areas.
- Policy:** To provide appropriate regulations regarding the water supply.
- Policy:** To encourage non-residential growth in sewered areas.

GOAL - TO PROVIDE QUALITY MUNICIPAL SERVICES FOR THE RESIDENTS OF THE TOWN

- Policy:** To provide for the needs of all age groups and family types.
- Policy:** To provide the highest standard of education.
- Policy:** To provide an adequate range of recreational facilities and programs for all age groups according to their interest
- Policy:** To plan and facilitate physical improvements through the Capital Budget process.
- Policy:** To complete the Space Needs Study and implement the program.
- Policy:** To complete the Open Space Study and implement the program.

ENVISION 2007

TOP PRIORITIES - WHAT LUNENBURG IS TO BE IN 2007

MISSION

TO FULFILL THE VISION OF A FISCALLY RESPONSIBLE TOWN WITH AN ACTIVE COMMUNITY LIFESTYLE, WORKING TO PRESERVE THE CHARACTER OF THE TOWN AND TO SERVE THE CITIZENS WITH APPROPRIATE MUNICIPAL SERVICES, HOUSED IN SUITABLE MUNICIPAL FACILITIES.

THE PRIORITY PLAN

DEVELOP AN ACTIVE COMMUNITY CONCEPT

DEVELOP PROGRAMS AND PROCESSES TO PRESERVE LUNENBURG'S COMMUNITY CHARACTER

CREATE AND DEVELOP AN EFFECTIVE FISCAL POLICY

DEVELOP A PLAN TO EXPAND, UPGRADE AND MAINTAIN MUNICIPAL SERVICES AND FACILITIES

CULTURAL RESOURCE AND RECREATION

PRIORITY DEVELOP AN ACTIVE COMMUNITY CONCEPT

TASK:

CREATE A COMMUNITY ATMOSPHERE THAT ENCOURAGES PERSON TO PERSON AND INTER-GENERATIONAL ACTIVITY.

OBJECTIVES:

- 1. DEVELOP THE CENTER SO THAT PEOPLE CAN WALK FROM PLACE TO PLACE AND BE PEDESTRIAN FRIENDLY.**
- 2. DEVELOP RECREATIONAL SPACE (INDOOR AND OUTDOOR) INTER-GENERATIONAL.**
- 3. PROMOTE LUNENBURG'S HEALTHY ATMOSPHERE AND UNDER UTILIZED NATURAL RECREATION RESOURCES.**
- 4. EXPAND THE LIBRARY AND OTHER FACILITIES AS NEEDED.**
- 5. DEVELOP SCHOOL EXPANSION AND INTERIOR PROVISIONS WITH A PLAN OF COMMUNITY USE TWELVE MONTHS A YEAR.**
- 6. PROVIDE ADDITIONAL INDOOR AND OUTDOOR RECREATIONAL SPACE TO MEET THE NEEDS OF AN ACTIVE COMMUNITY.**

ACTION PLAN -- ESTABLISH A SENSE OF PLACE.

- 1. COMPLETE LUNENBURG'S CENTER PLAN AND GUIDELINES TO REINFORCE THE VILLAGE CHARACTER (1998).**
- 2. COMPLETE THE TOWN OF LUNENBURG'S LONG RANGE SPACE NEEDS STUDY.**
- 3. DETERMINE FUTURE LIBRARY IMPROVEMENTS AND EXPANSION PLAN. (1998).**
- 4. DEVELOP AN OUTDOOR RECREATIONAL FACILITY PLAN FOR IMPROVEMENT TO EXISTING SITES AND ACQUISITION OF NEW SITES (1998).**
- 5. WORK WITH COMMUNITY COMMITTEES TO PROMOTE A COMMUNITY CENTER CONCEPT AND/OR A STRUCTURE (FUNDED WITH ALTERNATIVE FUNDING).**
- 6. ESTABLISH TOWN AND CITIZEN COMMITTEES TO PROVIDE A LUNENBURG PUBLICATION THAT WILL INCLUDE DEPARTMENT RESPONSIBILITIES, NATURAL RESOURCES, RECREATIONAL AND CULTURAL ACTIVITIES.**
- 7. ENCOURAGE COMMUNITY FUNCTIONS, SUCH AS PUBLIC FARMERS MARKETS, COMMUNITY FESTIVALS, RECREATIONAL COMPETITIONS, AND SPECIAL OCCASION CELEBRATIONS.**

LAND USE, OPEN SPACE, NATURAL RESOURCES

**PRIORITY
DEVELOP PROGRAMS AND PROCESSES
TO PRESERVE LUNENBURG'S COMMUNITY CHARACTER**

TASK:

TO CREATE INCENTIVES FOR PRESERVING THE TOWN'S CHARACTER AND OPEN SPACE.

OBJECTIVES:

1. ESTABLISH AN AWARENESS THROUGH OUTREACH AND EDUCATIONAL PROGRAMS.
2. CREATE A STEWARDSHIP OF GOVERNMENTAL BOARDS AND COMMISSIONS (CONSERVATION COMMISSION, PLANNING BOARD, BOARD OF SELECTMEN) AND PRIVATE/PUBLIC PARTNERSHIPS AND GENERAL CITIZENRY FOR MANAGEMENT OF OPEN SPACE.
3. DEVISE A SYSTEM OF CONNECTING GREENWAYS AND TRAILS AND OTHER CONSERVATION AND FORESTRY LAND.
4. ENCOURAGE COMMERCIAL/INDUSTRIAL DEVELOPMENT IN AREAS CURRENTLY ZONED APPROPRIATELY TO AID IN FUNDING OF PROGRAMS AND NOT IMPEDE NEW AREAS UNTIL BUILD-OUT.
5. ENCOURAGE IN THE DEVELOPMENT OF THE TOWN, THE PRESERVATION OF GATEWAYS AND VISTAS THAT WILL REFLECT THE VISUAL CHARACTER OF THE TOWN'S LANDSCAPE (ZONING).

ACTION PLANS--RURAL RESIDENTIAL PLANNING

1. PROTECT THE RURAL APPEARANCE OF THE TOWN BY DEVELOPING AND MAINTAINING RURAL ROADS (ENCOURAGING SMALL RESIDENTIAL SUBDIVISIONS), AND BY PROTECTING MEADOWS (THROUGH SCENIC EASEMENTS ACQUIRED EITHER BY TAX ABATEMENT OR AS A GIFT TO THE TOWN).

2. PROTECT THE GATEWAYS TO THE TOWN BY LANDSCAPING REQUIREMENTS (ZONING) THAT REFLECT A RURAL RESIDENTIAL COMMUNITY AND BY PLACING APPROPRIATE ANNOUNCEMENT TOWN SIGNS.
3. PROMOTE AGRICULTURE, OPEN SPACE AND/OR CONSERVATION THROUGH MANDATORY CLUSTER DEVELOPMENT.
4. MANAGE THE SIZE, NUMBER AND STYLE OF SIGNS (ZONING).
5. SET APPROPRIATE STANDARDS (ZONING) FOR HILLTOP STRUCTURES.
6. FOSTER A DIVERSITY OF HOUSING TYPES INCLUDING ASSISTED LIVING, ACCESSORY HOUSING (ZONING-LAND USE SITE STUDY).
7. PLAN TO OPTIMIZE THE APPEARANCE OF LARGE OPEN COMMERCIAL SPACE USE BY REQUIRING AMENITIES SUCH AS FENCING AND LANDSCAPING (ZONING).
8. IMPLEMENT THE OPEN SPACE PLAN INCLUDING A SYSTEM OF CONNECTING GREENWAYS, TRAILS AND OTHER CONSERVATION AND FORESTRY LAND.
9. IMPROVE TOWN FACILITIES THROUGH COMPLETION AND DEVELOPMENT OF TOWN CENTER PLAN, SPACE NEEDS STUDY, SCHOOL AND RECREATION PLANS.
10. CLEARLY STATE THE INTENT OF EACH ZONING BYLAW IN THE LUNENBURG ZONING BYLAW.
11. CREATE A STEWARDSHIP PROCEDURE FOR ESTABLISHING AWARENESS OF OPEN SPACE NEEDS AND CONSERVATION VALUES THROUGH OUTREACH AND EDUCATIONAL PROGRAMS.

ECONOMIC DEVELOPMENT, FISCAL PLANNING

PRIORITY
CREATE AND DEVELOP A FISCAL POLICY

TASK:

CREATE AND DEVELOP A MECHANISM TO FORMULATE, IMPLEMENT, AND MANAGE A TOWN WIDE FISCAL POLICY.

OBJECTIVES:

IDENTIFY THE FOLLOWING:

1. CURRENT AND FUTURE PROJECTED REVENUES.
2. PROJECTIONS ABOUT CURRENT AND FUTURE OPERATING EXPENSES.
3. PROJECTS OF SIGNIFICANT MAGNITUDE AND PROJECT IMPACT OF THE TOWN OVER THE LONG RANGE (5-10-20 YR.).
4. CHANGE THE METHOD CURRENTLY USED TO MANAGE TOWN FISCAL AFFAIRS.
5. CREATE POLICIES AND PROCEDURES TO APPROPRIATELY MANAGE FISCAL AFFAIRS.

**ACTION PLAN--ASSESS TOWN FINANCIAL CONDITIONS-
DEVELOP FINANCIAL POLICIES-
IMPLEMENT FINANCIAL STRUCTURES.**

1. CREATE A COORDINATING SUB-COMMITTEE OF THE PRESENT FINANCIAL DEPARTMENTS. (BOARD OF SELECTMEN, FINANCE COMMITTEE, TREASURER, ASSESSORS, CAPITAL PLANNING, AD HOC FINANCE COMMITTEE AND ETC.).
2. SEEK A FINANCIAL DIRECTOR.
3. EVALUATE CURRENT SPENDING.
4. CONTINUE TO STUDY LONG RANGE PROJECTIONS OF OPERATING AND CAPITAL EXPENSES.
5. PROJECT THE TOWN'S FINANCIAL CONDITION IN RELATION TO ABILITY TO PAY.
6. ENHANCE FINANCIAL COMPONENT OF THE TOWN REPORT INCORPORATING ABOVE FACTORS.
7. EMPOWER THE CAPITAL PLANNING COMMITTEE TO IMPLEMENT SHORT AND LONG RANGE FINANCIAL CAPITAL PLANS.

ACTION PLAN--TOWNWIDE COLLABORATION OF SERVICES.

1. EMPOWER CAPITAL PLANNING COMMITTEE TO CREATE PROCESS FOR COLLABORATION OF SERVICES.
 - A. PREPARE AN ASSESSMENT OF POTENTIAL COLLABORATION OF PERSONNEL, SERVICES AND PURCHASING ITEMS.
 - B. IMPLEMENT A TOWNWIDE PURCHASING PLAN.

TASK:

SEEK ALTERNATIVE FUNDING.

OBJECTIVE:

INCREASE REVENUES OUTSIDE OF TAXATION (NOT DISCRETIONARY MONEYS).
ENCOURAGE ALTERNATIVE FUNDING COMMITTEE TO SEEK FUNDING BASED ON NEEDS ASSESSMENTS.

ACTION PLAN--CONTINUE ALTERNATIVE FUNDING COMMITTEE.

1. PREPARE A TOWN WIDE NEEDS ASSESSMENT.
2. IDENTIFY FUNDING SOURCES.
3. REVIEW WITH BOARD OF SELECTMEN, FINANCE COMMITTEE, CAPITAL PLANNING AND ANY SPECIFIC DEPARTMENT INVOLVED WITH THE BENEFITS AND DRAWBACKS OF THE FUNDING TO DETERMINE THE APPROPRIATENESS OF THE FUNDING.

TASK:

PLAN FOR ECONOMIC DEVELOPMENT IN INDUSTRIAL/COMMERCIAL DISTRICTS THAT WILL BROADEN OUR TOWN'S TAX BASE.

OBJECTIVE:

DEVISE A PROCEDURE TO ENTICE APPROPRIATE COMMERCIAL AND INDUSTRIAL ENTERPRISES TO SECURE MORE NON-RESIDENTIAL REVENUES.

ACTION PLAN--DEVELOP AN ECONOMIC BASE TO AUGMENT THE TAX RATE.

1. **CREATE AN ECONOMIC DEVELOPMENT
COMMITTEE** (REPRESENTATION FROM PLANNING BOARD,
BOARD OF SELECTMEN, FINANCE AND CITIZENS AT LARGE (7
MEMBERS).
 - A. **DEVELOP FACTORS TO FOSTER A HEALTHY
BUSINESS CLIMATE.**
 - a. Determine Sewer Construction Based On
Facility Plan.
 - b. Review Current Performance
Standards.
 - c. Consider Tax Incentives For Start-Up
Businesses.
2. **ATTRACT THE APPROPRIATE COMMERCIAL AND
INDUSTRIAL ENTERPRISES TO LUNENBURG.**

TASK:

**STREAMLINE OPERATING PROCEDURES BY MANAGING AND
CONTROLLING COST AND EXPENSES OF THE TOWN.**

OBJECTIVE:

**PROVIDE MORE SERVICES FOR LESS MONEY AND/OR TO
MAINTAIN LEVEL SERVICES.
PROMOTE TOWN WIDE COLLABORATION TO WORK SMARTER
AND SPEND WISER.**

COMMUNITY SERVICE, HOUSING AND FACILITIES
INFRASTRUCTURE

PRIORITY
DEVELOP A PLAN TO EXPAND, UPGRADE AND MAINTAIN
MUNICIPAL SERVICES AND FACILITIES

TASK:

TO PLAN AND IMPLEMENT THE ENHANCEMENT AND MAINTENANCE OF MUNICIPAL SERVICES.

OBJECTIVES:

- 1. BRING SEWER SYSTEM TO NEEDED AREAS OF TOWN.**
- 2. PLAN FOR SPACE NEEDS OF MUNICIPAL FACILITIES.**
- 3. INITIATE PUBLIC TRANSPORTATION SYSTEM WITHIN THE COMMUNITY.**
- 4. DEVELOP A TOWNWIDE TRASH PICKUP SERVICE.**

ACTION PLAN-- EFFECTIVELY PLAN FOR NEEDED SERVICES,
MATCHING THE ABILITY TO PAY.

- 1. PROMOTE COMMUNITY SUPPORT THROUGH IN DEPTH PRESENTATION OF SEWER FACILITY PLAN AND ENCOURAGE DIALOGUE CONCERNING ALL ASPECTS OF THE PLAN.**
- 2. COMPLETE SPACE NEEDS STUDY -1998- (SEE ACTION PLAN UNDER RECREATION AND TRAFFIC).**
- 3. PREPARE A NEEDS ASSESSMENT FOR PUBLIC TRANSPORTATION SYSTEM AND ASCERTAIN THE FEASIBILITY COST WISE.**
- 4. PREPARE A COST ANALYSIS OF A TOWNWIDE TRASH PICKUP SERVICE AND THE EFFECT OF A SERVICE ON THE TAX RATE.**

TASK:

TO CREATE A MUNICIPAL FINANCIAL DEVELOPMENT PLAN.

OBJECTIVES:

1. DEVELOP A FINANCIAL STRUCTURE TO COORDINATE ALL SPENDING AND REVENUES.
2. DEVELOP A COST EFFECTIVE PURCHASING PLAN.
3. PROMOTE ECONOMICAL SPENDING.
4. GENERATE SUITABLE COMMERCIAL, INDUSTRIAL DEVELOPMENT TO BALANCE TAX REVENUES.
5. PROMOTE ALTERNATIVE FUNDING ESPECIALLY THROUGH GRANT WRITING.

ACTION PLAN-- SEE OTHER ACTION PLAN THAT ADDRESS THESE ISSUES.

TASK:

TO PROVIDE VARIED HOUSING IN THE COMMUNITY.

OBJECTIVES:

1. PROVIDE ASSISTED LIVING AND SHARED HOUSING.
2. PROVIDE MORE AVAILABILITY TO ACCESSORY HOUSING.

ACTION PLAN-- RESEARCH AND INVESTIGATE METHODOLOGY TO PROVIDE VARIED HOUSING.

1. FORM A COMMITTEE IN THE PLANNING BOARD'S STATUTORY EMPOWERMENT TO RESEARCH AND INVESTIGATE THE FOLLOWING ISSUES:
 - A. ASSISTED LIVING PROGRAMS IN OTHER COMMUNITIES (DETERMINE STATE OR FEDERAL AID).
 - B. SHARED HOUSING PROGRAMS (RESEARCH STATE AND FEDERAL, PROGRAMS AND DETERMINE OTHER COMMUNITIES' PLANS).
 - C. REVIEW CHANGES TO ACCESSORY BYLAW THAT WILL PROVIDE AVAILABILITY FOR SHARED FAMILY HOUSING IN ONE STRUCTURE OF TWO UNITS.

TASK:

TO DEVELOP A COMMUNITY CENTER CONCEPT.

OBJECTIVES:

1. CREATE AND MAINTAIN A COMMUNITY CENTER CONCEPT WITH MULTI GENERATIONAL PROGRAMS.
2. PURSUE A PHYSICAL LOCATION.
3. SEEK GRANTS.
4. DEVISE A BUDGET FOR PROGRAMS AND FACILITY.

ACTION PLAN-- SUPPORT THE CITIZENS' ORGANIZATION AND WORKING SUB COMMITTEES.

1. SUPPLY ANY DATA NEEDED BY COMMITTEES.
2. ENCOURAGE COMMITTEES TO SEEK GRANTS, FOUNDATIONS, ENDOWMENTS AND LOCAL FUNDS.

TASK:

TO IMPROVE TOWN ROAD SYSTEM.

OBJECTIVES:

1. BROADEN THE ROAD IMPROVEMENT PLAN.
2. CONDUCT A NEEDS ASSESSMENT TO DETERMINE PRIORITIES AND SAFETY CONCERNS.
3. DETERMINE AVAILABILITY OF INCREASED STATE FUNDING.
4. REVIEW, AND PRIORITIZE THE ROAD IMPROVEMENT PLAN.

**ACTION PLAN-- ASCERTAIN STATUS OF ROAD SYSTEM-
UPDATE ROAD IMPROVEMENT PLAN.**

1. INITIATE A STUDY WITH THE CAPITAL PLANNING COMMITTEE, BOARD OF SELECTMEN, SUPERINTENDENT OF HIGHWAYS THAT WILL PROVIDE THE FOLLOWING:
 - A. A LONG RANGE ROAD NEEDS ASSESSMENT.
 - B. A PRIORITY IMPROVEMENTS LIST BASED ON SAFETY AND TRAFFIC FLOW CONDITIONS.
 - C. A PLAN REFLECTING ALL AVAILABLE FUNDING IN A PRIORITIZED ROAD IMPROVEMENT PLAN BY ASSIGNING DOLLARS TO PROJECT.

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