

Section 9: Seven Year Action Plan

A. INTRODUCTION

Implementation of an Open Space and Recreation Plan is, by nature, dynamic; needs change, priorities, change, and opportunities come and go. This plan establishes the foundation for what will be an evolving process of implementation. In that light, it should be noted that the COVID-19 pandemic began to unfold during the drafting of this OSRP update. The City’s projected revenues and expenses changed dramatically: many new obligations have developed; new constraints exist; and a great deal more uncertainty clouds the City’s near-term future. Despite this and other challenges, the City remains committed to its open space goals, but acknowledges that new logistical and fiscal realities and shifting priorities may lengthen timelines for certain action steps and delay the implementation of others.

Priority Goals, Objectives, Actions

The 6 goals are numbered, but the numbers are not intended to imply a hierarchy of importance. Together they describe the overall vision for Newton. The 20 objectives are listed underneath each associated goal but, again, the numbers used to identify each objective are not intended to imply a hierarchy of importance; rather they simply reflect the organization of the Plan. Objectives have been assigned priorities in the table at the end of this section, along with lead parties, budgets, or timelines. Since this plan represents a distillation of myriad open space and recreational interests, the objectives listed here are all, by implication, very important; any “low priority” objectives have been omitted from the plan altogether. In the table at the end of this section, we have identified some objectives as “high priority” and others as “medium priority”. The actions necessary to achieve the objectives are listed under each relevant objective. They are too numerous, too detailed, and too interconnected to be assigned individual priorities, lead parties, budgets, or timelines.

- Goal: An aim or desired result. (listed below with numbers 1-6)
- Objective: A sub-goal that is defined and measurable, with a lead responsible party, a rough timeline, and budget sources identified. (listed below alpha-numerically 1A-6D)
- Action: A specific undertaking, task, or project designed to contribute to the objective. (listed below with numbers 1-120) See **Figures 45-49** for locations of actions.
- Priority: Only high and medium priorities are noted, since the low priority objectives were not included in this Plan

Timeframes

Timeframes are listed as “windows”, reflecting the uncertainty of funding and opportunity. More detailed timelines are developed in departmental plans, annual budgets, project proposals, grant applications, and the like.

- Near-term: Undertaken in the first year or two of this Plan’s lifespan, if funding allows
- Medium-term: Undertaken in the 3rd, 4th or 5th year of this Plan’s lifespan, if funding allows
- Long-term: Undertaken in the 6th or 7th year of this Plan’s lifespan, if funding allows
- Throughout: Undertaken consistently every year, as funding allows

Funding

Funding, it is well known, is challenging, competitive, and unpredictable, and costs of actions are rarely known in advance of detailed planning; therefore, for the purposes of this plan, Newton decided that it would be most helpful to identify the most likely primary sources of funding for each objective.

Lead Responsible Party

The Lead Responsible Party is the City department or body most immediately responsible for implementation of a given objective and its associated actions. Essentially every objective and action will require partnerships and coordination, but the most important player to identify is that which is responsible for moving a process forward.

Goals (summary)

The goals, summarized, are:

1. Implementation
2. Maintenance and Improvement
3. Accessibility
4. Minimized Gaps in the Availability of Open Space Resources
5. Connectivity
6. Protection

B. GOALS, OBJECTIVES, AND ACTIONS

GOAL 1: IMPLEMENTATION

Coordinated planning and adequate funding for the management and maintenance of the City's open space resources.

Objective 1A: An OSRP Strategic Implementation Team to promote implementation of this plan through coordination, prioritization, and fiscal planning.

1. Create a team of City staff with broad departmental representation and a mandate to address and balance the complex and often competing interests identified in this Plan.
2. Determine appropriate metrics for prioritization and success of all proposed actions; develop a process for setting priorities for projects and actions (recognizing the limits of City funds); develop a three-year road map for projects.
3. Continue coordination between Parks, Recreation & Culture and the Conservation Commission for the maintenance of the City's natural open space resources and trails.
4. Staff create ad hoc working groups with appropriate public representation, to address active and passive recreation and open space needs, project prioritization, open space resource protection, and identification of funding sources.
5. Work to expand and streamline opportunities for institutions and individuals to help care for open spaces through, for example, the City's Adopt-A-Space, Volunteer Steward, and Friends groups programs to enhance public involvement in stewardship, fund raising, maintenance, and advocacy.
6. Report on a regular basis to the COO, CFO, commissions, and City Council, as appropriate.
7. Rigorously pursue funding opportunities to increase available funding for open space resource projects.
 - Community Preservation Act (CPA) funding
 - Community Development Block Grants (CDBG), Parkland Acquisition and Renovations for Communities (PARC) grants, Local Acquisitions for Natural Diversity (LAND) grants, and any other grant and funding opportunities
 - Local community organizations, businesses, conservancies, and friends groups
 - Facility usage and permit fees
 - Private funding sources, such as individual gifts and foundation grants

- Capital Improvement Plan

GOAL 2: MAINTENANCE and IMPROVEMENT

Maintained and improved open space recreational resources (i.e., athletic fields, parks, playgrounds, trails, hard courts, off-leash areas, and other recreational facilities). Natural areas with intact native habitats, limited invasive species, maximized native plants, maintained or reestablished natural hydrology, and improved water quality. Optimized extent and health of the City’s urban canopy.

Objective 2A: A comprehensive City-wide plan to develop an assessment for existing and future active recreational facilities (i.e. sports fields, hard courts, aquatics and other athletic facilities) to optimize playability, expand utility, and ensure public safety to meet the changing needs of Newton residents and the year-round character of athletics in Newton.

8. Undertake a comprehensive planning process to develop and implement a course of action.
9. Develop specific criteria to track key performance indicators on athletic field and hard court facilities for quality and usage.
10. Develop a robust plan for maintaining existing (and future) athletic fields and hard courts to optimize playability and public safety and to expand utility.
11. Develop a public engagement campaign in densely developed areas and environmental justice communities.
12. Reinforce and broaden public-private partnerships related to field and court management, including usage.
13. Advocate for and/or pursue all available funding opportunities for implementing the plan.

Objective 2B: Improved City parks, playgrounds, and other recreational facilities.

Possible Synthetic Turf Projects

14. Forte Park: Upgrade existing natural turf fields to synthetic.
15. Brown/Oak Hill Middle Schools: Upgrade existing natural turf fields to synthetic and improve accessibility throughout.
16. Albemarle Field/ Russell J. Halloran Athletic Complex: Upgrade existing natural turf to synthetic at football, soccer and baseball fields.

Possible Sports Lighting Projects

17. Albemarle Field/ Russell J. Halloran Athletic Complex: Modernize, expand sports lighting at Cole and Murphy Fields; repair poles based on public safety assessment and structural assessment of existing lighting equipment.
18. Forte Park: Modernize and expand the existing sports lighting.
19. Newton South High School: Add sports lighting to synthetic track and field at Winkler Stadium. Expand lighting to Brandeis Rd synthetic turf Soccer Field.
20. Newton North High School: Consider adding sports lighting to existing synthetic turf fields.

Possible Natural Turf Field Projects

21. Lyons Field: Complete renovation of the natural turf areas, including significant drainage improvements and sodding.
22. Old Cold Spring Park field: Assess usage needs and possible renovations.
23. Ward Park: Consider expansion and renovation of existing fields for multiuse.
24. Burr School Fields: Consider renovation of existing fields.

Possible Aquatic Recreation Projects

25. Gath Pool: Develop feasibility study and implement an improvement plan that addresses:
 - Replacing the pool, kiddie pool, and bath house

- Replacing the fieldhouse complex.
26. Crystal Lake: Implement recommendations from the *Crystal Lake Management Plan* by Woodard & Curren (2020), *Crystal Lake Task Force Bath House Study* (2010), and *Restoration of Levingston Cove, Crystal Lake, Weston & Sampson* (2019). Consider an overall Crystal Lake Master Plan for improvements on all the publicly owned parcels:
- Water quality improvement efforts in the lake and watershed (underway).
 - Crystal Lake Bath House, Beach and Park: Upgrade/replace the existing bath house building, curtail erosion, increase accessibility, expand utility of existing amenities and parking improvements.
 - Levingston Cove: Implement site improvements to improve erosion, increase accessibility, and utility.
 - Cronin's Cove: Consider implementing an improvement and restoration plan to curtail erosion, increase accessibility and utility of existing amenities while preserving some of the site's historic character.

Possible Hard Court Projects

27. Burr Park: Assess structural integrity of existing tennis court retaining wall and renovate court area.
28. Improvements to various hard courts: Develop an improvements plan for the city's hard courts in alignment with Objective 2A. Such courts include tennis, basketball, pickle ball and bocce.

Possible Park Renovation and other Improvement Projects

29. Reverend Ford Playground/ 70 Crescent Street: Renovate and expand Reverend Ford Playground. Create park space where pavement currently exists.
30. Newton Highlands Playground: Implement Weston & Sampson's Phase II of *Newton Highlands Playground Rehabilitation, Conformed Set, 10.31.16* for construction of restroom and support building.
31. Upper Falls Playground (Officer Bobby Braceland): Revisit *Weston & Sampson's Master Plan* (2008) and develop construction plans for improving access, athletic fields and play structures.
32. River Street Playground: Develop an improvement plan to renovate the neighborhood park.

Play Structures and Tot Lots

33. Install accessible surfacing at one to two play structures or tot lots and install one new play structure every year. Install two new play structures a year once safety surfacing has been made accessible at all play areas.

Off Leash Dog Areas

34. Continue to improve the Off-Leash Area program as appropriate.

Objective 2C: Improved trails, paths, and infrastructure (e.g., bridges and boardwalks).

35. Develop and implement specific guidelines and criteria for assessing and rating existing trails.
36. Develop and implement specific guidelines, standard practices and specifications for construction and reconstruction of new and existing trails. Develop and implement specific guidelines, standard practices and specifications for appropriate wayfinding signs, directional markers, blazes, on-site maps with "you are here" icons, educational signage, etc.
37. Reinforce and broaden public-private partnerships related to trail management.

Possible Trail Improvement Projects

38. Marty Sender Path: Plan and implement a multi-phased accessible trail project at Auburndale Park. Phase I is underway.
39. Richard McGrath Park: Plan an accessible pathway project for the fields.
40. Cold Spring Park Life Course Trail: Phase 1 trail renovation: ¾ mile section to address unsafe and muddy conditions. Additional improvements to include remainder of trail loop and aqueduct.

41. Edmands Park: Stone dust trail renovation.
42. Cabot Park: Develop a path network improvement plan.
43. Forte Park Perimeter Trail: Stone dust path surface renovation.
44. City Hall Pond Pathways: Stone dust pathway surface renovation.
45. Improve the surface of the Cochituate Aqueduct trail, where needed, and implement mowing regimes that allow native plants to provide habitat (e.g., for pollinators and birds).
46. Wellington Park: Expand path to create a perimeter loop.

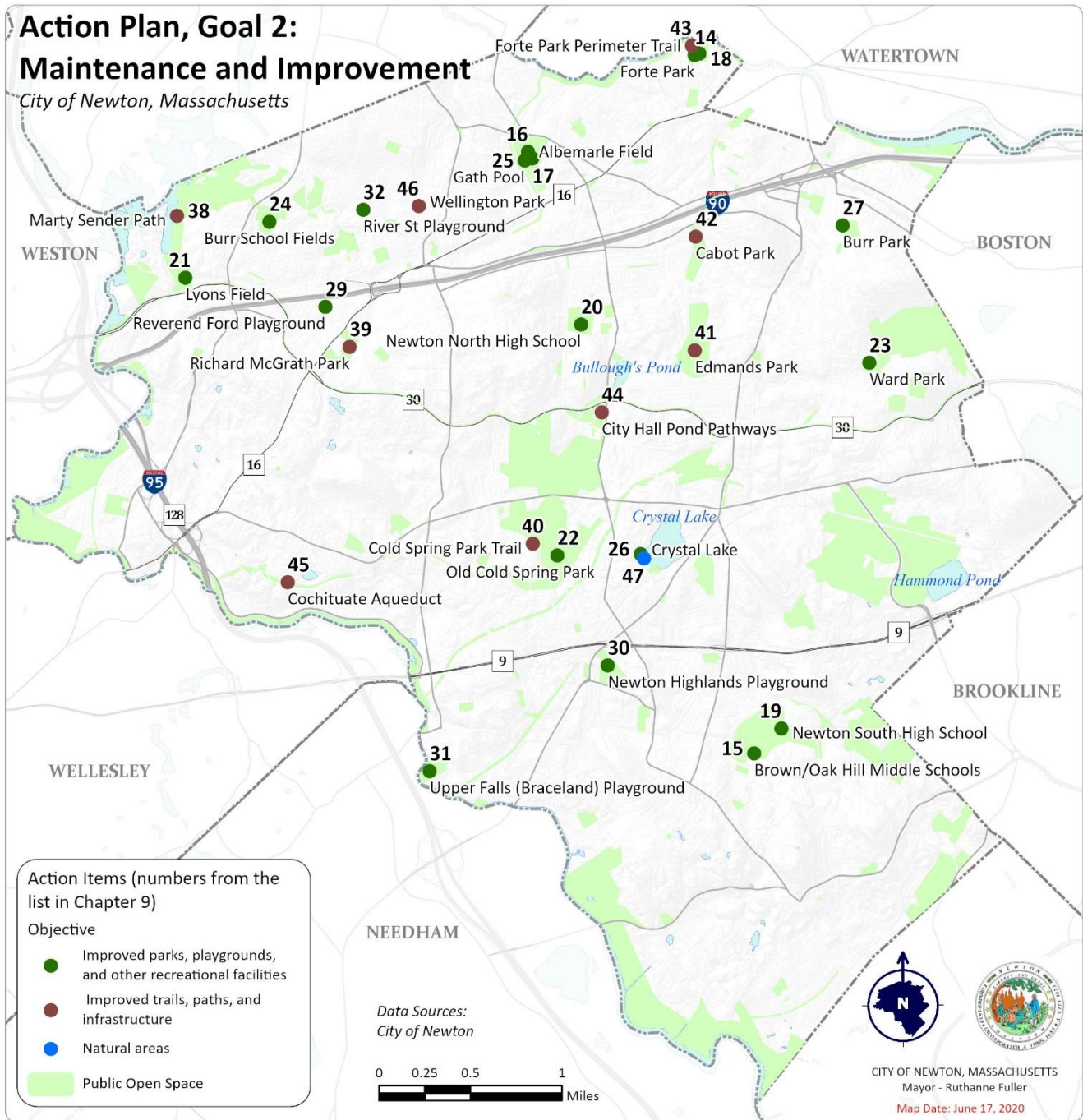
Objective 2D: Natural areas with optimized overall ecological health, native species habitat, stormwater management capacity, and passive recreational potential.

47. Implement the Crystal Lake Management Plan by Woodard & Currant (2020) to treat cyanobacteria algae blooms (underway). Implement the Levingston Cove improvements to reduce shoreline erosion.
48. Through collaboration of local conservation groups and City staff, develop and implement invasive species management priority plans for the removal of aggressive, invasive species and reestablishment of native habitats in natural areas.
49. Develop an outreach and educational campaign promoting native gardens that encourage native pollinator plant corridors to support native wildlife.
50. Monitor health of trees in parks and conservation areas.

Objective 2E: Increased street and park tree canopy coverage throughout the City, especially in Environmental Justice communities, to increase native habitat and compensate for impending hotter temperatures, increased precipitation, and urban heat islands.

51. Using existing survey data and management documents, implement strategic plan to care for young trees to ensure long term survivability. Work will help insure there is a future tree canopy.
52. Implement a strategic tree care program that maintains the safety and viability of existing mature trees, guaranteeing the maximum environmental benefits only mature trees provide.
53. Revise and/or follow the FY21-25 proposed planting plan to mitigate Newton-area heat islands.
54. Using GIS software, inventory street trees for location, health, species, and risk rank.
55. Develop a realistic canopy coverage goal (numbers, species, and location) and develop a means of assessment towards this goal.
56. Use the inventory to develop priorities for replacement and pruning, to track spread of disease, and to identify areas at risk of greatest impact from climate change.
57. Evaluate and strengthen, if needed, the Newton Tree Ordinance to ensure it is giving appropriate protection to trees on private property.
58. Enhance existing Citizen Pruner and Planting program by adding a community forestry person to build advocacy, community involvement programs, and work closely with citizen activist groups. Sponsor trainings and certifications.
59. Use the Newton Street Design Guide (2018) and the Complete Streets Policy (2016) to ensure street redesign projects incorporate street trees and green infrastructure.
60. Continue to promote and coordinate gas leak repairs by National Grid with road maintenance by DPW.

Figure 45. Action Plan: Goal 2: Maintenance and Improvement



GOAL 3: ACCESSIBILITY

Maximized accessibility of as many of Newton’s Outdoor Recreation Facilities and Natural Open Spaces as feasible.

Objective 3A: Increased accessibility in the City’s Park land.

61. Continue detailed accessibility assessment of all City Park facilities.
62. Implement priority accessibility improvements throughout the City’s park system, including: accessible paths at Cold Spring Park, Plan for paths at Auburndale Playground/Lyons Field (Marty Sender Path) and Richard McGrath Park.
63. Increase and maintain accessible paths to amenities.

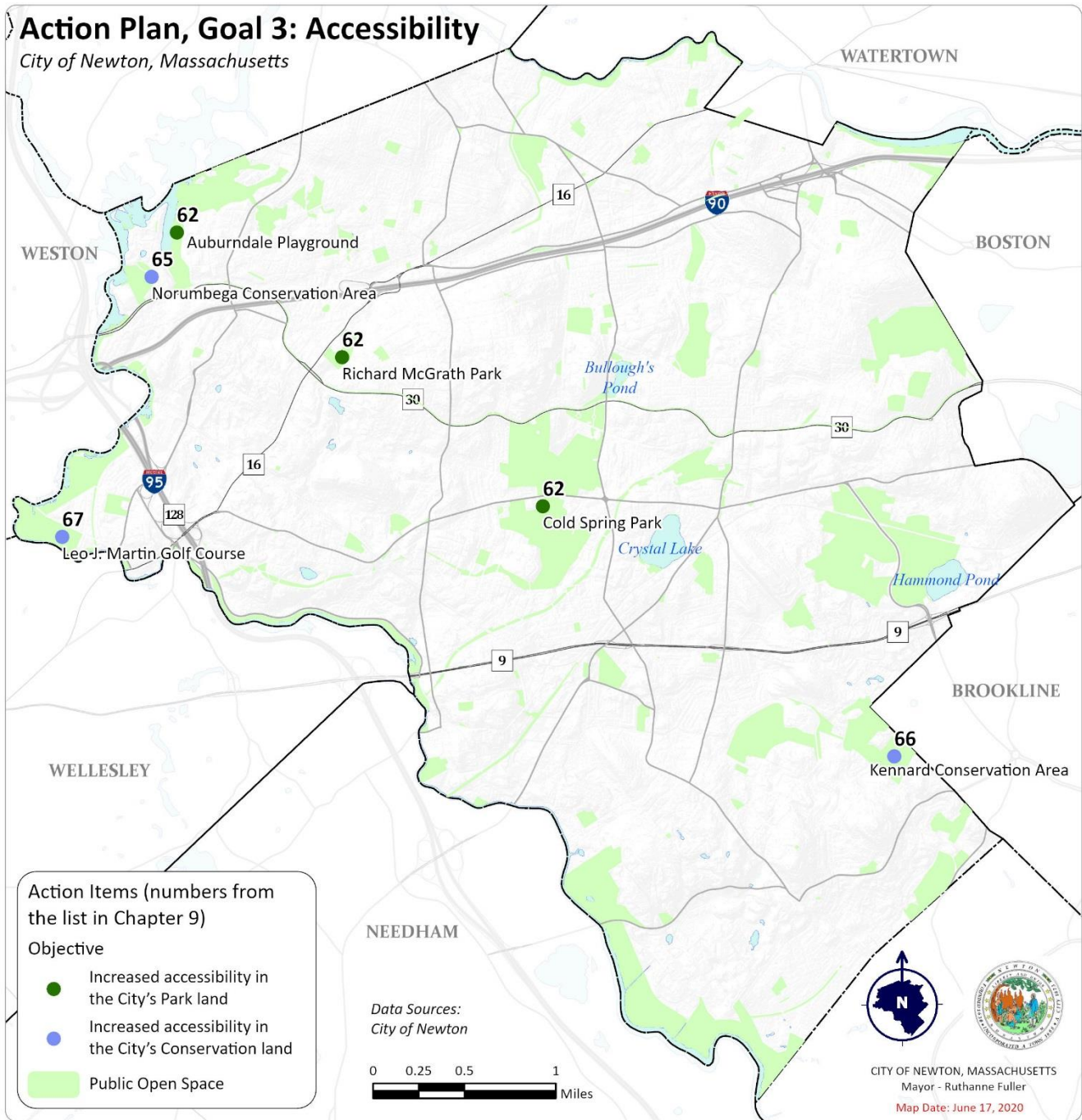
Objective 3B: Increased accessibility in the City’s Conservation land.

64. Where feasible, transition from naturally surfaced paths to firm and stable surface to improve accessibility.
65. Incorporate accessible paths where feasible at Norumbega Conservation Area.
66. Incorporate accessible paths where feasible at Kennard Conservation Area.
67. Incorporate accessible paths where feasible at Leo J. Martin golf course.

Objective 3C: Improved accessibility to the City’s open space resources, including accessible parking.

68. Ensure accessible parking is available where feasible for currently accessible natural areas and recreational facilities.
69. Improve accessible sidewalk connections between public transit stations and open space resources.
70. Expand public transportation to and from open space resources.

Figure 46. Action Plan: Goal 3 Accessibility



GOAL 4: MINIMIZED GAPS IN THE AVAILABILITY OF OPEN SPACE RESOURCES

New and improved open space resources in areas of greatest need including, but not limited to, Environmental Justice areas, areas affected by heat island effects, and areas lacking certain types of local open space resources.

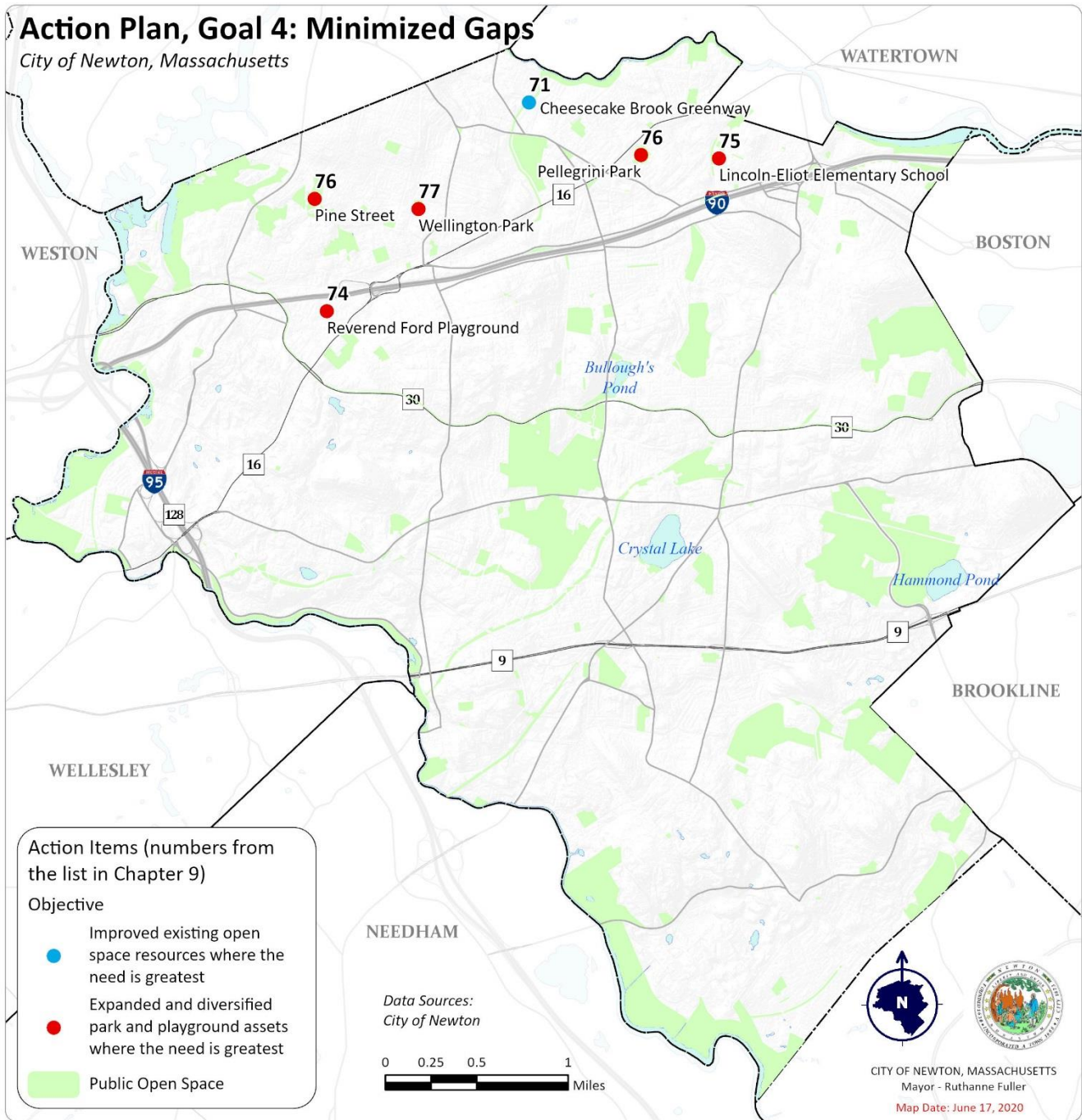
Objective 4A: Improved existing open space resources where need is greatest.

71. Follow up on 2009 Cheesecake Brook Greenway Master Plan to incorporate paths and nature-based stormwater management practices.
72. Develop a public engagement campaign in densely developed areas and environmental justice communities to determine priority open space and recreational needs and wants within these communities and to identify optimal locations for new open space resources (e.g., community gardens, aquatic facilities, splash pads, skate parks, pocket parks, and improvements in access to such resources). Determine which priorities and components could be incorporated into existing recreation facilities and which would require new construction.
73. Strengthen public-private partnerships to facilitate implementation of priority projects.

Objective 4B: Expanded and diversified park and playground assets where need is greatest.

74. Complete design and construction plan for expansion of the Rev. Ford Playground to include the 70 Crescent Street parcel, significantly reducing existing pavement.
75. Develop a plan for a new playground at the future Lincoln-Eliot Elementary School, significantly reducing existing pavement.
76. Assess and pursue opportunities to create new or expanded open space amenities on publicly owned parcels, such on Pine Street and at Pellegrini Park.
77. Install a 5-12 year-old play structure at Wellington Park.
78. Ensure inclusion of privately-owned publicly accessible open spaces in future development projects.
79. Ensure equitable access and distribution of any new aquatic facilities such as splash pads, pools and natural swimming areas.

Figure 46. Action Plan: Goal 4 Minimized Gaps



GOAL 5: CONNECTIVITY**Linked open space resources with accessible paths, bike lanes, and trails.**

Objective 5A: Enhanced bike network that includes not only higher traffic “spines”, but also low-stress components and connections to local open space resources, especially in under-served areas, and is consistent with regional plans, e.g., the Landline (MAPC) and East Coast Greenway.

80. Create a bike network master plan for the City that promotes safe car-alternative transit across the City while protecting Newton’s natural open spaces. Ensure safe passage along both north-south and east-west corridors. Clarify and consider expanding appropriate off-road bike routes. Incorporate appropriate placement of bike racks.
81. Create a safe, low-stress bike lane on Commonwealth Avenue Carriage Lane.
82. Improve bike facilities along Cheesecake Brook.

Objective 5B: Safe walking routes to the City’s schools.

83. Replace and relocate pedestrian bridge across Cheesecake Brook to connect the area west of Albemarle Road to F.A. Day Middle School, Gath Pool, and Albemarle Playground. Note: This bridge serves as an evacuation route.
84. Connect Nahanton Park and Oak Hill Middle School.
85. Connect the Horace Mann School Playground to Pellegrini Park with multi-use paths that run through Linwood Ave and Nevada St.
86. Consider connecting Oak Middle, Brown Middle, Memorial Spaulding Elementary, and Newton South High Schools to Kennard Park via a multi-use shared path adjacent to Dudley St. if safety can be assured.

Objective 5C: New and/or enhanced trail/path connections to less-served parts of the City.

87. Replace pedestrian bridges across Cheesecake Brook at Albemarle Rd. and Nevada St. Investigate options for safety improvements at Albemarle Road and Crafts Street.
88. Create welcoming pedestrian crossings over I-90 and Washington Street, e.g., at the Exit 17 rotary.
89. Create a safe pedestrian crossing over Charles River (at the Christina Street Bridge) to the DCR trails and Cutler Park in Needham.
90. Connect Leo J. Martin golf course to DCR’s Charles River Blue Heron Pathway.
91. Develop a “Newton Lower Falls Greenway bike trail” to link the pedestrian bridge (crossing from Wellesley over the Charles River) at Concord St to Riverside Station.
92. Improve bicycle/pedestrian connections from Newton Lower Falls to Leo J. Martin golf course and Riverside Station/the Pony Truss Trail.
93. Explore the possibility of connecting Upper Falls Greenway, across the Charles River, to Needham.
94. Advocate for the safe pedestrian access to the southern trail head of the Quinobequin Trail on Quinobequin Road.
95. Create a safe pedestrian crossing over I-95 on Washington St. to connect to Lower Falls to Auburndale.
96. Create safe pedestrian access to Nahanton Park and Helen Heyn Conservation Area along Nahanton Street.
97. Create safe pedestrian access on Vine Street to Saw Mill Brook and Kessler Woods Conservation Areas.

Objective 5D: Expanded trail/path connections throughout the City that are consistent with regional plans, e.g., the Landline (MAPC) and East Coast Greenway.

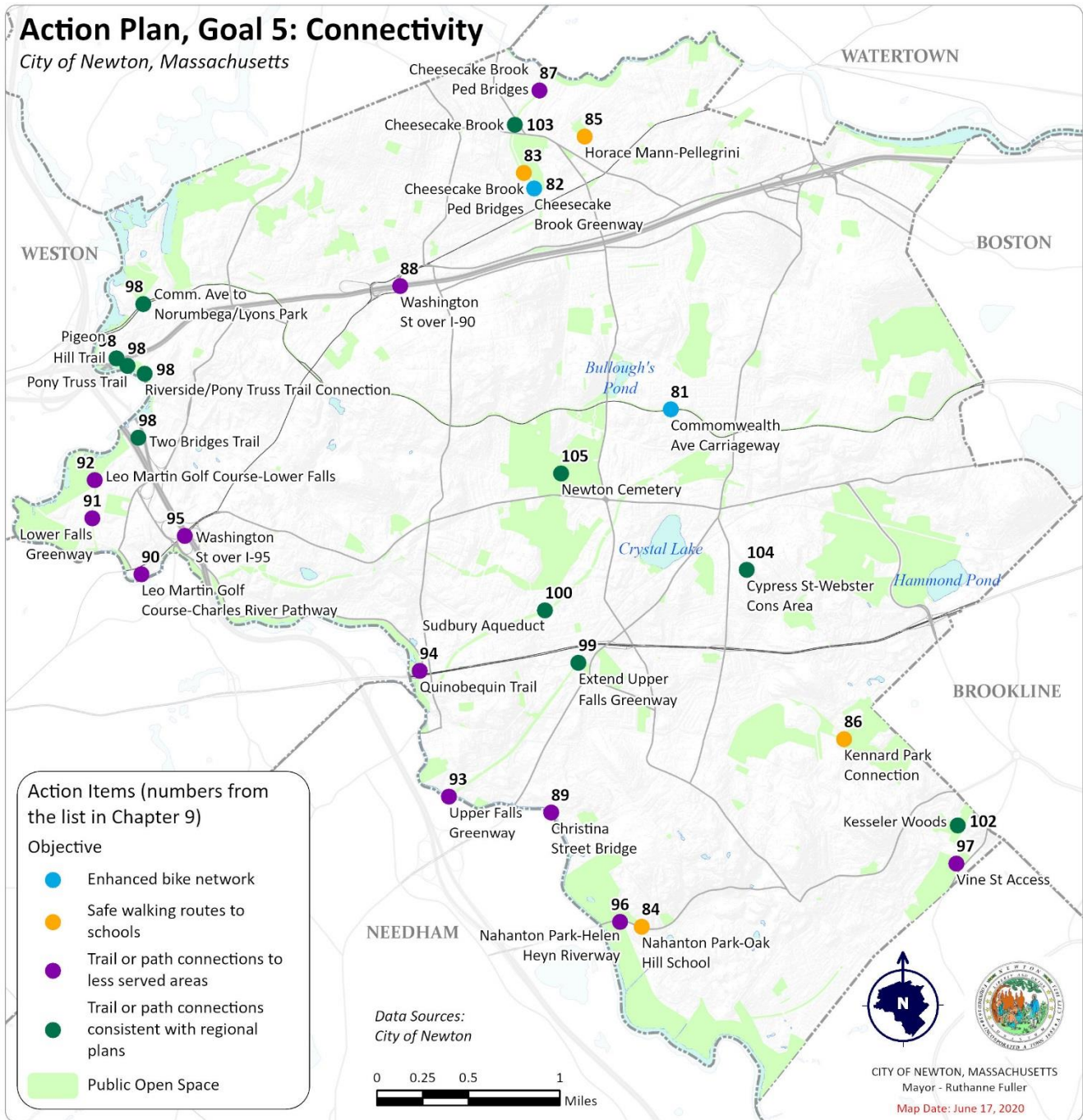
98. Complete the Charles River Greenway network of trails.
 - Pony Truss Trail

- Pigeon Hill Trail
 - A safe crossing of Comm. Ave to Norumbega Cons. Area and Lyons Park
 - Connection between Riverside and the Pony Truss Trail
 - Two Bridges Trail
99. Extend the Upper Falls Greenway northerly to Curtis Street, Newton Highlands.
100. Secure license agreements with MWRA to officially open portions of the Sudbury Aqueduct to pedestrian traffic.
101. Implement the proposed ACROSS (Access to Conservation, Recreation, Open Space, and Schools) trail loops by installing wayfinding markers in the field and publishing maps on the City website.
102. Create a trail system through the Kessler Woods parcel and adjacent Conservation Restriction area from Harwich Road to Lagrange Street and Vine Street.
103. Improve bike and pedestrian facilities along Cheesecake Brook.
104. Create pedestrian connection between Cypress Street and Webster. Conservation Area.
105. Explore the possibility of creating a public walking path through the Newton Cemetery to allow connections to Cold Spring Park, the Newton Library, and City Hall.
106. Explore the possibility of establishing public walking paths on easements through private properties to complete high-demand trail connections.

Objective 5E: Improved publicly available bike/pedestrian wayfinding and navigation measures.

107. Develop and install clear and consistent wayfinding for sidewalks, bike ways, paths, and trails.
108. Develop maps that show MBTA stops, trail heads, bike lanes, trails, paths and path characteristics (accessibility, surface material, access points and trail heads etc.), level of recreational difficulty, and amenities. Publicize and make maps available on the City website; consider installing maps on kiosks in village centers.

Figure 48. Action Plan: Goal 5: Connectivity



GOAL 6: PROTECTION

Protected and expanded open space resource resources.

Objective 6A: A strategy/plan for addressing the potential of one or more of the City’s golf courses to be offered for sale/development with the goal of protecting appropriate portions of the golf courses as open space.

109. Develop a document that: (1) identifies the portions of the private country clubs with priority conservation value and prime recreation value, (2) clarifies the process of the City’s response, and (3) articulates a range of strategies and appropriate parties, actions, timelines for achieving the City’s goals of protection.

Objective 6B: Communication between the City and private owners of key parcels with high ecological or recreational value to consider protection/stewardship of portions of these parcels through CRs, easements, purchase, or lease. See Chapter 5, Table 11-14 for full listing of parcels with significant open space.

110. Consider purchase of or seeking a conservation restriction on portions of parcels with high ecological value that abut other City-owned and/or protected open space areas such as:
- Null Colby Street (Boston College)
 - 122 Islington
 - 2345 Commonwealth Avenue (Marriott Hotel)
 - 1165 Chestnut Street
 - 33 Greenwood Street
 - Hammond St. and Longwood Rd. lots
 - 1 Nahanton Street (rear)
 - 200 Estate Drive (Hancock Estates)
111. Consider purchase of or seeking a public access easement on portions of parcels with high recreational value that abut other City-owned and/or protected open space areas such as:
- 11 Riverdale (Lasell boathouse)
 - Old Pine Street Landfill parcels
 - Cochituate Aqueduct parcels
112. Consider purchase of, seeking a conservation restriction on, or public access easement on portions of parcels with high ecological value and/or recreational value such as:
- 777 Dedham Street (UMass at Mt. Ida)
 - 790 Centre Street (Mount Alvernia)
113. Continue to watch for other significant private parcels that may become available for purchase or protection, in whole or in part.

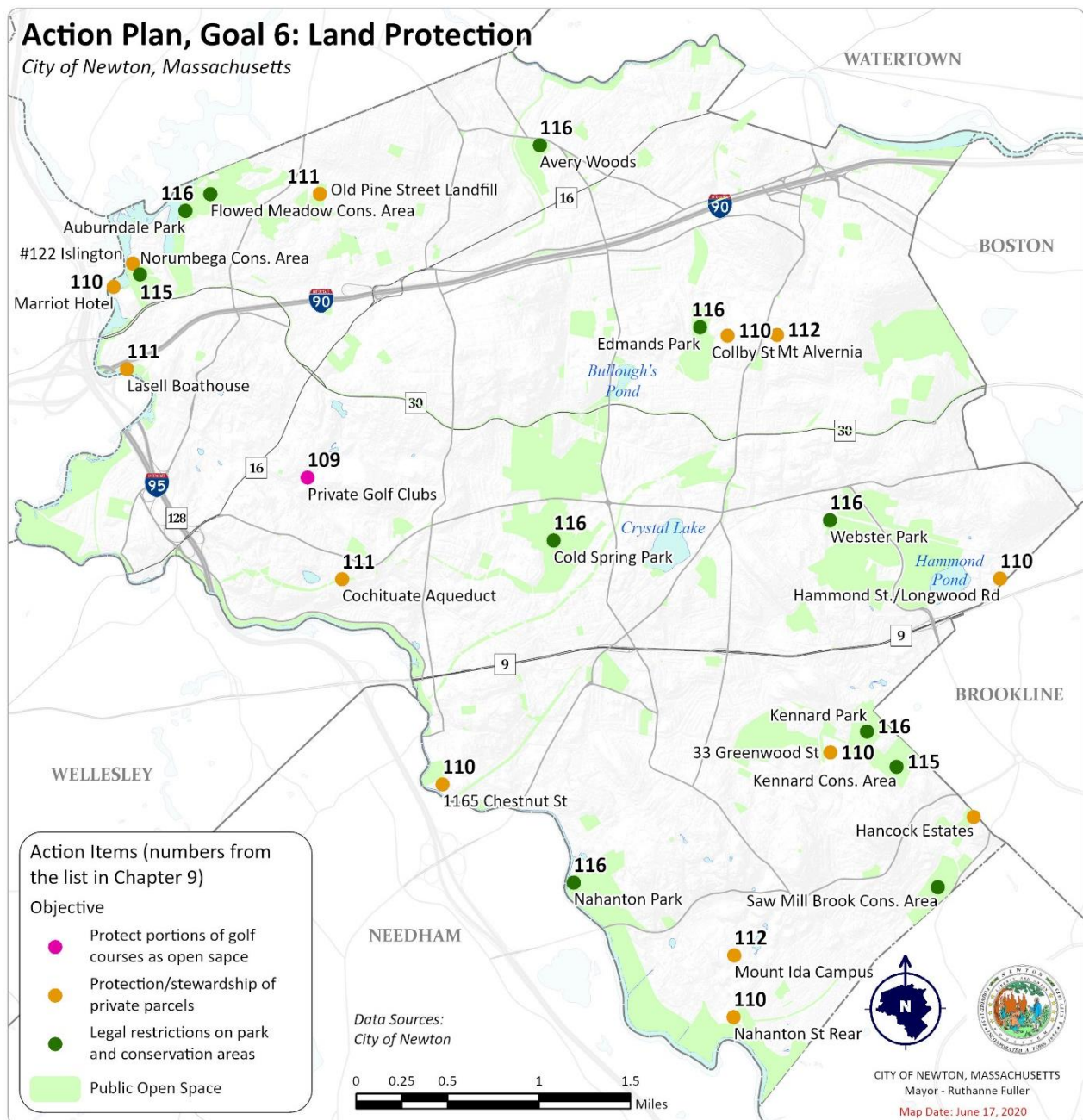
Objective 6C: Legal restrictions on priority/high-value Conservation and Parks parcels, where appropriate.

114. Ensure all of the City’s open space parcels are, at a minimum, protected through Article 97 deed language, with a confirmatory deed, if/as appropriate.
115. Add conservation restrictions, with conditions for passive recreational improvements only, to high-priority Conservation parcels (e.g., Norumbega, Saw Mill Brook, Kennard, and Flowed Meadow Conservation Areas).
116. Add conservation restrictions or other legal restrictions, with conditions for passive recreational improvements, to high-priority parcels held by Parks, Recreation & Culture, as appropriate. Consider portions of: Avery Woods, Nahanton Park, Cold Spring Park, Auburndale Park, Edmands Park, Webster Park, and Kennard Park.

Objective 6D: Policies that ensure that new multi-family residential, commercial, and industrial developments create an appropriate scale and nature of public open space.

- 117. Support ongoing re-zoning efforts to zone portions of private golf clubs as “Recreation” (instead of “Residential”) and/or cluster development or Smart Growth overlay districts, including requirements for open space preservation.
- 118. Ensure that the new zoning code encourages clustered, Smart Growth development patterns.
- 119. Ensure that the new zoning code requires green infrastructure, shade trees and diverse open spaces in all new developments.
- 120. Consider adding to the zoning code a requirement for developers of new residential developments to contribute to the maintenance and improvement of Newton’s open space resources in keeping with their contribution to the growing population of Newton.

Figure 49. Action Plan: Goal 6: Protection



C. OBJECTIVES WITH LEAD PARTY, TIMEFRAME, FUNDING SOURCE, AND PRIORITY

Objectives	Lead Responsible Party	Timeframe	Funding Source	Priority
<u>1A</u> : An OSRP Strategic Implementation Team to promote implementation of this plan through coordination, prioritization, and fiscal planning.	Mayor's Office	Near-Term	n.a.	H
<u>2A</u> : A comprehensive City-wide plan to develop an assessment for existing and future active recreational facilities (i.e. sports fields, hard courts, aquatics and other athletic facilities) to optimize playability, expand utility, and ensure public safety to meet the changing needs of Newton residents and the year-round character of athletics in Newton.	OSRP Implem team	Near-term	n.a.	H
<u>2B</u> : Improved City parks, playgrounds, and other recreational facilities.	PRC	Throughout	CPA, grants	H
<u>2C</u> : Improved trails, paths, and infrastructure (e.g., bridges and boardwalks).	PRC and ConCom	Throughout	CPA, grants	H
<u>2D</u> : Natural areas with optimized overall ecological health, native species habitat, stormwater management capacity, and passive recreational potential.	<u>ConCom</u>	Throughout	Annual budget	H
<u>2E</u> : Increased street and park tree canopy coverage throughout the City, especially in Environmental Justice communities, to increase native habitat and compensate for impending hotter temperatures, increased precipitation, and urban heat islands.	PRC Urban Forestry Division	Throughout	Annual budget	H
<u>3A</u> : Increased accessibility in the City's Park land.	PRC	Throughout	CDBG, annual budget, CPA, grants	H
<u>3B</u> : Increased accessibility in the City's Conservation land.	ConCom	Throughout	CDBG, annual budget, CPA, grants	H
<u>3C</u> : Improved accessibility to the City's open space resources, including accessible parking.	Planning Dept.	Throughout	CDBG, annual budget, CPA, grants	H
<u>4A</u> : Improved existing open space resources where need is greatest.	PRC	Throughout	CPA, grants	H

Objectives	Lead Responsible Party	Timeframe	Funding Source	Priority
4B: Expanded and diversified park and playground assets where need is greatest.	PRC	Throughout	CPA, grants	H
5A: Enhanced bike network that includes not only higher traffic “spines”, but also low-stress components and connections to local open space resources, especially in under-served areas, and is consistent with regional plans, e.g., the Landline (MAPC) and East Coast Greenway.	Planning Dept.	Throughout	??	M
5B: Safe walking routes to the City’s schools.	Planning Dept	Throughout	???	H
5C: New and/or enhanced trail/path connections to less-served parts of the City.	Planning Dept.	Throughout	CPA, grants	H
5D: Expanded trail/path connections throughout the City that are consistent with regional plans, e.g., the Landline (MAPC) and East Coast Greenway.	PRC and ConCom	Throughout	CPA, grants	M
5E: Improved publicly available bike/pedestrian wayfinding and navigation measures.	Planning	Throughout	???	H
6A: A strategy/plan for addressing the potential of one or more of the City’s golf courses to be offered for sale/development with the goal of protecting appropriate portions of the golf courses as open space.	Planning Dept.	Near-term	n.a.	H
6B: Communication between the City and private owners of key parcels with high ecological or recreational value to consider protection/stewardship of portions of these parcels through CRs, easements, purchase, or lease. See Chapter 5, Table 11-14 for full listing of parcels with significant open space.	ConCom	Near-term	n.a.	M
6C: Legal restrictions on priority/high-value Conservation and Parks parcels, where appropriate.	PRC and ConCom	Near-term	n.a.	H
6D: Policies that ensure that new multi-family residential, commercial, and industrial developments create an appropriate scale and nature of public open space.	Planning Dept.	Med-Term	n.a.	H