

Town of Templeton, MASSACHUSETTS

(DRAFT)

2017 MASTER PLAN

Adopted _____



Prepared By: Templeton Planning Board with assistance from
Montachusett Regional Planning Commission (MRPC)

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1

Statement of Goals & Objectives

Over time communities grow whether through an increase in population, housing, and/or economic development activity. Managing growth has always been a considerable challenge for local governments. Templeton planners recognize the need for a community Master Plan in order to help local officials act in concert on a common agenda for the long-range good of the Town. Without planning and structure, the chances of optimizing the best and highest value of human, natural and capital resources is diminished.

Chapter 41, Section 81-D of Massachusetts General law states that the Planning Board is the responsible entity for creating/updating a community Master Plan that shall be "...a basis for decision making regarding the long-term physical development of the municipality." It further states that such a plan "...identifies the goals and policies of the municipality for its future growth and development." In a practical sense, community Master Plans have always been intended to serve as a land use and future development policy guide for local decision makers. Although a community Master Plan has the latitude to deal with a variety of issues and concerns, there are several subjects that such a plan must address by law. Chapter 41, Section 81-D states that community Master Plans must contain the following elements: Statement of Goals and Policies; Land Use; Economic Development; Transportation; Historic and Cultural Resources; Open Space and Recreation; Housing; Community Services and Facilities; and an Implementation Plan.

The Town of Templeton Planning Board began its work on the Templeton Master Plan in the summer of 2011. when the Templeton Planning Board was first able to secure incremental funding to initiate the Master Plan process – the cost to put together a Master Plan is substantial and the Planning Board had to work on it as funding became available over a five-year time frame. Elements completed some time ago were updated in fall 2016 with recent information.



The Planning Board's first task was to complete the Transportation Element, and they were able to secure technical assistance from the Montachusett Regional Planning Commission's District Local Technical Assistance (DLTA) Program to cover the cost of this initiative. The Land Use Element was also completed under DLTA.

MRPC's DLTA Program is funded by the Commonwealth of Massachusetts. The utilized municipal funds to complete remaining elements of the Master Plan, and the Montachusett Regional Planning Commission (MRPC) was hired to provide technical assistance.

An interactive public process to determine community values, goals and to identify patterns of development that is consistent with these goals has been followed. The Templeton Planning Board, responsible for putting the Master Plan together, sponsored a public forum in October 2011 to solicit public input into the process. Because attendance was not up to par, another Public Forum was held on October 23rd, 2012. MRPC was assigned the responsibility of drafting outreach flyers/documents for the Planning Board to distribute, helping to organize the agenda, facilitating the workshop itself as well as providing staff assistance and refreshments for participants.

The Planning Board also reviewed each draft element at regularly scheduled Planning Board Meetings open to the public and all attendees were offered an opportunity to comment. A Community Survey was also undertaken as part of the scope of this Statement of Goals and Objectives. The Templeton Planning Board

Templeton Master Plan Survey
Results/Analysis Presented at
Master Plan Public Forum
10/23/2012

Board of Selectmen Committees
Dunkin Donuts Farming Farmland Focus on Tryng GOO
Maintain Move Forward Neighboring Towns Open Sand Pub
Recreational Road Rural Setting School
Shopping Small Town Start Stop Survey
Town of Templeton

employed a town-wide citizen survey asking each Templeton household a series of questions covering such topics as: housing, economic development, services and facilities, open space, recreation, natural resources, zoning, land use and transportation. MRPC assisted by formulating a draft survey for approval by the Planning Board, furnishing copies of the final survey, envelopes, postage, and labor to tabulate completed surveys along with a report of survey results. The survey was sent to every household in Town (approximately 3,000) in January 2012 and the Planning Board received a very strong response rate (25.1% or 753 responses received). Such a survey is considered successful if it garners a response rate around 15%

and Templeton easily exceeded this. The results of the survey were first presented by MRPC staff at Planning Board meetings in September 2012 and then at the October 23rd, 2012 Public Forum by MRPC Executive Director, Glenn Eaton. The Community Survey Report can be found in Attachment A.

In addition to the Community Survey, this element of the Master Plan for the Town of Templeton sets forth the community's goals and objectives necessary for developing strategies to employ when guiding Templeton as it continues to grow and develop over the coming decades. In the end, the Templeton Planning Board is proud to set forth the following goals and objectives aimed at plotting a smart and prudent direction for Templeton's future development.

Transportation Goals and Objectives

The over-arching goals and objectives below were included in the Planning Board's Transportation Element of the Master Plan. Also of notable mention, many survey respondents believe that is important to preserve streetscape and maximize scenic features at Templeton Center Common, and would use sidewalks/trails for recreational use and even commuting if there were more of them. Most survey respondents (94.2%) don't use public transportation and many noted that there is a need for improvements to the 5-way intersection at Route 101/2A North Main Street/South Main Street (East Templeton Village Center).

Goal:

- Construct and maintain a safe road system that is consistent with the desired Town’s rural character.

Objectives:

- Continue Proactive Town Participation with MRPC.
- Annually schedule Traffic Counts with MRPC.
- Promote Traffic Calming Efforts.
- Make all neighborhoods, especially the villages, more bicycle and pedestrian–friendly.
- Work with neighboring communities and regional entities to establish and promote a regional trail network.
- Seek to establish a Comprehensive Circulation Study/Plan of non-motorized users that could identify major travel routes, crosswalks, sidewalks, appropriate pavement markings and signage, etc.
- Encourage the State to further investigate the structure, function, and scour ratings of key bridges.
- Maintain the Storm Water Inventory Plan.
- Analyze Traffic Crash Data.
- Protect investments in roads and other public facilities commensurate with level of assets.

Economic Development Goals and Objectives

The majority of Community Survey respondents believed that Templeton should pursue economic development opportunities to broaden the tax base and create jobs and provide services. For those who believe Templeton should pursue economic development, many would like to see small scale retail, followed very closely by restaurants, hardware/home improvement stores and large scale retail. Less popular businesses are gas stations, fast food and services. The following goals and objectives were devised as part of the Planning Board’s work on the Economic Development Element of the Master Plan.

Goal:

- Promote Economic Development that is consistent with the Town’s desired character.

Objectives:

- Maintain an Economic Development entity to serve as an advocate for economic development in Templeton.
- Review the provisions of the Zoning Bylaw that regulate economic development and revise as necessary in order to facilitate and expedite commercial and industrial development.
- Have town planners learn about available economic development resources and pursue grant and funding opportunities when appropriate.
- Develop the infrastructure necessary to encourage new economic development within appropriately zoned areas.

- Encourage the reuse of existing structures and vacant properties in appropriate areas for the purpose of new economic development.

Services and Facilities Goals and Objectives

Community Survey respondents generally thought highly of municipal services, particularly Fire Services, EMT/Ambulance Service, and Police Services among others although there was some level of dissatisfaction with Local Public Administration.

Goal:

- Provide excellent, cost effective, accessible facilities, services, and programs reflecting values respectful of our ages and our diversity, which, through collaboration, contribute to a high quality safe, civil, healthy, and sustainable community.

Objectives:

- Deliver high quality education from pre-school through grade 12.
- Provide high quality facilities, services, and programs that serve the needs of all the people of Templeton.
- Maintain and enhance Town infrastructure and facilities.
- Anticipate, plan and budget for any large projects in response to any projected growing demand on Town services.
- Promote environmentally sound practices in services and facilities.
- Continue to deliver high quality public safety services.

Historic and Cultural Resources Goals and Objectives

According to the Community Survey, Historic and Cultural resources in Templeton are very important to Town residents including buildings of historical/architectural interest, places of historical value (landscapes, monuments), and farmlands.

Goal:

- Preserve the town’s historic fabric and protect the quality of our natural resources, to ensure a vibrant, diverse, sustainable community.

Objectives:

- Promote the preservation, appreciation, and sustainable use of our historical and cultural resources for residents and visitors.
- Provide support for a rich variety of cultural opportunities, and activities for all groups and individuals in the community.
- Conserve land in sufficient quantity and quality to meet agricultural, recreational, and wildlife needs.

Land Use Goals and Objectives

Many Community Survey respondents thought growth (Population, Housing, Business) was about right in Templeton (43.1%), followed by too fast (29.3%), and too slow (13.3%). About 14.3% were unsure. Many respondents choose to live in Templeton because of family ties, affordability and rural character. The top three challenges were reported as being cost of school systems, lack of retail shopping, and lack of employment opportunities. Economic development is important to Templeton residents as is maintaining rural and historical assets.

Goal:

- Preserve those elements and features that contribute to Templeton’s New England town character as a residential community while promoting economic development and a high standard of environmental quality.

Objectives:

- Promote a sense of community.
- Support commercial and industrial growth that will fit in with Templeton’s community character and contribute to quality of life and fiscal stability.
- Ensure that Housing Opportunities are Available for a Broad Range of Income Levels and Household Types.
- Maintain Templeton’s rural and historic elements.

Housing Goals and Objectives

The Community Survey respondents indicated that foreclosures are a problem in Templeton and have impacted 18.1% of the survey respondents on a personal level. While it is noted that the majority of Community Survey respondents did not see a need for additional types of housing in Templeton at this point in time, age-restricted housing for 55 and older was an exception.

Goal:

- Ensure that Housing Opportunities are Available for a Broad Range of Income Levels and Household Types including Affordability, Homeownership, and Condition of the Housing Stock while Maintaining the Town’s Community Character.

Objectives:

- Promote the Use of the Open Space Residential Development Bylaw.
- Continue to apply for Community Development Block Grant (CDBG) Funds for Housing Rehabilitation.
- Explore preparation of a Planning Assistance Toward Housing (PATH) grant application to Massachusetts Department of Housing and Community Development (DHCD) for Implementation of this Housing Element to meet Housing Goal and Objectives.
- Consider the Community Preservation Act (CPA) to Promote Housing.
- Collaborate with Private Non-Profit Organizations (e.g., Habitat for Humanity and Montachusett Enterprise Center, Inc. [MEC]).
- Monitor Foreclosures through State Attorney General-funded Distressed Properties Identification and Revitalization (DPIR) program currently managed by the Montachusett Regional Planning

Commission (in the short term) and municipal inspectional services departments (over the long term).

- Work with Housing Court-appointed Receivers to Rehabilitate and Resell Foreclosed Properties.
- Strive to Comply with the State's Affordable Housing Statute, Massachusetts General Law Chapter 40B.

Open Space and Recreation Goals and Objectives

The Town of Templeton Goals and Objectives for Open Space and Recreation presented below draw upon the Open Space and Recreation Plan. These goals and objectives were established by the Templeton Open Space Committee through community forums in April 2009 and April 2010. According to the Town-Wide Community Survey, there is very strong support for open space and recreation in Templeton, particularly farmlands and open space to meet water and conservation needs - there is also much support for Town actions to preserve open space.

Goals and Objectives:

- *Preserve the rural and historic character of the Town through permanent protection of existing unprotected open space and acquisition of land in strategic areas. This will include protection of regions along the Otter River and within the Watershed Protection Zone.*
 1. Identify all existing open space listed as protected and ensure the protection is permanent.
 2. Work with the State to ensure all Templeton Developmental Center lands remain as protected open space.
 3. Work with Massachusetts Division of Conservation and Recreation (DCR), Division of Water Supply Protection and local landowners to preserve as much land within the Burnshirt River (Chicopee River Watershed) as possible through purchase, donation, and conservation restrictions and easements.
 4. Work with the Planning Board to advise regarding open space set-asides and guide management of these properties.
- *Develop recreational opportunities within the communities and along the Otter River by improving existing facilities and resources and developing new resources to accommodate youth, family and senior activities. Potential funding sources: Templeton CPA funds; Town of Templeton staff time; private donations; assistance from volunteers.*
 1. Development of a Youth Park.
 2. Coordination with Senior Activities and Facilities.
 3. Promote existing facilities such as the Narragansett Middle School running track for public use.
 4. Work with the Planning Board to see that some open space set-asides are earmarked for park and recreation use.
- *Protection of wildlife habitat, water resources, and the creation of large conservation areas.*
 1. Work with the Conservation Commission and Community Preservation Committee to explore opportunities to engage the community in pursuit of this goal.

2. Work with state and federal officials to protect land adjacent to properties under their jurisdiction.
- *Coordinate with other communities and agencies to develop open space opportunities. Potential funding sources: Town of Templeton staff time; assistance from volunteers.*
 1. Cooperate with Gardner to develop an Otter River Greenway, including river access for canoes/kayaks upstream of Turner Street dam.
 2. Coordinate with the U.S. Army Corps of Engineers in the areas of town under its jurisdiction.
 3. Cooperate with Hubbardston to connect with its trail system.
 - *Develop recreational trail systems for both intercommunity (abandoned railway) and intracommunity (village trails) use. Potential funding sources: Templeton CPA funds; Town of Templeton staff time; assistance from volunteers.*
 1. Secure easements to enable walking trails.
 2. Work with Hubbardston to develop a trail system between the Templeton and Hubbardston State Forests and to connect this system to the abandoned railway trail.
 - *Develop scenic recreational parks in the following precincts.*
 1. Otter River Pool (Templeton Conservation Lands).
 2. Baldwinville Back Bay Trail (Army Corps).
 3. East Templeton Wildlife Area.
 4. Templeton Center Historical/ Walking Trail.
 5. Higher elevation park (Templeton State Forest/Norcross Hill).
 - Promote beneficial use of Open Space – e.g. dry hydrants/fire protection zones.
 - Develop a plan to promote the Town’s availability for ecotourism.
 - Protect natural resources from overdevelopment, including identification of vernal pools and Natural Heritage rare/endangered species.
 - Accommodate new growth where the environment can best support it by encouraging responsible development of housing and industrial facilities. This will include coordination of open space acquisitions resulting from subdivision set-asides.

2

Land Use

Introduction

This Land Use Element consists of the following: existing land use in terms of residential, commercial, industrial, and open space; conditions and development trends; a water supply analysis; existing land use regulations, and; a development potential and build-out analysis. This is followed by a listing of town objectives, and recommendations to enhance the goal of preserving those elements and features that contribute to Templeton’s New England town character as a residential community while promoting economic development and a high standard of environmental quality.

Section 1: Existing Land Use

All communities have recognizable arrangements of residential, commercial, industrial, and institutional development, transportation features, vacant land, and water. These arrangements make up particular land use patterns that can be grouped into categories with common attributes. The presence of distinctive land use patterns contributes to that hard-to-define virtue known as “community character.” Templeton’s community character is composed of several faces, each with defining natural and built features: historic buildings, villages, institutional compounds, suburban neighborhoods, farms, large tracts of forested land, and some commercial development.

Communities express their land use policies through zoning: the practice of dividing land into mapped districts, each with prescribed use, density, and intensity regulations. Since zoning involves a multitude of policy choices and adoption by town meeting, it is inherently political. Development that pre-dates zoning tends to be organic, whereas development that followed the adoption of zoning tends toward a more uniform appearance because the lots and structures had to meet specific dimensional requirements.

On one level, single-family home development is the most prevalent land use in Templeton. According to data from the Templeton Assessor’s Office, land devoted to low-density and very low density single-family homes accounts for a little less than seven percent of the land usage. On another level, however, Templeton has large amounts of open and forested land, and this can be seen from just about any road in town or in aerial photographs.

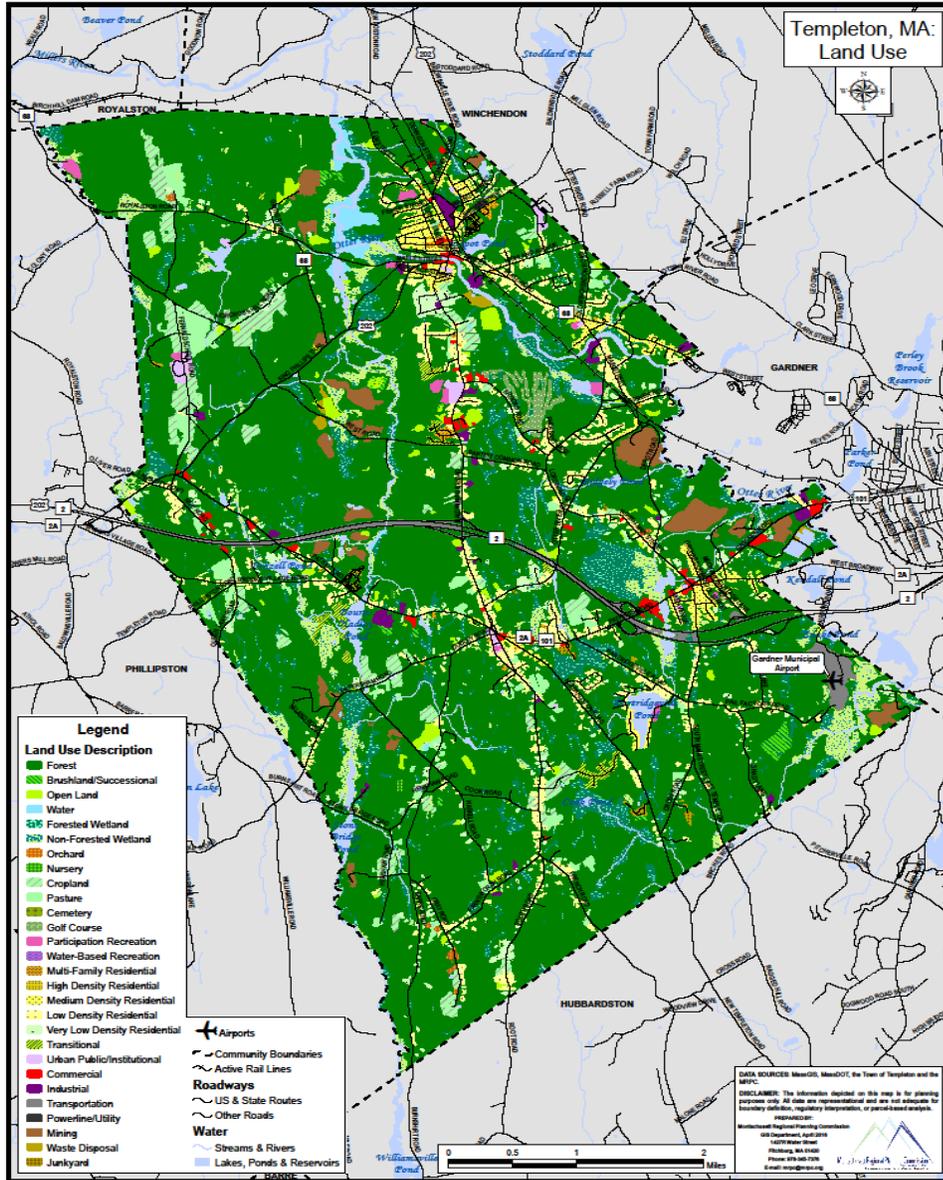
**Table LU1
Existing Land Use Breakdown by percentage**

Land Use Type	Total Acreage	% of Total Land Area
Residential	1,799.62	7.7%
Temporarily Protected & Agricultural (Chapter 61)	1,214.32	5.5%
Commercial	189.55	1%
Industrial	528.65	2.1%
Forest	16624.26	78.20%
Government / Open Space	3,849.75	5.5%
Total	20,586.90	100.00%

Sources: Templeton Land Use Tax Base Study 2007 and MRPC Environmental and Development Characteristics Analysis for the Town of Templeton, December 2013.

Since the land use inventory in Table LU1 is based on Templeton Land Use Tax Base Study combined with Templeton’s Build Out Analysis, the single-family residential class includes both conventional lots and very large parcels: the latter often consisting of a home surrounded by many acres of forested, wet, or otherwise undeveloped land.

Templeton Land Use Map



Quantitative Assessment

As seen on the Templeton Land Use Map on the previous page, the vast majority of the town's acreage is comprised of forested land. 21.55 square miles or fully two-thirds of the Templeton's total land area is forest. An additional 4 square miles is open space or wetlands. Templeton's residential development also characterizes the Town's rural identity. Though residential housing is the single largest component of land use, less than nine percent of the Town's total acreage is occupied by residential structures. Well over three-quarters of this use is low density or very low density single family housing. Just two percent of the area of the town and 23% of the areas zoned for residential use is comprised of high or medium density single and multi-family homes.

The Town's next largest use is commercial and industrial. Just under 600 acres is used for this purpose, about one-third the amount used for residential purposes. Ponds, tributaries and other bodies of water take up 351 acres and residents enjoy 342 acres of open space and recreational areas.

Finally, the Town devotes 100 acres for its schools, library, town offices and other public and institutional uses.

Section 2: Conditions and Development Trends

Residential – Local and Regional Trends

Given Templeton's rural history and large-lot zoning, it is not surprising that single-family homes make up the majority of the town's existing development. The Residential/Agricultural zoning districts occupy most of Templeton's land area. Templeton's Residential-Agricultural districts require a minimum of one acre, however, the largest zoning area, Residential–Agricultural 2, requires at least 2 acres before construction will be permitted. Single family housing is the most prevalent type of housing comprising 81% of all housing. Multi-family housing makes up 14% of housing in Templeton. Most of this housing exists in structures that contain three or four units. There is a small number of condominium or townhouse style units in town. The zoning by-laws that were created in 2005 and amended in 2010 are intended to restrict the amount of high density housing to the Town's four village districts. While the vast majority of this housing was constructed on lots of a few thousand square feet or less during the



19th and early half of the 20th century, long before the adoption of zoning, the intention of the by-laws is to prohibit further density by constricting new development to lots of at least one-quarter acre in area.

In 2010 there were a total of 3,139 housing units within the Town of Templeton. Occupied housing units make up almost 92% (2,882) of the total housing stock. Of the occupied housing units, 83% are owner-occupied housing units (2,393) with 17% renter occupied (489). The average household size of owner-occupied units is larger at 2.76 persons per unit (ppu) than the average household size of renter-occupied units (2.40 ppu)

Table LU2
2010 Housing Unit Inventory
Town of Templeton

Housing Occupancy	Number	Percent
Total housing units	3,139	100.00%
Occupied housing units	2,882	91.80%
Vacant housing units	257	8.20%
For rent	26	0.80%
Rented, not occupied	4	0.10%
For sale only	31	1.00%
Sold, not occupied	9	0.30%
Seasonal, recreational, or occasional use	125	4.00%
All other vacant units	62	2.00%
Homeowner vacancy rate (percent)	1.30%	
Rental vacancy rate (percent)	5.00%	
Housing Tenure	Number	Percent
Occupied housing units	2,882	100.00%
Owner-occupied housing units	2,393	83.00%
Population in owner-occupied housing units	6,599	
Average household size of owner-occupied units	2.76	
Renter-occupied housing units	489	17.00%
Population in renter-occupied housing units	1,176	
Average household size of renter-occupied units	2.40	

Source: U.S. Census 2010

The number of housing units in Templeton increased by 542 (20.9%) since 2000. Of the 2,882 occupied units in Templeton 2,393 (83%) were owner occupied, 489 (17%) rental occupied and 257 (8.2%) vacant. The percentage of owner occupied and rental occupied is consistent with the mix back in 2000. However, the percentage of total units that are vacant jumped one percent. From 2000 to 2010, owner occupied units increased by 19.9% (a reflection of the 2000's housing boom) while renter occupied units saw a 17.8% increase. From 2000 and 2010 vacant units increased by 38.2%, reflecting the housing boom gone bust that includes increased numbers of foreclosures (Foreclosed housing units in Templeton are discussed later in this chapter).

**Table LU3
Housing Units: Owner-Occupied and Rental Occupied 2000 - 2010**

	2000	2000	2010	2010
<i>Category</i>	<i>Units</i>	<i>%</i>	<i>Units</i>	<i>%</i>
Total Housing Units	2,597	100%	3,139	100%
Occupied	2,411	92.8%	2,882	91.0%
Owner Occupied	1,996	82.8%	2,393	83.0%
Rental Occupied	415	17.2%	489	17.0%
Vacant	186	7.2%	257	8.2%

Source: 2010 U.S. Census

Commercial and Industrial

Templeton's commercial and industrial tax bases are the second highest in the region after the City of Gardner. Templeton's commercial and industrial land use is scattered throughout the town with most of the larger businesses located in East Templeton. Templeton is noted for having the last paper mill in operation in the New England area located in Otter River. Seaman Paper Co. is also the Town's largest employer with over 100 employees working 3 shifts seven days a week. JBM Services Inc., Graves Concrete and W.J. Graves Construction Co. are three other large employers located in East Templeton. The other larger employers in town are schools and health service providers located primarily in Baldwinville.

As seen in Table LU4 in Section 4, Existing Land Use Regulations the Village District contains the highest amount of non-residential development and contains the least amount of development potential for additional commercial or industrial use. The Commercial – Industrial District is designed to accept most new commercial growth in the Town. Just 12% of land area in the CI district has been developed. There remains

almost 800 acres of developable land in the CI district. Even in the largest portion of the CI district straddling route 2 is largely undeveloped. Just 16% of this areas development potential has been realized.

The other district in town zoned for commercial use is the Highway Business District. The HB district is designed to be a mixed-use area where small businesses can co-exist with residential properties while maintaining a character close to that of the Villages.

The HB district is located primarily on Patriots Rd. in East Templeton and Templeton Center and contain retail and service businesses.



Educational and Religious

Templeton is part of the Narragansett Regional School District along with Phillipston. The elementary schools in Templeton are currently undergoing a consolidation. A new Templeton Center School is being constructed on the 3-acre lot that is the current site of the existing Templeton Center School building and will soon house all Templeton public school students in grades K-4. The Narragansett Middle School and the Narragansett Regional High School are located on adjacent campuses in Baldwinville. NRSD



public schools in Templeton occupy 43.71 acres of land, including the half acre lot on School St. where the Baldwinville Elementary School is sited. The lots on which the existing schools are located are in Village and RA districts. The High School and Middle School are located in the RA district and the new Templeton Elementary School will be located in Templeton Center. Templeton Students are also served by the Montachusett Regional Vocational Technical School in Fitchburg. There are several private parochial and other private schools in Gardner and other neighboring communities. There are six places of worship registered in Templeton. These include churches that meet at the Narragansett Middle School. The denominations include one Protestant Church, three Evangelical churches, and two Roman Catholic Churches. The total amount of land occupied by these institutions is just over 3 acres.

Non-Profit and Charitable Parcels

There are four Tax exempt organization that are currently registered with the IRS. These include the Massachusetts Protestant Social Services in East Templeton, First Church of Templeton in, the Urho and Dagny

Nykanen Scholarship Fund, and the Friends of Templeton Elders. These organizations occupy less than 2 acres of land in Templeton.

Agriculture

Templeton is home to 900 acres of cropland, pasture and orchards. Templeton's soils are generally considered to be not well suited to farming and agriculture. The steep, stony characteristics of the topography better support forested expanses and forestland soils. Nevertheless, there are at least five working commercial farms in Templeton, though the noted Fernald Friends Program, a training facility for intellectually challenged adults, is slated to be closed. Valley View farm is a 15-acre family operation that features pick your own fruit and pumpkins, etc., and Pease Orchard are well known farm stands. Most of these operations are located in one of the Residential – Agricultural Districts, however, at least one of these is located in a Commercial Industrial zone.

Public Land

The Commonwealth of Massachusetts owns a small amount of land in Templeton. The Division of Fisheries and Wildlife owns a 19-acre parcel known along Skunks Misery Rd., and another along Stone Bridge Road. The Division of Conservation and Recreation owns a 15-acre parcel on Burnshirt Road.

The Town of Templeton owns approximately 1,000 acres with no deed restrictions. The majority of this land is developed for various municipal needs including athletic fields, conservation land, and the Templeton Town Forest. The town also owns several easements and tax title properties.

Section 3: Water Supply Analysis

Templeton is a part of both the Millers River and Chicopee River Watersheds. Over 80% of Templeton's acreage is in the Millers River Watershed, which covers all but a small corner in the southwest section of town. The remaining less than 20% of land area is in the Chicopee River Watershed that encompasses features such as Stone Bridge Pond and various protected open spaces. This area comprises the headwaters of the Burnshirt River, which flows to the Ware River where it may be diverted to the Quabbin Reservoir. As such, this portion of Templeton falls under DCR (formerly the MDC) control and is subject to the provisions of the Cohen Act, legislation protecting the Quabbin watershed.

All, or a portion of 17 municipalities, make up the Millers River Watershed which is nearly 81% forestland. This watershed drains approximately 398 square miles, most of it in Massachusetts. The Otter River is one of two major tributaries to the Millers River and flows in a north/northwesterly direction into the wetlands of the Otter River State Forest then empties into the Millers River in Winchendon. The Otter River is a sub-watershed of the Millers River Watershed, draining approximately 60 square miles. Some of the most rugged and untouched mountain wilderness terrain in Massachusetts is located within the Millers River Watershed boundaries. In contrast, there is an abundance of spots available for recreational activities like hiking, picnicking and scenic viewing that are available to residents and visitors. Priorities of the Millers River Watershed in the future include promoting open space and sustainable growth management as well as improving water quality and water quality standards. One longstanding issue within the watershed is contamination of the Otter and Millers Rivers by polychlorinated biphenyls (PCB's). Currently the Massachusetts Department of Environmental Protection has issued an Administrative Consent Order to Erving Industries and American Tissue Mills regarding the PCB contamination.

The Otter River, located in Templeton, has been the subject of many cleanup, greenway and open space initiatives. The presence of paper mills along the river led to much water quality degradation prior to implementation of environmental controls. In addition, the Otter River is subject to flooding in the Baldwinville section of Templeton when waters are held back by the Birch Hill Dam, built for and controlled by the U.S.



Army Corps of Engineers. Throughout the entire Millers River watershed, PCB's, chlorination, heavy metals, erosion, landfill leachate, storm water runoff and acid rain, all pollution sources, impair the water quality throughout the entire Millers River watershed. The Montachusett Regional Planning Commission and the Franklin Regional Council of Governments, as a way to help guide future actions and identify areas of concern, completed a non-point source pollution assessment.

The Chicopee River Watershed is the largest drainage basin in Massachusetts, draining over 720 square miles before connecting to the Connecticut River. Thirty-nine towns are located either totally or partially within this massive watershed, as are numerous rivers, lakes, streams, ponds, reservoirs and wetlands. One unique

feature of this watershed is that it has one of the largest man-made reservoirs, the Quabbin Reservoir, located within its boundaries. The reservoir serves unfiltered drinking water to nearly 2.5 million Massachusetts residents with a capacity of 412 billion gallons. Much like the Millers River Watershed, priorities for Chicopee River include lake and pond protection, storm water management, open space protection and educational outreach.

In addition to being a part of two large water tributaries, Templeton also has many smaller water features like ponds, brooks and streams. They include: East Templeton Pond, Greenwood Pond, Templeton Brook, Patridgeville Pond, Stone Bridge Pond, Bour-Hadley Pond, Brazell Pond, Hansel Pond, Otter River Pool, Depot Pond, Day Mill Pond, Ridgley Pond, Lord Road Pond and Cook Pond

Wetlands and Floodplains

Several types of wetland features exist in Templeton including potential vernal pools, banks, riverfront areas, and vegetated wetlands. The biological diversity that occurs in such places helps to indicate when the area is vibrant and healthy, or when it is being abused with pollution or overuse. Inland wetlands and floodplains perform functions such as flood storage (wetlands absorb water and release it slowly) and water filtration. Typically, water that passes through wetland areas is purified from toxins and sediments in addition to providing food and shelter to a number of wildlife varieties. Only 5% of the land in Templeton is considered "water and/or wetlands" and only 4% is considered agricultural land.

The wetlands are dispersed throughout Templeton with most of them near the many small ponds and tributaries. A mix of forested wetland and scrub shrub continues along the Birch Hill Wildlife Management Area in the northern part of town that extends southward from Winchendon.

Aquifers

The Town of Templeton uses four wells, two tap the aquifer near the Otter River on the Templeton/Gardner border, and two tap the aquifer that travels south along the Otter River underlying Trout Brook.

The Templeton Light and Water Commission has contracted with Tata and Howard to redefine the Zone II recharge area for the town wells. This work will generate a model-based Zone II as opposed to the conceptual Zone II accepted by DEP in 1996. The report will include a more detailed analysis of town aquifers when available.

Water and Sewer

Templeton is one of six communities of the seventeen communities in the Millers River Watershed that has municipal public water supplies located within the watershed boundaries. Permitted under the state Water Management Act, the Templeton Water Department has an authorized Daily Withdrawal of .84 million gallons per day (mgd), less than Gardner DPW (1.69 mgd, Athol DPW (1.04mgd) and Orange Water Department (.93 mgd), but more than Winchendon Water Department (.67 mgd) and Ashburnham (.18 mgd). However, the Seaman Paper Co., an industrial water user, has an authorized daily withdrawal of 1.19 mgd. In 2001, a number of water improvement projects were completed after being recommended in a water improvement study. After the projects were finalized, Templeton had a new 750,000-gallon water tank on Hospital Road, new water mains, and a new booster pump. These projects improved water service to several areas of town including Baldwinville, South Road, Ladder Hill Terrace, and Templeton Center. Virtually all of RA-1 and the Village district is supplied by public water and sewer. Many of the medium density residential developments in RA-2 are also provided with water when the new developments were constructed.

There are four supply sources within the Templeton water system. These are identified as Maple Street Wells Number 1 and 2, the Otter River Well and the Sawyer Street Well. Maple Street Well Number 1 is a 36-inch x 24-inch gravel-packed well-constructed to a depth of approximately 51 feet. Maple Street Well Number 2 is a 32-inch x 24-inch gravel-packed well-constructed to a depth of 65 feet. The DEP-approved withdrawal rates for these sources are 235 and 217 gallons per minute (gpm) from Wells Number 1 and 2, respectively. The Maple Street Wells are located in the low-pressure service area.

The Otter River Well and the Sawyer Street Well are both 36-inch x 24-inch gravel-packed wells. The total depth of the Otter River Well is 42.5 feet and its approved pumping rate is 235 gpm. The Sawyer Street Well depth is 85 feet. Its' approved pumping rate is 373 gpm. The Otter River Well and the Sawyer Street Wells are located in the high-pressure service area.

In April of 2003, the Town of Templeton was awarded federal funding by USDA Rural Development to help the town extend its existing water system to serve residents of Baptist Common, Lord, and South Roads and South Main Street. USDA Rural Development became involved in this initiative due to complaints received by Templeton Municipal Light and Water Plant regarding poor water quality in private wells. High levels of iron and manganese were evident after a closer look.

Large portions of the Town are served by municipal sewer systems. Residents of East Templeton are connected to the Gardner Waste Water Treatment Plant (WWTP), which is located along the Otter River in Templeton.

Templeton, through an Intermunicipal Agreement with the City of Gardner, has reserved 5% of the capacity of the Gardner WWTP. Templeton had a WWTP built along the Otter River in Baldwinville in the 1970's. This Plant was built using federally guaranteed loans and served as a treatment facility for both the Town and the Baldwinville Products paper mill. The plant was designed for the paper mill, which produced large quantities of high fiber paper waste. The paper mill was responsible for approximately 95% of the flow to the WWTP. The contract for operation of the Templeton WWTP was transferred by Baldwinville Products to American Tissue Mills (ATM) of Massachusetts in 1991. ATM ceased operations in 1996 and abandoned the plant in 2002. ATM has since declared bankruptcy and has been involved in litigation, along with Erving Industries (owner of Baldwinville Products) with the Town of Templeton since 1996. The Templeton WWTP had been the site of an Administrative Consent Order (ACO) with the Massachusetts Department of Environmental Protection (DEP). As a result of the ACO, the Town was obligated to upgrade the WWTP to a modern facility designed for treating domestic waste rather than primarily for paper waste. Citizens of Templeton approved a Proposition 2 1/2 override to fund the WWTP upgrade that is was completed in 2005. Residents of Templeton not connected to the WWTP have access through the use of haulers pumping septic systems and transporting the waste to the plant.

Section 4: Existing Land Use Regulations

Zoning Districts

Table LU4 below shows the existing zoning districts that form Templeton’s zoning bylaw. Currently the Town of Templeton has two Commercial and Industrial Districts; three Residential Agricultural Zones; four Village Districts; one Highway Business District and an Airport District.

Zoning District	Total Acreage	Percent Total
RESIDENTIAL / AGRICULTURAL (RA) (1,2&5)	18,723.87	90.35%
COMMERCIAL –INDUSTRIAL A (DISTRICTS 1-8)	668.56	3.23%
COMMERCIAL INDUSTRIAL B (1 DISTRICT)	561.63	2.7%
HIGHWAY BUSINESS (DISTRICTS 1-4)	64.4	0.3%
VILLAGE DISTRICTS (1-4)	705.14	3.4%

Source: Templeton Zoning Bylaw 2010 and Town of Templeton Zoning Map 2010

The **Residential/Agricultural (R-A)** districts are low to very low-density residential use districts intended primarily for residential uses, including customary home occupations, for single-family and two-family homes, both allowed by right, together with agricultural and recreational uses, which are permitted throughout the town. There are three different zones within this district, each denoting the minimum lot size that can be developed for uses by right. These are the R-A-1-acre district, R-A-2-acre district and the R-A-5-acre district. Other uses permitted by right in the RA districts include minor and customary home occupations that employ 1 person, parks, playgrounds, and other recreational areas, and accessory units on single-family homes where relatives of the primary occupants may reside. The Planning Board has authority to grant special permits for multi-family residences, Bed & Breakfasts, hospitals and nursing homes (RA5), non-profit clubs and lodges on at least

three acres. Public and private utilities are sited in this district. The minimum lot frontage required in this district is 150 linear feet in R-A-1 & 2, 500 LF in R-A-5.

The **Commercial/Industrial** (CI A & B) districts reserve areas for tax-generating non-residential uses that can be located in Templeton while preserving the rural character of the community. The C-I-A district accommodates larger business and industry than in the other business districts and maintains a quality of design through vegetative buffers to residential areas and other design standards. Uses allowed by right in the CI zoning district include retail establishments with a minimum of 20,000 square feet in size, lumber yards and contractor yards at 20,000 sf, Research and Development and light manufacturing, distribution facilities, restaurants and fast food, and non-residential uses allowed by right in the Village district. Site Plan Approval is required by the Planning Board. Minimum lot size for development is 1 acre in the CI district with 150 LF frontage and a maximum height of 2.5 stories.

The **Highway Business** district is to maintain Templeton's character for viable business uses that can co-exist with the residential areas in which many of the Town's business districts are located. The H-B district is intended to compliment the Village Districts and Residential-Agricultural Districts and the more intense Commercial-Industrial Districts. Uses allowed by right in the HB district include retail sales; personal service shops such as salons and barber shops; business offices, banks; convenience stores and supermarkets; restaurants; liquor stores; post office and other municipal services; instructional studios; small appliance and repair; and recreational facilities on at least 1 acre. Lumber yards, gas stations, hotels and larger restaurants all require special permits.

The **Village(V)** district includes four Villages: Templeton Center; East Templeton; Otter River; and, Baldwinville. This district enables the development and re-development of these village areas "in harmony with the existing historical, cultural and natural assets in each Village." Intended uses include single and multi-family residences and mixed use. The development of businesses and services that accommodate the personal and social needs of are encouraged as is the development of upper floor housing units to provide a mix of commercial and residential uses and diversity of housing types in Templeton.

The **Airport District** Templeton is the host community of the Gardner Municipal Airport ("Airport"). The Airport serves the aviation needs of the surrounding region and is an important asset to the overall economic prosperity of north-central Massachusetts. The purposes of the Airport District are: 1. To provide for future development of the Airport so that it may better serve the aviation needs of the region. 2. To protect the health, safety, and welfare of the Town of Templeton, while fostering a strong relationship between the Airport and the Town and minimizing adverse impacts on natural resources and residential neighborhoods. 3. To promote the economic development of Templeton by encouraging non-airport uses that are compatible with the safe operation of the Airport.

Development Provisions

Public Water Supply Protection promotes the health, safety, and general welfare of the residents, institutions and businesses of the Town of Templeton by ensuring adequate quality and quantity of drinking water by preventing the pollution of the community's public drinking water. 4.1.2 There is created hereby a "Water Supply Protection District" which is defined to include all lands within the Town of Templeton as located within a half-mile (2,640 feet) radius of a public water supply well. This district is shown on a plan entitled "Water Supply Protection District Plan for the Town of Templeton" prepared by Szoc Surveyors, which plan is on file with the Town of Templeton Town Offices and the Town of Templeton Water Department Office. This plan shall be considered a zoning map for purposes of establishing the district under this section. 24 If the location of the boundary of the Water Supply Protection District in relation to a particular parcel of land is in doubt, the

burden of proof shall be upon the owner(s) of the parcel of land in question to show where the bounds should be located properly.

The **Flood Plain District** is designed to protect the public health, safety, and general welfare, to protect human life and property from hazards of periodic flooding, to preserve the natural flood control characteristics, and the flood storage capacity of the flood plain, and to preserve and maintain the ground water table and water recharge areas within the flood plain. This district is delineated by the Flood Insurance Rate Maps (FIRM) for Templeton.

Other Provisions and Requirements

Wind Energy Conversion Systems (WECS) Bylaw provides for the development and use of wind power as an alternative energy source, while protecting public health, safety and welfare, preserving environmental, historic and scenic resources, controlling noise levels and preventing electromagnetic interference. The Planning Board is established as the Special Permit Granting Authority (SPGA) when WECS are requested to be constructed. WECS are allowed in all districts by special permit except in the Village and Historic Districts, where they are prohibited. At this time, there is a wind turbine located behind the Narragansett High that provided 1,148,312 kilowatt hours of electrical power in 2013. The town also purchases wind energy from generation sources outside the town including from a wind farm in Hancock. In Early 2014, Templeton Municipal Light and Water Department contracted with First Wind of Boston to purchase electricity generated from the Hancock Wind Project in Ellsworth Maine. This agreement will provide for 2.5 million kilowatt hours of power to be made available to TMLWP customers. The town is well on its way to achieving its mandate issued by the Massachusetts Department of Energy Resources that calls for 20% of every municipal power plant's power portfolio to be made up of renewable energy sources by the year 2020. Though not part of this bylaw the Town also constructed a 4.5 Mw solar field on Farnsworth Road that generated 7,360 Kwh in 2013. This is a privately-owned facility with which Templeton has a power purchase agreement for twenty years.

Inclusionary Housing Bylaw encourages development of new housing that is affordable to households up to moderate-income, or 80 of area median income (AMI) as defined by HUD. Any affordable housing units created as a result of this bylaw will be considered Local Action Units to be in compliance with the state Department of Housing and Community Development (DHCD) Local Initiative Program. The Local Initiative Program (LIP) seeks to stimulate the production of affordable housing opportunities by fostering cooperation between municipalities and housing developers. The program provides technical assistance to developers and municipalities seeking to develop housing that serves households at or below 80% of the area median income within mixed-income (market and affordable) housing developments. Templeton has a current Housing Production Plan (HPP) filed with the state that enables the Town to produce a certain number of housing units annually that will be occupied by persons qualifying for the purchase of affordably-priced homes. Chapter 40B of the Mass General Laws cites that affordably-produced and priced homes must be available to households whose incomes do not exceed the 80% threshold. Templeton's HPP layout a production goal of at least 19 new affordable housing units created each year until the required threshold of 10% of all housing units. The HPP also committed to creating the inclusionary housing by-law and the Senior Housing Planned Community Manufactured Home Parks Bylaw to increase the amount of affordable rental units in the town with the intent of retaining an increased number of young people who, according to the previous two decennial census' have been leaving town, and to provide manufactured housing sites to help senior and retired residents who can no longer afford to maintain larger homes. Other goals include: adopting a Senior Housing Bylaw; continue the CDBG Housing Rehab program; continue to promote home ownership; improving collaboration between the town and developers to build affordable housing; and adopting bylaws that would preserve the rural character of the town such as a scenic roadway bylaw.

Open Space Residential Development Bylaw is designed to preserve agricultural, forested and other natural lands, and to discourage sprawl in terms of housing development. Any developer of a Major Residential Development (creating more than 4 residential lots) is required to apply for a Special Permit by submitting both a conventional and Open Space Residential Development (OSRD) site plan. This allows the Planning Board to consider the impact of the development on surrounding parcels. If the proposed development is deemed to be contiguous to some form of open space the Planning Board can impose design restrictions upon the development. These include the preservation of at least 50% of the area of the development to remain as open space, and the open space portion of the development remain contiguous to the open spaces adjacent to the parcel under consideration. The natural state of the parcels is to be preserved by minimizing the clearing of trees and soil, and off street parking is to be encouraged by requiring a minimum number of parking spaces per unit. Paved areas may be required to use Low-Impact Development techniques that enable infiltration. The Open Space is required to be used for conservation, historic preservation and education, outdoor education, recreation, park purposes, or other such uses. Furthermore, the open space is to be conveyed to the town, its conservation Committee, the Cemetery and Parks, or to a nonprofit agency whose mission is to conserve open space. The bylaw expressly prohibits the encroachment upon any open space land without legal authorization.

Site Plan Review. A site plan review is required for any construction or exterior alteration or change of use within any nonresidential or nonagricultural building or lot or the construction or expansion of any parking lot for a nonresidential or nonagricultural building, structure or lot. The Planning Board will hold a Public Hearing within 60 days of submission of a complete site plan. Site plans are required to include a locus map; site layout; topography and drainage plan; a utility plan; and architectural plan; and a landscaping plan. Approval is granted when new construction is designed to minimize clearing of natural features such as trees and stonewalls; provide adequate access for fire service equipment and storm water drainage; maximize safety to pedestrians; minimize obstruction of scenic views; minimize sources of pollution such as air, water and light; minimize departure from the character of the vicinity; the compliance of all provisions of the Town's zoning bylaw.

Section 5: Development Potential and Build-Out Analysis

Build-Out and Development Impact Study Methodology and Resulting Maps

Build-Out and Development Impact Study included two phases: mapping followed by quantification of development. In order to reach accurate results, it is crucial to have the necessary geographical data as well as skillful GIS staff to perform the initial phase of the analysis. To conduct the analysis, current parcel data from the Town of Templeton was provided as well as current Zoning coverage. Additionally, environmental and land use data was provided by the state GIS (Geographic Information Systems) agency, MassGIS accompanied by field checks conducted by Ashby Local Officials.

Environmental data is a key component to the development potential analysis. Certain environmental elements are considered inappropriate for development and can be either defined as "Absolute Constraints" or "Partial Constraints" for the purposes of the development potential analysis. Absolute constraints are defined as water (as coded by Land Use data), 100 Foot DEP (Department of Environmental Protection) RPA (River Protection Act) Buffers, Slopes >26%, and Permanently Protected Open Space. Partial Constraints are defined as FEMA 100 and 500-year Flood Zones as well as DEP Wetlands. Absolute constraints are completely unsuitable for development, while partial constraints could be developed if pursued in an appropriate manner.

Once the constraints have been determined and defined, the next step is to identify lands that have been developed. Based on MassGIS Land Use data, the categories that are included in "Developed Lands" are

participation, spectator, and water recreation, residential, commercial, industrial, transportation, waste disposal, power lines, cemeteries, and urban public/institutional.

The final category that is determined is “Future Developable Lands”. In order to determine what has potential for development, GIS tools are utilized and involve combining all of the constraints and currently developed lands. The result is a new coverage indicating lands that are developable without any existing development or constraints.

The development potential maps depict all of these data categories (Absolute Constraints, Partial Constraints, Developed Lands, and Future Developable Lands) and provides information for local officials to identify the location and current zoning of future developable lands. GIS tools offer additional useful information by calculating the acreage for each category (Absolute Constraints, Partial Constraints, Developed Lands, and Future Developable Lands) by zoning district. The data provided by the GIS phase of the build-out analysis is then given to the planner who further investigates the future developable lands within the given zoning districts.

The Residential Zoning District Development Potential Map can be found in Attachment B and the Commercial/Industrial Zoning District development Potential Map is located in Attachment C.

Environmental and Development Potential by Zoning District

The Tables below display information on existing conditions in Templeton quantifying acres of land by zoning district for the three categories of Undevelopable, Developed, and Developable Land. Table LU5 shows data for non-residential zones and Table LU6 shows data for residential zones.

**Table LU5
Non-Residential Development Characteristics by Zoning District**

Zoning District	Undevelopable Acres	Developed Acres	Developable Acres	Total Acres
East Templeton Village	22.16	106.85	91.27	220.28
Otter River Village	22.85	61.09	40.95	124.89
Baldwinville Village	10.40	139.39	32.61	182.40
Templeton Center Village	8.53	75.72	93.32	177.57
Sub-Total All Village Districts	63.94	383.05	258.15	705.14
Percent	9.06%	54.33%	36.61%	100%
CIA District - 1	8.54	5.2	0.30	14.04
CIA District - 2	5.46	6.46	12.35	24.27
CIA District - 3	.07	0.15	0.00	0.22
CIA District - 4	.51	0.00	62.02	62.53

CIA District - 5	30.89	55.96	339.29	426.14
CIA District - 6	5.02	14.11	36.94	56.07
CIA District - 7	9.85	3.77	23.09	36.71
CIA District - 8	12.59	0.00	35.99	48.58
Sub-Total All CIA Districts	72.93	85.65	509.98	668.56
Percent	10.9%	12.82%	76.28%	100%
CIB District - 1	267.43	12.72	281.48	561.63
Sub-Total All CIB Districts	267.43	12.72	281.48	561.63
Percent	47.61%	2.27%	50.12%	100%
HB - 1	81.36	61.11	97.04	239.51
HB - 2	43.49	5.66	2.4	51.55
HB - 3	23.38	6.15	16.71	46.24
HB - 4	0	0.24	10.41	10.64
Sub-Total All HB Districts	148.23	73.16	126.56	347.94
Percent	42.6%	21.03%	36.37%	100%
Total	552.53	554.58	1,176.17	2,283.28
Percent	24.2%	24.29%	51.51%	100%

Source: MRPC Commercial/Industrial Development Characteristics Analysis for the Town of Templeton, January 2012.

As shown in Table LU5, in its entirety more than 51% of the study area in Templeton is available for commercial and or industrial development; about 24.2% is undevelopable and 24.29% is already developed. The CIA District has the most developable land at 509.98 acres as well as the highest percentage of developable land (76.28%) followed by the CIB District (50.12%) with the Village District and HB District further behind (36.61% and 36.37% respectively).

It is not so surprising to find that the Village District has by far the most developed land both by acres (383.05) and percentage (54.33%). In terms of developable land in the Village Districts, the Templeton Town Center Common (labeled Village District 4) has the most developable acreage (93.32 acres). However, this is an area of historical and aesthetic value that is important to residents and reflects the character of the community.

Much of the town's undevelopable land is in the CIB District (267.43 acres or 47.61% of the entire district) followed by the HB District at 148.23 acres or 42.6% of the entire HB District. However, the amount of developable land when looking at all the districts in their entirety is nearly two times greater (51.51%) than

that occupied by existing development (24.29%) and undevelopable acres (24.2%), so there does seem to be ample land, if used efficiently, that could be utilized to promote economic development.

While there are opportunities to promote economic development, it is unlikely that the commercial and industrial build-out would be possible without public water service. Today, public water is mainly available in the urbanized areas of Templeton and the water lines were constructed in the 1950’s. Similar to municipal water, public sewer is only available in the urbanized area of Templeton and the remainder and majority of the community is served by private septic systems. The town should continue efforts to promote infrastructure in areas that are suitable to support economic development. Moreover, the town should work to ensure that appropriate design guidelines are in place to retain community character along with adequate performance standards to protect the environment.

**Table LU6
Residential Development Characteristics by Zoning District**

Zoning District	Undevelopable Acres (Without Partial Constraints)	Developed Acres	Developable Acres (Without Partial Constraints)	Total Acres
Residential – Agricultural 1	2,130.99	972.82	1,388.84	4,492.65
Residential – Agricultural 2	8,638.57	926.32	2,110.94	11,676.83
Residential – Agricultural 5	1,975.49	69.09	214.32	2,258.90
Total All Residential Districts	12,745.05	1,968.23	3,714.10	18,428.38
Percent	69.16%	10.68%	20.15%	100%

Under 11% of all land zoned in residential districts is developed. This is to be expected with Templeton’s large lot zoning restrictions in these districts and the heavily forested rural character of the town. RA-1 contains both the highest amount of developed area (973) acres) and is the most densely developed residential district, with 22% of its area developed. It is also the area with the greatest potential for residential development. 31% of the area is considered developable, mainly areas surrounding the Otter River and close to the Village districts near existing low density residential areas. Residential development in this area makes the most sense due to the proximity to schools and businesses. Consideration must be provided to the availability of public water and sewer. If residential development is proposed outside the area where these services are provided, it could be cost prohibitive, especially when the need for affordable workforce and senior housing is to be prioritized.

RA-2 has a similar number of developed acres (926) overall, and the data would make it appear that it is very sparsely developed (8%). Over the last few decades and before the adoption of the new Zoning Bylaw there has been heavy residential development activity in the district over much of the southern portion of the town, principally along major roads such as Patriots Rd. and South Rd., in large subdivisions. The prevalence of rivers and ponds, forests and forested wetlands places constraints on the overwhelming majority of the land area in other areas of the district. Locations for potential development are concentrated along the border with Phillipston in areas containing low density residential developments, croplands and pasture. Build out of other

low density residential areas west of the Otter River near the Royalston border is another possibility. RA-3 has the least amount of development potential with a large segment of the area located along King Phillips Trail and the former Fernald School. There is a small amount (214 acres) of future developable land in open land west of Rt. 68.

Build out Analysis as Applied to Developable Land Analysis

The next step in a build-out analysis is to calculate the potential number of developable lots based on the amount of developable land as determined by the MRPC in the main report above. As seen in Table LU7 on the following page, this calculation is based on the developable acres *without* partial constraints, as this number more closely reflects Templeton’s steep, wet and densely forested topography, generally unsuited for development.

To perform the numerical build-out calculation, the amount of developable land in acres for each zoning district is divided by the minimum lot size, which measured in acres. The quotient is then reduced by 10% to account for roads and infrastructure, as a full build-out requires the creation of new ‘with road’ subdivision. Land in the Village district is included in the build-out analysis since single and multi-family homes are a by-right use in this district.

The resulting number of potential dwelling units shown in Table LU7 shows the build out potential for each zoning district according to this methodology. As seen, Templeton’s highest residential development potential is in RA-1 with a calculated 1,389 new units of single family housing. Of course, this potential can be increased as 2-family housing is a by-right use in each of the districts. While the Village district follows far behind with 258 potential units, this number could increase significantly with more likelihood of multifamily housing and higher density developments being proposed.

2010 Census data show that there is an average of 2.7 persons per dwelling unit in Templeton. Multiplying this factor by the potential number of new units results in a potential increase in population of 7,414. Added to Templeton’s 2010 population of 8,013 this calculation yields a total build-out population of 15,427.2 people, an increase of 93%.

**Table LU7
Residential Build-Out Potential**

District	Developable acres	Number of new dwelling units
RA-1	1,389	1,389
RA-2	2,111	1,056
RA-5	214	43
Village	258	258
TOTAL	3,972	2,746

Additional Public School Children at Build-Out

The most recent enrollment data for the Town of Templeton indicate that there are 1,293 school aged children (K-12) living in Templeton. As of the 2010 Census, Templeton had 3,008 occupied housing units. Dividing the enrollment number by the number of housing units yields .43 school aged children (SAC) per household. Numerical build out data in Table LU7 above show 2,746 additional housing units. When the SAC multiplier is applied, this results in an additional 1,181 students over the cohort of 1,293 school aged children, for a total

number of 2,474 potential public school students at full build out. The consolidation of the elementary schools in Templeton and the construction of the new Templeton Center Elementary School will create an increased capacity for this cohort, however, the new building will not likely be able to absorb an increase of 75-90%.

Projected Water and Wastewater Demand at Build-Out

As noted above Templeton's authorized water withdrawal rate is .84 mgd. As shown on the maps showing future developable lands much of the area where residential development is possible and most of where commercial/industrial development is possible is located where there is public water and sewer available. At full build-out there are a projected 2,746 units of new housing. Assuming each new unit includes three bedrooms, which, at 110 gallons per day per bedroom, equals an additional water usage impact of 906,180 gallons per day. This demand already exceeds the .84 mgd state authorized withdrawal rate for the town. Since water demand is roughly equal to water disposal, this same number must be used to calculate the additional demand on current sewer capacity. This calculation accounts for new residential development only. New commercial development would also need to be factored in to the equation.

Section 6: Land Use Goals, Objectives and Recommendations

Goal:

- Preserve those elements and features that contribute to Templeton's New England town character as a residential community while promoting economic development and a high standard of environmental quality.

Objectives:

- Promote a sense of community.
- Support commercial and industrial growth that will fit in with Templeton's community character and contribute to quality of life and fiscal stability.
- Ensure that Housing Opportunities are Available for a Broad Range of Income Levels and Household Types.
- Maintain Templeton's rural and historic elements.

Recommendations

- 1. Facilitate the Existing Permitting Process:** The Town should put together a comprehensive development permitting guidebook to assist all customers with projects of any type and scale or that need to obtain any permit and develop separate handouts for more substantive processes that require additional detail or guidance. One potential funding source is MRPC's District Local Technical Assistance Program (DLTA) funded by the Commonwealth of Massachusetts. While there is no guarantee that the Commonwealth of Massachusetts will fund the DLTA program from year to year, streamlining the permitting process has been an eligible project in the past. In fact, the Town of Ashby drafted such a document with MRPC DLTA assistance knowing that it would be a valuable tool for anyone pursuing residential, commercial or industrial development or common licenses.

The Town should also be aware that it can adopt Chapter 43D at some point in the future to assist with expediting the permitting process. On August 2, 2006, Massachusetts General Law Chapter 43D was

signed into law. This program offers communities a tool to promote targeted economic and housing development by providing a transparent and efficient process for municipal permitting, guaranteeing local permitting decisions on priority development sites within 180 days, increasing visibility of the participating community, and targeting development site(s) known as Priority Development Sites (PDS). According to state regulations, a PDS must be:

- Commercially or industrially zoned (including mixed use);
- Eligible for construction of a structure of 50,000 sq. ft. or more;

The Expedited Permitting Program gives a town the ability to promote commercial development on pre-approved parcels by offering expedited local permitting on those parcels. Such development must be primarily commercial however mixed-use properties also qualify for priority designation so long as they conform to the statutory requirements for a priority development site. A full listing of additional resources concerning Chapter 43D including fact sheets, frequently asked questions, and contact persons can be found at www.mass.gov/mpro.

Responsible Entity: Economic Development Committee could spearhead this project and work with other boards/departments/commissions involved in the permitting process.

2. Investigate an Infill/Mixed Use Development Overlay Bylaw for Baldwinville Village.

Infill Development is development on vacant or abandoned parcels in developed areas. One financial benefit of infill development for local governments is that it reduces the need to provide public infrastructure to support new development. Such a bylaw would permit development of parcels that do not meet current zoning regulations for frontage and lot size. An Infill Development Bylaw would maintain the existing character of the neighborhood buildings and structures, while permitting a flexible approach to development.

Infill Development has potential to provide a number of advantages to a community like Templeton. Often within more developed areas of a community like Baldwinville Village, there exist vacant or under-utilized lots that do not meet current zoning standards for lot frontage and area. Through the use of an infill development bylaw, these vacant nonconforming lots can be brought back into productive business use. This helps to concentrate development in areas where infrastructure, such as roads, sewer, and water already exist, rather than in undeveloped areas of Templeton, thereby encouraging retention of open space and preserving rural character. Infill development can also improve surrounding properties by eliminating vacant lots and abandoned buildings, which may be crime and public health hazards.

Responsible Entity: Planning Board.

3. Pursue Grant Opportunities under the MA Green Communities Program.

Templeton should explore becoming a Green Community under the State's Green Communities Program. The Massachusetts Department of Energy Resources will meet with a community upon request to provide more information about this resource and help determine if it would make sense for the Town to move forward. Designation grant allocations are based on a \$125K base plus a population/per capita income formula. After this initial grant allocation, competitive grants are available annually up to \$250,000 per applicant for Green Communities that have expended all prior grant funds. Projects being funded include electric and thermal (natural gas and oil) energy conservation measures for municipal buildings, incremental costs for hybrid vehicles, and grant administration costs. Applications are due on an annual basis.

Responsible Entity: Board of Selectmen and Light and Water Department.

4. The Town should **Adopt a town-wide General Bylaw to Regulate Signs** that does not unnecessarily detract from the historic qualities and characteristics of Templeton. This is also a recommendation listed in the Economic Development Element of this Master Plan as well as the Templeton Town Center Common Master Plan. The purpose and intent of such a bylaw should be to regulate, restrict and place limitations on the size, location, type and illumination of all signs to assure that they are appropriate to the land, building or use to which they are appurtenant and be protective of property values and the safety of the public. The Building Department is generally charged with enforcing the provisions of a sign bylaw. The Templeton Building Department would be responsible for putting this bylaw together with the support of the Planning Board.

Responsible Entity: Planning Board and Building Department.

5. **Review/Analyze current zoning bylaws/ordinances** and determine their adequacy for accommodating desired land use and development within the community. The overall intent could be to examine the use and dimensions to identify internal inconsistencies and to make recommendations for removing zoning impediments. Additional thoughts moving forward with this recommendation are:

- Exploring the possibility of creating a Table of Uses for clarity and ease of use by public officials and the general public.
- The community should be mindful that land located within close proximity to interchanges and intersections including those along Route 2 and Route 2A could be more suitable if zoned for commercial/industrial rather than residential. Maintaining commercial and industrial zoned areas adjacent to Route 2 Exits 19, 20, and 21 is strongly encouraged.
- The Town has an Open Space Residential Development Bylaw, however, to date it hasn't been utilized. The town should research and analyze any alternatives that could make it more attractive to developers. The Town could start by researching successful model bylaws and case studies implementing land conservation zoning .and even contact any local developers who have developed housing projects in Town to solicit their input for potential weaknesses of the of the bylaw from a land developer's perspective.
- Making the existing Accessory Dwelling Units Zoning Bylaw less restrictive with minimal or no impact to the surrounding neighborhood and its community character. This would be a low-priced housing alternative that provides supplementary housing that can be integrated into existing single-family neighborhoods. Not requiring the unit to be occupied by a family member and not requiring the unit to be attached to the primary residence are two examples of possibilities that could be considered.
- With the closing of Fernald School (aka Templeton Developmental Center), the Town should continue to work with the state on possible reuses and keep in mind any potential for rezoning depending on reuse potentials.

Responsible Entity: Planning Board.

6. **Identify New Areas or Expansion of Existing Areas in Town Suitable for Commercial/Industrial Development**

The identification of these new areas may be best accomplished through a charrette. A charrette is basically a design focused public meeting where boards, committees, departments and the public get together to brainstorm ideas. Those in attendance will be divided into small groups to develop ideas and proposals. The groups will then present their schemes to the larger group for discussion. Ultimately the goal is to have at a minimum two possible alternatives for Templeton's planners to explore more in depth prior to making any final proposal or recommendation. By holding a charrette all the stakeholders will have the opportunity to voice their opinions and concerns, public officials will have the opportunity to respond and the possibilities of reaching a consensus are increased. Outreach should include flyers, press releases, cable access, and a suitable location with refreshments. If available, MRPC's DLTA program could be a way to provide staff support for a Charrette.

Responsible Entity: Economic Development Committee.

3

Housing

Introduction

Housing has evolved into a major issue in Massachusetts from about the mid-1990s with housing demand and high prices driven by low mortgage rates and low availability to the present with the national, state and regional housing crisis including; dramatic drops in home values, increased taxes and utility costs and evaporated bank lending, not to mention, record unemployment levels, bankruptcies and the rise in home foreclosures.

An analysis of the housing stock should consider three important aspects: the housing structures, the population inhabiting the housing and the environment in which the housing is located. The following examines Templeton's housing stock in terms of age, condition, cost, and the demographic trends as well as the specific needs of different population groups. While this chapter was



originally largely based on the 2011 Templeton Housing Production Plan (when the Templeton Planning Board was first able to secure incremental funding to initiate the Master Plan), it has been updated with more current demographic information from sources that include the Montachusett Regional Planning Commission, the state, and the U.S. Census Bureau (2010 Census and 2014 American Community Survey).

Section 1: Population and Housing Trends

Population Growth

According to the United States Census Bureau, the Town of Templeton has a total area of 32.4 square miles (83.9 km²), of which, 32.0 square miles (83.0 km²) of it is land and 0.4 square miles (1.0 km²) of it (1.17%) is water. Templeton borders Royalston and Winchendon to the north, Gardner to the east, Hubbardston to the southeast, and Phillipston to the west. In 2000 and 2010, Templeton's population was 6,799 and 8,013, respectively. Between 2000 and 2010, the Town added 1,214 residents, an increase of 17.86%. With the Town's land area of 32 square miles, the Town's population density is about 250 persons per mile as of 2010

up from about 212 persons per mile in 2000. A look at population growth of communities surrounding Templeton, the Montachusett Region and Massachusetts indicates that Templeton’s population grew at a faster rate over this 10-year period (see Table H1 on the following page). During development of the Town’s 2006 Housing Production Plan it was noted that from 1990 to 2000 that a majority of communities in the Montachusett Region grew at a faster rate than Templeton. However, the 2006 Plan had indicated that Templeton had grown faster than several towns to the east, noting that this was most likely due to the fact that housing prices in Templeton were lower than those cities and towns. The housing boom of the early 2000’s brought more people to Templeton given the Town’s lower housing prices.

**Table H1
Population of Templeton, Surrounding Communities, the Region and Massachusetts**

	2000	2010	00-'10 Change
Templeton	6,799	8,013	17.86%
Winchendon	9,611	10,300	7.17%
Royalston	1,254	1,258	0.32%
Gardner	20,770	20,228	-2.61%
Phillipston	1,621	1,682	3.76%
Hubbardston	3,909	4,382	12.10%
Montachusett Region	228,005	236,475	3.58%
Massachusetts	6,349,097	6,547,629	3.03%

Source: U.S. Census

Table H2 below shows Templeton’s historical population figures over the 50-year period from 1960-2010. This information is followed by the percentage increase over this respective period in Table 3.

**Table H2
Historical Population of Templeton, Massachusetts and United States**

	Actual Population					
Year	1960	1970	1980	1990	2000	2010
Templeton	5,371	5,863	6,070	6,438	6,799	8,013
Massachusetts	5,148,578	5,689,170	5,737,093	6,016,425	6,349,097	6,547,629
US	179,323,175	203,302,031	226,542,199	248,709,873	281,421,906	308,745,538

Source: U.S. Census

Templeton’s population has risen 49.2% since 1960, 36.7% since 1970, 32% since 1980, 24.5% since 1990, and 17.9% since 2000. For all five (5) periods compared below, Templeton’s population grew faster than the State’s population, but varied from the Nation’s population increase. From 1990 and 2000 until 2010, Templeton’s population has been increasing faster than the Nation’s population increase. The % rate increase was fairly similar between 1980 and 2010, but the Nation’s rate increase was much larger than Templeton’s from 1960 and 1970 to 2010.

**Table H3
Historical Population Percentage Increases
of Templeton, Massachusetts and United States**

	Population Change				
Years Compared	'60-'10 %	'70-'10 %	'80-'00 %	'90-'00%	'00-'10%
Templeton	49.19%	36.67%	32.01%	24.46%	17.86%
Massachusetts	27.17%	15.09%	14.13%	8.83%	3.13%
US	72.17%	51.87%	36.29%	24.14%	9.71%

Source: U.S. Census

Housing Growth and Housing Stock Inventory

a) Housing Units Inventory 2010



Table H4, on the following page, provides the status of housing units within the Town of Templeton as of the 2010 Census. In 2010 there were a total of 3,139 housing units within the Town of Templeton. Occupied housing units make up almost 92% (2,882) of the total housing stock. Of the occupied housing units, 83% are owner-occupied housing units (2,393) with 17% renter occupied (489). The average household size of owner-occupied units is larger at 2.76 persons per unit (ppu) than the average household size of renter-occupied units (2.40 ppu).

**Table H4
2010 Housing Unit Inventory
Town of Templeton**

HOUSING OCCUPANCY	Number	Percent
Total housing units	3,139	100.00%
Occupied housing units	2,882	91.80%
Vacant housing units	257	8.20%
For rent	26	0.80%
Rented, not occupied	4	0.10%
For sale only	31	1.00%
Sold, not occupied	9	0.30%
For seasonal, recreational, or occasional use	125	4.00%
All other vacant units	62	2.00%
Homeowner vacancy rate (percent)	1.30%	
Rental vacancy rate (percent)	5.00%	
HOUSING TENURE	Number	Percent
Occupied housing units	2,882	100.00%
Owner-occupied housing units	2,393	83.00%
Population in owner-occupied housing units	6,599	
Average household size of owner-occupied units	2.76	
Renter-occupied housing units	489	17.00%
Population in renter-occupied housing units	1,176	
Average household size of renter-occupied units	2.40	

Source: U.S. Census 2010

b) Growth of Total Housing Units 2000-2010 and Homeownership Information

The number of housing units in Templeton increased by 542 (20.9%) since 2000. Of the 2,882 occupied units in Templeton 2,393 (83%) were owner occupied, 489 (17%) rental occupied and 257 (8.2%) vacant. The percentage of owner occupied and rental occupied is consistent with the mix back in 2000. However, the percentage of total units that are vacant jumped one percent. From 2000 to 2010, owner occupied units increased by 19.9% (a reflection of the 2000's housing boom) while renter occupied units saw a 17.8% increase. From 2000 and 2010 vacant units increased by 38.2%, reflecting the housing boom gone bust that includes increased numbers of foreclosures (see pages 18-19 for discussion of foreclosed housing units in Templeton).

**Table H5
Housing Units: Owner-Occupied and Rental Occupied 2000 - 2010**

	2000	2000	2010	2010
Category	Units	%	Units	%
Total Housing Units	2,597	100%	3,139	100%
Occupied	2,411	92.8%	2,882	91.0%
Owner Occupied	1,996	82.8%	2,393	83.0%
Rental Occupied	415	17.2%	489	17.0%
Vacant	186	7.2%	257	8.2%

Source: 2010 U.S. Census

Types of Housing Units

For details on the type of housing units based on the number of units in each structure the most current information available beyond the 2000 Census are the American Community Survey (ACS) 5-year estimates for the period between 2010 and 2014¹. This data, presented in Table H6 below, does reveal that about four out of every five housing units within the Town of Templeton consists of a single-family detached housing unit.

Table H6 Units in Structure		
	Number	Percent
Total housing units	3,360	N/A
1-unit, detached	2,672	79.5%
1-unit, attached	136	4.0%
2 units	135	4.0%
3 or 4 units	139	4.1%
5 to 9 units	22	0.7%
10 to 19 units	0	0.0%
20 or more units	101	3.0%
Mobile home	155	4.6%
Boat, RV, van, etc.	0	0.0%

Source: 2010-14 ACS 5-Year Estimates

Age of Housing Units

As can be seen in the table below, more than 53% of Templeton’s housing structures were built after 1970. However, it should be noted that 27.8% of the housing stock was built in 1939 or earlier. It is quite likely that many of these older residences would not meet today’s various housing codes (plumbing, electricity, weather-proofing, septic systems, building codes, etc.). Aesthetic improvements could also be made, which would serve to enhance the visual appearance of neighborhoods throughout the community. The current percentage of pre-1940 housing stock is lower than both the Worcester County and Massachusetts average, but higher than the national average.

¹ The American Community Survey (ACS) is a division of the U.S. Census Bureau and is an ongoing survey that provides data every year – giving communities the current information they need to plan investments and services. Information from the survey generates data that help determine how more than \$400 billion in federal and state funds are distributed each year. The Estimates provided by ACS data are based on a 90 percent confidence level.

**Table H7
Age of Templeton's Housing Stock**

YEAR STRUCTURE BUILT	Templeton		Worcester County	Statewide Average	Nation Average
	Estimate	Percent	Percent	Percent	Percent
Total housing units	3,360	100%	100%	100%	100%
Built 2010 or later	0	0.0%	0.6%	0.6%	1.0%
Built 2000 to 2009	461	13.7%	9.1%	7.5%	14.9%
Built 1990 to 1999	369	11.0%	9.2%	7.5%	13.9%
Built 1980 to 1989	502	14.9%	12.1%	10.8%	13.8%
Built 1970 to 1979	479	14.3%	11.3%	11.6%	15.8%
Built 1960 to 1969	202	6.0%	8.3%	10.4%	11.0%
Built 1950 to 1959	178	5.3%	10.6%	11.5%	10.8%
Built 1940 to 1949	236	7.0%	6.0%	5.9%	5.4%
Built 1939 or earlier	933	27.8%	32.9%	34.3%	13.3%

Source: 2010-2014 ACS 5-Year Estimates

Average Household Size

Templeton's average household size is larger than the County, State and Nation while its average family size is lower than the County, State and Nation. Table 8 below presents the data for average household and family sizes by geographic place.

**Table H8
Average Household and Family Sizes by Geographic Place**

	Templeton	Worcester County	State	U.S.
Average household size	2.70	2.55	2.48	2.58
Average family size	3.05	3.09	3.08	3.14

Source: 2010 U.S. Census

Median Age of Residents

A review of median age values indicates that the Town of Templeton has a higher median age than the statewide average increasing from 32.0 years in 1980, to 34.8 years in 1990, to 38.0 years in 2000, up to 41.6 years in 2010. See Table 9 below for comparison of Templeton and Massachusetts Median Age values.

**Table H9
Templeton and Massachusetts Median Age 1980-2010**

Community	1980 Median Age	1990 Median Age	2000 Median Age	2010 Median Age
Templeton Average	32.0	34.8	38.0	41.6
Mass. Average	31.1	33.5	36.5	39.1

Source: U.S. Census

Age Group Distribution (2000 and 2010)

In the ten-year time span from 2000 to 2010, the Town lost a total of 182 persons between ages 25 and 44, even with the significant overall growth of the Town. In the previous ten-year span of 1990 and 2000, the Town had lost 345 residents in the age group from 15 to 34. However, in span from 2000 to 2010, the Town actually gained 280 residents in age group of 15 to 24. This increase is a likely reflection of the baby boom echo. However, the continued reduction in persons between ages 25 to 44 may be attributed to the decline of local jobs available in the community and the shortage of housing affordable to young adults.

**Table H10
Town of Templeton Population Gains and Losses by Age Group: 2000 to 2010**

	2000	2000	2010	2010	Population	Notes:
	Templeton	Templeton	Templeton	Templeton		
	Number	Percent	Number	Percent	Gain/Loss	
Under 5	457	6.7%	445	5.6%	-12	
5 to 9	494	7.3%	456	5.7%	-38	
10 to 14	531	7.8%	616	7.7%	85	
15 to 19	428	6.3%	601	7.5%	173	
20 to 24	274	4.0%	381	4.8%	107	Total gain of 280 persons aged 15-24 from 2000 to 2010
25 to 34	834	12.3%	763	9.5%	-71	
35 to 44	1,279	18.8%	1,168	14.5%	-111	Total loss of 182 persons aged 25 to 44 from 2000 to 2010
45 to 54	1,012	14.9%	1,412	17.6%	400	Greatest gain in any age bracket from '00-'10
55 to 59	346	5.1%	574	7.2%	228	
60 to 64	269	4.0%	489	6.1%	220	
65 to 74	458	6.7%	615	7.7%	157	
75 to 84	312	4.6%	349	4.4%	37	
Over 85	105	1.5%	144	1.8%	39	
Total Population	6,799	100.0%	8,013	100%	1,214	

Source: U.S. Census

The continued aging of the baby boomers, however, is reflected in the growth of 400 residents between ages 45 to 54 years old, the greatest gain in any bracket from 2000 to 2010. However, the Town also saw a growth of 258 persons aged from 10 to 19 from 2000 to 2010, where from '90 to '00 there was an increase of only 35 persons in this age bracket. There is likely a correlation between the growth of residents ages from 45 to 54 with increase in age from 10-24, especially with persons from 45-54 years old raising families with children between 10 and 19.

Home Values and Housing Costs

The table below shows the number of single-family homes and condominiums sold from the period between 2006 and 2015 as well as the median sales price of each housing unit type. The most sales occurred in 2006, with 110 single-family homes and 35 condominiums sold. The value of single-family homes was about \$217,000 and the value of condominiums was about \$193,000. Sales and values decreased for most of the next ten years. The sales price in 2010 rose \$17,000 over the 2009 level even though sales decreased from 67 to 57. In 2012, 86 single-family homes were sold and in 2015, 95 were sold. The price of these homes increased from \$148,000 in 2011 to \$167,000 in 2015. Condo sale prices fluctuated a lot between 2010 and 2016, but evened out to about the same value of \$145,000-150,000. The number of condos sold in 2011 was at a high of 11, dropping to 8 in 2012 and 2015.

Table H11
Single-Family and Condominium Units Sold and Median Sales Price

Year	Single Family Homes		Condominiums	
	Number	Price	Number	Price
2015	95	167,000	8	114,200
2014	65	178,000	3	94,000
2013	72	159,900	5	119,900
2012	86	148,500	8	122,500
2011	61	148,000	11	150,000
2010	57	\$173,000	3	\$160,000
2009	67	\$156,000	5	\$173,900
2008	68	\$190,500	3	\$135,000
2007	70	\$231,950	15	\$193,400
2006	110	\$217,250	35	\$193,375

Source: The Warren Group, 2016

Housing Costs and Affordability Information

Detailed housing costs information is available from the ACS 2010-2014 5-year estimates. Table H12 below shows selected monthly owner costs for those Templeton housing units with a mortgage. The median monthly housing cost for units with a mortgage is \$1,755. Table H12 shows the range of rent prices paid by Templeton's residents. The median rent value is \$604.

Table H12
Selected Monthly Owner Costs (SMOC): Housing Units with a Mortgage

Selected Monthly Owner Costs (SMOC)	Templeton Number	Templeton Percent	Worcester County %	State %	U.S. %
Housing units with a mortgage	1,660	100%	100%	100%	100%
Less than \$300	0	0.0%	0.1%	0.1%	0.2%
\$300 to \$499	10	0.6%	0.6%	0.5%	1.6%
\$500 to \$699	36	2.2%	1.7%	1.5%	5.0%
\$700 to \$999	135	8.1%	5.3%	4.7%	14.3%
\$1,000 to \$1,499	450	27.1%	20.0%	16.4%	27.9%
\$1,500 to \$1,999	478	28.8%	27.5%	22.8%	20.3%
\$2,000 or more	551	33.2%	44.8%	53.9%	30.6%
Median (dollars)	\$1,755	N/A	\$1,906	\$2,095	\$1,522

Source: ('10-'14 ACS data)

Templeton's median monthly housing costs for units with a mortgage (\$1,755) is almost \$200 more than the U.S. value of \$1,522 but about \$150 less than Worcester County (\$1,906) and almost \$350 less than the State (\$2,095) for similar housing costs.

Table H13
Gross Rent

Gross Rent	Templeton Number	Templeton Percent	Worcester County %	State %	U.S. %
Occupied units paying rent	361	100%	100%	100%	100%
Less than \$200	0	0.0%	1.3%	2.1%	1.5%
\$200 to \$299	18	5.0%	5.5%	5.7%	3.2%
\$300 to \$499	145	40.2%	8.5%	7.7%	7.4%
\$500 to \$749	33	9.1%	15.7%	10.9%	21.0%
\$750 to \$999	73	20.2%	27.9%	17.2%	24.1%
\$1,000 to \$1,499	74	20.5%	31.7%	31.4%	26.9%
\$1,500 or more	18	5.0%	9.4%	24.9%	15.9%
Median(dollars)	\$604	N/A	\$927	\$1,088	\$920

Source: ('10-'14 ACS data)

For rental units housing costs (see table above), Templeton's median gross rent of \$604 is significantly lower than the median rent values of the U.S. (\$920), Worcester County (\$927) and the Commonwealth (\$1,088).

Table H14 below indicates that 30% of Templeton residents who own a home and have a mortgage are paying more than 30% of their income towards monthly mortgage payments and other selected housing costs. As indicated above, housing is generally considered affordable when it requires 30% or less of its occupants' income. The percentage of residents exceeding the 30% value is less in Templeton compared to the County (33.5%), State (35.8%) and the U.S. (34.2%).

**Table H14
SELECTED MONTHLY OWNER COSTS AS A PERCENTAGE OF HOUSEHOLD INCOME**

(SMOCAPI)	Templeton Number	Templeton Percent	Worcester County %	State %	U.S. %
Housing units with a mortgage (excluding units where SMOCAPI cannot be computed)	1,636	100%	100%	100%	100%
Less than 20.0 percent	478	29.2%	36.2%	34.7%	38.0%
20.0 to 24.9 percent	402	24.6%	17.2%	16.7%	16.1%
25.0 to 29.9 percent	265	16.2%	13.0%	12.8%	11.7%
30.0 to 34.9 percent	128	7.8%	8.6%	8.8%	8.2%
35.0 percent or more	363	22.2%	24.9%	27.0%	26.0%

Source: ('10-'14 ACS data)

Table H15 below shows similar information for renters, which indicates that 59.8%, or more than half of Templeton residents are paying more than 30%. The percentage of residents exceeding the 30% value is considerably less in Templeton compared to the County (49.5%), the State (50.5%) and U.S. (52.3%).

**Table H15
GROSS RENT AS A PERCENTAGE OF HOUSEHOLD INCOME (GRAPI)**

	Templeton Number	Templeton Percent	Worcester County%	State %	U.S. %
Occupied units paying rent (excluding units where GRAPI cannot be computed)	361	100%	100%	100%	100%
Less than 15.0 percent	33	9.1%	12.2%	12.0%	11.7%
15.0 to 19.9 percent	32	8.9%	13.3%	12.2%	12.1%
20.0 to 24.9 percent	26	7.2%	12.0%	12.3%	12.5%
25.0 to 29.9 percent	54	15.0%	13.1%	12.8%	11.5%
30.0 to 34.9 percent	68	18.8%	10.1%	10.0%	9.1%
35.0 percent or more	148	41.0%	39.4%	40.5%	43.2%

Source: ('10-'14 ACS data)

Subsidized Housing

The MA Department of Housing and Community Development’s most recent data (12/2014) on the Town’s Chapter 40B Subsidized Housing Inventory (SHI) shows that Templeton has 3,014 year-round housing units (based on the 2010 Census data), of which 476 units are counted on the SHI representing 6.6% of Templeton’s Housing Stock.



The State statute concerning affordable housing development (MGL Ch. 40B, Sections 20-23) cites that affordably-produced and priced homes must be available to households where the incomes do not exceed 80% of the median household income for the region in which the community is located. In Templeton’s case, the community is located within the Fitchburg-Leominster PMSA (Primary Metropolitan Statistical Area). June 2016 data for 80% and 50% median household incomes for family sizes

ranging from 1 to 8 persons are provided for in the table below.

**Table H16
Moderate and Low-Income Limits
by Household Size (June 2016)**

HOUSEHOLD SIZE	80% OF MEDIAN INCOME	50% OF MEDIAN INCOME
1	\$46,000	\$29,150
2	\$52,600	\$33,300
3	\$59,150	\$37,450
4	\$65,700	\$41,600
5	\$71,000	\$44,950
6	\$76,250	\$48,300
7	\$81,500	\$51,600
8	\$86,750	\$54,950

Source: U.S. Department of Housing and Urban Development (HUD)

Foreclosures

The housing downturn led to increased rate of foreclosures across the Country, including the Commonwealth of Massachusetts and the Montachusett Region. MRPC, with assistance from Jim Campen, a Cambridge, MA-based consultant, prepared a report in March 2007 entitled “Foreclosures, Bankruptcies, Subprime Lending: Montachusett Region”, just as the housing bubble had burst. For the Town of Templeton, this Report indicated that the Town had 15 foreclosures in 2005. In this same year, there were 397 foreclosures across the

Montachusett Region. The report also provided statistics of the number of foreclosure starts² from a 3-year period consisting from 2003-2005. The Town of Templeton showed a dramatic increase in the number of foreclosure starts over this 3-year period: 8 in 2003, 21 in 2004 and 27 in 2005 (an increase of 238%, the 3rd largest increase of the 22-community Montachusett Region). Meanwhile across the Montachusett Region the number of foreclosure starts jumped 122% between 2003 and 2005 from 264 foreclosure starts up to 585.

MRPC has also obtained Banker and Tradesman’s foreclosure data which has data available from 2009 to 2015. As indicated in Table H17 below, over this 7-year period, Templeton’s annual foreclosures rose from 0 in 2009 to 20 in 2015 (a 100% increase). Meanwhile across the Region, in 2009 annual foreclosures were about 30, but spiked to 1,070 in 2015.

Table H17
Foreclosure Statistics 2009 – 2015: Templeton and the Region

	2009	2010	2011	2012	2013	2014	2015
Templeton	0	10	4	9	3	0	20
Region Totals	30	854	538	911	364	397	1,070

Source: The Warren Group

This data about Templeton regarding the increased level foreclosure figures is consistent with data that were released in a report released in August 2014 by the Mass. Housing Partnership (MHP) entitled “*Foreclosures Monitor*” which provides an update on the status of the State’s housing market and foreclosure impacts in communities across the Commonwealth. MHP’s analysis indicates that a number of Montachusett Region communities have been especially “hard-hit” by the housing crisis. Their 2011 zip code analysis of distressed units, based on number of distressed units per 1,000 housing units, indicates that Templeton’s 01468 zip code is #2 in the State and Winchendon (01475) is ranked #4 (This analysis notes that last year Templeton had been #1 in the State at the zip code level). When ranked by municipality, five communities within the Montachusett Region fall within the Top 10 statewide of distressed units, also based on number of distressed units per 1,000 housing units. Templeton is #1 with 12.4% distressed units in 2014. Between July 2013 and 2014, Templeton’s distressed units increased by 5.4%. Previous studies had indicated that the more urban communities like Fitchburg/Leominster were being the hardest hit, but the MHP Study shows that more rural communities like Ashburnham, Templeton and Winchendon, and Lancaster are being impacted by the economic downturn and housing crisis. The foreclosure data shows that Town of Templeton has been impacted harder than some of the surrounding and neighboring communities within the Montachusett Region, but communities such as Ashburnham and Winchendon have been impacted severely as well.

Section 2: Housing Goals, Objectives and Recommendations

Goal:

- Ensure that Housing Opportunities are Available for a Broad Range of Income Levels and Household Types including Affordability, Homeownership, and Condition of the Housing Stock while Maintaining the Town’s Community Character.

² A Foreclosure Start signifies that a notice to foreclose upon the property does not necessarily indicate that the foreclosure actually occurred. Foreclosure indicates that the property has actually been foreclosed upon.

Objectives:

- Promote the Use of the Open Space Residential Development Bylaw.
- Continue to apply for Community Development Block Grant (CDBG) Funds for Housing Rehabilitation.
- Explore preparation of a Planning Assistance Toward Housing (PATH) grant application to Mass. DHCD for Implementation of this Housing Element to meet Housing Goal and Objectives.
- Consider the Community Preservation Act (CPA) to Promote Housing
- Collaborate with Private Non-Profit Organizations (e.g., Habitat for Humanity and MEC)
- Monitor Foreclosures
- Work with Court-appointed Receivers to Rehabilitate and Resell Foreclosed Properties
- Strive to Comply with Chapter 40B

Recommendations

1. Promote the Use of the Open Space Residential Development Bylaw.

There are many benefits of Open Space Residential Development including the efficient use of land to protect environmental resources. In the Town of Templeton, the vast majority of developable land is within the residential districts that make up most of the rural areas. Zoning in Templeton already allows for open space residential or cluster development. However, it is infrequently used. The Town should find ways to promote its use by making it a more attractive alternative to developers.

Responsible Entity: Planning Board/Department.

2. Continue to apply for Community Development Block Grant (CDBG) Funds for Housing Rehabilitation.

In the past, the Town of Templeton has applied and received federal Community Development Block Grant (CDBG) funds for Housing Rehabilitation awarded by the Massachusetts Department of Housing and Community Development. Beneficiaries of the program are low and moderate income residents in Templeton that otherwise likely would not have been able to afford to address housing code violations.

The Town of Templeton should continue to apply for CDBG funds for Housing Rehabilitation. CDBG is a federal program under the US Department of Housing and Urban Development (HUD), which is implemented at the State level by Department of Housing and Community Development (DHCD). The Town should also continue to strive to promote outreach and awareness of this potential program to make certain that Templeton residents are aware of this program.

Responsible Entity: Town Administrator/ Board of Selectmen.

3. Explore preparation of a Planning Assistance Toward Housing (PATH) grant application to Mass. DHCD for Implementation of this Housing Element to meet Housing Goal and Objectives.

PATH has a total of \$600,000 in funds available to assist communities expand housing opportunities. Funding is available to communities to support a broad range of planning activities, including community initiated activities on municipally-owned sites; changes to land use and zoning, and; planning for housing/mixed-use development in specific geographic areas. Priority for funding is given to applications that support the creation of as-of-right multi-family zoning districts for DHCD approval and/or encourage new multi-family housing production in new or existing mixed-use districts (e.g. within city or town centers or transit-oriented development areas). Grants will generally not exceed \$25,000. The complete list of eligible activities can be found at www.mass.gov/hed/community/planning/planning-assistance-toward-housing-path.html

Responsible Entity: Town Administrator/ Board of Selectmen.

4. Consider the Community Preservation Act (CPA) to Promote Housing. Templeton is a CPA community with a Community Preservation Committee intact that has been quite active with many accomplishments. CPA is a smart growth tool that helps communities preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities.

Eligible uses of CPA for affordable housing are as follows:

- Property acquisition
- Housing creation
- Property preservation
- Provision of grants, loans, rental assistance, security deposits, interest-rate write downs or other forms of assistance directly to individuals and families who are eligible for community housing, or to an entity that owns, operates or manages such housing, for the purpose of making housing affordable
- Rehabilitation and restoration of properties acquired with CPA money.

Some communities have utilized CPA funding for projects which accomplish multiple objectives, such as combining affordable housing with open space and/or historic preservation. CPA funding can also leverage financing for initiatives carried out by nonprofit and private development partners (discussed below). CPA funds have also been used to purchase deed restrictions, rehabilitate existing affordable housing, obtain planning and professional services, to fund staffing for support of affordable housing, and to prepare grant applications. Communities have also pooled CPA funds to support regional entities that provide affordable housing services.

Responsible Entity: Templeton Community Preservation Committee.

5. Collaborate with Private Non-Profit Organizations (e.g., Habitat for Humanity and Montachusett Enterprise Center)

Habitat for Humanity (HFH) is a well-known nonprofit that believes that all people should have a decent, safe and affordable place to live. Habitat builds and repairs houses throughout the world using volunteer labor and donations. Partner families then purchase these houses through no-profit mortgage loans or innovative financing methods. Templeton is located within the service area of Habitat for Humanity North Central Massachusetts which is headquartered in Fitchburg. According to the Executive Director of the North Central Massachusetts affiliate, if there is strong interest in working on a Habitat for Humanity project in Templeton, the following steps should be undertaken:

- Initiate contact with the Habitat for Humanity North Central Massachusetts chapter
- Call for a public meeting of anyone interested in pursuing the possibility of working with Habitat for Humanity in Templeton.
- Identify property or properties that could be built on or renovated
- Identify funding sources in Templeton. In the end, all sources of funding from individuals, corporations, grants, etc., would need to come from people in Templeton or the town or others interested in supporting the work. (HFH is a grassroots organization; therefore, all funding is typically raised locally.)
- Once there is a sense of interest, possible funding sources, and a project, representatives from the community should approach North Central Mass HFH and ask to create a “Local Project Committee.” This group would then act as a subcommittee of the affiliate with non-profit status and a good deal of autonomy, but the finances would be managed through the affiliate’s accounts.
- HFH would then appoint a construction manager and initiate the project.

Another non-profit organization that supports housing development and rehabilitation is the Montachusett Enterprise Center, Inc. (MEC). MEC is a non-profit affiliate of MRPC. MEC operates exclusively for the charitable and educational purposes of management and program direction for projects designed to alleviate socioeconomic problems in the Montachusett Region. Since its inception in 2003, MEC in partnership with Montachusett Regional Vocational Technical High School (Monty Tech) has built three homes in Fitchburg which were sold at affordable prices to lower income individuals. Funding for these projects was provided to MEC from the City of Fitchburg HOME Program and Enterprise Bank and Trust Company, Leominster. MEC built a fourth, affordably-priced home in Athol in partnership with a modular home construction firm. MEC’s Board of Directors is comprised of public officials and members of the moderate-income community.

Responsible Entity: Board of Selectmen, Planning Board/Department.

6. Monitor Foreclosures

Efforts should be made initially to assist property owners to avoid foreclosure on their property. However, should a property be foreclosed, the Town needs to know the location, specifications, and condition of the property to plan how to address it. For the Town of Athol, MRPC has developed an

application for mobile devices to assist the Town to maintain a current inventory of vacant and foreclosed properties. The application is able to map current locations of vacant properties based on this inventory, enabling the Town to update this inventory in real time and maintain a complete and current database of distressed properties. This inventory can be used to prioritize properties for rehabilitation and resale and to monitor progress toward reduction and elimination of foreclosure activity within the community. The inventory can also be used to identify “hot spots” within the community with higher densities of foreclosures to assess their causes and determine possible means of mitigation.

Responsible Entity: Board of Selectmen/Town Administrator, Planning Board/Department, Assessors Office.

7. Work with Court-appointed Receivers to Rehabilitate and Resell Foreclosed Properties

The Town can work with court-appointed receivers under the Massachusetts Attorney General’s Abandoned Housing Initiative (AHI) Program to remediate vacant, abandoned and/or foreclosed homes throughout the community. Grants are available through the Attorney General’s Office to address distressed properties, stabilize neighborhoods, provide housing opportunities for the workforce, mitigate disinvestment in the community, and maximize property tax revenues to the Town. These grants have been used by communities to provide seed money to support a revolving loan fund for the rehabilitation of affordable housing.

Receivership involves the use of statutory power authorized in M.G.L. Chapter 11, Section 1271, to temporarily seize buildings to ensure enforcement of the state sanitary code.³ The law provides for property to be placed under the control of a judicially supervised receiver who has the power to collect rents, make repairs, and borrow money when necessary. Receivership can expedite a community’s intervention when a property poses a hazard because it has been abandoned or when tenants are at risk.

Typically, to initiate the receivership process, the Board of Health petitions the housing court for the appointment of a receiver after having exhausted all other remedies to secure a property’s compliance with health and safety codes. If the court deems the municipality’s request valid, it appoints a receiver to step in to stabilize and manage the distressed property. The receiver arranges for repairs and management of the property and funds this through rents or borrowing based on a lien on the property. (A lien may be assigned to the receiver as collateral for the purpose of securing loans for repair, operation, maintenance or property management.) Receivers may be property management firms, community development corporations (CDCs), lawyers or other responsible parties qualified by the court.

To complete necessary work to bring a property up to code, the receiver is responsible for sending out a bid for contractors. The receiver must compile a scope of services and choose a contractor that will do the best job for the most reasonable price. The receiver must remain in contact with the housing court throughout the receivership. Community Development Block Grant (CDBG) funds are a potential source of funding to support repairs to properties (see below).

³ Information obtained from “How to Use Receivership to Stabilize Abandoned and Foreclosed Properties,” Massachusetts Housing Partnership, Boston MA, May 2009.

Termination of a receivership is typically through the sale of the property by a court-ordered foreclosure sale. In this case, the receiver or municipality petitions the court for a foreclosure sale. Bidder requirements can be imposed at this time such as priority for first-time homebuyers and residency requirements. The receiver files documentation of their expenses and projected expenses through the proposed auction date. If approved by the court, the court will then order sale of the property to satisfy the receiver's lien, and the receiver will utilize attorneys and an auctioneer to provide notice and conduct the auction sale.

To support the receivership effort, there needs to be a system to efficiently prioritize which foreclosed properties in Templeton should be targeted for rehabilitation. Criteria needs to be defined that can be applied as a basis for prioritization.

Responsible Entity: Board of Selectmen/Town Administrator, Planning Board/Department.

8. Strive to Comply with Chapter 40B.

Templeton should strive to Comply with Chapter 40B. Chapter 40B of Massachusetts General Laws outlines a municipality's responsibilities regarding the provision of low and moderate-income housing. Under the law, communities are obligated to provide 10% of its year-round housing stock restricted to low and moderate-income households, defined as those earning no more than 80% of the area median income. At the present time, about 6.6% of Templeton's housing stock meets the Chapter 40B definition. The benefits of being proactive in this area include not just compliance with Chapter 40B but also helping to provide affordable housing units for a broad range of income groups, including municipal employees, fire fighters, policemen and teachers.

Responsible Entity: Planning Board/Department and Zoning Board of Appeals.

4

Economic Development

Introduction

This Economic Development Element consists of an inventory and analysis of economic data. It also lists town goals and objectives, and recommendations to identify policies and strategies for the expansion or stabilization of the local economic base and the promotion of employment opportunities.

Section 1: Assessment of Templeton’s Current Economic Base

Templeton’s Labor Force

As shown in Table ED1 below the number of employed Templeton residents fluctuated but increased overall from the year 2005 (3457 persons employed) until the year 2015 (4,054 persons employed), an overall increase of more than 17.3%. Templeton’s unemployment rate saw a big jump in unemployment between 2008 (6.8%) and 2009 (10.6%). The unemployment rate was at its highest in 2010 and now rests at 5.4%, where it was around 2007 before the recession.

Of course, Templeton’s unemployment rate is closely tied to that of the state and the nation as a whole, both of which saw similar increases in unemployment during the economic recession. However, it should be noted that Templeton’s unemployment rate has been consistently higher than that of the state, suggesting that Templeton residents have been much more prone to layoffs than other communities when the state’s economy declines. There has been some improvement in the national and state unemployment rates and this is expected to continue, albeit slowly. While the economy continues to rebound, higher education and vocational training in Templeton should be a priority.

Table ED1
Templeton Labor Force, Employment Numbers and Unemployment Rate over Time
versus the State Unemployment Rate

Year	Labor Force	Employed	Unemployed	Unemployment Rate	State Unemployment Rate
2015	4284	4054	230	5.4%	5.0%
2014	4296	4031	265	6.2%	5.7%
2013	4263	3943	320	7.5%	6.7%
2012	4253	3925	328	7.7%	6.7%
2011	4250	3895	355	8.4%	7.3%
2010	3871	3448	423	10.9%	8.5%

2009	3878	3467	411	10.6%	8.2%
2008	3882	3618	264	6.8%	5.3%
2007	3864	3644	220	5.5%	4.5%
2006	3836	3583	253	6.6%	4.8%
2005	3716	3457	259	7.0%	4.8%

Source: MA Department of Labor and Workforce Development

Measures of Wealth

There are measures of wealth that reflect the health of the local economy by describing the incomes of local residents: per capita, median household and median family incomes, as well as the percent of people for whom poverty status was determined. Per capita income is equal to the total incomes generated by a population divided by the number of persons in that area. Communities with higher number of persons per household or smaller household incomes would likely have smaller per capita income figures. The per capita income for the State of Massachusetts was \$36,441, while that of Templeton was just \$28,918, significantly below the State average. Templeton's per capita income was also lower than that of Hubbardston and Phillipston. This could be explained in part by the size of households in Templeton (2.7) which is more than Worcester County (2.55) and the state (2.48).

Table ED2
Measures of Wealth, Templeton and Neighboring Communities

Community	Per Capita	Median Household	Median Family	Below Poverty
Templeton	\$28,918	\$68,929	\$84,537	10.6%
Gardner	\$23,325	\$46,589	\$59,137	17.6%
Hubbardston	\$32,973	\$83,438	\$95,000	6.5%
Phillipston	\$30,195	\$78,490	\$81,685	4.6%
Royalston	\$27,618	\$60,568	\$67,875	13.0%
Winchendon	\$27,793	\$59,332	\$77,990	12.1%
State	\$36,441	\$67,846	\$86,132	11.6%

Source: American Community Survey 2010-2014 Estimates

Another measure of wealth in a community is its median income, which is based on the type of household. In Table ED3, family incomes are differentiated from other household incomes. For example, a single student living alone is considered a household but not a family. According to the American Community Survey 2010-2014 Estimates, Templeton's median household income is less than that of Hubbardston and Phillipston but more than Gardner, Royalston, and Winchendon. Templeton's median family income is less than Hubbardston and the state but is more than all other communities. However, it should be noted that the median household income for Templeton (\$68,929) is above the state rate of \$67,846. Also on the positive side, there is relatively less poverty in Templeton; the percentage of people living below poverty in Templeton (10.6%) is lower than Winchendon (12.1%), Royalston (13.0%), the state (11.6%), and substantially lower than Gardner (17.6%).

Any effort to increase economic activity in Templeton should focus on increasing wages and creating new jobs for the Templeton labor force. There are some ways in which economic development efforts can support these goals. They include attracting and retaining businesses with good-paying jobs; stabilizing residential property tax rates; encouraging local entrepreneurship, and providing social services, such as subsidized daycare and pre-schools to support single-parent families and households with two working parents.

The Number and Types of Jobs in Templeton



The Massachusetts Division of Unemployment Assistance (DUA) is the State entity in charge of tracking the changes taking place in the various sectors of the State’s economy at both the state and local levels. The table below presents the changes that took place in Templeton’s local economy from 2008 to 2014. The number of establishments increased during this seven-year period by 17 (or 14.7%). Employment decreased, losing 315 workers or 17.3% of the employment base in Templeton. The largest loss occurred during the height of the economic recession between 2008 and 2009 and smaller losses have continued to occur in the following years. Historically

speaking, the cyclical nature of the regional economy has resulted in Templeton gaining jobs during one decade, losing jobs the next, and so on although the most recent economic downturn has been nationally recognized as the most severe in decades.

While total wages held steady, the average weekly wage increased by 21.5% during the period from 2008-2014, despite the loss of employment. In contrast, the Consumer Price Index for the nation increased by about 10% during the period, indicating that wages in Templeton increased somewhat faster than inflation. As a result, employed consumers might have a little more disposable income to spend locally and spread more dollars throughout the economy.

Table ED3
Employment and Wages in Templeton

	2008	2009	2010	2011	2012	2013	2014	Change	
Establishments	116	118	114	122	123	127	133	17	14.7%
Total Wages (Million \$)	\$70	\$66	\$68	\$71	\$74	\$68	\$70	0	0.0%
Average Employment	1,823	1,727	1,673	1,704	1,765	1,524	1,508	-315	-17.3%
Average Weekly Wage	\$738	\$732	\$785	\$799	\$803	\$855	\$897	159	21.5%

Source: Massachusetts Division of Unemployment Assistance

Table ED4 provides information on the types of jobs found in Templeton. The largest number of jobs is in the Education and Health Services category, with about 797 Education and Health Services jobs, or 52.9% of all jobs in Templeton. Other strengths of the local economy include Trade, Transportation and Utilities (228 jobs



in 2014), and Manufacturing (169 jobs) followed far behind by Leisure and Hospitality (77 jobs) and Construction (70 jobs). Jobs lost in the sectors during the economic recession can also be viewed in the table below: Education and Health Services lost 236 jobs or 22.8% of all jobs since 2008 and Manufacturing lost 35 jobs. With some of Templeton’s land located adjacent to Route 2, perhaps the town can work to build upon this strength to cater to retail, tourists, and business travelers.

**Table ED4
Templeton Workforce by Sector**

	2008	2009	2010	2011	2012	2013	2014	Change
Construction	31	33	37	46	59	60	70	125.8%
Manufacturing	204	184	177	168	165	163	169	-17.2%
Trade, Transportation and Utilities	225	217	206	211	222	221	228	1.3%
Financial Activities	11	8	**	**	**	**	**	-100%
Professional and Business Services	78	**	**	**	**	**	**	-100%
Education and Health Services	1,033	991	961	949	973	801	797	-22.8%
Leisure and Hospitality	55	56	53	78	72	69	77	40%
Other Services	43	45	43	54	50	19	19	-55.8%
Total All Industries	1,823	1,727	1,673	1,704	1,765	1,524	1,508	-17.3%

Source: Massachusetts Division of Unemployment Assistance

**Data unavailable

Table ED5 compares the number of jobs (average employment) in neighboring towns. The Table also provides 2014 employment and wages to compare Templeton with neighboring communities.

**Table ED5
Employment and Wages – Year 2014 Comparison**

	Templeton	Gardner	Hubbardston	Phillipston	Royalston	Winchendon
Establishments	133	488	70	25	20	199
Total Wages (Million \$)	\$70	\$36	\$13	\$4	\$3	\$61
Average Employment	1,508	8,683	379	229	111	1726
Average Weekly Wage	\$897	\$800	\$677	\$353	\$507	\$678

Source: Massachusetts Division of Unemployment Assistance

Table ED5 illustrates that Templeton has more establishments than Hubbardston, Phillipston, and Royalston but fewer than Winchendon and significantly less than the City of Gardner, which is not surprising. One positive aspect is that \$70 Million was earned in wages in Templeton in 2014 – more than all its neighbors. As a result,

Templeton also has a higher number of employees than communities with lower total wages as well. However, Gardner exceeds Templeton's average employment in 2014 by about 7,000 employees but, the average weekly wage in Templeton is higher than all surrounding communities (including Gardner). To improve its economy, the town should strategize and seek to diversify its economy by attracting even more higher paying jobs. Table ED6 lists the largest employers in Templeton.

**Table ED6
Templeton's Largest Employers**

Company Name	Address	City	State	# Employees	NAICS Code
Baldwinville Nursing and Rehab	Hospital Rd	Baldwinville	MA	100-249	6231
Narragansett School- Special Ed	Baldwinville Rd	Baldwinville	MA	100-249	6111
Seaman Paper Co of MA Inc	Main St	Baldwinville	MA	100-249	3399
Cottage Hill Academy	Hospital Rd	Baldwinville	MA	50-99	6111
JBM Service Inc	Patriots Rd	Templeton	MA	50-99	4233
Narragansett Dist. Education As	Baldwinville Rd	Baldwinville	MA	50-99	6117
Narragansett Middle School	Baldwinville Rd	Baldwinville	MA	50-99	6111
Narragansett Regional High	Baldwinville Rd	Baldwinville	MA	50-99	6111
Wilson Bus Lines Co	Patriots Rd	Templeton	MA	50-99	5615
Baldwinville School	School St	Baldwinville	MA	20-49	6111
C M Chartier Contracting	South Rd	Templeton	MA	20-49	2361
Country Mischief	Baldwinville Rd	Templeton	MA	20-49	4533
Glenwood Kitchen USA	Patriots Rd	Templeton	MA	20-49	3371
Graves Concrete	Gardner Rd	East Templeton	MA	20-49	4441
Huhtala Oil Co	Patriots Rd	Templeton	MA	20-49	4539
J K Crossroads Restaurant	Patriots Rd	Templeton	MA	20-49	7225
Mountain View Family Practice	Baldwinville Rd	Baldwinville	MA	20-49	6211
NCHS Baldwinville	N Main St	Templeton	MA	20-49	6222
Otter River State Forest	Winchendon Rd	Baldwinville	MA	20-49	9211
Ragged Hill Inc	Gardner Rd	Templeton	MA	20-49	4441
Templeton Center School	South Rd	Baldwinville	MA	20-49	6111
Templeton Fire Department	Elm St	Baldwinville	MA	20-49	9221
W J Graves Construction Co	Depot Rd	Templeton	MA	20-49	4233

Source: Massachusetts Labor and Workforce Development

Education

As portrayed in Table ED7 below, residents with a high school diploma, but no higher education, represent the largest segment of the Templeton population in terms of educational attainment. This is higher than most neighboring communities, with the exception of Royalston, and significantly higher than the state. The second largest group (22.1%) has some college education, followed by residents with a bachelor's degree (12.4%).

The State percentages reveal how the population in Templeton compares to the overall state population in terms of educational attainment. Similar to Templeton, the largest segment contains those with a high school diploma, but no higher education (25.6%). However, the second largest group consists of those with a bachelor's degree (22.6%) followed by those with a graduate degree (17.4%).

The State data for the groups of those with bachelor's degrees and graduate or professional degrees contain higher numbers than the Templeton data. The State reports 22.6% of the population have a bachelor's degree,

which is more than the rate of Templeton (10.7%). The State reports 17.4% of the population has graduate or professional degrees, which is also more than Templeton (6.3%). Templeton and the State have the same value of 5.6% representing their group of people without a high school diploma. Hubbardston and Phillipston have lower values of 5.0% and 5.6%. This could be due in part that more Templeton, Hubbardston, and Phillipston residents might be attending a high school level trade school that leads to a career upon graduation (Montachusett Technical Vocational High School is located in nearby Fitchburg).

**Table ED7
Educational Attainment
Population 25 Years and Over**

Amount of School	Templeton	Gardner	Hubbardston	Phillipston	Royalston	Winchendon	State
No High School Diploma	5.6%	9.0%	5.0%	5.3%	8.2%	9.2%	5.6%
High School Diploma	39.6%	35.4%	34.2%	39.1%	39.9%	33.7%	25.6%
Some College, No Degree	22.1%	21.4%	22.4%	21.5%	20.7%	21.4%	16.3%
Associate's Degree	12.4%	9.9%	10.9%	12.9%	8.8%	12.0%	7.7%
Bachelor's Degree	10.7%	11.0%	15.5%	13.0%	10.5%	13.3%	22.6%
Graduate or Professional Degree	6.3%	6.4%	11.2%	7.4%	7.4%	6.7%	17.4%

Source: American Community Survey 2010-2014 Estimates

There are numerous public school districts within the region educating young persons from pre-kindergarten through high school and private schools educating residents at approximately the same age levels. The area also has relatively new charter schools. As previously indicated, Montachusett Technical Vocational High School is located in Fitchburg offering trade school curriculum at the high school level. Located in Gardner, Mount Wachusett Community College (MWCC) offers two-year programs while Fitchburg State University offers four-year programs. In addition, there are many private sector educational operators offering training courses. The North Central Massachusetts Workforce Investment Board, Inc. promotes the economic and social welfare of the region through education, employment and training programs that increase employability of young people and adults.

Economic Sector Contribution to Local Tax Base

In fiscal year 2016 Templeton levied a total of \$9,168,180 in taxes, based on a local tax rate of \$16.47 per \$1,000 of assessed valuation. Templeton homeowners accounted for roughly 89% of the total tax base (\$8,118,274) while the business and industries accounted for about 10% (\$888,234). The remainder (1%) was derived from taxes on personal property (\$161,672). The next two tables look portray how Templeton compares to its adjacent neighbors in terms of commercial and industrial tax base.

**Table ED8
Commercial Tax Base Comparison**

Community	FY2016 Tax Rate	Commercial Taxes Levied	Assessed Valuation	% Total Tax Levy
Templeton	16.47	\$583,737	\$35,442,442	6.4%
Gardner	20.47	\$2,390,198	\$116,765,889	10.3%
Phillipston	16.89	\$110,127	\$6,520,225	3.6%
Hubbardston	15.90	\$152,770	\$9,608,195	2.4%
Winchendon	17.43	\$576,600	\$33,080,870	5.4%
Royalston	13.47	\$13,959	\$1,036,310	0.9%

Department of Revenue

Table ED8 shows that Templeton’s commercial sector raises the second highest amount of tax dollars when compared to neighboring communities, with Gardner, the principal city in this area of the region, raising the highest. Templeton’s Assessed Valuation is second highest to Gardner as well. With Gardner, aside, Templeton’s commercial sector produces the highest amount of commercial tax dollars and has the largest percent of commercial taxes contributing the overall percentage of tax levy, compared to all of its neighboring towns.



**Table ED9
Industrial Tax Base Comparison**

Community	FY2016 Tax Rate	Industrial Taxes Levied	Assessed Valuation	%of Total Tax Levy
Templeton	16.47	\$304,497	\$18,488,000	3.3%
Gardner	20.47	\$1,198,836	\$58,565,500	5.1%
Phillipston	16.89	\$4,984	\$295,100	0.2%
Hubbardston	15.90	\$81,974	\$5,155,600	1.3%
Winchendon	17.43	\$186,325	\$10,689,900	1.7%
Royalston	13.47	\$1,624	\$120,544	0.1%

Source: Department of Revenue

Table ED9 above indicates that Templeton raises more tax dollars from its industrial sector than all other neighboring communities except for the city of Gardner. Templeton’s combined commercial and industrial annual tax levy makes up almost 10% of its overall tax base. While this seems favorable for Templeton (in comparison to nearby communities), the Town has more potential and needs to maintain and expand upon this slight economic advantage and do better to avoid residential property taxes accounting for a higher percentage of the Town’s total tax base into the future. In order to do so, the Town should devise a comprehensive economic development strategy.

**Table ED10
Templeton's Tax Levy 2005-2015 (with rate)**

Fiscal Year	Tax Rate	Residential	Commercial	Industrial	Personal Property	Total
2005	9.91	4,695,936	221,736	155,519	41,729	5,114,920
2006	9.44	5,190,894	257,489	152,555	40,251	5,641,189
2007	8.54	5,592,702	320,818	189,195	42,742	6,145,457
2008	9.20	6,256,536	350,879	199,106	57,822	6,864,343
2009	10.20	6,331,714	431,003	230,396	102,564	7,095,677
2010	11.75	6,462,752	433,427	226,344	120,841	7,243,364
2011	12.55	6,708,971	461,205	236,187	138,268	7,544,631
2012	14.60	7,514,376	532,172	271,173	170,084	8,487,805
2013	14.12	6,772,370	482,338	257,190	153,012	7,664,910
2014	16.24	7,768,715	561,201	292,219	157,591	8,779,726
2015	16.64	8,152,774	577,142	300,653	168,633	9,199,202

Source: Department of Revenue

Table ED10 highlights the change in tax rate, and change in total levied taxes for the Town of Templeton from 2005 to 2015. Over the past 10 years, Templeton's tax rate and total tax levy has fluctuated. From 2005 to 2007 the tax rate declined from 9.91 to 8.54, however the Town was able to generate increases in overall levied taxes due to increases in the residential and commercial sector. From 2008 to 2010 Templeton's tax rate increased from 9.20 to 11.75, as tax revenue began to decline as a result of the national housing crisis, hurting Templeton's growth in the residential sector. From 2011 to 2014 Templeton's tax rate increased again from 12.55 to 16.24 and the total levied taxes increased by \$1,235,095. Currently, Templeton's tax rate is 16.64, the third highest when compared to neighboring Gardner, Phillipston, Hubbardston, Winchendon and Royalston.

Home Occupations and Accessory Retail Uses

Templeton's existing zoning scheme currently allows a variety of home occupations. It is a trend of our modern-day economy that more people are establishing home businesses and/or working from their homes. Increased numbers of people are employed by a company and yet spend a good deal of their workweek working from home or "telecommuting." The Internet and advances in home computers have created conditions where people can be quite productive working out of their homes. In fact, according to the 2014 American Community Survey about 3.1% of Templeton residents worked at home. There are no definitive rules or regulations that govern telecommuting and the practice is still evolving. Templeton may see an increase in the number of people working from their homes, whether they are starting home businesses or simply telecommuting.

Community Preferences for Economic Development

As part of the Master Plan process, the Templeton Planning Board sought public opinion through a community-wide survey to residents and businesses to help shape the current and future direction of Templeton. There were 753 responses received for a total response rate of 25.1%. The majority (58.5%) of survey respondents believe that Templeton should pursue economic development opportunities to broaden the tax base while 58.5% indicated to create jobs and provide services. About 11.6% are of the opinion that Templeton should not pursue economic development and 4.0% are unsure. For those who believe Templeton should pursue economic development, many (180 respondents) would like to see small scale retail, followed very closely by

restaurants (176 respondents), hardware/home improvement stores (170 respondents) and large scale retail (148 respondents). Less popular businesses are gas stations (34), fast food (40) and services (52)

Brownfields

Chapter 21E sites are contaminated by oil or other hazardous material and are subject to special restrictions for redevelopment. Chapter 21E Sites are also known as “Brownfields” sites. Such sites are classified by tiers based on their level of contamination and their owner’s compliance with regulation. According to a search of Mass DEP’s website, Templeton has four active Tier Classified Chapter 21Es sites detailed in Table ED11.

**Table ED11
DEP Tier Classified Chapter 21E Sites – Town of Templeton**

Site Name	Address	Zoning	Tier
Temple Stuart FMR	4 Holman Street	Comm.-Ind. A	Tier 1A
Woodskill, Inc.	17 State Road	Res.-Agri. A	Tier 1D
L and L Towing	Winchendon Road	Exact Location Unknown	Tier 1D
Bankowski Parking Lot REL	131 Patriots Road	Highway Business	Tier 1D

Source: Massachusetts Department of Environmental Protection

Brownfields properties are often located where there is an existing infrastructure and other amenities. The cleanup and redevelopment of brownfields properties can be a way to stimulate the economy and promote environmental protection goals.



In 2007/2008 the Montachusett Regional Planning Commission (MRPC) prepared and presented a feasibility study of the Former Holman/Temple Stuart Site. This property is located within the Baldwinville village section of Templeton where land use generally consists of mixed-uses of housing and commercial. The site contains approximately 22+ acres. The study was designed to identify the potential for redevelopment and appropriate types of uses that should be encouraged. It also identified types of private and public sector redevelopment entities that could facilitate redevelopment, next steps to be taken, and some potential sources of funding. Brownfields redevelopment will be discussed in the recommendation section of this chapter.

Section 2: Development Potential of Commercial/Industrial Zoned Land

Templeton has a long list of financial matters (including facility and capital equipment needs) that will need to be addressed during the next decade. If Templeton’s commercial and industrial sectors do not grow and increase their contribution to the local tax base, then it will be up to the homeowners to cover a larger percentage of the Town’s annual budget. Simply put, the right mix of commercial development combined with appropriate industrial development will help ease the tax burden on local homeowners while creating jobs and lowering the unemployment rate. Templeton’s village, commercial, and highway business districts appear to have this potential. Templeton’s upcoming municipal needs are going to be there even if the town remains

unchanged. Thus, the question becomes, what opportunities for appropriate economic development exist for Templeton?

Outside of the residential areas, the town established four districts (Village District, CIA and CIB Districts, and Highway Business District) that can promote commercial and or industrial activity. The town's village districts encompass four villages: Templeton Center Village District; East Templeton Village District; Otter River Village District, and; the Baldwinville Village District. These districts are target areas for a mix of single family and multifamily housing as well as small neighborhood scale businesses including services retail and meeting places. Some non-residential uses are allowed by right including retail, personal service shops, business or professional offices, banks, liquor stores and ice cream stores. Additional non-residential uses that require special permit in this district range from veterinary hospital, service stations, and amusement centers to hotels and wireless communication facilities.

The CIA District accommodates larger business and industry than other business districts and maintains a quality of design through vegetative buffers for residential areas as well as other design standards. Uses allowed by right include Retail establishments, lumber yards, contractor yards, building trade supplier or other open area establishment, research and development, and light manufacturing and distribution facilities. Uses allowed by special permit range from gasoline and repair stations to office buildings, wireless communications facilities or outdoor recreational facilities on five acres or more. The CIB district is similar to the CIA district in terms of uses with some subtle differences. The Highway Business District was established to maintain the town's character for viable business uses that can co-exist within the residential areas in which many of the Towns business districts are located. Uses by right range from retail, business or professional offices to outdoor recreational facilities and veterinary hospitals.

MRPC completed a buildout analysis for the Town of Templeton in the year 2001, however this analysis is antiquated since Templeton did not have zoning until December 2006. However, as part of this master plan element, MRPC reviewed the development potential of the districts where commercial/industrial development can take place in order to gain an assessment of how much they will be able to contribute to the Town's future economic base.

Each of the individual district areas was assigned a number (see Attachment C: Commercial/Industrial Zone Districts Development Potential Map) and the potential for development was run for each district. Table ED12 along with the attached development potential map present this information.

Development Potential and Methodology

A development potential analysis involves two phases: mapping followed by quantifying development. In order to reach accurate results, it is crucial to have the necessary geographical data as well as skillful GIS staff to perform the initial phase of the analysis. Current parcel data from the Town of Templeton was provided as well as current Zoning coverage. Additionally, environmental and land use data was provided by the state GIS (Geographic Information Systems) agency, MassGIS.

Environmental data is a key component to the development potential analysis. Certain environmental elements are considered inappropriate for development and can be either defined as "Absolute Constraints" or "Partial Constraints" for the purposes of the development potential analysis. Absolute constraints are defined as water (as coded by Land Use data), 100 Foot DEP (Department of Environmental Protection) RPA (River Protection Act) Buffers, Slopes >26%, and Permanently Protected Open Space. Partial Constraints are

defined as FEMA Flood Zones 100 and 500 year as well as DEP Wetlands. Absolute constraints are completely unsuitable for development, while partial constraints could be developed if pursued in an appropriate manner.

Once the constraints have been determined and defined, the next step is to identify lands that have already been developed. Based on MassGIS Land Use data the categories that are included in “Developed Lands” are participation, spectator, and water recreation, residential, commercial, industrial, transportation, waste disposal, power lines, cemeteries, and urban public/institutional.

The final category that is determined is “Future Developable Lands”. In order to determine what has potential for development GIS tools are utilized and involve combining all of the constraints and currently developed lands. The result produced is a new coverage indicating lands that are developable based on areas that do not have any development or constraint.

The development potential map depicts all of these data categories (Absolute Constraints, Partial Constraints, Developed Lands, and Future Developable Lands) and provides information for local officials to identify the location and current zoning of future developable lands. GIS tools offer additional useful information by calculating the acreage for each category (Absolute Constraints, Partial Constraints, Developed Lands, and Future Developable Lands) by zoning district. The data provided by the GIS phase of the buildout analysis is then given to the planner who further investigates the future developable lands within the given zoning districts by providing recommendations. Table ED12 on the following page displays information on existing conditions in Templeton including acres of land by zoning district for the three categories of Undevelopable, Developed, and Developable Land.

**Table ED12
Non-Residential Development Characteristics by Zoning District**

Zoning District	Undevelopable Acres	Developed Acres	Developable Acres	Total Acres
Village District - 1	22.16	106.85	91.27	220.28
Village District - 2	22.85	61.09	40.95	124.89
Village District - 3	10.40	139.39	32.61	182.40
Village District - 4	8.53	75.72	93.32	177.57
Sub-Total All Village Districts	63.94	383.05	258.15	705.14
Percent	9.06%	54.33%	36.61%	100%
CIA District - 1	8.54	5.2	0.30	14.04
CIA District - 2	5.46	6.46	12.35	24.27
CIA District - 3	.07	0.15	0.00	0.22
CIA District - 4	.51	0.00	62.02	62.53
CIA District - 5	30.89	55.96	339.29	426.14
CIA District - 6	5.02	14.11	36.94	56.07
CIA District - 7	9.85	3.77	23.09	36.71
CIA District - 8	12.59	0.00	35.99	48.58
Sub-Total All CIA Districts	72.93	85.65	509.98	668.56
Percent	10.9%	12.82%	76.28%	100%
CIB District - 1	267.43	12.72	281.48	561.63
Sub-Total All CIB Districts	267.43	12.72	281.48	561.63
Zoning District	Undevelopable Acres	Developed Acres	Developable Acres	Total Acres
Percent	47.61%	2.27%	50.12%	100%
HB - 1	81.36	61.11	97.04	239.51
HB - 2	43.49	5.66	2.4	51.55
HB - 3	23.38	6.15	16.71	46.24
HB - 4	0	0.24	10.41	10.64
Sub-Total All HB Districts	148.23	73.16	126.56	347.94
Percent	42.6%	21.03%	36.37%	100%
Total	552.53	554.58	1,176.17	2,283.28
Percent	24.2%	24.29%	51.51%	100%

Source: MRPC Commercial/Industrial Development Characteristics Analysis for the Town of Templeton, January 2012.

As illustrated in Table ED12, in its entirety more than 51% of the study area in Templeton is available for commercial and or industrial development; about 24.2% is undevelopable and 24.29% is already developed. The CIA District has the most developable land at 509.98 acres as well as the highest percentage of developable land (76.28%) followed by the CIB District (50.12%) with the Village District and HB District further behind (36.61% and 36.37% respectively).

It is not so surprising to find that the Village District has by far the most developed land both by acres (383.05) and percentage (54.33%). In terms of developable land in the Village Districts, the Templeton Town Center Common (labeled Village District 4) has the most developable acreage (93.32 acres). However, this is an area of historical and aesthetic value that is important to residents and reflects the character of the community.

Much of the town's undevelopable land is in the CIB District (267.43 acres or 47.61% of the entire district) followed by the HB District at 148.23 acres or 42.6% of the entire HB District. However, the amount of developable land when looking at all the districts in their entirety is nearly two times greater (51.51%) than

that occupied by existing development (24.29%) and undevelopable acres (24.2%), so there does seem to be ample land, if used efficiently, that could be utilized to promote economic development.

While there are opportunities to promote economic development, it is unlikely that the commercial and industrial build-out would be possible without public water service. Today, public water is mainly available in the urbanized areas of Templeton and the water lines were constructed in the 1950's. Similar to municipal water, public sewer is only available in the urbanized area of Templeton and the remainder and majority of the community is served by private septic systems. The town should continue efforts to promote infrastructure in areas that are suitable to support economic development. Moreover, the town should work to ensure that appropriate design guidelines are in place to retain community character along with adequate performance standards to protect the environment.

Section 3: Economic Development Goals, Objectives And Recommendations

Goal:

- Promote Economic Development that is consistent with the desired Town's character.

Objectives:

- Create an Economic Development Committee that will serve as an advocate for economic development in Templeton.
- Review the provisions of the Zoning Bylaw that regulate economic development and revise as necessary.
- Have town planners learn about available economic development resources and pursue grant and funding opportunities when appropriate.
- Develop the infrastructure necessary to encourage new economic development within appropriately zoned areas.
- Encourage the reuse of existing structures and vacant properties in appropriate areas for the purpose of new economic development.

Recommendations

7. Maintain an Economic Development Entity:

The Town Meeting could establish an Economic Development Commission (EDC), with specific goals to guide its actions. A community may establish an EDC pursuant to MGL c.40 §8A. According to the law, an EDC "shall conduct researches into industrial conditions, investigate and assist in the establishment of educational or commercial projects, including projects involving private enterprise, for the purpose of expanding or strengthening the local economy..." Alternatively, the Town could investigate the creation of a more powerful redevelopment entity, such as a Redevelopment Authority, Economic Development Industrial Corporation (EDIC), or Economic Development Corporation that has a charge to develop sites (discussed above).

An Economic Development Committee was established in 2014 with three members. In 2016 the Board of Selectmen increased the number of members to five. As of the printing of this Master Plan this Committee meets on every other Wednesday and has been addressing the issues of marketing the amenities in the town via the development of a page on the town's website promoting the availability

of commercial and industrial properties and available labor force. By 2017 the Committee will make several proposals to the Annual Town Meeting including, but not limited to the following: Creation of an Economic Development and Industrial Corporation (EDIC) through a home rule petition to the State Legislature so that the EDIC may be able to promote both industrial and commercial development in town; adopting the State's Streamlining Permitting Statute to expedite local permitting of commercial and industrial sites in less than 180 days; and, manage a campaign raising public awareness as to the use of other economic development tools such as offering special assessments, tax increment financing and district improvement financing to commercial and industrial users that will create new jobs in Templeton and generate new tax revenue.

This Committee will coordinate all the various elements of an economic development strategy and plan for and act as an advocate of new economic development in the community until the EDIC has been created. At that time the functions of the Committee will be transferred to the EDIC and the Committee may be dissolved to eliminate duplicate entities within the municipal government.

It should be noted that finding volunteers for an economic development committee can sometimes be challenging, as it usually is for local boards in smaller communities. However, some similar sized communities in the Montachusett Region (Town of Shirley) and even smaller communities (Town of Ashby) have successfully done so and have very active committees. Templeton has had a reasonable amount of success finding volunteers for its Economic Development Committee.

The Town should include local business owners as part of the committee and EDIC's makeup; as of this point in time two of the four members of the Economic Development Committee are sole proprietors; one of the members is a locally elected official from the Board of Selectmen; and, the fourth member has private and public sector experience with business financing, grantsmanship, planning and land development. The Committee Members reviewed the Master Plan and met with MRPC staff on November 9th to discuss its contents and suggested improvements to the plan. The current Committee has been reviewing the Town's zoning scheme and tax policies and will undertake an analysis of road improvement plans and water/sewer expansion plans as they relate to the Town's ability to retain existing businesses and attract new businesses throughout 2017 and beyond. The Committee would need to work with the various municipal boards and departments including but not limited to the Board of Health, Finance Committee, the Sewer, Water, Fire and Police departments, emergency services and the School Board. To that end, Committee members will be communicating the need of the community to adopt streamlining permitting in May 2017. Conversations with all local permitting boards, commissions and staff are planned.

Typically, State officials welcome the ability to have a designated board to contact when companies are seeking sites in the region, or when new programs are available that may be suited to Templeton companies. The Economic Development Committee has reached out to MassDevelopment and the State Department of Housing and Community development (DHCD) in order to access State resources to complete a market analysis of the community and a feasibility study for developing the Industrial Zone I District located at the Route 2 and Baldwinville Road Interchange.

It would also be beneficial for the Town to designate a single point of contact (SPOC) to handle economic development issues. One contact person is essential, as businesses want straight answers fast. The Economic Development Committee has discussed this issue and has floated the idea that the Town Administrator (currently and interim position) or Town Planner (currently unfunded position) would be the most suitable choices to serve as a SPOC.

Responsible Entity: Board of Selectmen with assistance from the Planning Board.

8. **Proactively work to foster the redevelopment of “brownfields”** to eventually allow remediation to take place, redevelopment to occur and generate new tax revenue. An Economic Development Committee as described above would be instrumental in promoting any efforts to redevelop any brownfields sites in Templeton. Brownfield sites in Templeton are discussed previously in this chapter. As stated in a report completed in January 2008 by MRPC titled “Former Temple Stuart Site Reuse Feasibility Study” any reuse effort will be difficult and time-consuming with many obstacles to overcome. Existing departments do not have the time or expertise to manage the long-term effort required to redevelop the Temple-Stuart site. In this case, an Economic Development Committee would also act as a liaison with state economic development officials and be alert for new programs and opportunities that may support the Town’s efforts.

The Town should also send a representative to attend meetings of the Montachusett Brownfields Group (MBG). The MGB is made up of local officials, private sector representatives, Mass Development, economic development and environmental proponents, and representatives of the federal Environmental Protection Agency (EPA) who generally meet a few times per year to discuss brownfields related issues. MBG meetings are staffed by MRPC and meetings are held at MRPC offices in Fitchburg. Because of the wealth of knowledge of meeting attendees, some communities have utilized these meetings as a vehicle to work with others and resolve brownfields questions and sometimes even acquire grant funds. MRPC has been successful in acquiring grant funds from EPA to fund environmental site assessments (ESA). Templeton is eligible to apply to MRPC to fund ESA’s. Several MRPC communities have taken advantage of this program over the years.

Responsible Entity: Economic Development Committee.

9. **The Town could Develop a Computerized Database of Available Commercial Properties and Market Itself:** The Town should try to develop a computerized database of its available commercially zoned properties as a service for any new industries that might be interested in investigating Templeton as a potential location. The database should be searchable by parcel size, availability of water/sewer, proximity to major highway, easements in place and any other information that a potential developer may find useful. Not only would such a database be very useful to potential developers, it would show that Templeton is business-friendly and willing to provide resources in support of new economic development.

The town should also try to develop a “Market Templeton” effort to aggressively seek out ways in which the town can sell itself as a good location for business and industry in North Central Massachusetts. A site marketing folder could include information regarding available economic development sites in Templeton. Digital distribution of this material and other vital economic marketing information should be a goal of the town in the next few years in order to keep pace with other communities in the region. The town should provide modest financial and technical support for this and future efforts to ensure that the message of ‘business-friendliness’ is associated with the Town.

Responsible Entity: Economic Development Committee and the Board of Assessors.

- 10. The Town could Work to Facilitate its Existing Permitting Process** by developing a comprehensive development permitting guidebook to assist all customers with projects of any type and scale or that need to obtain any permit and develop separate handouts for more substantive processes that require additional detail or guidance. The Town could also consider the identification of a development liaison in Town Offices to walk customers through the process and serve as a point of contact for questions and progress.

Some communities have even formed Pre-Application Review Committees to review pre-applications during regular business hours. The purpose of a preliminary consultation meeting is to help applicants and potential applicants through the development review and permit process by identifying regulations that apply to the project, identifying site design issues that are of concern and discussion of potential solutions, identifying permits that will be required and the process for obtaining them, clarifying procedures, and establishing relationships early in the process. Not only does this allow prospective applicants to discuss proposed developments and receive input prior to officially submitting permit applications, but it also helps departments to find solutions that meet the needs of multiple boards and commissions, further facilitating the permitting process.

The Planning Board Assistant could coordinate the pre-application meeting which would be comprised of a staff level group made up of the primary reviewers of plans for any application. This might include representatives of the Planning Board (Planning Board Assistant), the Board of Health (Health Agent), Board of Selectmen (Town Coordinator), Building Department, Department of Public Works, Conservation Commission (Conservation Agent), and Fire Department (Fire Chief).

Upon completion of such a meeting, the Planning Board Assistant would prepare a Pre-Application Meeting Memo outlining the major issues discussed and permits to be obtained. The Memo would be forwarded to the project proponent and to all Issuing Authorities that have jurisdiction over the project, as well as the Board of Selectmen.

Responsible Entity: Economic Development Committee could spearhead this project and work with other boards/departments/commissions involved in the permitting process.

- 11. Infrastructure Improvements:** As previously indicated in the commercial/industry build-out, in its entirety more than 51% of areas zoned for commercial/industry in Templeton appear available for development. The CIA District has the most developable land at 509.98 acres as well as the highest percentage of developable land (76.28%) followed by the CIB District (50.12%) with the Village Districts and HB District further behind (36.61% and 36.37% respectively).

With ample amounts of commercial/industrial zoned land, there seem to be opportunities to promote economic development. However, it is unlikely that this commercial and industrial build-out would be anywhere near possible without appropriate infrastructure. The ability to tie into a municipal water system is one of the key elements that new businesses and industries look for when deciding where to locate (in addition to easy highway access and a skilled labor force). Today, public water is mainly available in the urbanized areas of Templeton and the water lines were constructed in the 1950's. Similar to municipal water, public sewer is only available in the urbanized area of Templeton and the remainder and majority of the community is served by private septic systems.

Given the availability of appropriately zoned land, the town needs to promote infrastructure in these areas that are suitable to support economic development. Without adequate support systems in place, it will be difficult for Templeton to compete for new commercial and industrial enterprises seeking a home in North Central Massachusetts. Furthermore, it will be increasingly difficult to retain existing businesses in the town if roads, water and sewer lines, emergency services, and technology services are not improved and maintained properly.

The town should establish a concise plan for infrastructure improvements that sets as a priority, the provision of services to key economic development sites in the community. This Infrastructure Plan should be incorporated into the town's Capital Improvements Planning process so that important projects are considered well in advance of their necessity and so that appropriate and adequate sources of funding are sought to help pay for these projects. It should have a prioritization schedule and a corresponding development schedule and upgrades and expansions should be targeted to those areas planned for future development.

Responsible Entity: Highway Department and Light and Water Department.

- 12. With Ample Amounts of Land to Promote Economic Development, the Town needs to have Appropriate Design Guidelines and Performance Standards to Regulate Development.** Importantly, the town should work to ensure that appropriate design guidelines are in place to retain community character along with adequate performance standards to protect the environment. This includes a town-wide General Bylaw to Regulate Signs which the town is currently lacking. The purpose and intent of such a bylaw should be to regulate, restrict and place limitations on the size, location, type and illumination of all signs to assure that they are appropriate to the land, building or use to which they are appurtenant and be protective of property values and the safety of the public. To help protect the historical character of the Templeton Center Common, the town should also revisit and implement recommendations made in the 2010 Templeton Center Common Master Plan.

Responsible Entity: Planning Board. The Building Department should assist with a General Bylaw to Regulate Signs.

- 13. Coordinate Development Activity with the Owners of Industrial/Commercial Land:** Most of Templeton's industrially/commercially zoned land is under private ownership. Since the Town is highly unlikely to purchase such land, it is paramount that Templeton planners work in partnership with the owners of industrial land to make sure this land is developed in accordance with the Town's objectives.

The Town should render assistance to these landowners when possible. Such assistance could be in the form of extending municipal infrastructure, or simply helping the landowner access the technical assistance made available by any private/public entities that promote economic development.

Responsible Entity: Board of Selectmen, Planning Board, Zoning Board of Appeals.

- 14. Investigate an Infill/Mixed Use Development Overlay Bylaw for Baldwinville Village:**

Infill Development is development on vacant or abandoned parcels in developed areas. One financial benefit of infill development for local governments is that it reduces the need to provide public infrastructure to support new development. Such a bylaw would permit development of parcels that do not meet current zoning regulations for frontage and lot size. An Infill Development Bylaw would maintain

the existing character of the neighborhood buildings and structures, while permitting a flexible approach to development.

Infill Development has potential to provide a number of advantages to a community like Templeton. Often within more developed areas of a community like Baldwinville Village, there exist vacant or under-utilized lots that do not meet current zoning standards for lot frontage and area. Through the use of an infill development bylaw, these vacant nonconforming lots can be brought back into productive business use. This helps to concentrate development in areas where infrastructure, such as roads, sewer, and water already exist, rather than in undeveloped areas of Templeton, thereby encouraging retention of open space and preserving rural character. Infill development can also improve surrounding properties by eliminating vacant lots and abandoned buildings, which may be crime and public health hazards.

There are many ways to approach the drafting of an Infill/Mixed Use Development Overlay Bylaw. First, the Town will need to identify areas of Baldwinville where infill development is desirable as an overlay for specific areas. Secondly, the bylaw should contain guidelines that are appropriate for the unique characteristics of each area; guidelines typically regulate the density, size, and architectural design of new infill development. Such zoning could promote small-scale commercial development on the bottom floor of buildings and affordable residential units on the second and third floors.

Development standards to consider for this district include: zero front yard setbacks, minimum side setbacks, discouraging stand-alone commercial operations that require large amounts of parking, locating buildings in front of the lot with parking in the rear, façade design standards, signage and lighting standards, shared parking, mixed use buildings (shops on first floor, apartments above). When considering what design standards to adopt for a newly created mixed-use district, the Town would benefit from having a design workshop to help citizens visualize their preferred aesthetics for the town center area.

Responsible Entity: Planning Board

- 15. Support Local Business:** In addition to seeking out new businesses wishing to locate in Templeton, the town should also work hard to support existing business operations. The community should work with existing employers – large and small – to make certain that local businesses can expand, grow and evolve and continue to provide jobs and revenue to the town in future years. A good starting point would be for the town to develop a survey instrument that can be used to solicit information from existing businesses as to their level of satisfaction with Templeton as the location for their operations. Such a survey - whether a mailed document, web-based form, phone call, or a simple and informal personal visit to a business site - can be used to determine future business needs in the community and help local officials to plan ahead for necessary changes or improvements.

Responsible Entity: Economic Development Committee

5

Historic and Cultural Resources

Introduction

Historic and cultural preservation involves the entire Town of Templeton. There are culturally and historically important structures and sites throughout the Town. Additionally, there are numerous events, celebrations, and organizations that add to the Town's cultural heritage. Templeton's past is linked to its present and its future. These resources enrich and enhance the community, build civic pride, and help define Templeton's identity. Maintaining, restoring, and reusing historic properties can preserve neighborhood character, protect the tax base by maintaining value, and attract businesses that are often looking for communities with a high quality of life, and a sense of pride, character, and historic and cultural richness. Equally as important as preserving historic sites is preserving traditions through annual celebrations and events that attract Templeton residents and visitors. Historic and cultural preservation is important in the land use planning process. Awareness of cultural and historic resources is crucial in crafting policy and land use patterns that support and enhance protection and preservation.

Templeton has previously completed plans that include a Templeton Reconnaissance Report (Spring 2008), Templeton Center Common Master Plan (January 2010), and an adopted and approved 2011-2015 Open Space and Recreation Plan. Much of the narrative in this chapter was obtained from these documents and some sections were summarized. Additionally, working with the Montachusett Regional Planning Commission (MRPC), the Planning Board sent a survey to every household in Town in early 2012. Included in this survey were questions regarding historic and cultural assets in Templeton. The results obtained from these questions are included in both the Statement of Goals and Objectives and as an attachment to the Master Plan itself. Utilizing all of the above information, this chapter identifies Templeton's existing cultural and historic resources as well as the protection and preservation policies in place today. It also looks at policies and goals for the future. Recommendations are then made based on all the inputs and the ultimate goal to protect Templeton's cultural and historic resources into the future.

Section 1: History

The history of Templeton is intimately tied to the character of the landscape. As described in an 1879 History of Worcester County, Templeton is in the northern part of Worcester County, 26 miles from the City of Worcester, in the highlands between the Atlantic Ocean and the Connecticut River Valley. "The leading feature in its topography is the broad valley of the Burnshirt and Meetinghouse, or Trout Brook, extending in a northerly and southerly direction through the central part of the township... the Burnshirt flowing south to the Ware River near Coldbrook, Trout Brook flowing north to Otter River in the northerly part of the township. The land rises to the east of this valley, forming a broad and comparatively level plateau, sloping to the north,

on which is situated Templeton Center. It rises quite abruptly to the west, extending into Phillipston in broken ridges, culminating in Prospect Hill at the extreme north-west, which affords a beautiful and extensive view of the surrounding country.” (Varanus P. Parkhurst, History of Worcester County, 1879. p. 392).

The glaciers that created this landscape left behind deep deposits of sand and gravel along the rivers, other areas of dense, poorly-drained till, and a limited amount of good farmland. Before European settlement, the area was probably not the site of a permanent Native American community, but used seasonally for hunting, fishing, and gathering by small groups. While not settled, the land was probably regularly managed; burned regularly to encourage forage for deer and other game animals, with cultivation of oaks and chestnuts to provide additional food for wildlife as well as human consumption. Like other towns in the highlands of Worcester County, Templeton’s settlement by the English began in the aftermath of the King Phillip’s War of 1675. In 1685 a group of petitioners in Lynn, Reading, Beverly and Hingham 1894 USGS Map (<http://docs.unh.edu/nhtopos/nhtopos.htm> Massachusetts Heritage Landscape Inventory Program Templeton Reconnaissance Report) asked the Massachusetts Bay Colony for a grant of land, in lieu of cash payment for their services in helping to defeat the Narragansett Tribe in Rhode Island. More than 45 years later, the 840 members of the “Narragansett Society” (or their heirs) finally received grants amounting to a township 6 miles by 6 miles square (about 23,000 acres) for each 120 men. As was customary, the proprietors of each township were supposed to settle sixty families and a “learned Orthodox minister” within seven years. For the proprietors, this was more of a real estate venture than anything else; they would provide the initial improvements, then most would sell their shares to others who would actually settle the town. Narragansett Society #6 met several times to get organized and raise the capital to survey the town and begin improvements. In 1734 they chose a committee to lay out roads, locate a site for the meetinghouse, and survey an initial subdivision of 123 forty-acre lots. The site they chose, which became Templeton Common, was on the central plateau, a logical crossing point for north-south and east-west roads, and more or less convenient to outlying farms. Meeting in the town for the first time in 1742, the proprietors began plans for road clearing, and contracted for the construction of a saw mill. The mill, a critical support for settlement, was burned by a raiding party shortly afterward when King George’s War (1744-1748) broke out between England and France. By 1751, however, peace prevailed and settlement began in earnest with construction of a meetinghouse and settlement of the first permanent families. Ten years later, enough people had arrived that a petition was made to change from a plantation to a town, and in 1762 the community was incorporated as “Temple Town,” with about 300 residents.

Templeton continued to grow and prosper for the rest of the century, enduring the economic turmoil that followed the Revolutionary War, and continued to grow steadily thereafter. Jonathan Baldwin came from Spencer in the 1760s, and developed mills in the village that became Baldwinville. Grist mills and sawmills were also built in Otter River, in East Templeton, and in the south part of town along the Burnshirt River. Construction of the Fifth Massachusetts Turnpike, starting in 1799, turned Templeton Center into an important stage coach stop. During the heyday of water power in the first half of the 19th century, larger and more numerous mills were built, especially in Baldwinville and Otter River. Sawmilling declined as most of the land was cleared and settled. Taken from the First Church belfry (from Images of America: Templeton Massachusetts Heritage Landscape Inventory Program Templeton Reconnaissance Report) but was replaced by the making of chairs and other furniture, carts, wagons, woolens and tanning. In Templeton Center, John Boynton began manufacturing tin ware in 1825 and selling it through traveling peddlers, which made him wealthy enough to later start the Worcester Polytechnic Institute. The arrival of the railroad in 1835 ensured that Templeton’s mills and farms would continue to have easy access to regional markets. Population grew steadily, from about 1,500 in 1830 to almost 2,800 in 1875 and over 4,000 in 1910. The mills attracted workers from outside the town, and the villages saw an influx of immigrants. For a time, Templeton became a popular resort destination, and the landmark Templeton Inn was built in 1900 and expanded in 1910. Like the rest of

the region, in the 20th century Templeton's industries began a slow decline, worsened by the Great Depression and capped off by flooding from the Hurricane of '38. Many of the small mills went out of business, but chair making and other larger industries continued, and shipping and warehousing associated with the railroads was also important. The landscape of the northwest corner of town was changed with the founding of the Templeton Farm Colony, developed in the early 1900s, which later became the Templeton Developmental Center. The 1943 Birch Hill Dam flood control project on the Otter River, which together with several state forest tracts placed much of this area of town into permanent open space. Today, Templeton is a museum of 18th, 19th and 20th century landscape history. While recent suburban development has changed the roadside view, especially in areas with easy access to Route 2, vast areas behind the frontage lots remain undeveloped, and farm landscapes can still be enjoyed in the southwest, particularly along the Burnshirt River/Trout Brook Valley. Many of the mill buildings and associated residential and civic structures remain in Baldwinville, East Templeton and Otter River, though lack of viable uses threatens many of them with continued decline. Templeton Center remains as a classic village, and endures as the cherished heart of the community.

Section 2: Inventory and Documentation

National Register of Historic Places

The National Register of Historic Places is the official list of the American cultural resources worthy of preservation. Authorized under the National Historic Preservation Act of 1966, the National Register is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect our historic and archeological resources. Properties listed in the National Register include districts, sites, buildings, structures and objects that are significant in American history, architecture, archeology, engineering, and culture. These resources contribute to an understanding of the historical and cultural foundations of the nation.

The National Register includes:

- all historic areas in the National Park System;
- National Historic Landmarks which have been designated by the Secretary of the Interior for their significance to all Americans; and
- properties significant to the nation, state, or community which have been nominated by the states, federal agencies and others and have been approved by the National Park Service.

National Register properties have been documented and evaluated according to uniform standards. The Secretary of the Interior's National Register criteria for evaluation and documentation standards are used by every state and territory and by federal agencies to identify important historic and archaeological properties worthy of preservation and of consideration in making planning and development decisions.

According to the criteria established by the National Register of Historic Places, a structure or group of structures must be at least fifty years old to qualify for inclusion in the National Register. In addition, the structure or site must also A) be associated with events that have made a significant contribution to the broad patterns of history; B) be associated with the lives of significant persons in the past; C) embody the distinctive characteristics of a type, period or method of construction, or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable.

Listing brings a number of benefits including recognition, consideration when federally-or state-funded projects may impact the resource, eligibility for tax credits, and qualification for certain grant programs. It should be noted that being on the National Register does not: impose any restrictions on an owner regarding alterations or use, provided that no federal license, permit, or funding is involved; require owners to open properties to the public or to restore or even maintain them; and require signs, banners, or any other notice declaring that “This is an Historic Place.” Resources on the National Register are automatically added to the State Register of Historic Places.



The “Templeton Center Historic District” is listed with the National Register of Historic Places. It was listed in November of 1999 as the area around the common, including portions of Baldwinville, Petersham and Templeton Roads. And, in fact, it was named as one of the 1,000 places to visit in Massachusetts by the Great Places in Massachusetts Commission. The “Baldwinville Historic District,” listed on the National Register in 1986, occupies the area around Elm St. and South Main St. between Pleasant St. and Mt. View. The “Templeton Farm Colony” was listed in 1994 and the Whitney Tavern, located on 11 Patriots Road, was listed in 1996.

The 2008 Templeton Reconnaissance Report recommended additional listings. To further support the integrity of the National Register Historic Districts, Templeton Center and Baldwinville should be explored by a Local Historic District Commission and established as Local Historic Districts. The town should also seek national recognition for the Brook’s Village area and evaluate its potential as Local Historic District.

Massachusetts Historical Commission

The Massachusetts Historical Commission’s (MHC) has an Inventory of Historic and Archaeological Assets. It is a statewide list that identifies significant historic resources throughout the Commonwealth. In order to be included in the inventory, a property must be documented on an MHC inventory form, which is then entered into the MHC database. This searchable database, known as the Massachusetts Cultural Resource Information System (MACRIS), is now available online at <http://mhc-macris.net/>. Information on the specific locations of archaeological sites is not available to the general public in order to protect these sensitive and non-renewable cultural resources.

MACRIS has historical assets listed into five categories: **Buildings, Areas, Structure, Object, and Burial Ground**. The full printout of each category (as of March 2013,) can be found in **Attachment D** of this element.

Templeton’s inventory documents **326 Buildings, 9 Areas** (including the Templeton Common Historic District and the Baldwinville Village Historic District), **24 Structures** (i.e. wells, bridges, farms, etc.), **7 Objects** consisting of six Monuments and the Templeton Korean-Vietnam War Memorial, and **3 Burial Grounds** (First Church Burying Ground, Norcross Hill Cemetery located on Norcross Hill Road, and Norcross Hill Cemetery located on 126 Royalston Road.

The inventory does not include documentation of certain landscape, transportation and engineering features, including the Stone Bridge, various mill ruins and former industrial sites, and sites associated with the railroads. The Templeton Historical Commission should consider completing MHC inventory forms for these and other potential resources.

Section 3: Cultural Resources

In addition to an abundance of historical attributes, one cultural opportunity of noteworthy mention is the popular Templeton Arts and Crafts Festival held every year since the early 1970’s on the third full weekend in August where thousands of annual visitors view more than 100 vendors. The proceeds of the Templeton Arts and Crafts Festival helps provide thousands of dollars in scholarships every year to Templeton graduates, alumni, and residents. More information can be found at



www.templetonartsandcraftsfestival.com. Another event that should be mentioned is the Ferncol Fair. This well publicized harvest fair takes place every September at the Templeton Development Center and has been a tradition for Templeton residents for many decades. Templeton has a local Cultural Council that supports these and other events while promoting access, education, diversity, and excellence in the arts and humanities. And, organizations promoting historical assets in Templeton include the Narragansett Historical Society and the Community Preservation Committee, among others.

Section 4: Previously Completed Historical/Cultural Plans

The Templeton Reconnaissance Report: the Massachusetts Department of Conservation and Recreation (DCR) and its regional partners, the Central Massachusetts Regional Planning Commission (CMRPC) and the North

Quabbin Regional Landscape Partnership (NQRLP), have collaborated to bring the Heritage Landscape Inventory program to fifteen communities in central Massachusetts including the Town of Templeton. The final product for each community is an individualized Heritage Landscape Reconnaissance Report. The report outlines the community's landscape history, discusses broader land planning issues identified by the community, describes the priority heritage landscapes and issues associated with them and concludes with preservation recommendations. The Templeton Reconnaissance Report can be found at www.mass.gov/eea/docs/dcr/stewardship/histland/recon-reports/templeton.pdf

As part of the Reconnaissance Report, each town involved in the Upper Quaboag Watershed and North Quabbin Region Heritage Landscape Inventory, including the Town of Templeton, held a local identification meeting to solicit input from a range of community members to identify potential heritage landscapes throughout the town. The lists were prioritized by the community, with help from the consultants, to create a list of five to ten priority areas. The complete list of the Templeton's 88 heritage landscapes is included as Attachment E of this report and provides a useful resource for future documentation activities and potential funding opportunities. Templeton's meeting was held on March 13, 2008 with 25 community members present.

The Templeton Center Common Master Plan: The Montachusett Regional Planning Commission assisted the Town to complete a study of this historic district titled the "Templeton Center Common Master Plan" in January 2010. The report highlights cultural and historical aspects and provides an inventory of all historic assets including numerous residential structures, World War II Memorials, the Boynton Public Library, the Country Store, and the First Church of Templeton, among others. These historical assets were also mapped as part of the project. To protect this cultural and historical area, recommendations included establishing a Historical District Bylaw, adopting a Demolition Delay Bylaw and a town-wide General Bylaw to Regulate Signs, and increasing public education to help preserve and enhance the Templeton Center Common's historical features.

As part of this study, the boundaries of the Templeton Center Common were delineated as the Templeton Common Historic District. The Templeton Common Historic District was placed on the National Register of Historic Places which is the official federal list of districts, sites, buildings, structures and objects that have been determined significant in American history, architecture, archaeology, engineering and culture. This listing can provide a number of benefits and opportunities including recognition, consideration when federally-or state-funded projects may impact the resource, eligibility for tax credits, and qualification for certain grant programs. Resources on the National Register are automatically added to the State Register of Historic Places. The MRPC utilized information supplied by the Templeton Historical Commission to draft the Templeton Historic District Boundaries Map.

Attachment F is an inventory and Map of all historic assets within the limits of the boundaries of the Templeton Common Historic District that include structures, memorials and cultural assets, such as housing, commercial, publicly-owned, and religious buildings and memorials. These historical assets were recorded with the Mass Historic Commission in 1983 in order for the area to become a Historical District and have been mapped as part of this project by MRPC. Documenting the presence of historical resources and communicating their importance is an initial and critical task to ensure their protection.

Section 5: Community Input

The Templeton Planning Board employed a town-wide citizen survey asking each Templeton household a series of questions covering such topics as: housing, economic development, services and facilities, open space, recreation, natural and cultural resources, zoning, land use and transportation. The survey was sent to every household in Town (approximately 3,000) in January 2012 and the Planning Board received a very strong response rate (25.1% or 753 responses received). According to the Community Survey, Natural and Cultural Resources in Templeton are very important to Town residents. In fact, more than 87% of survey respondents believe that it is important to preserve buildings of historical/ architectural interest and about 91% thought the same for places of historical value (Landscapes, Monuments) and preservation of farmlands. Similar values towards Natural and Cultural Resources were echoed at Master Plan Public Forums held in fall of 2011 and 2012.

Section 6: Historic and Cultural Resources Goals, Objectives and Recommendations

Goal:

- Preserve the town's historic fabric and protect the quality of our cultural resources, to ensure a vibrant, diverse, sustainable community.

Objectives:

- Promote the preservation, appreciation, and sustainable use of our historical and cultural resources for residents and visitors.
- Provide support for a rich variety of cultural opportunities, and activities for all groups and individuals in the community.
- Conserve land in sufficient quantity and quality to meet agricultural, recreational, and wildlife needs.

Recommendations

1. The Town should revisit and strive to **implement recommendations** made in the **Templeton Reconnaissance Report** and the **Town Center Common Master Plan**. Most recommendations within this element are listed in either or both of these documents. One such recommendation is to **explore establishing a Local Historic District Bylaw for Templeton Town Center Common and Baldwinville**. The town should also seek national recognition for the Brook's Village, and possibly East Templeton Village, and Otter River Village and evaluate their potential as Local Historic Districts. A Local Historic District Bylaw could offer the strongest form of protection for the preservation of historic structures. Such a bylaw would ensure that any proposed changes to exterior architectural features visible from a public way are reviewed by a locally appointed Historic District Commission.

The Town Center Common Master Plan provides a good description of how a Local Historic District Bylaw could work: "if a building addition was proposed in a local historic district, the property owner would submit an application to the Historic District Commission. The Historic District Commission would hold a public hearing and make a determination on whether the new addition was appropriate. If the addition was appropriate, the Historic District Commission would issue a Certificate, allowing the work to progress. Features that are exempt from review depend on how the bylaw is written and passed by town meeting vote. However, exemptions often include: air conditioning units, storm doors, storm windows, paint color, and temporary structures." The Town Center Common Master Plan also

provides examples of bylaws in other communities and indicates that Historic District Commissions have also prepared *Historic District Design Guidelines* to clarify how proposed projects should respect the existing historic character. The report also cites an additional resource relating to historic preservation regulatory options - the Massachusetts Historical Commission published a valuable resource entitled *Preservation Through Bylaws and Ordinances: Tools and Techniques for Preservation Used by Communities in Massachusetts.*”

Responsible Entity: Templeton Historical Commission with support from the Planning Board.

2. The Town should **review the Massachusetts Cultural Resource Information System (MACRIS) for any inaccurate information** and make note of additional properties that should be included in the inventory. In order to be included in the inventory, MHC guidelines need to be followed to determine qualification and then the property must be documented on an MHC inventory form (forms can be found at www.sec.state.ma.us/mhc/mhcform/formidx.htm), which is then entered into the MHC database. Additional information on Inventory Forms drafted by MHC can be found in Attachment G of this element.

As the local organization responsible for historic preservation planning, the Templeton Historical Commission should work on this task. Moreover, it would be particularly useful for the Templeton Historical Commission to develop a plan for an active and ongoing program to initiate, maintain, update and expand the community wide inventory of historical and cultural resources.

Responsible Entity: Templeton Historical Commission

3. The Town should **Adopt a town-wide General Bylaw to Regulate Signs** that does not unnecessarily detract from the historic qualities and characteristics of Templeton. This is also a recommendation listed in the Templeton Town Center Common Master Plan. The plan states that the “purpose and intent of such a bylaw should be to regulate, restrict and place limitations on the size, location, type and illumination of all signs to assure that they are appropriate to the land, building or use to which they are appurtenant and be protective of property values and the safety of the public. The Building Department is generally charged with enforcing the provisions of a sign bylaw”. The Templeton Building Department would be responsible for putting this bylaw together with the support of the Planning Board.

Responsible Entity: Planning Board and Building Department.

4. The Town should consider adopting a **Demolition Delay Bylaw**: This was a recommendation in both the Reconnaissance Report and the Town Center Common Master Plan. As stated in the Town Center Common Master Plan, such a bylaw “would assist the Town to preserve and protect, through advance notice of their proposed demolition, significant buildings within the Town and Templeton Town Common which constitute or reflect distinctive features of the architectural, cultural, political, economic or social history of the Town, to encourage owners of preferably-preserved significant buildings to seek out persons who might be willing to purchase and to preserve, rehabilitate, or restore such buildings rather than demolish them, and by furthering these purposes to promote the public welfare, to preserve the resources of the Town, and to make the Town a more attractive and desirable place in which to live. To achieve this, the Templeton Historical Commission could be empowered to advise the Templeton Building Inspector with respect to the issuance of permits for demolition, and

the issuance of demolition permits for significant buildings”. Examples of demolition delay bylaws can be found in Appendix E of the Templeton Town Center Common Master Plan.

Responsible Entity: Building Department with assistance from Planning Board and Historical Commission.

5. The Town Center Common Master Plan states that the Town “should be aware of **Preservation Restrictions** (MGL Chapter 184, sections 31-33) and **Conservation Restrictions** (MGL Chapter 184, sections 31-33). Preservation Restrictions could potentially be used for specific properties of historical significance to work hand in hand with a historic district bylaw. Since a local historic district bylaw only assists in the preservation of exterior features visible from the public way, the town may want to work with some owners on implementing a preservation restriction. A preservation restriction is a legal agreement between a property owner and another party, usually a non-profit organization or government body. Such an agreement “runs with the land,” governing the use of the property by current and future owners. For the owner of a National Register listed property, a preservation restriction may qualify as a charitable tax deduction. It may also reduce the assessed value of the property, resulting in property tax savings. For the community, the preservation restriction is a very effective method of preserving the structure, both inside and outside, and the setting. A preservation restriction can assure the following:

- Protection of the exterior and/or interior features of the structure.
- Protection of the appearance or condition of the site.
- Protection of archaeological resources.

While a preservation restriction might be used to protect a historic building or archeological site, a Conservation Restriction can be used to protect open space such as scenic vistas, open farmland or natural areas. Similar to a preservation restriction, ownership of the property can remain in private hands but the rights to develop the property are donated or sold by the owner to a governmental agency or private, non-profit organization (such as a Land Trust). Conservation restrictions must be approved by the Secretary of Environmental Affairs”.

Responsible Entity: Historical Commission in communication with the Planning Board and Conservation Commission.

6. The Town Center Common Master Plan states that “**Public Education** is an important component of historic preservation. Owners of historic properties should be educated about the importance of voluntarily maintaining historic structures against decay, deterioration, and structural damage to avoid possible loss of historic resources. Owners of historic structures may be unaware of a property's historic or architectural significance and, as a result, may alter or destroy the structure or site without having a full appreciation of the impact of their actions.

Additionally, it should be noted that many Templeton residents are no longer life-long residents. Are these residents recognizant of the unique history, buildings and landscapes right in their own neighborhood? Letting them know about all the wonderful things still right there could improve public awareness that the community’s historic resources are worth preserving. Slide shows, newspaper articles, and library displays are just a few examples of public education. Some communities have also used plaque programs to educate the public about the history of the community. A plaque program can provide homeowners, eligible for a plaque, with a sense of pride in owning a historic building. The

Massachusetts Historical Commission can be contacted for a list of communities in Massachusetts with a plaque program.

To increase public awareness, the Templeton Historical Commission could work to increase its presence through the Town's web-site and perhaps partnering with Templeton Public Schools to find students interested in assisting with research, cataloguing, and even assisting in any grant writing activities. Over time, the Historical Commission could even create an internship. Historical Commission members could also seek training to help them better understand the preservation tools available to them and the Town. They would also be in contact with other boards dealing with similar issues, and would gain exposure to new preservation tools as they are introduced. One opportunity for such training would be the University of Massachusetts Citizen Planner Training Collaborative (CPTC) offered through the UMass Cooperative Extension, which offers a series of regional workshops on land use and planning, in addition to annual conferences. CPTC events are relatively inexpensive to attend."

Responsible Entity: Templeton Historical Commission.

7. The Town Center Common Master Plan states that the Town should be aware of the **Massachusetts Preservation Project Fund**. It is a state funded matching grant program (in years when the Commonwealth authorizes funds) available for the preservation of properties, landscapes and sites listed on the State Register of Historic Places. Applicants must be a municipality or a non-profit organization. Examples of eligible projects include stabilization, protection, rehabilitation, restoration and acquisition. It should also be noted that Community Preservation Act (CPA) funds could enable the town to apply for matching grants from the state to conduct preservation studies and prepare National Register nominations.

The Town should also be aware of the **Massachusetts Historical Commission Survey and Planning Grant Program**. The Massachusetts Historical Commission Survey and Planning Grant Program is a federally funded, reimbursable, 50/50 matching grant program to support historic preservation planning activities in communities throughout the state. CPA funds for these resources can also be used as matching funds. According to MHC, eligible activities include completion of cultural resource inventories, nomination of significant properties to the National Register of Historic Places; Completion of community-wide preservation plans; and, additional types of studies and reports relating to the identification and protection of significant historic properties and sites. Additional information can be found at (<http://www.sec.state.ma.us/mhc/mhchpp/Surveyandplanning.htm>)

Responsible Entity: Templeton Historical Commission with Planning Board support.

8. The Town should **Work with the Johnny Appleseed Trail Association, Inc. and Visitor Center** to encourage sustainable cultural tourism which can help to preserve Templeton's unique character while strengthening and diversifying the local economy.

Responsible Entity: Economic Development Committee

9. Finally, the Town should **keep up to date with any kind of training that MHP might have to offer**. In the past, MHP has held On the Road workshops offered to local historical commissions, historic district commissions, local historic district study committees, and the general public. The MHC On the Road Program includes modules such as an Introduction to Historic Preservation Planning, Demolition Delay

Bylaws, Establishing Local Historic Districts, and preparing Inventory Forms. If interested, Templeton could even discuss the possibility of the Montachusett Regional Planning Commission to organize/facilitate/recruit presenters for a regional workshop for MRPC Member Communities.

Responsible Entity: Templeton Historical Commission.

6

Open Space and Recreation

Introduction

Templeton has an adopted and approved 2011-2015 Open Space and Recreation Plan (OSRP). The vast majority of the narrative in this chapter was obtained from the OSRP. Some sections were summarized. Additionally, working with the Montachusett Regional Planning Commission (MRPC), the Planning Board sent a survey to every household in Town in early 2012. Included in this survey were questions regarding the importance of the preservation of open space and actions to preserve open space. The results obtained from these questions are included as an attachment to the Master Plan itself. Utilizing information from the OSRP, this chapter identifies an environmental analysis and inventory, an inventory of open space areas and recreational resources, and analysis of the town's needs, the town's open space and recreation goals, and a five-year action plan.

Section 1: The Importance of Open Space Protection

There seems to be widespread agreement that the presence of open space in the Town enhances its residents' quality of life and sense of well-being; almost no one seems to feel that having a lot of open space is undesirable, even those who never have and never will vote to spend public money on open space protection, or who never have and never will set foot on conservation land.

"Objectively" important reasons for preserving open space range from those on which there is generally little debate, such as the protection of drinking water supplies, to others on which opinions are less uniform, such as the protection of wetlands and wildlife habitat, agriculture, scenic views, and the need for recreational opportunities, both passive and active. Rather more controversial are arguments which assert that the protection of large areas of forestland mitigates human-induced climate change by creating carbon "sinks", and that protecting open space saves a community's taxpayers money in the long run because it costs more to provide developed land with services (e.g. police and fire protection, educational expenses) than the tax revenue it generates.



Templeton's desire is to protect, maintain, and diversify the open space available to its citizenry. Templeton acknowledges the value of existing open spaces—in terms of aesthetics, health, welfare, the economy, and recreation. At the same time, Templeton recognizes the need to maintain lands in active use, and to balance local fiscal needs and tax-base concerns with conservation efforts.

Templeton's residents realizing the importance of open space protection adopted the Community Preservation Act (CPA) in 2007. The Community Preservation Act CPA is a smart growth tool that helps communities

preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities. Adoption of this Act allowed Templeton to create a local Community Preservation Fund for open space protection, historic preservation, affordable housing and outdoor recreation. The CPA statute also creates a statewide Community Preservation Trust Fund, administered by the Department of Revenue (DOR), which provides distributions each October to communities that have adopted CPA. Since adoption Templeton has been able to fund ten town projects, two of them being open space preservation. Approximately 128 acres of land in Templeton have been preserved due to the commitment of Templeton's residents to open space.

Ultimately, the quality of life for all of Templeton's residents is enriched by the quality of the open space in the Town and region, whether the space is enjoyed for recreational activity or green tranquility. Templeton enjoys a vast array of open space resources, in part a result of large state and federal holdings.

Templeton faces some major decisions such as determining what land parcels are important to acquire, addressing unmet open space and recreation needs, and also how to put the preservation of town character at the forefront of any growth discussions. Having a solid inventory of open space and recreational facilities and a plan as to how they will be taken care of will be a critical stepping-stone as the town moves towards achieving its goals.

The Templeton Open Space and Recreation Committee (OSC) has placed importance on the development of parks and trails in the villages, developing access and protection along the Otter River, providing trails and wildlife corridors within and through the town, and the objective of working with the state to protect resources in the area of Templeton that falls within the Chicopee River watershed. The OSC has identified over 100 parcels of land that meet its goals, with land purchases, easements, and conservation restrictions among the tools proposed for their use. The Committee has spoken with landowners who have indicated interest in protecting Open Space and will continue to pursue the goal of developing a dialog with all landowners.

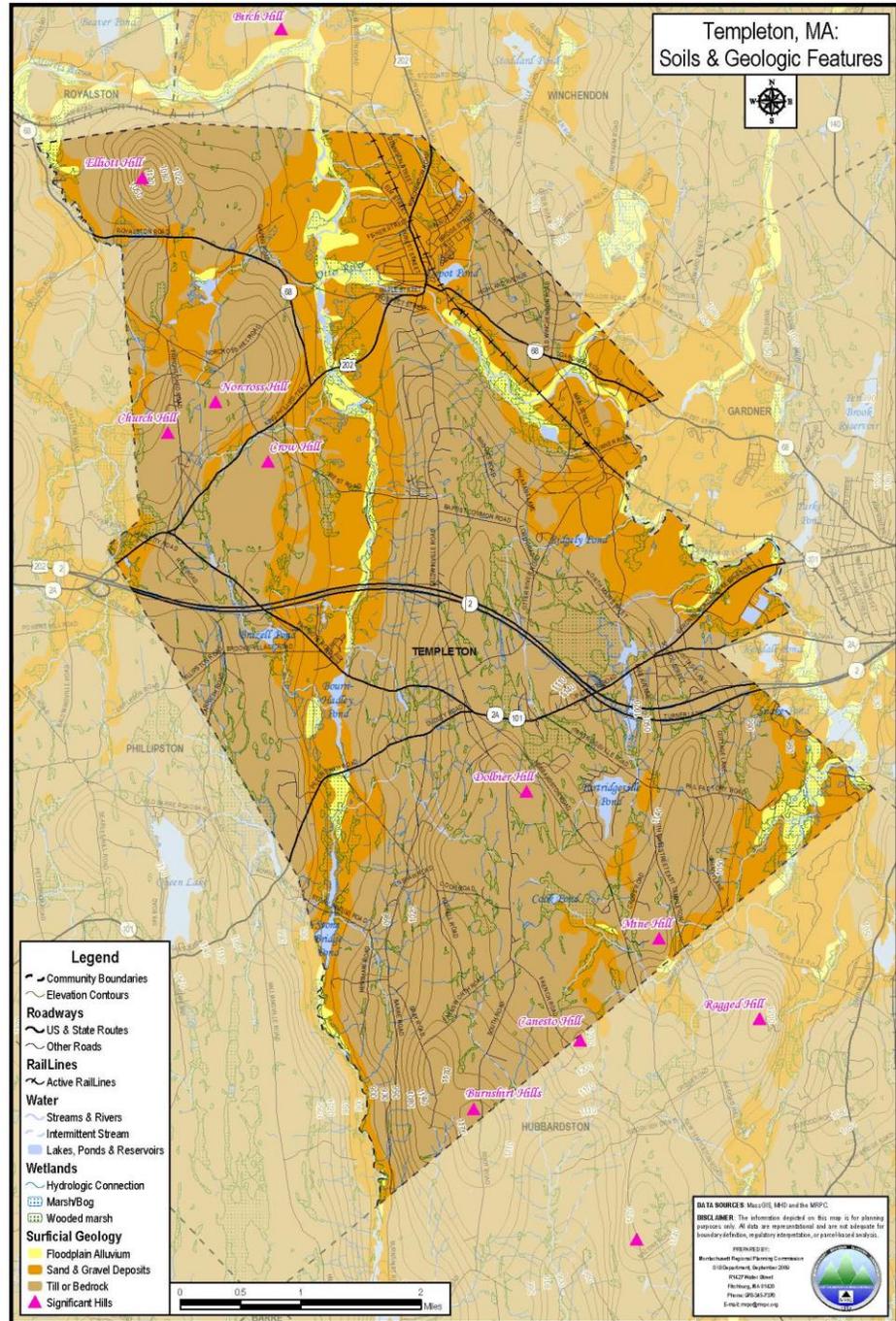
The OSC also has been working with the Templeton Planning Board regarding the Open Space set asides required of subdivisions. The OSC now receives copies of proposed subdivisions and provides input as to where and how the open space components should be directed. The OSRC would like to work with the Board of Selectmen to develop procedures and mechanisms for the disposition of these lands.

Section 2: Environmental Inventory and Analysis

Geology, Soils and Topography

Geology: Templeton's land area is approximately 32 square miles, or almost 20,300 acres. According to the US Department of Agriculture (USDA), the underlying geology of Templeton's watershed is comprised of gneiss and schist bedrock covered with deposits of glacial till. Generally, the soils in Templeton belong to soil associations that are steep and extremely stony. These steep uplands are not well suited to farming and agriculture, but support healthy forested expanses and forestland soils. The majority of the prime forestland soils occur on the hilly glacial till ridges upland from the rivers and lakes. The sand and gravel and alluvial deposits are confined to the narrow river valleys and the sandy soils require moderate efforts to control erosion. Much of the sand and gravel deposits are being exploited by mining activities that fall under the jurisdiction of the Board of Selectmen. The eastern portion of the Millers River watershed (Templeton belongs to both the Millers River and Chicopee watersheds) has three main soils associations: Becket-Skerry-Monadnock, Colton-Adams-Wonsqueak, and Peru-Berkshire-Marlow. They are all nearly level to the very steep soils developed in areas of glacial till.

Soils: Soils in Templeton are primarily made up of the Becket-Skerry-Monadnock association. The Becket-Skerry-Monadnock series consists of gently sloping to very steep, deep, well-drained soils on uplands. They formed in glacial till, ground moraine, and stratified drift. The Skerry soils tend to be gently sloping, very deep and moderately well drained, located in depressions and shallow drainage-ways of uplands. They formed in a loamy mantle overlying dense, Wisconsin age sandy, stony glacial till derived from granitic, schistose, and gneissic rocks. They are nearly level to moderately steep soils found on drumlins and glaciated uplands. The composition of the series is fine sandy loam that is moderately rapid in permeability underlain by a sandy loam hardpan at a depth of two to three feet. They tend to be extremely stony. Basically, soils of this nature are not overly suitable for recreation facilities and activities like playgrounds, trails, paths and camping because of their steepness and stony nature.



Landscape Character

Templeton is fortunate to be within natural surroundings that offer a multitude of recreational opportunities. There are two major forests located within town boundaries, the Otter River State Forest also partially located

in Winchendon and Templeton State Forest. The Otter River State Forest was first acquired by the State Forest Commission in 1915 and soon after became a popular day-use facility. Some of the forest was cleared in the nineteenth century for small farms, but upon the state's acquisition, the areas were reforested with pines planted by the Civilian Conservation Corps. Otter River also offered the first campground in the Massachusetts State Park system in 1931. There are approximately 85 camping sites of which three are large group sites and four are Yurt sites. All of the camper friendly services like showers and toilets were updated in 1998 and are available from May to October. Today, the vegetation in Otter River State Forest is considered to be in transition between three forest types: oak and hickory, northern hardwood, and the pines that were replanted.

Templeton is a wonderful place to enjoy the outdoors and fish, hike, walk or enjoy a scenic view. In addition to its attractive outdoor features, Templeton also has three nationally recognized historic sites. The Baldwinville Village Historic District Templeton Common Historic District and Templeton Farm Colony are all significant historic landmarks.

The Baldwinville Historic District, listed on the National Historic Register in 1986, is located in the northeastern corner of town near the intersection of routes 202 and 68. This area served as the commercial center for a thriving industrial village. While much of the industry was lost to the hurricane of 1938, the Baldwinville Products paper mill and Temple Stuart furniture factory kept many families employed through the 1980's.



The Templeton Common District, also near two major roadways, Routes 2 and 2A, and minor Route 101, was listed in 1983. The scenic Common provides an open area for the annual Crafts Fair and other activities such as band concerts. The First Church of Templeton (Congregational) provides an excellent backdrop to the Common and is the site for many weddings in the warmer months. The Narragansett Historical Society Building serves as a museum and its grounds as a site for teas in the summer. Other historic buildings include the Templeton Grange Hall, the Boynton Public Library, and the parsonage for the First Church of

Templeton. The parsonage is the former home of John Boynton, a tin peddler who became wealthy and founded Worcester Polytechnic Institute.

Templeton's Farm Colony was not listed until 1994 and it includes a working dairy farm and associated buildings and greenhouses. This property was donated to the state and provides a spectacular view of Mount Monadnock to the north.

Water Resources

Templeton is a part of both the Millers River and Chicopee River Watersheds. Over 80% of Templeton's acreage is in the Millers River Watershed, which covers all but a small corner in the southwest section of town. The remaining less than 20% of land area is in the Chicopee River Watershed that encompasses features such as Stone Bridge Pond and various protected open spaces. This area comprises the headwaters of the Burnshirt

River, which flows to the Ware River where it may be diverted to the Quabbin Reservoir. As such, this portion of Templeton falls under DCR (formerly the MDC) control and is subject to the provisions of the Cohen Act, legislation protecting the Quabbin watershed.

All or a portion of 17 municipalities make up the Millers River Watershed, which is nearly 81% forestland. Some of the most rugged and untouched mountain wilderness terrain in Massachusetts is located within the watershed boundaries. In contrast, there is an abundance of spots available for recreational activities like hiking, picnicking and scenic viewing that are available to residents and visitors. Priorities of the Millers River Watershed in the future include promoting open space and sustainable growth management as well as improving water quality and water quality standards. One longstanding issue within the watershed is contamination of the Otter and Millers Rivers by polychlorinated biphenyls (PCB's). Currently the Massachusetts Department of Environmental Protection has issued an Administrative Consent Order to Erving Industries and American Tissue Mills regarding the PCB contamination.

The Otter River, located in Templeton, has been the subject of many cleanup, greenway and open space initiatives. The presence of paper mills along the river led to much water quality degradation prior to implementation of environmental controls. In addition, the Otter River is subject to flooding in the Baldwinville section of Templeton when waters are held back by the Birch Hill Dam, built for and controlled by the U.S. Army Corps of Engineers. Throughout the entire Millers River watershed, PCB's, chlorination, heavy metals, erosion, landfill leachate, storm water runoff and acid rain, all pollution sources, impair the water quality throughout the entire Millers River watershed. The Montachusett Regional Planning Commission and the Franklin Regional Council of Governments, as a way to help guide future actions and identify areas of concern, completed a non-point source pollution assessment.

The Chicopee River Watershed is the largest drainage basin in Massachusetts, draining over 720 square miles before connecting to the Connecticut River. Thirty-nine towns are located either totally or partially within this massive watershed, as are numerous rivers, lakes, streams, ponds, reservoirs and wetlands. One unique feature of this watershed is that it has one of the largest man-made reservoirs, the Quabbin Reservoir, located within its boundaries. The reservoir serves unfiltered drinking water to nearly 2.5 million Massachusetts residents with a capacity of 412 billion gallons. Much like the Millers River Watershed, priorities for Chicopee River include lake and pond protection, storm water management, open space protection and educational outreach.

In addition to being a part of two large water tributaries, Templeton also has many smaller water features like ponds, brooks and streams. They include: East Templeton Pond, Greenwood Pond, Templeton Brook, Patridgeville Pond, Stone Bridge Pond, Bour-Hadley Pond, Brazell Pond, Hansel Pond, Otter River, Otter River Pool, Depot Pond, Day Mill Pond, Ridgley Pond, Lord Road Pond and Cook Pond

Wetlands and Floodplains

Several types of wetland features exist in Templeton including potential vernal pools, banks, riverfront areas, and vegetated wetlands. The biological diversity that occurs in such places helps to indicate when the area is vibrant and healthy, or when it is being abused with pollution or overuse. Inland wetlands and floodplains perform functions such as flood storage (wetlands absorb water and release it slowly) and water filtration. Typically, water that passes through wetland areas is purified from toxins and sediments in addition to providing food and shelter to a number of wildlife varieties. Only 5% of the land in Templeton is considered "water and/or wetlands" and only 4% is considered agricultural land.

The wetlands are dispersed throughout Templeton with most of them near the many small ponds and tributaries. A mix of forested wetland and scrub shrub continues along the Birch Hill Wildlife Management Area in the northern part of town that extends southward from Winchendon.

Aquifers

The Town of Templeton uses four wells, two tap the aquifer near the Otter River on the Templeton/Gardner border, and two tap the aquifer that travels south along the Otter River underlying Trout Brook.

The Templeton Light and Water Commission has contracted with Tata and Howard to redefine the Zone II recharge area for the town wells. This work will generate a model-based Zone II as opposed to the conceptual Zone II accepted by DEP in 1996. The report will include a more detailed analysis of town aquifers when available.

Water and Sewer

In 2001, a number of water improvement projects were completed after being recommended in a water improvement study. After the projects were finalized, Templeton had a new 750,000-gallon water tank on Hospital Road, new water mains, and a new booster pump. These projects improved water service to several areas of town including Baldwinville, South Road, Ladder Hill Terrace, and Templeton Center.

There are four supply sources within the Templeton water system. These are identified as Maple Street Wells Number 1 and 2, the Otter River Well and the Sawyer Street Well. Maple Street Well Number 1 is a 36-inch x 24-inch gravel-packed well-constructed to a depth of approximately 51 feet. Maple Street Well Number 2 is a 32-inch x 24-inch gravel-packed well-constructed to a depth of 65 feet. The DEP-approved withdrawal rates for these sources are 235 and 217 gallons per minute (gpm) from Wells Number 1 and 2, respectively. The Maple Street Wells are located in the low-pressure service area.

The Otter River Well and the Sawyer Street Well are both 36-inch x 24-inch gravel-packed wells. The total depth of the Otter River Well is 42.5 feet and its approved pumping rate is 235 gpm. The Sawyer Street Well depth is 85 feet. Its' approved pumping rate is 373 gpm. The Otter River Well and the Sawyer Street Wells are located in the high-pressure service area.

In April of 2003, the Town of Templeton was awarded federal funding by USDA Rural Development to help the town extend its existing water system to serve residents of Baptist Common, Lord, and South Roads and South Main Street. USDA Rural Development became involved in this initiative due to complaints received by Templeton Municipal Light and Water Plant regarding poor water quality in private wells. High levels of iron and manganese were evident after a closer look.

Portions of the Town are served by municipal sewer systems. Residents of East Templeton are connected to the Gardner Waste Water Treatment Plant (WWTP), which is located along the Otter River in Templeton. Templeton, through an Intermunicipal Agreement with the City of Gardner, has reserved 5% of the capacity of the Gardner WWTP. Templeton had a WWTP built along the Otter River in Baldwinville in the 1970's. This Plant was built using federally guaranteed loans and served as a treatment facility for both the Town and the Baldwinville Products paper mill. The plant was designed for the paper mill, which produced large quantities of high fiber paper waste. The paper mill was responsible for approximately 95% of the flow to the WWTP. The contract for operation of the Templeton WWTP was transferred by Baldwinville Products to American Tissue Mills (ATM) of Massachusetts in 1991. ATM ceased operations in 1996 and abandoned the plant in

2002. ATM has since declared bankruptcy and has been involved in litigation, along with Erving Industries (owner of Baldwinville Products) with the Town of Templeton since 1996. The Templeton WWTP has been the site of an Administrative Consent Order (ACO) with the Massachusetts Department of Environmental Protection (DEP). As a result of the ACO, the Town is obligated to upgrade the WWTP to a modern facility designed for treating domestic waste rather than primarily for paper waste. Citizens of Templeton have approved a Proposition 2 1/2 override to fund the WWTP upgrade that is scheduled for completion of construction in 2005. Residents of Templeton not connected to the WWTP have access through the use of haulers pumping septic systems and transporting the waste to the plant.

Vegetation

Forested Natural Communities: Nearly 70% of the vegetated land cover in Templeton is forest, virtually all of which is first generation growth, or younger, since the original forest was cleared by the Town's pioneer settlers in the early 1700's. The following upland (aka "terrestrial") and wetland (aka "palustrine") forested natural communities, compiled by the Massachusetts Natural Heritage and Endangered Species Program, are found throughout Templeton, and are representative of the Town's typical forest vegetation (names of specific plant species are listed below, and for brevity Latin names have been omitted):

- Northern Hardwoods - Hemlock- White Pine Forest (Terrestrial)
- Successional Northern Hardwoods (Terrestrial)
- Successional White Pine Forest (Terrestrial)
- Hemlock-Hardwood Swamp (Palustrine)
- Red Maple Swamp (Palustrine)

Rare Natural Communities: There are very important reasons to identify and document occurrences of rare and endangered plant and animal communities as well as the common varieties. First, the permanent protection of rare and endangered natural communities is essential to the preservation of the bio-diversity of Massachusetts; knowing the location of such natural communities, before they are lost to development or some other threat, is crucial in guiding local and statewide bio-diversity conservation planning efforts. Second, since rare and endangered natural communities generally have a greater sensitivity to small changes in their surrounding environmental conditions, they are



often the first to show signs of local, regional, and/or global environmental stress and degradation which are also present and worsening, but not yet evident, in the more common types of natural habitats as well. An "early alert system" (of any kind) for environmental problems is very often critical to successfully addressing such problems before they reach a point where it becomes extremely difficult, if not impossible, to do so.

A significant occurrence of one rare forest natural community in Templeton which has been identified by Natural Heritage is Spruce-Tamarack Bog (Palustrine).

Public Shade Trees: There are 897 public shade trees in Templeton. A full listing of the location and quantity of these trees is can be located in Templeton's Open Space and Recreation Plan.

Non-Forested Natural Communities: The following terrestrial (upland) and palustrine (wetland) non-forested vegetated communities compiled by Natural Heritage are common in Templeton and their associated plant species are typical representatives of the Town's non-forest vegetation: CULTURAL GRASSLAND (terrestrial),_Deep Emergent Marsh (palustrine),_Shallow Emergent Marsh (palustrine),_Shrub Swamp (palustrine), and Wet Meadow (palustrine).

Natural Heritage has also documented several occurrences of the following rare non-forest natural community in Templeton: Level Bog (palustrine).

State-listed Rare Plant Species:

According to Natural Heritage, the following rare species of plants have been reported to occur in Templeton: Adder's-tongue Fern (Threatened): a small, terrestrial fern, standing up to a foot in height and consisting of a single fleshy green stalk bearing a pale green leaf about 6 inches in length, narrowly oval to oblong in shape, approximately midway up the stalk.; Philadelphia Panic-grass (Special Concern): A slender, hairy, yellowish-green annual of the Grass family, sometimes confused with Witchgrass.; Pod Grass (Endangered): An erect rush-like plant of open acidic peatlands, with a cluster of greenish flowers, sheathing opposite leaves, and a zig-zag stem. Sand Violet (Special Concern): A low-growing perennial herb with dense rosettes of egg-shaped leaves and showy purple-violet flowers borne on leafy stems. Climbing Fumitory (Threatened): An herbaceous biennial vine, it climbs over rocks and vegetation using its stem and leaf.

Fisheries and Wildlife

State-listed Rare Animal Species: The following rare vertebrate and invertebrate animal species have been reported in Templeton: American Bittern (Endangered): Long-eared Owl (Special Concern): Vesper Sparrow (Threatened): Grasshopper Sparrow (Special Concern): Wood Turtle (Special Concern): Zebra Clubtail (Special Concern dragonfly; and Triangle Floater (Special Concern mussell).

Wildlife Corridors North of Route 2: The presence of Route 2 running through the center of Templeton creates, to a greater or lesser extent, a barrier to the movement of wildlife, at least flightless wildlife, between the northern and southern halves of the Town. The primary wildlife corridor in Templeton north of Route 2 consists of a block of 3414 acres of protected open space. This area, located in the north central portion of the Town is a combination of one property owned by the United States Army Corps of Engineers, three properties owned by the Commonwealth of Massachusetts, and one privately-owned property, and is part of a still larger regional complex of essentially contiguous protected open space extending north-northwest into the neighboring towns of Winchendon and Royalston. Not only does the area provide critical feeding, breeding, migration, and overwintering habitat for an immense variety of wildlife species, it also offers excellent recreational opportunities for the human population, whether it be local residents or visitors, as well. The constituent properties include the Birch Hill Dam Recreation Area; the Otter River State Forest; Templeton State Forest; Templeton Development Center; and Tucker Conservation Restriction land.

Wildlife Corridors South of Route 2: Although there is not as much permanently protected land as in Templeton north of Route 2, the portion of the Town lying south of the highway, particularly south of the Route 2 – Route 2A dividing line, is, on average, still sufficiently undeveloped, and with a large diversity of habitats and natural communities, to provide a wide local area extending from the Phillipston town line in the southwest to the Gardner town line in the southeast over which wildlife may range relatively undisturbed.

Protected land in this southern "sector" includes a 324-acre piece of the Templeton State Forest and Stone Bridge Pond, an 87-acre parcel. Mass Wildlife's 3,383-acre Phillipston Wildlife Management Area is located in

Phillipston not far from the southwest corner of Templeton, and DCR's Hubbardston State Forest lies just to the south of the Templeton - Hubbardston town line.

Scenic Resources and Unique Environments

Scenic Landscapes: As Templeton sits atop several hills, there are many scenic vistas in all directions. The Walter E. Fernald State School (Templeton Colony) sits atop Church, Elliott and Norcross Hills and provides views to Mount Monadnock in New Hampshire to the north, Mount Wachusett to the east, and Tully Mountain to the west. Other excellent views are afforded by the surrounding hills and glacial eskers. One such example is the esker located behind the Gardner Airport that overlooks the area where Templeton and Hubbardston Brooks meet to form the Otter River. Much of the scenic beauty relies on the interplay between water and vegetation, along with the wildlife that inhabits the area. A unique features and scenic resources map can be found on the following page.

Cultural, Archaeological and Historic Features: The Town of Templeton is a community that is rich in history. Templeton was first settled in 1751 and was officially incorporated in 1762. It was reputedly named after Sir Jason Brown Temple, a member of the British Privy Council in 1751. Although it is primarily known as a rural community, it has an industrial past and contains significant historic architecture. In fact, there are two historic districts within the boundaries of Templeton. The Baldwinville Village Historic District was added to the National Historic Register in 1986 which is the official federal list of districts, sites, buildings, structures and objects that have been determined significant in American history, architecture, archaeology, engineering and culture. Its boundaries are approximately located on Elm Street and S. Main Street between Pleasant Street and Mt. View.



The Templeton Common Historic District was added to the National Register of Historic Places in 1983 and is located on Athol, Gardner, Hubbardston, Dudley, Wellington, and South Road. It was named as one of the

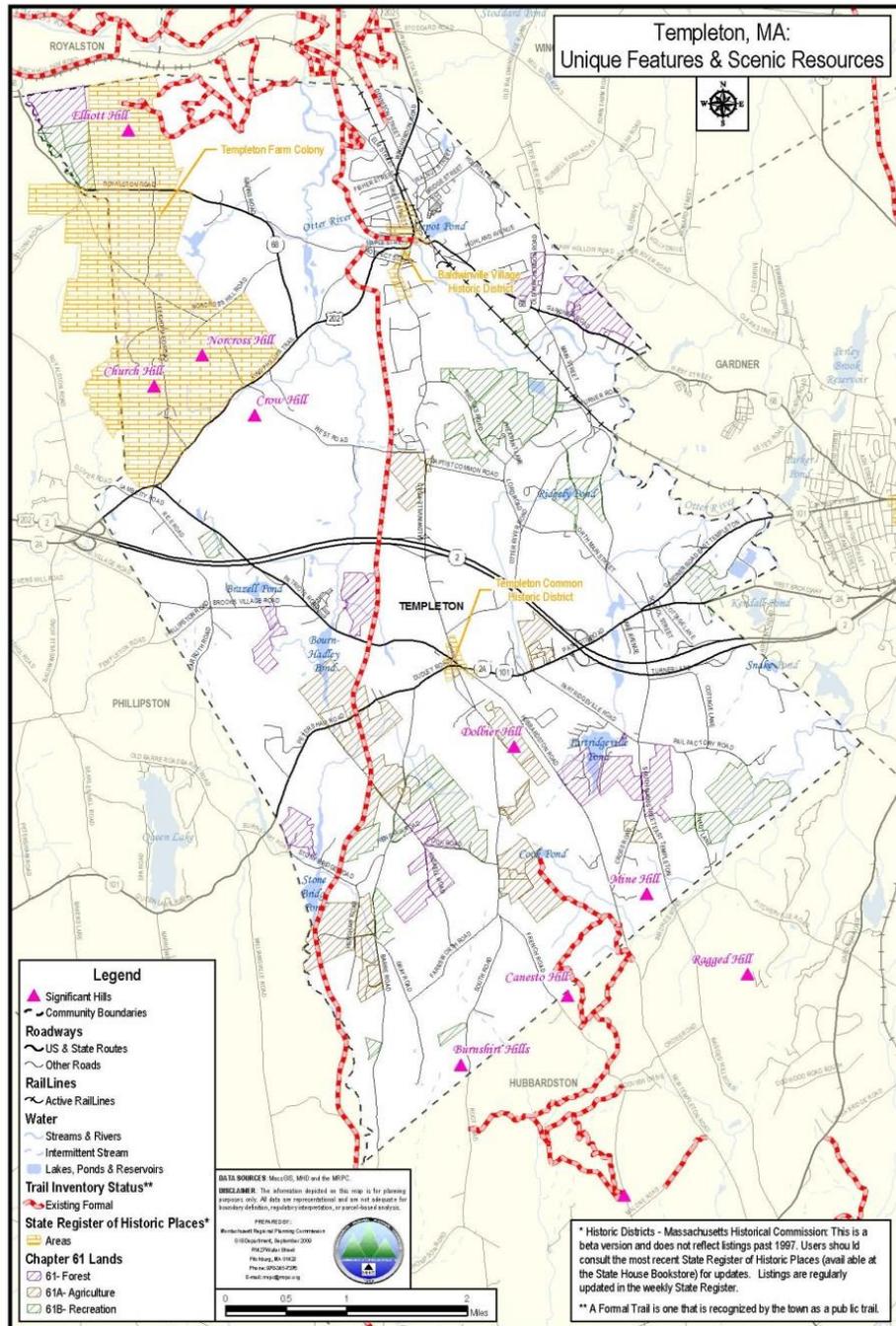
1,000 places to visit in Massachusetts by the Great Places in Massachusetts Commission. In addition to an abundance of historical attributes, one cultural opportunity of noteworthy mention is the popular Templeton Arts and Crafts Festival held every year since the early 1970's on the third full weekend in August where thousands of annual visitors view more than 100 vendors. The proceeds of the Templeton Arts and Crafts Festival helps provide thousands of dollars in scholarships every year to Templeton graduates, alumni, and residents. The Ferncol Fair is a harvest fair takes place every September at the Templeton Development Center and has been a tradition for Templeton residents for many decades. Templeton has a local Cultural Council that supports these and other events while promoting access, education, diversity, and excellence in the arts and humanities.

Environmental Challenges

The Town of Templeton faces many environmental challenges. These problems identified below along with possible solutions.

Hazardous Waste and Brownfield Areas: The Massachusetts Department of Environmental Protection reports that

35 sites in Templeton have reported releases of hazardous waste that are in various stages of remediation. The Temple Stuart Superfund Site has been identified as a source of solvent contamination to neighboring



yards. Remediation of the soil in the adjacent neighborhood is underway. The PCB contamination of the Otter River remains a concern as the sludge landfill at the Wastewater Treatment Plant and the former Baldwinville Products paper mill may be future sources of contamination. There are also several old dumps whose cleanup has not been addressed.

Landfill: The Templeton Sanitary Landfill (12-acre municipal solid waste landfill is located within the site) sits on a parcel of land that encompasses 61.2 acres in the north central part of town, south of the King Phillip Trail. It was capped and closed in 1996. Today, there is still post-closure monitoring going on at the site.

Currently, recycling is offered on a limited basis to residents. Residents also have to contract for their own curbside waste removal services. The new Board of Health has proposed additional recycling, composting, and bulk waste disposal.

Erosion and Sedimentation: Templeton's Pre-Disaster Mitigation Plan identifies two areas of concern regarding erosion related hazard. One area is Brooks Village Road, east of the intersection with Rice Road and Caruth Road: North of the road is a hilly area susceptible to erosion in times of heavy rain. There is stone trap rock in this location to alleviate the problem, but debris ends up in the road.

The other area is Norcross Hill Road, west of the intersection with Royalston Road: North of the road is a hilly area susceptible to erosion in times of heavy rain, resulting in debris ending up in the road.

The Montachusett Regional Planning Commission (MRPC) was just awarded a 319 Non-Point Source Pollution Grant by the state's Department of Environmental Protection. The grant award allows MRPC and the Millers River Watershed Council to hold free educational low impact development (LID) workshops throughout the Montachusett Region's municipalities that are in the Millers River Watershed and provide technical assistance to develop Low Impact Development Bylaws. The Town of Templeton provided a letter of support for this grant application and intends to participate in workshops and request free technical assistance to draft a LID bylaw.

Templeton recently adopted Storm Water Management Bylaw requires local review and approval of a Storm Water Management Plan for all development and redevelopment projects that disturb one (1) acre or more of land. The permit granting authority under the Templeton Storm Water Management Bylaw is the Planning Board, however, the Bylaw provides for an exemption for projects requiring an Order of Conditions from the Conservation Commission, since the Commission conducts its own review of storm water management issues, in particular erosion and sedimentation controls, for Notice of Intent filings.

In addition to construction projects, another potential source of erosion and sedimentation concerns in Templeton is the Town's numerous mining and earth removal operations (aka "gravel pits"), both active and inactive. At last count, there were several dozen gravel pits operating legally in Templeton, most of which are "grandfathered" from requirements for an Earth Removal Permit from the Board of Selectmen and Storm Water Management Permit from the Planning Board. The presence of so many such sites, both regulated and unregulated (and an unknown number of inactive, abandoned gravel pits as well), inevitably leads to concerns over potential erosion and sedimentation impacts to Templeton's vast wetland resource areas.

Flooding: Relatively minor flooding problems in Templeton are caused by dams constructed by beavers. These situations are not unique to Templeton, but are common throughout Massachusetts.

Strategies that can be implemented before problems occur include the proper design of roadways near water crossings with specific structure types such as bridges, round, horizontal ellipse and pipe-arch culverts. Another strategy is to educate Town employees and residents about beavers and their lifestyles so that people

know what to expect and how they can accommodate potential changes to their property from beaver-caused flooding. Action should be taken based on an approach arrived at by consensus among Templeton and state officials.

Impact of Development: There has been significant residential development in Templeton over the last decade particularly in areas between the villages. There is also a relatively strong potential for commercial development on properties adjacent to Route 2. Flooding from storm water runoff can be one impact of new development in Templeton. It is caused by large amounts of impervious surfaces, and by undersized or poorly maintained storm water drainage infrastructure, including culverts and detention basins. Development not only creates more impervious surfaces, but it also changes natural drainage patterns by altering existing contours by grading and filling, sometimes creating unexpected storm water flooding during heavy rains.

Drainage: Drainage is old, failing and half-plugged throughout the town. The condition of the drainage system is causing public health issues in the form of septic problems. There is a belief in the town that there are a lot of illegal sump pumps in homes connected to sewers, an issue that will have to be addressed. The drainage system problem becomes critical as the town continues to grow.

Non-point Source Pollution: The pollution of Templeton's water and ground water resources is important to identify and manage for residents and wildlife that reside there. Non-point source pollution (NPS) is runoff that has been altered and contaminated by outside sources like salt and sand from roadways, failing septic systems, underground storage tanks, landfills, gas stations, agricultural runoff, fertilizer from lawns and other areas. These pollutants may enter into water bodies from where they originate or due to snowfall and rainfall thereby harming water quality. The challenge is to find a balance for these man-made pollutants and nature and to reduce the negative impact to a minimum or eliminate it completely. Part of that process is to have appropriate monitoring and management in place to identify when levels are of concern and what measures should be taken to get them back to a healthy level.

NPS is a contributor to the degraded water quality of the Millers River. Fortunately, there are ways to reduce the effects of NPS. Keeping storm drains that connect to our lakes, streams and rivers clear of debris, applying any lawn chemicals sparingly if at all, controlling soil erosion, minimizing the amount of salt and sand added to roadways in winter months, encouraging the development of construction/sediment ordinances in town, pumping and inspecting septic systems every 3-5 years, conducting further outreach and education to local residents about NPS, and purchasing environmentally friendly household cleaners. The Town of Templeton has an opportunity to identify the extent to which NPS is damaging its natural resources and to formulate a plan for the implementation of protective measures.

Impaired Water Bodies: Segments of Otter River and Beaver Brook have been identified by the MA Department of Environmental Protection as impaired water bodies and rated as a Category 5. Category 5 waters require the development of a Total Maximum Daily Load (TDML) - this is the process of development of a pollution budget designed to restore the health of the impaired water body. Pollutants range from metals, nutrients, organic enrichment, chlorides and pathogens.

Forestry: Since the beginning of 2005, owners of forestland in Templeton have harvested a total of over 2460 thousand board-feet, equivalently 2720 cords, or 6600 tons, of timber on 1170 acres (5.6% of the Town's total land area) through 30 approved Forest Cutting Plans prepared and implemented pursuant to the provisions of the Massachusetts Forest Cutting Practices Act (FCPA; MGL Chapter 132). Active forest management is clearly important, economically as well as environmentally, to owners of forestland in Templeton.

Under Chapter 132, the Department of Conservation and Recreation (DCR), Bureau of Forestry, through its Service Foresters, has sole jurisdictional responsibility for the approval and oversight of Forest Cutting Plans, which are also exempt from review by Conservation Commissions under the Massachusetts Wetlands Protection Act (WPA; MGL Chapter 131, Section 40); i.e., Conservation Commissions have no legal right under either FCPA or WPA to do on-site inspections of properties proposed for timber harvesting prior to the start of cutting, or to take enforcement action when logging operations have “gone bad”, as happened in Templeton in 2007. Although the Attorney General prosecuted the violator in the 2007 Templeton case, the entire amount of the fine that was levied was required by law to be paid to the Commonwealth’s General Fund; no portion of the proceeds was available at the local level for restoration, and the site has been left with permanent damage to sensitive wetlands and wildlife habitat. The Templeton Conservation Commission (TCC) is currently working with the Massachusetts Association of Conservation Commissions, DCR, and others to try to address concerns over the WPA’s exemption for timber harvesting, but forward progress has been extremely slow from TCC’s point of view.

Invasive species: Invasive species remain a concern throughout Massachusetts and Templeton is no exception. Invasive species are not native to the area and are capable of aggressively invading natural areas and displacing native species. They generally lack predators and parasites, giving them a competitive edge over native species. One example of this is the Asian long horned beetle (*Anoplophora glabripennis*, "ALB"), a native of china. It is a pest of hardwood trees including maple, birch and horse chestnut and has been a problem in nearby Worcester, Massachusetts. The beetles cause damage by tunneling within the trunks and branches of trees, disrupting the sap flow and weakening and eventually killing them. State campgrounds, including Otter River State Forest, have taken a proactive approach requiring campers to purchase firewood on-site to help prevent the spread of this invasive species.

Section 3: Inventory of Open Space Areas and Recreational Resources

This section provides information about Templeton’s current inventory of open space by individually identifying and categorizing each open space parcel, including active recreation properties, according to its jurisdictional agency and level of legal protection. For the purposes of this chapter, open space lands in the Town of Templeton have been divided into two main categories: *Protected Land* and *Unprotected Land*. A map of protected and unprotected Open Space in Templeton is located at the end of this section.

Protected Land

Utilizing Templeton Assessor records, it has been calculated that protected land in Templeton totals approximately 4,729.46 GIS acres. (GIS acres are for planning purposes only - this data is not survey grade level.) According to MassGIS, Templeton consists of 20,373.61 dry acres, more than 23% of Templeton’s total acreage can be classified as protected. The majority of protected land is undeveloped and all is considered to be in good condition. An inventory by owner, management, parcel I.D., GIS acres, and location can be found below.

Table OS&R1
Parcels under the Control and Management of the Conservation Commission.
Degree of Protection: Article 97 and MGL Chapter 40, Section 15

The following 17 parcels comprise the East Templeton Pond Conservation Area (ETPCA). ETPCA was once the site of a dam and pond popular as a swimming area. The Templeton Conservation Commission and Open Space Committee currently consider ETPCA to be a high priority local focus area for expansion, as reflected in the recent approvals by Special Town Meeting (STM) of transfers of parcels from the care and control of the Board of Selectmen to that of the Conservation Commission.				
Assessor's Map Parcel #	Size (Acres)	Location	Zoning-Current Use-Condition Public Access	Type of Conveyance, Year
4-10 / 0075-0002	89.9	Rear Lot – North Main St and Patriots Rd	The East Templeton Pond Conservation Area (ETPCA) lies in a mixed commercial-residential use area of the Town. While there are a few remnants of old structures and a bit of junk/debris lying around the premises, ETPCA's constituent parcels are mostly vacant, undisturbed, and can be physically accessed either directly from public roads or via ETPCA parcels with frontage on public roads. Although there is no organized trail system of any kind and many of the parcels are inaccessible wetlands, at least when not frozen, it is likely that a reasonably good trail network could be created around the perimeter of the wetland areas.	Gift, 1984
5-10 / 0061-0001	3.7	Rear Lot – North Main St		Transfer from Selectmen, STM 2009
4-10 / 0078	2.65	Patriots Rd		Gift, 1984
1-2 / 0180	1.852	North Main St		Transfer from Selectmen, STM 2009
5-10 / 0053-0001	1.18	North Main St		Gift, 1984
1-2 / 0154	1.123	Rear Lot – North Main St		Gift, 2008
1-2 / 0182-0002	.406	Rear Lot – North Main St		Gift, 1984
1-2-1/ 0150-0002	.2	Rear Lot – North Main St		Transfer from Selectmen, STM 2009
5-10 / 0052-0002	.17	Rear Lot – North Main St		Gift, 1984
1-2 / 0186-0001	.15	Rear Lot – North Main St		Gift, 1984
1-2-1/ 0151-0001	.134	Rear Lot – Patriots Rd		Gift, 1984
1-2-1/ 0150-0001	.11	Patriots Rd		Transfer from Selectmen, STM 2009
5-10 / 0058-0001	.089	Rear Lot – North Main St		Gift, 1984
1-2 / 0182-0011	.083	Rear Lot – North Main St		Transfer from Selectmen, STM 2009
1-2 / 0154-0001	.077	Rear Lot – Patriots Rd		Gift, 1984
5-10 / 0055-0001	.073	Rear Lot – North Main St		Gift, 1984
5-10 / 0052-0001	.07	Rear Lot – North Main St		Gift, 1984
The Otter River Pool Dam and (formerly) its associated impoundment are located on the following three parcels.				
1-3 / 0019	5.4	Crotty Ave	Residential area. Site of the Otter River Pool Dam, which has fallen into severe disrepair due to lack of maintenance. The Dam's impoundment was a very popular local swimming area in the 1950's and 60's. Public access is now restricted due to safety concerns over the deteriorating dam. There has been some discussion recently about restoration of the Dam, but	Gift, 1997
1-3 / 0019-0001	4.5			
1-3 / 0019-0002	.3			

			funding for such a project is highly problematical at this point.	
The following parcels are also under the control and management of the Templeton Conservation Commission. They are currently isolated from any other protected land in Templeton, except as noted.				
5-8 / 0019	2.3	Willow St	Residential area. The parcel is vacant, undisturbed, and dry, but too small to support much of a trail system.	Transfer from Board of Selectmen, ATM 2005
4-10 / 0081	3.7	Route 2A-Patridgeville Rd	Residential area. The parcel is vacant, undisturbed, and virtually entirely wetlands.	Gift, 1993
4-5 / 0008	23	Rear Lot – Baldwinville Rd	Back land parcel in a residential area, access via DCR’s abutting Ware River Rail Trail. No maintained trails. The parcel is being damaged by illegal use by ATV’s and ORV’s. Parcel also abuts the 989-acre US Army Corps of Engineers Birch Hill Dam Flood Control Project.	Gift, 1970
5-14 / 0013	9.2	Off Whitney St	These two parcels lie in the same large wetland complex at the headwaters of the Otter River; which flows through the 9.2 acre parcel and on the boundary of the 40-acre parcel, providing canoe/kayak access. The 40-acre parcel may have enough dry land for a small trail system.	Gift, 1998
5-14 / 0026	40	Whitney St		Transfer from Board of Selectmen, ATM 2009
Total land under the care and control of the Conservation Commission = 190.367 acres				

Town-owned Protected Recreation Land				
The following Town-owned property is under the control of the Board of Selectmen and managed by the Templeton Recreation and Cemetery Commissions as permanently protected recreation land pursuant to the provisions of the deed from the grantor to the Town of Templeton. The property is also subject to the provisions of Article 97.				
Assessor’s Map/ Parcel #	Size (Ac)	Location	Description	Type of Conveyance/Year
5-4 / 0032	30.	Michaels Lane	Gilman Waite Recreational Park, with three baseball fields, a basketball court, tennis court, and a children’s climbing structure.	Gift / 1931

Conservation Restrictions					
The following two privately owned parcels are protected by Restrictions pursuant to the provisions of Chapter 184, Sections 31 – 33.					
Assessor’s Map/ Parcel #	Location	Owner	Type of Restriction / Holder	Size (Ac)	Type of Conveyance/Year
4-04-0003	68 Norcross Hill Rd	Karen Tucker	Conservation / North County Land Trust	80.137	Gift / 1997
1-15 / 0001 - 0011	Barre Rd	John & Doris Brooks	Watershed Preservation / DCR	59.65	Sale / 2001

Table OS&R2
Parcels owned by the Commonwealth of Massachusetts.
Degree of Protection: Article 97

Assessor's Map/ Parcel #	Size (Acres)	Location	Description
The following three parcels comprise (Templeton's portion of) the Otter River State Forest under the control and management of the Department of Conservation and Recreation, Division of State Parks and Recreation.			
4-2 / 0100	369.6	Royalston Rd (Rte. 68)	Otter River State Forest offers a wide variety of opportunities for passive and active recreation ranging from hiking and wildlife viewing to hunting and fishing to camping and swimming. Abuts several thousand acres of protected land owned by State and Federal agencies.
3-2 / 0011	50.0	Off Royalston Rd (Rte. 68)	
6-4 / 1000	87.0	Winchendon Rd	
The following three parcels comprise the Templeton State Forest under the control and management of the Department of Conservation and Recreation, Division of State Parks and Recreation.			
3-7 / 0200	303.9	West Road, off King Phillip's Trail (Rte. 202)	Templeton State Forest is open to all forms of passive recreation, although there is no formally organized, maintained trail system. Snowmobile use is permitted.
3-13 / 0150	251.4	Hubbardston Rd	
4-12 / 0250		Hubbardston Rd	
The following three parcels are under the control and management of the Department of Conservation and Recreation, Division of Water Supply Protection. Public access and permitted uses vary.			
2-12 / 0054	87	Stone Bridge Rd	Stone Bridge Pond.
1-15 / 0003	15	Barre Rd	Forest land in the Burnshirt River watershed.
2-15 / 0008 - 0011	60.98	South Rd	Abuts additional DCR watershed land in Hubbardston.
The following three parcels are under the control and management of the Department of Fish and Game.			
2-12 / 0053	12	Stone Bridge Rd	Abuts Stone Bridge Pond.
4-5 / 0006	23	King Phillip's Trail (Rte. 202)	Known as the "Day Mill Tree Sanctuary". Managed by DFG as part of the Birch Hill Wildlife Management Area in Templeton, Winchendon, and Royalston. Abuts 989 acres of US Army Corps of Engineers land.
4-5 / 0007			
The following parcel is under the control and management of the Department of Developmental Services.			
2-7 / 0040	1627	King Phillip's Trail (Rte. 202)	The location of the former Templeton Development Center, is also an

			incredibly diverse area of open space consisting of exceptionally diverse wildlife habitats, agricultural use, and opportunities for passive recreation.
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**Table OS&R3
Parcels owned by the United States Government.
Degree of Protection: Article 97.**

Assessor's Map/ Parcel #	Size (Ac)	Location	Description
The following parcel is under the control of the US Army Corps of Engineers (ACE).			
4-4 / 0001	988.8	King Phillip's Trail (Rte. 202)	Templeton's portion of the ACE's Birch Hill Flood Control Project, which extends into the neighboring towns of Winchendon and Royalston. The property is open to hiking, hunting, fishing, other forms of passive recreation, and snowmobiling. The property's extensive wetlands and large expanses of open water provide excellent opportunities for canoeing and kayaking. Athletic fields, used for team sports by organizations in Templeton and other area towns, are located on a portion of the property off Maple Street in Baldwinville.

Source: Templeton Assessor Records (2009), Templeton Conservation Commission

Unprotected Land

Table OS&R4 below is the inventory of municipally owned, unprotected Town owned land.

Municipally owned land is categorized as unprotected open space, since, while it is open now, it may be subject to development for municipal purposes or sold as surplus in the future. However, since it is Town-owned, it is less likely to be developed for private residential or commercial uses unless Town Meeting votes to sell it. Some of the unprotected land owned by the Town is used for educational, recreational, and other municipal purposes. Recreational properties include: East Templeton Field, Houghton Park, and Templeton Playground. The five town commons, Baldwinville, East Templeton, Otter River, Amadon Park, and Templeton and four schools, Baldwinville Elementary, East Templeton Elementary, Narragansett Regional School and Templeton Center Elementary also provide some recreational opportunities.

**Table OS&R4
Town-Owned Unprotected Land**

OWNER	MANAGEMENT	LOCATION	PARCEL ID	GIS ACRES
Town of Templeton	Town of Templeton	27 Boynton Rd Common	1-01-0016	0.480216827
Town of Templeton	Town of Templeton	9 Boynton Rd Common	1-01-0016-0001	0.164917584
Narragansett Hist. Soc.	Historic Society	1 Boynton St	1-01-0020	22.59092523
Narragansett Hist.Soc.	Historic Society	9 Hubbardston Rd	1-01-0048	0.137491769
Town of Templeton	Town of Templeton	2 South Rd	1-01-0064	0.780373322
Town of Templeton	Town of Templeton	South Rd	1-01-0085	2.821258358
Templeton Ctr. School	Town of Templeton	17 South Rd	1-01-0086	0.097793373
Town of Templeton	Town of Templeton	33 South Rd	1-01-0087	0.827044913
Town of Templeton	Town of Templeton	Wellington Rd	1-01-0096	0.03232992
Town of Templeton	Town of Templeton	Athol Rd	1-01-0109	1.53911852
Templeton Village Improve Society	Town of Templeton	South Rd	1-01-0110	0.249372944
Town of Templeton	Town of Templeton	Main St	1-02-0159	0.09155156
Town of Templeton	Town of Templeton	Gardner Rd	1-02-0227	2.047389284
Town of Templeton	Town of Templeton	Sawyer St	1-02-0251	2.961096485
Inhabitants Town of Templeton	Town of Templeton	80 Pleasant St	1-04-0151	0.380053089
Town of Templeton	Town of Templeton	Bridge St	1-04-0247	0.02068148
Town of Templeton	Town of Templeton	160 Patriots Rd	1-2-1-0019	0.661240939
Town of Templeton	Town of Templeton	Conti Ave	1-2-1-0019-0001	0.5896446
Town of Templeton	Town of Templeton	Cottage Ln	1-2-1-0122	3.179352028
Town of Templeton	Town of Templeton	Gardner Rd	1-3-1-0031-0001	0.400856384
Nuggets Lunch of Baldwinville	Town of Templeton	Central St	1-4-1-0275	0.185023736
Town of Templeton	Town of Templeton	Central St	1-4-1-0286	0.07616052
Town of Templeton	Town of Templeton	4 School St	1-4-1-0287-0001	0.064038984
Town of Templeton	Town of Templeton	School St	1-4-1-0287-0002	0.011433638
Town of Templeton	Town of Templeton	2 School St	1-4-1-0287-0003	0.057514679
Town of Templeton	Town of Templeton	School House Rd	1-4-1-0288	0.050729974
Templeton Municipal Light Department	Town of Templeton	School St	1-4-1-0289	0.127677664
Templeton Hsg. Auth.	Town of Templeton	School St	1-4-1-0373	0.922383525
Inhabitants Town of Templeton	Town of Templeton	16 School St	1-4-1-0375	0.075599278
Inhabitants Town of Templeton	Town of Templeton	Cottage St	1-4-1-0376	0.784929121
Inhabitants Town of Templeton	Town of Templeton	Baldwinville Rd	1-4-1-0377	0.425959269
Inhabitants Town of Templeton	Town of Templeton	4 Elm St	1-4-1-0383	0.222129741
Town of Templeton	Town of Templeton	King Philips Trail	1-4-1-0384	0.155018914
Baldwinville Elementary School	Town of Templeton	King Philips Trail	1-4-1-0385	0.558748787
Town of Templeton	Town of Templeton	King Philips Trail	1-4-1-0390	0.637269475
Town of Templeton	Town of Templeton	N/A	1-4-1-0407	1.476062728
Inhabitants Town of Templeton	Town of Templeton	N/A	1-4-1-0409	0.248050028

Boynton Public Library	Town of Templeton	Athol Rd	2-15-0001	26.22970036
Town of Templeton	Town of Templeton	King Philips Trail	3-02-0008	5.6485723
Town of Templeton	Town of Templeton	Athol Rd	3-06-0005	62.19564495
Town of Templeton	Town of Templeton	Athol Rd	3-07-0050	0.025817229
Town of Templeton	Town of Templeton	Athol Rd	3-07-0058	11.07835925
Town of Templeton	Town of Templeton	Athol Rd	3-08-0066-0001	4.825472359
Town of Templeton	Town of Templeton	Petersham Rd	3-08-0066-0002	5.063218719
Town of Templeton	Town of Templeton	Barre Rd	3-08-0066-0003	8.825894356
Town of Templeton	Town of Templeton	Barre Rd	3-08-0066-0004	11.39213467
Town of Templeton	Town of Templeton	Barre Rd	3-08-0066-0005	0.545319166
Town of Templeton	Town of Templeton	241 South Rd	3-08-0066-0006	8.726852008
Town of Templeton	Town of Templeton	Hubbardston Rd	3-10-0016	23.19904601
Town of Templeton	Town of Templeton	Royalston Rd	3-10-0017	3.832194304
Town of Templeton	Town of Templeton	Royalston Rd	3-10-0018	2.86231345
Inhabitants Town of Templeton	Town of Templeton	Royalston Rd	3-11-0035	0.929971261
Town of Templeton	Town of Templeton	King Philips Trail	4-02-0002	14.97236246
Narragansett Reg High School	Town of Templeton	381 Baldwinville Rd	4-06-0019	4.424897394
Narragansett Regional School	Town of Templeton	Otter River Rd	4-06-0019-0001	40.03875531
Narragansett Regional School	Town of Templeton	Meadowbrook Lane	4-06-0019-0002	2.261611581
Narragansett Reg School District	Town of Templeton	Patriots Rd	4-06-0019-0003	0.594937385
Narragansett Regional School District	Town of Templeton	Johnson Ave	4-06-0020-0001	1.181108335
Town of Templeton	Town of Templeton	North Main St	4-07-0049	0.494397038
Town of Templeton	Town of Templeton	Main St	4-07-0052	17.76487168
Inhabitants Town of Templeton	Town of Templeton	Patriots Rd	4-09-0022-0001	0.057362655
Town of Templeton	Town of Templeton	Hubbardston Rd	4-10-0046-0036	0.108371945
Town of Templeton	Town of Templeton	Fourth St	4-10-0064	3.298356062
Templeton Village Improve Society	Town of Templeton	Elm St	4-10-0117	1.236377034
Town of Templeton	Town of Templeton	Elm St	4-11-0099	0.162647511
Town of Templeton	Town of Templeton	Ware Rd	4-11-0101	0.17159391
Town of Templeton	Town of Templeton	Reservoir St	4-11-0108	0.147560613
Town of Templeton	Town of Templeton	Willow St	4-11-0136	0.167756861
Town of Templeton	Town of Templeton	6 Willow St	5-04-0030-0001	0.067037928
Town of Templeton	Town of Templeton	Willow St	5-04-0030-0002	0.405931262
Town of Templeton	Town of Templeton	North Main St	5-04-0032	20.23869914
Inhabitants Town of Templeton	Town of Templeton	North Main St	5-05-0034	42.83819019
Town of Templeton	Town of Templeton	North Main St	5-08-0031-0005	2.955880393
Town of Templeton	Town of Templeton	North Main St	5-08-0034	10.15726529
Town of Templeton	Town of Templeton	Depot Rd	5-08-0034-0001	0.904493476
Town of Templeton	Town of Templeton	Cottage Ln	5-10-0082-0001	0.277311737
Inhabitants Town of Templeton	Town of Templeton	Cottage Ln	5-10-0092	18.17920836
Town of Templeton	Town of Templeton	Baker Lane	5-10-0092-0001	2.865267776

Inhabitants Town of Templeton	Town of Templeton	Pail Factory Rd	5-10-0092-0002	7.821645215
Town of Templeton	Town of Templeton	Pail Factory Rd	5-10-0094-0001	52.41297195
Town of Templeton	Town of Templeton	Pail Factory Rd	5-10-0094-0002	27.53607578
Town of Templeton	Town of Templeton	Pail Factory Rd	5-10-0094-0003	31.60297114
Town of Templeton	Town of Templeton	86 Bridge St	5-11-0063	0.124237699
Town of Templeton	Town of Templeton	Bridge St	5-14-0007	18.57538715
Templeton Light Department	Town of Templeton	Main St	6-05-0005	3.396244379
Town of Templeton	Town of Templeton	Main St	6-05-0005-0001	1.382897291
Town of Templeton	Town of Templeton	Main St	6-05-0005-0002	3.187603014
Templeton Housing Authority	Town of Templeton	Gardner Rd	6-05-0018-0001	2.348828526
Town of Templeton	Town of Templeton	Gardner Rd	6-05-0020-0001	6.240715493
Town of Templeton	Town of Templeton	Gardner Rd	6-05-0020-0002	1.442861693
Town of Templeton	Town of Templeton	Gardner Rd	6-05-0020-0003	0.910466538
Town of Templeton	Town of Templeton	Gardner Rd	6-05-0020-0004	11.75870105
Town of Templeton	Town of Templeton	Gardner Rd	6-06-0034-0006	0.383234097
Town of Templeton	Town of Templeton	Gardner Rd	6-08-0008	0.5282382
Town of Templeton	Town of Templeton	Gardner Rd	6-08-0008-0001	0.089840631
Town of Templeton	Town of Templeton	Gardner Rd	6-08-0008-0002	6.085078893
Inhabitants Town of Templeton	Town of Templeton	Gardner Rd	6-12-0024-0001	7.066098996
Town of Templeton	Town of Templeton	Gardner Rd	6-12-0026	17.28549711
TOTAL				809.661 ACRES

Source: Templeton Assessor Records (2009)

Another category of unprotected land in Templeton is privately owned land classified under MGL Chapters 61, 61A and 61B of MA General Laws for forest, agricultural/horticultural and recreation lands. There are 788.26 GIS acres classified as agricultural/horticultural in Templeton, 677.17 classified as forest and 934 as recreational land. The table below depicts Chapter 61, 61A and 61B parcels by owners and location of those parcels. Efforts should be made to determine why more eligible landowners in town are not availing themselves to the tax advantages offered by Chapter 61.

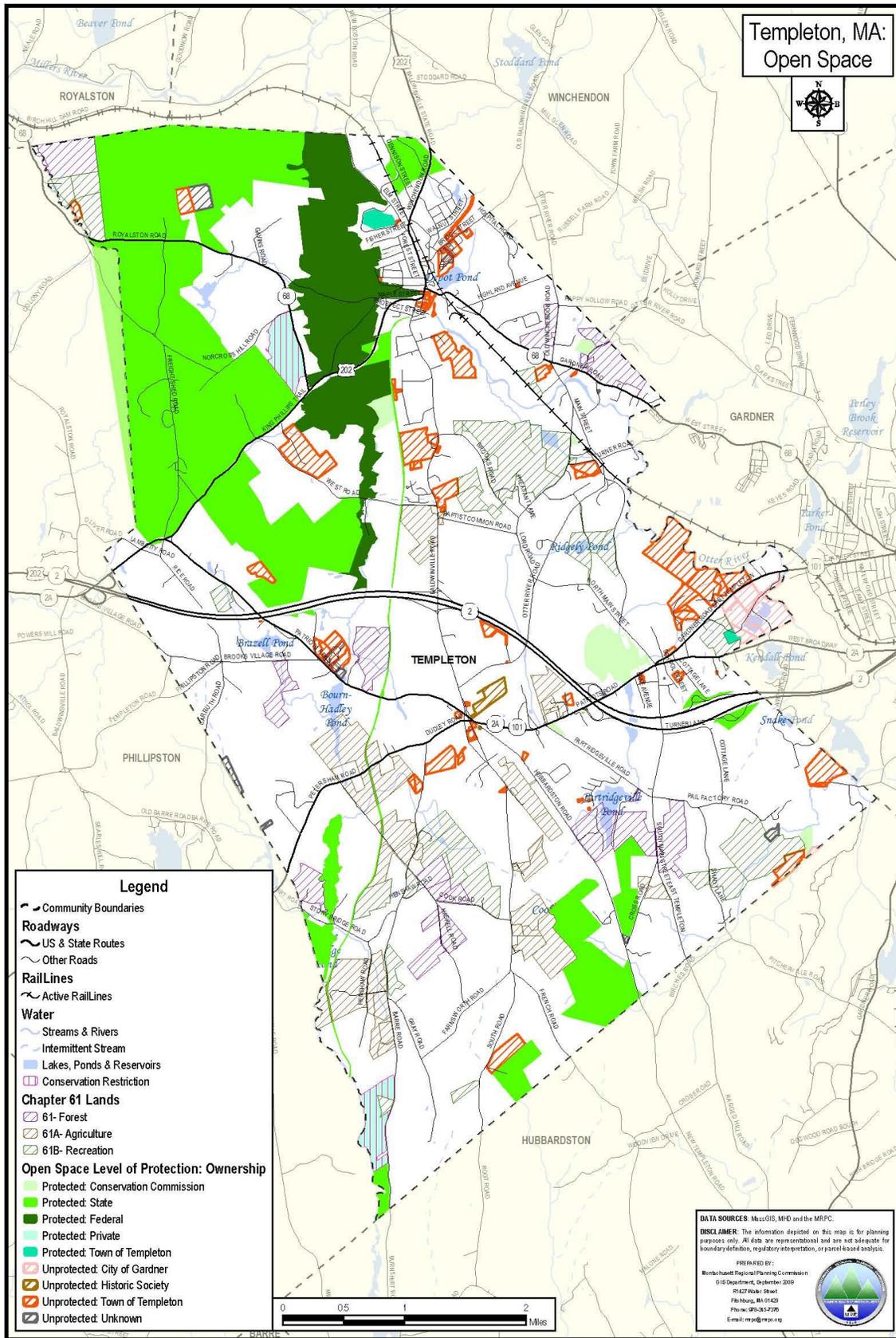
Table OS&R5
Chapter 61, 61A and 61B Parcels

CLASS	OWNER	LOCATION	PARCEL ID	GIS ACRES
61	Nixon, Brent	Royalston Rd	3-02-0003	88.000000
61	Nixon, Brent	Royalston Rd	3-02-0002	2.000000
61	Stone Land Trust	State Rd	6-06-0071	35.500000
61	Stone Land Trust	Crotty Ave	1-03-0020	13.600000
61	Stone Land Trust	State Rd	1-03-0025	73.000000
61	Stone Land Trust	State Rd	1-03-0025	73.000000
61	Needham, Arthur	Patriots Rd	3-08-0062	20.000000
61	Radigan, Glen & Sharon	Brooks Village Rd	2-09-0037	9.000000
61	Pease, Robert & Elena	Skunks Misery Rd	2-09-0034	32.500000
61	Templeton Fish & Game	Partridgeville Rd	4-11-0149	33.700000
61	Kozlowski, Kenneth & Sandra	South Main St	4-12-0171	68.000000
61	Templeton Fish & Game	Hubbardston Rd	4-11-0153	33.000000

61	Templeton Fish & Game	Partridgeville Rd	4-11-0149	33.700000
61	Dwellely, Jack & Tammy	Cook Rd	2-12-0031	14.530000
61	Aukstikainis, Stephen & Heidi	Stone Bridge Rd	2-12-0052	28.000000
61	Dwellely, Jack & Tammy	Cook Rd	2-12-0032	6.000000
61	Dwellely, Jack & Tammy	Cook Rd	2-13-0001	15.500000
61	Duguay, Bruce & Deborah	Haskell Rd	2-13-0003	32.400000
61	Duguay, Bruce & Deborah	Haskell Rd	2-13-0003	32.400000
61	Girouard, John	Haskell Rd	2-13-0004-0001	27.970000
61	Bucciarelli, Marco	Patriots Rd	3-09-0075-0001	45.070000
61A	Henshaw, Ralph	147 Henshaw Rd	1-13-0004	24.28093495
61A	Henshaw, Ralph	147 Henshaw Rd	1-13-0004	86.44360802
61A	Henshaw, Ralph	147 Henshaw Rd	1-13-0004	18.9986269
61A	Henshaw, Ralph	147 Henshaw Rd	1-13-0004	5.890335727
61A	Henshaw, John	521 Barre Rd	1-14-0008	15.66805748
61A	Henshaw, John	Barre Rd	1-14-0008-0002	6.133923468
61A	Henshaw, John	Barre Rd	1-14-0008-0003	11.11167417
61A	Henshaw, Ralph	Henshaw Rd	1-14-0011	16.51774495
61A	Leclerc, Matthew & Kelly	Barre Rd	2-12-0021	36.49128168
61A	Leclerc, Matthew & Kelly	Barre Rd	2-12-0021	2.130787623
61A	Leclerc, Matthew & Kelly	179 Barre Rd	2-12-0022	16.33609776
61A	Leclerc, Matthew & Kelly	Barre Rd	2-12-0023	5.264472414
61A	Leclerc, Matthew	Barre Rd	2-12-0024	20.91963856
61A	Henshaw, Ralph	Henshaw Rd	2-13-0030	2.508184346
61A	Racette, Donald & Bernice	190 Dudley Rd	3-10-0013	87.51722526
61A	Racette, Donald & Bernice	190 Dudley Rd	3-10-0013	11.31990002
61A	Racette, Donald & Bernice	190 Dudley Rd	3-10-0013	44.18551653
61A	Racette, Donald & Bernice	190 Dudley Rd	3-10-0013	30.2299598
61A	Young, Robert & Dorothea	2 Dolbier Hill Rd	3-11-0030	46.16511563
61A	Chartier, Stephen & Michelle	268 South Rd	3-12-0049-0003	4.022103191
61A	Chartier, Stephen & Michelle	South Rd	3-12-0049-0005	1.342225127
61A	Chartier, Stephen & Michelle	South Rd	3-12-0049-0006	18.37344695
61A	Chartier, Stephen & Michelle	South Rd	3-12-0049-0008	5.073551586
61A	Young, Gary	229 Hubbardston Rd	3-12-0056	18.03099736
61A	Laine, Daniel	360 South Rd	3-13-0002	34.01431313
61A	Laine, Paul & Alice	376 South Rd	3-13-0003	4.996414387
61A	Laine, Paul & Alice	South Rd	3-13-0004	5.609131767
61A	Laine, Paul & Alice	South Rd	3-13-0005	21.01491838
61A	Laine, Paul & Alice	South Rd	3-13-0006	62.35559683
61A	Brooks, John & Doris	342 Baldwinville Rd	4-07-0046	62.76121765
61A	Brooks, John & Doris	Baldwinville Rd	4-07-0046-0002	1.270432455
61A	Brooks, John & Doris	Baldwinville Rd	4-07-0090	1.698592874
61A	Wilson, Richard	Gardner Rd	4-09-0047-0001	29.18085729
61A	Wilson, Richard	Hillcrest Dr	4-10-0052-0001	1.17868461
61A	Wilson, Richard	Hillcrest Dr	4-10-0056	1.29728458
61A	Wilson, Richard	18 Johnson Ave	4-10-0058	10.75552706
61A	Jelwniewski, Morgan	South Main St	4-12-0172-0001	11.72675295
61A	Jelwniewski, Morgan	Cross Rd	4-12-0176	5.449790843
61B	Royalston Fish & Game	Royalston Rd	3-02-0007	27.000000
61B	Royalston Fish & Game	Royalston Rd	3-02-0006	11.000000
61B	Royalston Fish & Game	Royalston Rd	3-02-0004	2.000000

61B	Royalston Fish & Game	Royalston Rd	3-02-0010	40.000000
61B	Royalston Fish & Game	Royalston Rd	3-02-0005	3.500000
61B	Royalston Fish & Game	Royalston Rd	3-02-0009	2.000000
61B	Szymcik, Charles & Sharron	Liberty St	6-08-0019	9.500000
61B	Szymcik, Charles & Sharron	Liberty St	6-08-0018	3.000000
61B	Matusewicz, William & Annette	Brooks Rd	5-08-0006	68.000000
61B	Matusewicz, William & Annette	Brooks Rd	5-06-0074-0003	4.200000
61B	Matusewicz, William & Annette	Brooks Rd	5-06-0074	39.700000
61B	Matusewicz, William & Annette	Brooks Rd	5-06-0074-0006	1.180000
61B	Otter River Sportsmen's Club	Lord Rd	5-08-0016	65.200000
61B	Otter River Sportsmen's Club	Lord Rd	5-08-0017	43.000000
61B	Otter River Sportsmen's Club	Willow St	5-08-0020	2.000000
61B	Matusewicz, William & Annette	Brooks Rd	5-08-0007	16.830000
61B	Matusewicz, William & Annette	Brooks Rd	5-08-0011	13.000000
61B	Matusewicz, William & Annette	Brooks Rd	4-07-0068	30.000000
61B	Ridgely Country Club	Otter River Rd	5-09-0028	24.000000
61B	Matusewicz, William & Annette	Brooks Rd	5-08-0010	3.510000
61B	Ridgely Country Club	Depot Rd	5-09-0041	27.000000
61B	Ridgely Country Club	Otter River Rd	5-09-0029	8.000000
61B	Moschetti, Peter	Patriots Rd	2-08-0017-0004	16.970000
61B	Eames, Warren	Patriots Rd	6-12-0008	31.000000
61B	Eames, Warren	Patriots Rd	6-12-0008	31.000000
61B	Brooks, John & Doris	Barre Rd	3-11-0010	29.000000
61B	Swift River Retrievers LLP	Pail Factory Rd	5-14-0001-0002	122.000000
61B	Brooks, John & Doris	Barre Rd	3-11-0011	28.000000
61B	Brooks, John & Doris	Cook Rd	3-12-0013	40.000000
61B	Brooks, John & Doris	Cook Rd	3-12-0012	5.000000
61B	Perkins, Charles	Cook Rd	3-12-0053	49.000000
61B	May, Debora	Shady Ln	4-13-0016	50.000000
61B	Dwellely, David	Barre Rd	2-12-0028	12.500000
61B	May, Debora	Shady Ln	4-13-0016	50.000000
61B	Salame, Stephan	Barre Rd	2-12-0029	36.000000
61B	Robillard, Jerry & Kathy	Barre Rd	2-13-0009	41.970000
61B	Banas, Michael & Kathy	South Rd	2-15-0003-0004	9.500000
61B	Brooks, Philip & Audrey	Barre Rd	1-15-0001-0007	6.910000
TOTAL				2,399.8 ACRES

Source: Templeton Assessor Records (2009)



Section 4: Analysis of Needs

Resource Protection Needs

The Town of Templeton has an abundance of natural resources, open space and recreation opportunities that need to be protected. The small-town character, rural charm and quality of life that have defined Templeton for decades are worth preserving and protecting.

The results from the April 18, 2009 Open Space and Recreation public meeting and the opinion survey distributed thereafter revealed that people support specific town and state actions for the preservation of open space. For example, respondents support the town purchase of land, zoning changes, accepting donated land and development rights, cooperative protection efforts, and the dedication of open space by developers.

They also support the Commonwealth's purchase of land and development rights and tax reduction programs for farm, forest and recreation land. However, when asked what they would personally do for open space protection, people were less interested in selling, giving or donating their land or money to the town or a land trust or rewriting their deed to limit future development. Considering that most of the respondents were property owners, clearly people attach a certain value to their land and they expect to be compensated in some form for any land they would relinquish for conservation purposes. Few people would argue the importance of preserving clean drinking water and air quality, and that the protection of forests, streams, lakes and ponds should be a focus.

Overall, residents of Templeton think that local open space, sense of community, rural character, and recreational facilities and activities have remained the same while they have lived in town. However, they see residential development as the most significant threat to Templeton's sense of community and rural character. So, while there may not have been an overwhelming amount of residential development in recent years, clearly people see it happening now. A number of people are also concerned with the lack of planning efforts to help manage the future development of Templeton.

Land Acquisition: Although there is local interest in protecting open space and acquiring additional parcels, there is no internal mechanism in place to guide the decision-making process. Regardless of the reason for which a parcel may be desired by the Town, there are no criteria defined to assist the Town in determining whether a parcel should be purchased. If additional land is to be procured, it is important to know what criteria should be applied because it will be impossible for the Town to purchase every parcel brought before them. This is particularly critical for land in the Chapter 61 programs since the Town has a very limited window of opportunity in which to exercise its right of first refusal and buy the land.

There are a number of temporarily protected land parcels in Templeton that are in either the Chapter 61, 61A or 61B preservation programs. When land is removed from these programs, the Town has only 120 days to exercise its right of first refusal to purchase the property. With the numerous legal complications that can arise, as well as the procedural requirements that must be met for a municipal purchase of land, 120 days does not provide much leeway for the Town to exercise this right.

Any open space acquisition scheme—whether to preserve one acre or 10,000 acres —needs to address the issue of prioritization. Before any parcel is to be purchased, before any money is sought for preservation, the community must assess the natural values of the land (both objective and subjective measurements) and

determine in advance which lands are the highest priorities to preserve. Such an approach contrasts sharply with the piecemeal, ad hoc decision-making processes that so often determine open space acquisitions.

Rather than waiting passively for opportunities to arise, the Town (or private land trust or other entity) must proactively seek preservation opportunities for the most valued parcels. Priorities stated clearly in advance can lead to such opportunities, whether as a result of grant funding, private donation, or contributions as a result of a land use approval process.

While the Town has “unofficially” adopted several criteria for open space purchases (mostly based on natural and water resource protection, waterfront location, and open space and habitat), it is recommended that more specific criteria be applied in future decision-making.

The OSRP and the Assessor’s records provide an inventory of all parcels currently enrolled in the Chapter 61, 61A, and 61B programs. A more detailed field survey of each parcel will yield additional information regarding how it compares with the criteria listed below. The goal of this assessment is to provide the Town with the decision-making tools to ascertain how parcels should be prioritized and whether a particular parcel should be purchased when such an opportunity arises. The OSRC has surveyed the parcel maps and identified 192 parcels of interest for preservation to some degree.

The most significant factors to consider include protection of regional or local drinking water sources, natural resources and scenic views, creation of regional and local networks of open spaces and trails, and minimizing the loss of the rural character of the Town.

These factors have been repeatedly stressed in the goals and objectives and during the course of public participation forums held as part of the OSRP processes. Given the nature of the Millers River watershed and potential non-point pollution sources, open space acquisitions affecting water quality and within local watersheds should be considered for a high level of priority. An additional high priority should be the creation or extension of regional open space and trail networks that connect with those in other watershed towns. The specific criteria used to evaluate sites for purchase should include the following:

- Location of the parcel in relationship to other protected land including other land owned by the Town, the Commonwealth of Massachusetts, or other not-for-profit organizations such as conservation organizations or land trusts. Is the land adjacent to land set aside as a result of cluster or open space preservation development? Will it contribute to needed civic space near village centers or adjacent recreational areas? Is it located in a neighborhood currently underserved with respect to open space area?
- Does the land create new or expanded connections to an existing regional or local trail network for walking, hiking, biking, cross-country skiing, or other recreational opportunities? Can the land provide public access to water, or parking for beaches?
- Agricultural features such as open fields, the existence of prime agricultural soils, scenic views from and into agricultural land, visible stone walls, whether some portion of the land is currently in active agricultural use, and the presence of structures used in the agricultural setting (such as barns, silos, etc.).
- Proximity to valuable regional or local environmental resources including existing and potential drinking water sources, wetlands, waterfront, ponds, lakes, streams, and

significant vegetative and wildlife habitat or wildlife corridors (including habitat for rare or endangered species).

- Presence of scenic resources such as special landscape characteristics such as steep slopes and unique geological features, a view into the parcel or a view from the inside of the parcel to adjacent properties or scenic waterfront resources.
- Proximity to historic and cultural resources.
- Potential environmental problems with the site must be identified, particularly if there is a likelihood of a hazardous waste liability problem arising from previous uses at the site. Significant long-term legal and cost issues may place such a parcel in a lower priority classification. However, these problems are not insurmountable and if the costs for remediation are known, they can be managed and factored into the purchase price.
- Finally, the cost of the parcel needs to be considered, especially when compared with others. If the land has a high potential for development with few environmental constraints, it may cost more than an equivalently sized parcel with severe limitations on future development.

Theoretically, points can be assigned to these factors to assist in the decision-making process. Based upon the input received during the master planning process, priority can be given (or points assigned) to parcels that may exhibit characteristics from more than one category. For example, a piece of land that has agricultural features, contributes to a water supply area, and provides a connection with an existing trail network may receive more points and be given a higher place on the priority list than a parcel that only can demonstrate two of these factors. Conversely, points can be subtracted from any parcel that may raise hazardous waste liability or high cost factors.

Community Needs

Due to its growing population, the town has a need for new and increased amounts of recreational facilities. Existing facilities need expansion, preservation, maintenance and protection. The National Recreation and Parks Association sets guidelines for recreational facilities. Based on these guidelines Templeton should have six Baseball/Softball fields; two soccer/football fields; four basketball courts, one tennis court, one golf course and four playgrounds.

Many of Templeton's needs are relatively similar to statewide and regional needs. According to survey results from the Templeton Open Space and Recreation plan, the need for a natural history trail, multi-purpose trails, playing fields, conservation areas, and neighborhood parks/gardens were ranked amongst the highest. Moreover, due to Templeton's increasing population, the town has a need for new and increased amounts of recreational facilities.

The town's existing parks need expansion, preservation, maintenance and protection.

However, there are notable differences between the needs of Templeton and regional needs. Indicated in the Statewide Comprehensive Outdoor Recreation Plan (SCORP) regional facilities in greatest supply are generally in the least demand – this is evident in Templeton with Otter River State Forest within its jurisdiction and Lake

Dennison Recreation Area located in nearby Winchendon. Both of these public state-owned campgrounds offer ample opportunities for camping, swimming, boating fishing and family picnicking. However, camping and water-based activity needs ranked relatively low in Templeton’s survey, but ranked high in State and Central SCORP region.

Also, according to SCORP, households with people with disabilities generally report usage rates similar to the statewide average. Recognizing its responsibility to its citizens (particularly the needs of the elderly and disabled residents) the town hired a consultant to assess the physical conditions at public facilities to assist in the creation of a tool to decrease those barriers. The Physical Accessibility report identifies various components of physical accessibility, highlights regulatory requirements, and describes existing conditions and compliance issues. The report also provides Templeton with costs to make those improvements. The town has implemented several recommendations to improve ADA compliance. However, accessibility for all people remains a challenge for the town due to financial constraints. An action item from the OSRP is to “continue to maintain and manage existing facilities”. If funding becomes available, the town will continue to make ADA improvements that were identified in the Physical Accessibility report.

Management Needs, Potential Change of Use

Implementation of the OSRP is the key to achieving the goals and objectives (listed in the following section) that residents and local officials have identified.

- The town should designate an entity or board to be in charge of implementing the recommendations found in the OSRP Action Plan (see page 30) , preferably the Open Space and Recreation Committee as other boards and commissions have numerous other responsibilities.
- Residents, the town’s planning board and conservation commission have all expressed support in open space acquisition, however funding is an issue that needs to be addressed
- It is important to establish criteria to determine whether a parcel of land is worthy of purchase by the town and for what purpose. Consideration should be given to whether the land is purchased using town financial resources, or through the use of other leveraged resources, such as a land trust or private conservation easement.

Section 5: Open Space and Recreation Goals, ~~and Objectives~~ and Recommendations

The Town of Templeton Goals and Objectives for Open Space and Recreation presented below draw upon the recently completed Open Space and Recreation Plan. These goals and objectives were established by the Templeton Open Space Committee through community forums in April 2009 and April 2010.

Preserve the rural and historic character of the Town through permanent protection of existing unprotected open space and acquisition of land in strategic areas. This will include protection of regions along the Otter River and within the Watershed Protection Zone.

- Identify all existing open space listed as protected and ensure the protection is permanent.
- Work with the State to ensure all Templeton Developmental Center lands remain as protected open space.

- Work with DCR Division of Water Supply Protection and local landowners to preserve as much land within the Burnshirt River (Chicopee River) Watershed as possible through purchase, donation, and conservation restrictions and easements.
- Work with the Planning Board to advise regarding open space set-asides and guide management of these properties.

Develop recreational opportunities within the communities and along the Otter River by improving existing facilities and resources and developing new resources to accommodate youth, family and senior activities. Potential funding sources: Templeton CPA funds; Town of Templeton staff time; private donations; assistance from volunteers.

5. Development of a Youth Park.
6. Coordination with Senior Activities and Facilities.
7. Promote existing facilities such as the Narragansett Middle School track for public use.
8. Work with the Planning Board to see that some open space set-asides are earmarked for park and recreation use.

Protection of wildlife habitat, water resources, and the creation of large conservation areas.

- Work with the Conservation Commission and Community Preservation Committee to explore opportunities to engage the community in pursuit of this goal.
- Work with state and federal officials to protect land adjacent to properties under their jurisdiction.

Coordinate with other communities and agencies to develop open space opportunities. Potential funding sources: Town of Templeton staff time; assistance from volunteers.

- Cooperate with Gardner to develop an Otter River Greenway, including river access for canoes/kayaks upstream of Turner Street dam.
- Coordinate with the U.S. Army Corps of Engineers in the areas of town under its jurisdiction.
- Cooperate with Hubbardston to connect with its trail system.

Develop recreational trail systems for both intercommunity (abandoned railway) and intracommunity (village trails) use. Potential funding sources: Templeton CPA funds; Town of Templeton staff time; assistance from volunteers.

- Secure easements to enable walking trails.
- Work with Hubbardston to develop a trail system between the Templeton and Hubbardston State Forests and to connect this system to the abandoned railway trail.

Develop scenic recreational parks in the following precincts.

- Otter River Pool (Templeton Conservation Lands)
- Baldwinville Back Bay Trail (Army Corps)
- East Templeton Wildlife Area
- Templeton Center Historical/ Walking Trail
- Higher elevation park (Templeton State Forest/Norcross Hill)

Promote beneficial use of Open Space – e.g. dry hydrants/fire protection zones.

Develop a plan to promote the town's availability for ecotourism.

Protect natural resources from overdevelopment, including identification of vernal pools and Natural Heritage rare/endangered species.

Accommodate new growth where the environment can best support it by encouraging responsible development of housing and industrial facilities. This will include coordination of open space acquisitions resulting from subdivision set-asides.

Section 6: Five Year Action Plan

The Five-Year Action Plan is based on Templeton's OSRP's open space and recreation goals and objectives. The action plan intends to deliver on the promise of the goals and objectives and contains a program of steps for the town to take over the next five years. Some of these actions may be underway and others are ongoing but need additional support. A summary of these actions follow. An open space action plan map follows at the end of this section.

Achieve Resource Protection Goals

1. Establish criteria for future open space acquisitions – 2011
2. Work with the Department of Conservation and Recreation to identify land to protect in the Chicopee River watershed and to protect currently identified parcels - 2011
3. Assess areas along the Otter River and in the Watershed Protection Zone requiring further protection – 2011
4. Work with regional land trusts to prioritize remaining desirable properties for watershed protection, habitat and trail networks, and other uses as appropriate – 2011
5. Conduct a public outreach and education program informing residents of the Town's desire to acquire and protect specific open space parcels and start a dialogue with land owners – Ongoing
6. Set up a database of desired land parcels and who owns them, consider targeting the owners and educating them about land preservation – 2012
7. Prepare educational materials to assist in outreach regarding open spaces and natural resources in Templeton – 2012 and ongoing
8. Review zoning bylaws for ways in which new growth can be accommodated by encouraging responsible development. – 2012 and ongoing

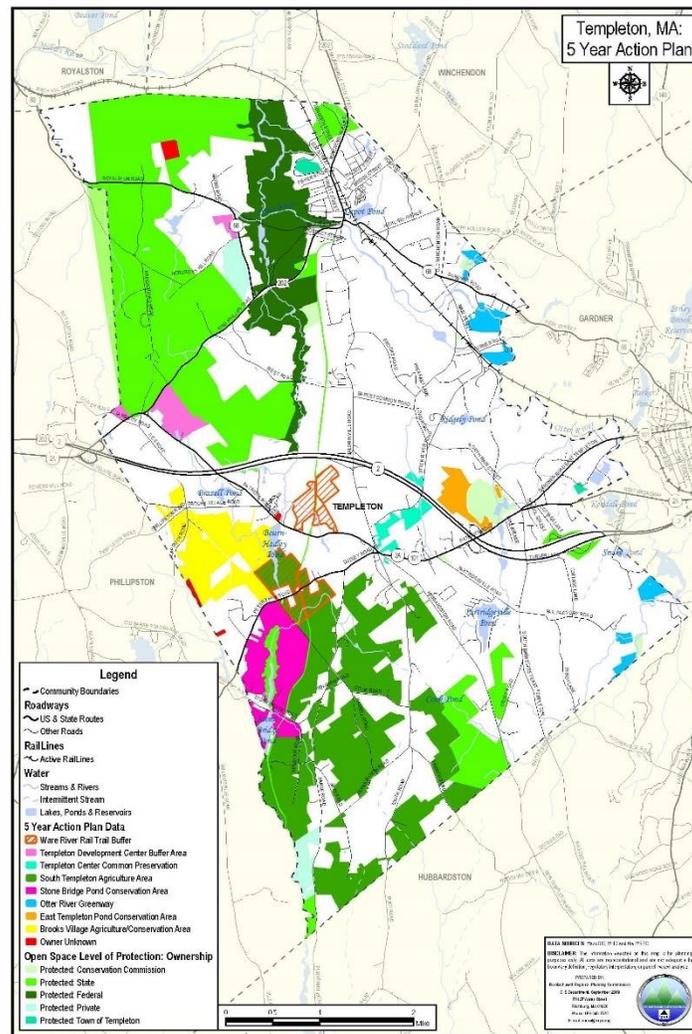
Actions to Achieve Community Goals

1. Assess potential recreational opportunities and access to the Otter River with the focus on youth, family and senior activities – 2012
2. Work with the City of Gardner on development of an Otter River Greenway – 2012
3. Investigate opportunities for canoe and kayak access along the Otter River – 2012
4. Inventory and assess properties of interest and document their unique features, vernal pools, endangered species, and natural significance to the Town – 2012
5. Develop a regional trail system. – 2013
6. Develop a plan for local eco-tourism – 2012
7. Develop and maintain a website to include information about all trails and outdoor opportunities that would provide all necessary information for residents and visitors – 2013

8. Prepare and distribute information in a variety of media and venues to build as wide a recreational constituency as possible – 2013 and ongoing
9. Develop conceptual plans for scenic recreational parks – 2013
10. Promote the use of existing recreational facilities for public use – 2013 and ongoing
11. Designate a recreation liaison to coordinate information – 2013
12. Create design plans for scenic recreational parks – 2014
13. Seek proposals to implement creation of scenic recreational parks – 2014
14. Work on the creation of scenic recreational parks in each precinct – 2015

Actions to Achieve Management Goals

1. Continue to maintain and manage existing active recreation facilities – Ongoing
2. Monitor and safeguard water quality in the Millers River and tributaries –ongoing
3. Periodically assess and evaluate recreational needs and resources – ongoing
4. Review and update the open space and recreation plan in preparation for its expiration - 2015



7

Services and Facilities

Introduction

This chapter of the Master Plan presents a general overview of Templeton’s town government, municipal facilities and services. Section 1 outlines where the Town gets its revenue and the tax implications for Templeton households. Section 2 describes the entities that comprise Templeton’s municipal government. Section 3 consists of goals, objectives and recommendations concerning Services and Facilities in the Town of Templeton.

Section 1: Templeton’s Revenue Resources and Tax Implications

As depicted in Table S&F1 below, Templeton’s Fiscal Year 16 tax rate (\$16.47) is somewhere in the middle when compared to neighboring communities. While not nearly as high as Gardner’s tax rate (\$20.47 per \$1,000 of assessed valuation), it was not as low as the Royalston tax rate (\$13.47). Over the past 10 years, Templeton’s tax rate has fluctuated. From 2005- 2007 the tax rate declined from \$9.91 to \$8.54. However, the Town was able to generate increases in overall levied taxes due to increases in the residential and commercial sector. From 2008-2010 Templeton’s tax rate increased from \$9.20 to \$11.75, as tax revenue began to decline as a result of the national housing crisis, hurting Templeton’s growth in the residential sector. Since 2010, Templeton’s tax rate has risen to \$16.47 in 2016.

Table S&F1
FY 2016 Local Tax Rates

Community	FY2016 Tax Rate
Templeton	\$16.47
Gardner	\$20.47
Phillipston	\$16.89
Hubbardston	\$15.90
Winchendon	\$17.43
Royalston	\$13.47

Source: Massachusetts Department of Revenue.
Tax rate is per \$1,000 of assessed valuation.

Templeton’s 2016 average single-family home tax bill (\$2,867) appears relatively advantageous when compared to Hubbardston, Phillipston, Gardner, and Winchendon (see Table S&F 2 below) but it is not quite as low as Royalston’s average single family home tax bill (\$2,273). Templeton’s average single-family home tax bill in the year 2006 was just \$1,967, but adjusting for inflation this is about an 11% increase over the last

decade when \$1,967 had the same buying power of about \$2,358. Templeton’s neighboring communities also experienced an increase in their average single-family home tax bills over the course of the last decade.

Table S&F 2
Year 2016 Average Single Family Home Tax Bill

Community	Average Single Family FY2016 Tax Bill
Templeton	\$2,867
Gardner	\$3,360
Phillipston	\$3,304
Hubbardston	\$3,404
Winchendon	\$2,815
Royalston	\$2,273

Source: Massachusetts Department of Revenue.

Templeton’s 2016 average assessed valuation per household (\$174,086) falls somewhere in the middle when compared to its neighbors. Templeton’s valuation is less than Phillipston (\$195,634) and Hubbardston (\$214,110) but is higher than Gardner, Winchendon, and Royalston (see Table 3). The entire Central Massachusetts region and eastern regions of the State saw a dramatic rise in the average household valuation during the middle part of the last decade and a half, which seemed to have peaked for many communities in 2007, and Templeton is no exception. Templeton’s average assessed valuation per household rose from a low of \$120,577 in 2003 to a high of \$236,150 in 2007 (an increase of more than 95%). This was a time when values were high throughout the region, development was on the rise, and existing homes were selling for much more than what they sold for during the 1990s. In short, the region’s housing stock had never been valued higher. However, since this time, values have decreased in Templeton from the year 2007 (\$236,150) to the present amount of \$174,086 which is more than a 30% decline.

Table S&F3
Year 2016 Average Assessed Valuation per Household

Community	FY2016 Assessed Valuation per Household
Templeton	\$174,086
Gardner	\$164,136
Phillipston	\$195,634
Hubbardston	\$214,110
Winchendon	\$161,529
Royalston	\$168,720

Source: Massachusetts Department of Revenue.

Table S&F4 below indicates that residential property taxes account for 88.55% of the Town’s tax base which is lower than all neighboring communities with the exception of the City of Gardner (79.41%). When looking back at last year’s data (Fiscal Year 2015) there was a slight decrease (.07%) in percentage of total tax levy from residential. Thus, Templeton slightly decreased its dependence on residential property taxes to fund its municipal government. In comparison to other years, Templeton’s residential property reached a high of 92% in the year 2006 largely because residential development increased at a faster rate than economic

development similar to neighboring communities. This was considerably higher than 26 years ago, in the year 1990, when Templeton derived just 86% of taxes from residential.

**Table S&F4
Year 2016 Local Tax Levies**

Community	Residential	Commercial	Industrial	Personal Property	Res. As % of Total Taxes
Templeton	8,118,274	583,737	304,497	161,672	88.55%
Gardner	18,515,893	2,390,198	1,198,836	1,210,835	79.41%
Phillipston	2,884,873	110,127	4,984	75,348	93.81%
Hubbardston	5,876,411	152,770	81,974	178,298	93.43%
Winchendon	9,643,236	576,600	186,325	309,565	89.99%
Royalston	1,513,899	13,959	1,624	80,474	94.03%

Source: Massachusetts Department of Revenue

Table S&F5 below indicates that Templeton receives more non-education State aid than Phillipston, Hubbardston, and Royalston, and almost as much as Winchendon but significantly less than the City of Gardner. This is largely due to the population of the communities compared. Gardner and Royalston received the largest amount of State aid per capita (\$220 and \$203 per capita respectively), while Hubbardston and Phillipston received the smallest amount of State aid per capita (\$104 and \$132 respectively).

The State distribution formula is partially based on local median household income figures and other measures of wealth. For the compared communities, Gardner has a lower median household income figure (thus the high amount of State aid), while Hubbardston and Phillipston have a higher median household income figure (thus the low amount of State aid). Templeton and Winchendon fall somewhere in the middle of compared communities with a per capita State aid figure of \$178 and \$177 respectively.

**Table S&F5
Year 2014 Government Distributions and Reimbursements**

Community	General Government Distributions and Reimbursements
Templeton	\$1,441,137
Gardner	\$4,462,566
Phillipston	\$217,274
Hubbardston	\$465,123
Winchendon	\$1,848,412
Royalston	\$250,693

Source: Massachusetts Department of Revenue.

Presented figures DO NOT include State education aid.

Section 2: Entities that Comprise Templeton's Town Government

This section describes the various entities that comprise Templeton's municipal government. The total municipal budget for Fiscal Year 2015, excluding enterprise and school operations, totaled \$7,391,401. The general budget funds the Police, Highway Department, Schools, Cemeteries, Debt Services, Council on Aging, Board of Health, Planning, Zoning, and all administrative functions of the Town. The budget is funded by state aid from the Commonwealth of Massachusetts, local receipts from motor vehicle excise tax, court fines, licenses, permits and interest earned on investments, and taxation.

Board of Selectmen

The Selectmen serve as Chief Executive of the Town. As Templeton's principal elective officers, and in addition to their responsibilities under state and local law, the Board of Selectmen has general supervision over all matters that are not specifically delegated by law or by vote of the town to some other officer or board. They are the only officers empowered to enter into contracts on behalf of the town. The Board of Selectmen has the authority and responsibility to provide general policy direction, issue administrative orders, appoint and serve as hiring authority for Town boards committees, and officials who administer Town government, and issue Annual and Special Town Meeting Warrants.

The Board of Selectmen appoints the Town Administrator. The Town Administrator's office has three employees, the Town Administrator, an assistant and a Human Resource Assistant. The Board also supervises Town Legal Counsel and approves actions in litigation. The Counsel provides advice and legal documents for various Town officials and reviews contracts and agreements and procures documents for such purposes, advises and assists with personnel issues in the Board of Selectmen's Office, Fire Department, and the Police Department, and handle all litigations regarding the town.

Selectmen meetings are broadcasted on public access television by the Templeton Cable TV Advisory Board. The Selectmen meet twice a month on the second and fourth Monday. The Selectmen's office is located at 160 Patriots Road, East Templeton.

Advisory Board

The Advisory Board is a seven-member volunteer board appointed by the Town Moderator. The Board conducts public hearing as required by local bylaw, known as "Pre-Town Meeting", at least one week prior to each Town or Special Town Meeting. The Board also administers the Emergency Reserve Account which is used for unforeseen expenses for the department budgets of the town and they also advise town people on town financial matters affecting the town.

The vision is to be fiscally responsible to the residents and businesses of the Town of Templeton so that the town has the financial resources to achieve its stated goals while minimizing taxes and fees on its residents and businesses. The mission is to effectively and efficiently safeguard and account for the Town's resources, to provide financial-based services that offer all Town departments the ability to deliver their programs and offer financial support to these departments and residents of the community. Also, to provide financial leadership and guidance to the town departments and residents of the community and to ensure Town departments deliver exceptional services while optimizing financial resources.

Animal Control Officer

Animal Control is regionalized with the Town of Winchendon. Animal Control Officers protect the rights of animal owners, non-owners and the interests of animals alike and are responsible for providing and maintaining a safe environment for citizens, protection against animal disease or harm, uncontrolled pets and wildlife, and for animal's conditions free of abuse. Animal Control Officers educate citizens about animal safety and owners about responsible pet care, as well as the need for rabies vaccinations and licensing of pets and enforce local bylaws and Massachusetts General Laws concerning animals. Animal Control Emergencies should be reported to the Police Department.

Animal Inspector

Inspections are performed from September to December to check the health and wellbeing of farm animals in Templeton. Inspections of 35 barns were completed by the Animal Inspector during the months of September, October, November, and December 2015. During these inspections, the inspector reports on the conditions of the animals as well as the suitability and cleanliness of their environment. Violations were issued if there were no provisions for food, water, or shelter. The Animal Inspector issues quarantine orders for animals suspected of rabies, due to direct exposure to wildlife, or unvaccinated domestic animals.

Board of Assessors

The Board of Assessors is comprised of three people including a Chairman, clerk, and Member. The Assessor's Office has a paid assessor and administrative assistant. The Board of Assessor members are elected to a three-year term. The primary responsibility of the Board of Assessors is to accurately and fairly assess all property in the Town of Templeton at full and fair cash value. The town reviews sales and the market every year and thereby reassesses values each year. The town is mandated by the Department of Revenue for Recertification (every 3 years) and Cyclical Inspections (every 9 years) with the Division of Local Services.

The Office also:

- Processes motor vehicle excise tax bills;
- Reviews Elderly Exemption, Veterans Exemption and Senior Work Off Program Applications;
- Evaluate all Chapter Land applications
- Commit Sewer Betterments, Title V Loans, Water, Sewer, Electric and Trash Liens and Community Preservation Tax to the Tax Bills.
- Process Real Estate, Personal Property & Motor Vehicle Abatements Applications
- Record deed changes in sales of properties

The Board of Assessor's meets every other Tuesday. Offices are located at 160 Patriots Road, East Templeton.

Board of Health

Templeton has a three-member elected Board of Health. Each member is elected to a three-year term. The Board meets on a monthly basis. The Board of Health appoints the Health Agent who handles all health inspections. There is one full time health director and an administrative assistant. Board of Health members and staff attend yearling trainings in an effort to be familiar with current health issues.

The Board of Health is the approving authority for well and septic permits, and information for your home; provides assistance for business owners with their food permits and inspections; handles housing issues; offers ongoing flu immunization program for residents; monitors communicable disease and Arbovirus surveillance; sponsors 4 bulky waste and 2 hazardous waste collections yearly; provides permits for trash, septic haulers, and septic system installers; provides inspections for all Templeton Schools, and; offers rain barrels, compost bins, and kitchen scrap buckets for sale year round.

The Board of Health meets the first Thursday of every month and is located at 160 Patriots Road, East Templeton.

Boynton Public Library

A three-person, elected Board of Library Trustees oversees the Library's operations and meets on a monthly basis while the Head Librarian manages the Library on a day-to-day basis. The Library is open seven hours on Monday and Thursday, eight hours on Wednesday, and three hours on Saturday from Labor Day to Memorial Day. There is one Library Director and two Library Assistants. The Library is located at 27 Boynton Road.

In FY 2015, 16,856 Adult materials and 15,995 Children materials circulated through the library. A van from the Massachusetts Library System comes twice a week to deliver interlibrary loan requests for the patrons. The website is used by patrons to reserve books and learn about upcoming programs. In terms of programs, there was a Preschool Story Hour every Wednesday morning throughout Fiscal Year 2015. An average of 27 children participated each week and enjoyed a story, crafts, games, and snacks.

The Summer Reading Program's theme, "Every Hero Has a Story" provided for many engaging activities. In addition, participants earned raffle tickets (for reading, of course!) toward wonderful incentives and prizes. An ice cream sundae party was held, and prizes awarded at the conclusion of the program in August. Approximately 35 children participated. The children from Templeton Center School visited several times a month throughout the school year to hear stories and borrow books. Progress is being made on the CWMars conversion project. The library will begin issuing CWMars network library cards once 80% of its collection is uploaded.

The budget for Fiscal Year 2015 included State Aid totaling \$9,357. Salaries paid with Appropriated Funds totaled \$45,648 and Expenses paid with Appropriated Funds totaled \$3,459. The library does not collect fines on overdue material.

Cable TV Advisory Board

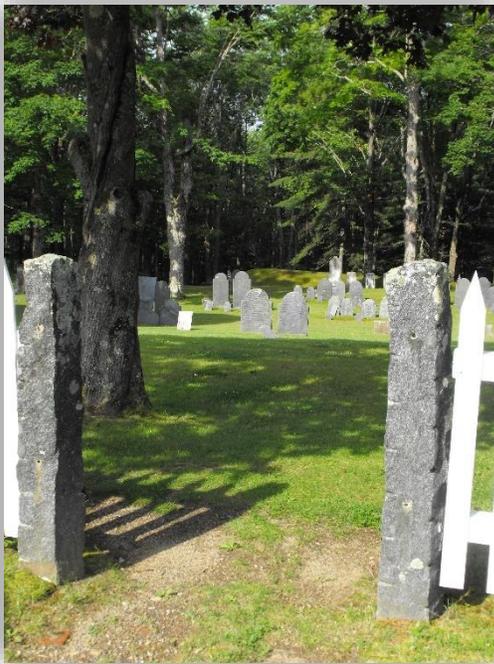
Templeton Cable TV (TCTV) is run by the Templeton Cable TV Advisory Board, a semi-volunteer committee appointed by the Selectmen and composed of individuals interested in producing quality audio and video services to better the community.

Cablecasts of Select Board meetings, School Committee Meetings, Advisory Board, Planning Board Hearings and Templeton Elementary School Building Committee meetings are now regularly shown on the town's Cable Channel 8. In addition, several events such as festivals and concerts play on the channel. The Board also maintains public notices on a slide show that runs between programs, along with photos of Templeton. Programming runs from 8 or 9 am to late night each day.

TCTV also broadcasts Community Notices for government and non-profit institutes. Funding comes from public access fees Comcast charges cable TV subscribers in town, totaling 2 percent of all TV revenue the company earns in Templeton. Comcast paid the town \$45,507.12 in cable access fees during Fiscal Year 2015 which were used to operate and maintain the public access station. The committee spent \$11,490.75 on equipment and operational needs during Fiscal Year 2015. Future equipment needs include new recording systems at the Town Hall at 160 Patriots Road.

Other expected investments include existing equipment upgrades, and possibly installing broadcast recording equipment at the Narragansett Regional High School Kiva, while maintaining an emergency fund for unexpected needs. Creating a community recording studio and donating equipment to the Senior Center is also planned.

Cemetery/Parks Commission



The Board is made up of three Board Members and the Department employees a Superintendent and an Administrative Assistant.

Town owned Parks and Playgrounds open to the public include:

- Gilman Waite Field located off Michael's Lane in Baldwinville.
- Houghton Park located at 9 Main Street, Otter River.
- East Templeton Ballfield located on Cottage Lane in East Templeton.
- Templeton Center Playground located at Templeton Center School between South Road and Wellington Road, Templeton

For Fiscal Year 2015, the Cemetery and Parks Department had a budget of \$142,026 and spent \$141,666.91. The Perpetual Care account started with \$44,498.57 and received \$9,200.00 in fees. The Revolving Account, which was set up to collect fees for Saturday burials and used to

pay salaries for Saturday burials

The Cemetery/Parks Department is located at 16 Senior Drive, Baldwinville and the Commission meets on the second Thursday of the month.

Community Preservation Committee

There are ten board members all from various Town Boards and Committees. The purpose of the committee is to organize the acquisition and disbursement of funds for projects related to recreation, historic resources, community housing, and open space. The Community Preservation Act provides new funding sources which can be used to address three core community concerns:

- Acquisition and preservation of open space

- Creation and support of affordable housing
- Acquisition and preservation of historic buildings and landscapes.

Allowable spending purposes include:

- Historic Resources
- Community Housing
- Open Space
- Recreation

In FY2015, progress was made on projects including:

- Completion of the preservation of the East Templeton Elementary School for use as Town Offices (\$195,000);
- expenditure of \$17,500 for the Town Clerk to scan, index and store town clerk records including Town Meeting minutes and Vital Records and import into a Laser Fiche Document Management Program purchased using these funds,
- restoration of the Franklin J. Jackson Civil War monument in the Templeton Common Burial Ground (\$34,000 with \$7500 from U.S. Veteran’s Administration grant)
- expenditure of \$5,000 to cover some of the costs associated with repairing one of the columns supporting the portico of the First Church of Templeton

Also in FY2015, several projects were approved for funding including:

- Appropriate \$3,000 to supplement funds to preserve, rehabilitate and restore the Franklin J. Jackson Civil War Monument in the Templeton Common Burial Ground.
- Construction of a fire and water proof vault at 160 Patriots Road for the Town Clerk.

Council on Aging

The Council on Aging (COA) currently consists of nine members. Each member is appointed by the Board of Selectmen and serves a three-year term. The COA meets twice a month. The COA is located at 10 Senior Drive, Baldwinville. Programs include:

- Assisting the elderly with escort needs, copies, filling out forms, insurance questions, transportation, social events, or legal matters
- Providing information on various topics including grandparents raising grandchildren, respite and legal information, aging in place, etc.
- Delivering meals to community members
- Assisting with applications
- Transportation to social events, medical appointments, and congregate meals
- The Senior Tax Work-Off program which helps seniors save up to \$500 on their tax bills

There are 15 staff members with 6 ½ being paid through the town, ½ the Director being paid by the town and ½ by MART and with all drivers and dispatchers being paid by MART.

In 2015 the Town received \$300,000 for the completion of a new Senior Center. The Senior Center is complete and operational. Software was purchased to track statistics relating to transportation and meal delivery. Three wheelchair lift vans operate on a daily basis. The COA provided 8,071 rides over 47,895 miles, with the

support of the regional transit authority (MART). The food pantry supports approximately 100 households with groceries monthly. Funding for services is made possible through a budget allocation of the town of \$98,050, a grant from EOE of \$11,965. Financial and program support is also received from MART, MOC, and Montachusett Home Care Corporation (MHCC) Friends of the Templeton Elders and the Council on Aging Board and Associate Board Members.

Cultural Council

The Cultural Council is a local agency which is supported by the Massachusetts Cultural Council, agency and the Town of Templeton. The Council aims to provide a variety of cultural programs for the community. The Council consists of seven members.

In FY2015, \$4,300 in grant funds were available. The following grants were awarded by the Council:

- Baldwinville Elementary School was awarded \$1,000.00 to support the field trip to the Theatre at the Mount's performance of "School House Rock Live" for grades 2-4.
- Templeton Center Elementary School was awarded \$800.00 to support the field trip to the Theatre at the Mount's performance of "School House Rock Live" for grades K-1.
- The Narragansett Regional School District was awarded \$450.00 for the National Foreign Language Week.
- Boynton Public Library was awarded \$275.00 to support the "Songbirds of the Northeast" program.
- Narragansett Regional School District was awarded \$600.00 to support the field trip to The Worcester Art Museum.
- Audio Journal Inc. was awarded \$300.00 to support "The Cultural Bridge" program.
- Templeton Council on Aging was awarded \$200.00 to support the "Clutter Control" program.
- Templeton Council on Aging was awarded \$400.00 to support the "Intergenerational Animal Adventures" program.
- Templeton Council on Aging was awarded \$150.00 to support the "Swing with Brian Kane" program.

Emergency Management

Emergency Management runs the Community Emergency Response Team (CERT) responsible for emergency shelters in times of emergency and assisting with parking detail for events. The Emergency Management Agency is managed by the Director/Emergency Communications Officer. The Emergency Management Agency is staffed by a Director, Deputy Director, and Assistant Deputy Directory. The Community Emergency Response Team (CERT) is made up of volunteers who receive CERT training and CPR/First Aid certification.

In 2015 The department received an Emergency Management Performance Grant (EMPG) for \$5,075.00. With this grant award, a 16' utility trailer was purchased which was given to the Templeton Fire Department for their Hazmat equipment.

Emergency Management was also awarded a Citizen Corps Program Grant in the amount of \$4,914.90. The grant money was used to purchase a 'POD-RUNNER' mobile equipment storage box and some hand-held and portable radios for the CERT Program.

The Emergency Operations Center is located at 1 Elm Street, Baldwinville.

Fire Department

The Templeton Fire Department provides for the safety of life, property, and protection of the environment by serving in a safe and professional manner through the efforts of public education, prevention, fire suppression activities, response to medical emergencies, and mitigation of hazardous conditions. The Fire Department has a Fire Chief and a Deputy Fire Chief and is comprised of volunteer firefighters. The Fire Chief is a paid full-time employee who oversees the Fire Department, and is responsible for administering the department and approving all rules and regulations for its operation, appointing officers and supervises the purchase, maintenance, and repair of Fire Department property and apparatus, subject to the approval of the Board of Selectmen and Town Meeting appropriation.



In FY2015 an ALS (advanced life support) level ambulance service was instituted and a fire engine was donated to the Fire Department by several local businesses.

The Fire Department is located at 2 School Street, Baldwinville, MA.

Highway Department

The Highway Department consists of one superintendent, one secretary, one foreman, six laborers/truck drivers and one mechanic. There are two divisions which includes the highway and fleet maintenance. The Highway Department maintains all public way totaling approximately 72 road miles. It also cleans and repairs over 1000 catch basins and drop inlets manholes throughout the town. Other maintenance activities include:

- Planning and maintenance of 72 road miles.
- Sidewalk and curb installation and repair
- Tree, roadside Brush cutting and grass maintenance.
- Street sweeping
- Roadway paving and maintenance.
- Pothole repairs.

- Drainage construction, repair and maintenance
- Snow and Ice removal during the winter months.
- Response to resident calls and concerns.
- Fleet maintenance of town vehicles.
- Manage and maintain gas and diesel for town vehicles.

The fleet maintenance department is responsible for the maintenance of all town vehicles and machinery, including Highway, Council on Aging, Cemetery/Parks, Board of Assessors and the Board of Health.

In Fiscal 2015, Mass DOT granted additional funds for the second and final phase of Route 101 (Gardner Road); Boynton Road and Crotty Avenue were slated for reclamation and paving; South Road and Hubbardston road were evaluated for traffic flow; and Royalston road was engineered for improvements in the future.

\$ 236,609.50 was spent from the Snow and Ice Account to pay for snow and ice removal during the winter. The department a motor vehicle repair and maintenance facility which is used by most town departments and all town vehicles are fueled at the Highway Barn. Machinery Maintenance Salary was budgeted at \$45,143 and \$45,272.28 was expended. Machinery Maintenance Expense was budgeted at \$102,350 with \$101,826.28 being spent. Town Vehicle Fuel was budgeted at \$118,000 with \$75,244.50 being spent.

Monies turned over to the town totaled \$26,223.00 and included:

- Scrap Metal Loads \$ 453.00
- Driveway Permits \$ 525.00
- Plowing and sanding school parking lot - Narragansett Regional School District \$25000.00
- Restitution (Vandalism) \$245.00

The Highway Department is located at 381 Baldwinville Road, Templeton.

Municipal Light and Water Department

The Templeton Municipal Light and Water Plant, as the local public utility, provides electric service (3,500 customers) and water (2,200 customers) to the residents and businesses of Templeton, East Templeton, Baldwinville and Otter River. The Municipal Light and Water Department are run by the same staff with the same General Manager. The light plant has four employees, including the General Manager, and the water plant has two, not including the General Manager. The Templeton Light and Water Commission has a Board Chairman, Board Clerk, and a Board Member.

During fiscal year 2015 customers purchased a total of 115,811,630 gallons of water. Revenue for water sales was \$1,329,180 in addition to \$62,489 in miscellaneous revenue. The Water Plant made improvements to its water distribution stations on the well sites on Maple Street and Willow Street as well as to the Baldwinville Road and Depot Road Booster Stations. Improvements were also made to the pressure relief hut on Dudley Road, a portion of the town's water distribution mains and the water treatment plant on Sawyer Street.

During Fiscal Year 2015 customers purchased 59,373,775 kilowatt-hours of electricity, collecting a total of \$7,688,563 in revenue from the sale of electricity. Light Plant improvement measures included replacement of sixty-three streetlight fixtures with new LED street fixtures; acquisition of 17 new pole mount distribution transformers, 20 new substation batteries; and a new hand-held meter reading device.

The Department is located at 86 Bridge Street, Baldwinville, MA.

Planning Board

The Planning Board currently consists of seven members that are elected to three-year terms. The Planning Board also has one staff member, a Department Assistant. The Planning Board is mandated by state law to prepare and maintain the Town's Master Plan and Official Zoning Map, prepare, adopt, and administer Subdivision Rules and Regulations, review and endorse Approval Not Required (ANR) plans, review and approve subdivision plans and site plan review applications, special permits, storm water management permits, and review zoning and hold public hearings.

The office is located at 160 Patriots Road. Planning Board meetings are scheduled the second and fourth Tuesdays of each month unless otherwise noted. Meetings start at 06:30 PM.

Zoning Board of Appeals

The Zoning Board of Appeals (ZBA) consists of five members and an alternate member. The (ZBA) acts in a quasi-judicial capacity on the issuance of certain special permit applications (a process that allows the town to conduct a more detailed review of certain uses and structures which may have a significant impact on their surroundings and ensures proposals are consistent with the purposes of the zoning bylaw), petitions for variances from the requirements of the Templeton Zoning Bylaw, and appeals from the acts of the Building Inspector, or from the failure of the Building Inspector to act in response to a complaint from a citizen. The Board also has jurisdiction to act on applications for comprehensive permits for subsidized housing, in which it coordinates review of all other local boards except the Conservation Commission. The Board has power to receive testimony under oath. Most decisions of the ZBA may be appealed by an aggrieved party to the District, Superior, or Land Court.

The Board's budget comes from a Revolving Account which had a balance of \$1437.71 in Fiscal Year 2015 carried over from the previous fiscal year. The ending balance as of June 30, 2015, was \$1410.43.

The ZBA held three zoning hearings in 2015 turning over \$400.00 to the Revolving Account. The ZBA Revolving Account paid out expenses of \$347.28 for advertising two Public Hearings and \$100.00 as an employee stipend for setting up two Appeals Board Public Hearings.

The Zoning Board of Appeals meets on an as needed basis meeting when an application for a variance petition, special permit, or comprehensive permit is received. The office is located at 160 Patriots Road, East Templeton.

Conservation Commission

The Conservation Commission consists of four members and a Clerk. The Commission is the official agency specifically charged with the protection of Templeton's natural resources. The Commission also advises other municipal officials and boards on conservation issues relating to these boards areas of responsibility, which includes participating in the Site Plan Review process, the preliminary subdivision approval process, and the definitive subdivision approval process. The Commission reviews, approves, and regulates all proposed activity, which may have an impact on any resource under its jurisdiction (i.e., currently, any proposed activity within 100 feet of a wetland and/or 200 feet of a river or stream). Applicants must file an application (Notice of Intent) for work to be undertaken in those areas, which are then governed by Orders of Conditions issued by

the Commission. Often these must be carried out in perpetuity, i.e. prohibition of fertilizers in environmentally sensitive areas.

In Fiscal Year 2015, 29 site inspections were completed, \$787.50 in Wetland Protection Fees were collected, and \$2756.28 was paid in salary to the Clerk. The Office is located at 160 Patriots Road, East Templeton.

Building Department

The Department has five employees; Building Commissioner/Zoning Enforcement Officer, Electrical Inspector, Gas/Plumbing Inspector, Assistant Gas/Plumbing Inspector and Administrative Assistant.

The Building Inspector works under the general supervision of the Board of Selectmen, but has independent statutory authority under the state zoning and subdivision control laws for the issuance of permits under, and the enforcement of, the state building code. A major responsibility of the Zoning Officer is the interpretation and enforcement of local zoning to ensure compliance with zoning standards voted by Town Meeting. In cooperation with the Fire Chief and other town officials, the Building Inspector insures that public safety standards are met in all buildings, public and private, and in the development, that occurs within the Town, and also appoints, under the provisions of MGL Chapter 142 Section 11, the Plumbing and Gas Inspector, and supervises this work, as well as that of the Electrical Inspector.

Fiscal Year 2015 expenses totaled \$35,008.46. In Fiscal Year 2015, 175 permits were issued for new construction, additions and alterations, swimming pools, demolitions, inspections, and accessory buildings. Total fees collected equaled \$107,978.00. The Building Department is located at 160 Patriots Road, East Templeton.

Police Department

The Police Department is committed to ensuring public safety through a combination of education and law enforcement efforts in partnership with the community. Under state law the Police Chief is responsible for overseeing and managing the operation of the Police and Communications Departments, and issuing General Orders, Policies and Procedures, and Rules and Regulations of the Department, subject to the approval of the Board of Selectmen.

The Police Department consists of ten full-time officers (this includes the Police Chief) and eight part-time officers. There are five full-time dispatchers, and one part time dispatcher. For Fiscal Year 2015, the total police budget for salaries and expenses was \$747,591.00 and total budget for dispatch center salaries and expenses was \$215,814.00.

FY 2015 included 14,419 calls to dispatch, 10,790 police calls for services; 154 FID/LTC issues; 103 motor vehicle accidents; 434 motor vehicle citations 5 parking tickets, 54 restraining orders; 247 incidents/investigations and 106 arrests. The Police Department is located at 33 South Road.

Recreation Committee

There are six members that comprise the Recreation Committee including a Chairman, Vice Chairman, Secretary, Treasurer, and two Members. The Recreation Department employs a Director and an Assistant Director.

The Town's Recreation Committee runs a variety of programs including: a summer recreation program and offers a summer swimming program; summer field hockey clinic; Aa fall field hockey clinic; a non-contact football clinic; youth soccer program, and softball and basketball programs. In the winter months, there is a basketball program.

School System

The School System currently consists four schools; There are three schools in Baldwinville and one in Phillipston. Total expenditures in FY2015 equaled \$18,506.515.14. Baldwinville Elementary is located at 16 School Street in Baldwinville. It has 245 students enrolled in grades 2 through 4. It was opened in 1923 and last renovated in 2009 with a total of 43,560 square feet. Narragansett Middle School is located at 462 Baldwinville Road, Baldwinville. It has 407 students enrolled in grades 5 through 8. It was built in 1958 and renovated in 1998 with a total of 106,324 square feet. Narragansett Regional High School is located at 464 Baldwinville Road, Baldwinville. It has 378 students in grades 9 through 12. It was built in 1998 and totals 100,000 square feet. Phillipston Memorial is located at 20 The Common in Phillipston. It has 167 students in grades Pre-K through 4. It was built in 1948 and renovated in 1995. It totals 25,325 square feet.



Also, Monty Tech, located at 1050 Westminster Street, Fitchburg currently serves Ashburnham, Ashby, Athol, Barre, Fitchburg, Gardner, Harvard, Holden, Hubbardston, Lunenburg, Petersham, Phillipston, Princeton, Royalston, Sterling, Templeton, Westminster, and Winchendon. The school is a four year and technical high school that offers a variety of trade programs and prepares students for higher education as well as entering the workforce. On

June 1, 2015, student enrollment at Monty Tech included 1,418 students in grades nine through twelve. Ninety-three (93) students were from Templeton.

Sewer Commission

The Sewer Commission consist of three Board Members. There are eight pump stations for the Waste Water Treatment Plant. The average monthly flow in FY2015 to the WWTP was 270,000 gallons per day or 45% of the design capacity. In FY2015 improvements included: replacement of heater/air conditioners in offices and break room; replacement/upgrade of belt filter press wash lines; composite sampler for headworks building; and repairs of bull dozer.

Regarding the sewer system, work continued on the design and funding to replace the Pleasant Street pump station; four additional residences were connected to the municipal sewer system bring the total number of residences served to 1,429; and a flusher truck was purchased.

Total expenses and salaries for FY2015 was \$967,130.76 with receipts totaling \$949,113.79. The Sewer Commission office is located at 33 Reservoir Street, Baldwinville.

Templeton Housing Authority

The Templeton Housing Authority is run by an Executive Director and also employs one part-time Administrative Assistant and one full time Maintenance Personnel. The Authority's operating expenses are funded solely by the rents it receives and subsidized by the State Agency of the DHCD. Capital Planning Grants for modernization are financed by DHCD. The Authority pays the Town of Templeton in lieu of property taxes, water and sewage fees at custom rates.

Each Massachusetts Housing Authority consists of five board members, one of which is appointed by the Governor of the Commonwealth of Massachusetts. Each member serves a five-year term. The board members conduct business, oversee the budget, and establish policies which regulate the Templeton Housing Authority in conjunction with the Department of Housing and Community Development.

The Templeton Housing Authority operates and provides rental housing for sixty (60) units of public housing: eight units of family housing at the Tucker Building on 733 Baldwinville Road and 52 units for the Elderly/Handicapped on 99 Bridge Street. Eligibility for housing assistance is set by the Commonwealth of Massachusetts General Laws Chapter 121B.

The Housing Authority maintains waiting lists. Templeton residents receive preference for either location and all applicants must meet standards set by the Commonwealth of Massachusetts.

The office is located at 99 Bridge Street, Baldwinville.

Treasurer/Collector

The Treasurer/Collector is responsible for receiving and accounting for all Town Funds, employee payroll, personnel records, retirement, and town investments. The Tax Collector collects all Excise Taxed, Personal Property Taxes, and Real Estate Taxes. The Office is located at 690 Patriots Road. The Office consists of three employees, a Treasurer/Collector, Assistant Treasurer/Collector and a Finance Clerk. For each Annual Report, the treasurer reports the salaries of all town employees and the balance of all town trust funds. During Fiscal Year 2015, the Tax Collector office collected a total of \$ \$9,848,905.89 in taxes,

The budget for expenses was \$44,000 for Tax Collector Salary, \$12,963 for Assistant Tax Collector Salary, \$3,500 for Tax Liens Expense, and \$9,000 for Collector's Office Expenses. Total monies received and turned over to the Town from Municipal Lien Certificates totaled \$11,425.00. The Office is located at 160 Patriots Road, East Templeton.

Section 3: Services and Facilities Goals, Objectives and Recommendations

Goal:

- Provide excellent, cost effective, accessible facilities, services, and programs reflecting values respectful of our ages and our diversity, which, through collaboration, contribute to a high quality safe, civil, healthy, and sustainable community.

Objectives:

- Provide high quality facilities, services, and programs that serve the needs of all the people of Templeton.
- Anticipate, plan and budget for any large projects in response to any projected growing demand on Town services.
- Continue to deliver high quality public safety services.
- Deliver high quality education from pre-school through grade 12. Maintain and enhance Town infrastructure and facilities. Promote environmentally sound practices in services and facilities.

Recommendations

1. Regionalization of Services and Consolidation: Templeton should explore any regionalization opportunities with neighboring towns that have the potential to reduce operating costs. One resource that could further any effort made by the town is MRPC's District Local Technical Assistance (DLTA) Program. The DLTA program, funded by the Commonwealth of Massachusetts, enables MRPC staff to provide technical assistance at no cost to its 22 communities to encourage municipalities to work together to achieve and/or enhance cost-effective service delivery. Over the past nine years, MRPC received funding from the Commonwealth in late fall/early winter. Shortly thereafter, MRPC forwarded a Request for Service Delivery to member communities. Last year, examples of eligible projects categorized as municipal partnerships included but were not limited to:

- Shared services (e.g., regional lockup, regional 911 centers, other public safety and emergency response responsibilities, information technology/data management, school district/regional school district analysis, shared professional and administrative services, agreements to operate shared waste disposal/recycling facilities/programs);
- Collective purchasing (if such purchasing cannot be otherwise accomplished using statewide contracts or can be achieved regionally for less than the state contract price, or items proposed for purchase are specific to municipal and/or school district agreements); and
- Cost saving measures that benefit more than one municipality.

It should be noted that funding from the Commonwealth of Massachusetts is not guaranteed each year, and applications must be discussed in a public meeting and signed by the Chair of the Board of Selectmen.

Responsible Entity: Town Administrator/ Board of Selectmen.

2. Revisit the DOR 2009 Financial Management Review. In October 2009, a Financial Management Review for the Town of Templeton was completed by the Massachusetts Department of Revenue (DOR), Division of Local Services/Technical Assistance Section. The Board of Selectmen made the request to find areas where town

operations and performance could be improved. The report consists of 22 recommendations based on site visits by a Division of Local Services (DLS) team from the Technical Assurances Section, Bureau of Accounts, and Bureau of Local Assessment. Interviews were held with members of the board of selectmen, the town administrator, town accountant, treasurer, collector, deputy assessor, and others. The report also indicates that numerous local financial documents were reviewed in order to form the series of recommendations. Some potentially relevant recommendations made within the report include, for example, moving to a bi-weekly payroll, and implementing capital improvement procedures and encouraging regionalization and consolidated services, both of which are elaborated on below.

Responsible Entity: Town Administrator/ Board of Selectmen.

3. Update the Capital Improvement Plan and Implement the Process: The town has a Capital Improvement Plan (CIP), adopted in bylaw in the year 2000, along with a selectmen appointed five-member Capital Planning Committee that has had past successes noted in the DOR Report including construction of an animal control facility, repairs/upgrades to town buildings, and establishment of a capital improvement stabilization fund.

A CIP is an on-going capital expenditure plan that identifies upcoming capital needs, schedules their purchase, and outlines how they will be purchased. Such plans usually look six-to-ten years down the road in terms of identifying capital needs. A capital need is a tangible item (equipment, building, etc.) that is above and beyond a municipal department's regular operating budget. A CIP can have the following benefits:

- Facilitate the coordination between capital needs and departmental operating budgets.
- Enhance the community's credit rating, control of its tax rate and avoid sudden fluctuations in its debt service requirements.
- Identify the most economical means of financing capital projects.
- Increase opportunities for obtaining federal and state aid.
- Focus attention on community objectives and the Town's fiscal capacity.
- Keep the public informed about future community needs and projects.
- Coordinate the activities of municipal departments so as to reduce duplication of services and share equipment where possible.

There are a number of steps that the town could take to update the 2000 CIP and implement the process. These steps include:

- **Preparing an Inventory of Existing Facilities.** This will involve preparing an inventory of all town-owned properties and assets, including all buildings and equipment. The inventory should include documentation on the need for renewal, replacement, expansion or retirement of all physical assets. The inventory should also include information on the year each facility was built or acquired, the date of last improvement, its current condition and scheduled date for rebuilding, replacement or expansion. Often, the Town's insurance carrier has a list of insured assets that can serve as the basis for this inventory.
- **Determining the status of previously approved projects:** This involves identifying projects that are underway or about to get started and determine whether additional funds are needed and the amount of unspent funds available from completed or discontinued projects.
- **Assessing the Town's Financial Capacity:** Analyze the Town's ability to afford major expenditures by examining recent and anticipated trends in revenues, expenditures, debt and unfunded liabilities such as pension costs.

- **Soliciting, Compiling and Evaluating Project Requests:** The CIP Committee should solicit departmental recommendations for eligible projects. Each department would submit its request that would include a clear statement of need for identified projects, the project costs, their net effect on the department's operating budget and an implementation schedule.
- **Establishing a Priority Listing of Capital Projects.** The CIP Committee ranks the priority of each proposed capital project. This is often the most difficult aspect of a CIP effort. Many communities make use of numerical scoring sheets. Whether or not a scoring sheet is used, the CIP Committee should review each project utilizing a consistent set of criteria and evaluate each project in relation to other proposed projects to determine their relative importance.
- **Developing a Financing Plan:** Based on the adopted debt and CIP policies and the assessment of the Town's financial capacity (see third bullet above), the Committee should recommend the method of financing for each project. Such financing can be through long-term methods (bonds, grants and loans, setting money aside in a stabilization fund, debt exclusion, etc.) or short-term methods (appropriation of current revenue, capital outlay expenditure approvals, bond anticipation notes, etc.).
- **When updated, the CIP Committee could report to the Board of Selectmen for review and adoption.** The report should include a summary of the CIP Committee's recommendations for the upcoming year's capital budget and the following years' Capital Program, as well as its analysis of the Town fiscal capacity.
- **Monitoring Approved Projects:** The CIP Committee should monitor the efforts of all departments to put in place the capital projects approved in the CIP and periodically report back to the Board of Selectmen. The monitoring reports should include changes in the targeted completion dates, identify serious problems and document the financial status of each project.

Responsible Entity: Capital Planning Committee.

4. Water/Sewer System Expansion Policy to Promote Business and Enhance the Tax Base: The Town should work to bring in commercial and industrial in appropriate locations to enhance the tax base. Measures to accomplish this were discussed and recommended in the Economic Development Chapter of the Master Plan. Importantly, in terms of municipal services, it should be recognized that the presence of infrastructure such as municipal water/sewer often dictates where development takes place in a community and how intensive that development is. Today, public water is mainly available in the urbanized areas of Templeton and the water lines were constructed in the 1950's. Similar to municipal water, public sewer is only available in the urbanized area of Templeton and the remainder and majority of the community is served by private septic systems. Water/sewer service that continues to radiate from these areas, with no well-defined limits to the service area, results in an inefficient land use pattern and an infrastructure system that is expensive to maintain, let alone upgrade.

Without adequate support systems in place in good locations for business, it will be difficult for Templeton to compete for new commercial and industrial enterprises seeking a home in North Central Massachusetts. Moreover, it will be increasingly difficult to retain existing businesses in the town if roads, water and sewer lines, emergency services, and technology services are not improved and maintained properly. Therefore, it is recommended that the town establish a concise plan for infrastructure improvements that sets as a priority, the provision of services to key economic development sites in the community. This Infrastructure Plan should be incorporated into the town's Capital Improvements Planning process so that important projects are considered well in advance of their necessity and so that appropriate and adequate sources of funding are sought to help pay for these projects. It should have a prioritization schedule and a corresponding development schedule and upgrades and expansions should be targeted to those areas planned for future development.

Responsible Entity: Highway Department, Capital Planning Committee

5. Enhance Professional Management: Templeton should be credited with having a strong Board of Selectmen; members have been very involved with municipal operations. However, additional resources and specialists are needed to address management, personnel, budget and finance, and public safety issues. Since the 1980s there has been growth in the demand for professional managers leading municipalities; those empowered with certain responsibilities to manage a municipality on a daily basis under the oversight of a policy board.

Such a policy oversight board is the Board of Selectmen. According to the Handbook for Massachusetts Selectmen (Massachusetts Municipal Association, Seagrave and Levitan, 1988, 2nd Edition), “while the specific role of the selectman varies from town to town, all board of selectmen have at least four important powers under state law: the power to sign warrants for the payment of all town bills; the power to make appointments to town office; the power to hire professional administrative assistance and town counsel; and the power to prepare the town meeting warrant.” The Handbook continues to say that, “Apart from your strict legal responsibilities, your board can and should be a group that sets policy and strategic direction, coordinates the activities of other boards, and hears appeals and resolves problems that have not been settled at lower levels. If there is a professional administrator, the selectmen should work through him or her, or, in smaller towns, through department heads.” One additional anecdote is relevant from the Handbook, which states, in part, “For most towns, the complexity of running town government demands that there be a professional administrator to assist the board of selectmen ... While these positions must be authorized by charter or town meeting, it is the selectmen who do the hiring.”

The theme of the separation of “policy” and “management” continues in another document published by the Massachusetts Municipal Association (MMA). Relevant excerpts from a document entitled, “The Board of Selectmen, the Manager and Municipal Leadership, A Team Oriented Job Description” follow:

The Board of Selectmen’s Role

Primary Duties of the Town Manager

It employs the Town Manager and works through him/her in the best interest of the municipality as a whole.

Work closely with the Board of Selectmen

It sets policy and strategic direction in the best interests of the municipality as a whole.

Establish programs and practices for a constructive relationship of the municipal organizational structure within the community

It resolves those appeals and special problems not resolved at lower levels.

Direct planning and implementation of municipal services which will ensure the highest possible effectiveness level of each department
Direct planning and implementation of business related functions
Organize and manage the municipality’s senior leadership team responsible for strategic municipal planning, and implement a leadership development program for all managers and supervisors within the municipal system

Participate in a high quantity program of staff selection, training, supervision, evaluation and compensation

Develop and implement a performance monitoring system to measure service delivery in quantitative and qualitative terms

Ensure that all department operations meet legal requirements and local policy requirements

In October 2009, the Massachusetts Department of Revenue published the following report, “Town of Templeton, Financial Management Review” (completed by the Division of Local Services, Technical Assistance Section). The DOR made three “primary” and an additional 19 “general” recommendations. Primary recommendation #1 was, “that the town coordinator position be replaced by a fully empowered town administrator.” Pages 5-7 of the 28-page document cover this issue. The DOR was clear that the Board of Selectmen remain in overall charge of the municipality as the following excerpt attests, “The Board (of Selectmen) would retain its traditional role as the chief policy setting body for the town and, in that context, review and sign-off on operating and capital budgets.” The DOR also made recommendations concerning the administrative responsibilities of the town manager and recommended that the first step in this direction would need to prepare special legislation creating the position of a town manager form of government as the community has no charter.

Many communities in the Montachusett Region and throughout the Commonwealth have a Town Administrator or a Town Manager in place including the neighboring communities of Ashburnham Ashby, Athol, Hubbardston, and Winchendon. Given the volume of local government business that needs to be addressed, the Town has paved the road for the hiring of a full time professional Town Administrator with human resources and administrative support in two additional positions. An Interim Town Administrator has been funded for approximately three years. As of the printing of this Master Plan Templeton is in the process of searching for a permanent Town Administrator. The Responsible Entity for Implementation of this task is the Board of Selectmen.

Responsible Entity: Town Administrator/ Board of Selectmen.

6. Establish a Master Plan Implementation Committee: The Town should establish a Master Plan Implementation Committee whose job it is to make sure that the Plan’s recommendations get implemented. It may be that Templeton’s Planning Board or a sub-committee would be willing to take on this task although many communities end up forming implementation committees for this purpose, separate and distinct from the board or committee that prepared the plan. If this is the case, the Planning Board could assist to form the Master Plan Implementation Committee, who in turn would meet with the Town’s other municipal entities that have Master Plan implementation responsibilities and work with them to keep the Plan on track. It is suggested that the Committee also periodically brief the Board of Selectmen on the Plan’s progress, on a quarterly basis or twice a year. Responsible Municipal Entities would be the Planning Board in consultation with the Board of Selectmen and Master Plan Committee.

Responsible Entity: Planning Board.

7. Build Stronger Coordination between Municipal Departments: Templeton’s Board of Selectmen could arrange a meeting of all municipal boards, commissions and committees to be held on a quarterly basis. Such meetings have the potential to help the various boards coordinate their activities, reduce duplicative efforts,

and promote a team-oriented approach to town government. Such meetings would be especially important during the annual budgeting process, and it is suggested that the Board of Selectmen involve the Advisory Committee during the quarterly meeting where municipal department operating budgets are discussed. The Responsible Municipal Entity for this task is the Board of Selectmen.

On the same track, regular department head meetings should be held by the Town Administrator; matters concerning resources, budgeting, personnel and others issues as needed should be on their agenda. Moreover, all boards and staff involved with permitting of land development should meet regularly concerning planning and development issues.

Responsible Entity: Town Administrator/ Board of Selectmen.

8. Continue Efforts to Coordinate Town and Community Services to the Benefit of Templeton's Residents:

Templeton has utilized resources to promote two-way communication between citizens and town government, most recently by reconfiguring its web-site. Such an initiative involves all municipal departments in an effort to share important municipal information with citizens such as: upcoming board meetings, Town Meeting information including budget proposals and warrant articles, departmental hours of operation and contact information, availability of municipal facilities for public use, tax information, bylaws and regulations, municipal initiatives, community events and opportunities for citizen participation (volunteer opportunities, board vacancies, etc.).

The Town should also create opportunities for citizens to provide feedback to municipal officials by occasionally polling them on their preferences. In addition to the reconfiguring of the town web-site, this attempt to create two-way communication between citizens and town government could also include a combination of tools, including: periodic newsletters, voluntary e-mail notification, announcements at public meetings and events, signage in prominent public places, an annual Town Meeting mailer, opinion surveys (both paper and digital), open houses, public forums and other opportunities for two-way communication not yet considered. The Responsible Municipal Entities include the Board of Selectmen in conjunction with all of Templeton's municipal departments and boards/commissions/committees.

Responsible Entity: Town Administrator/ Board of Selectmen.

Transportation/Circulation

Introduction

This element of the Master Plan discusses Transportation/Circulation in Templeton, including private automobiles, public transportation, bicycling, and pedestrian modes of travel. The ability to move people and goods is essential to the economic vitality and quality of life in the region. The existing conditions of the roadway system are reviewed by looking at such data as traffic counts and crash incidents. Recommendations are then made taking into consideration other interrelated issues such as open space for an interconnected bicycle and pathway system within the Town and connections to other adjoining towns and the region.



Section 1: Role of the Regional Planning Agency

The Montachusett Regional Planning Commission (MRPC) acts as staff to the Montachusett Metropolitan Planning Organization (MPO). The MPO has the responsibility of prioritizing transportation projects within the Montachusett Region. This presents municipalities with greater chances for input in setting local priorities. This shift in priority setting is intended to give municipalities a stronger role in planning transportation improvements that directly affect them. It is important to note that transportation projects and plans must be included in a regional transportation plan in order to receive federal funding for implementation.

Regional Transportation Plan

The Regional Transportation Plan (RTP) outlines the transportation priority needs and policies for the region. Before projects receive federal funding, they must be identified and incorporated into the policy goals and visions of the RTP. The RTP is developed through studies, discussions with local officials, boards and commissions and public comment. Each MPO in the Commonwealth of Massachusetts develops a RTP to provide guidance to local and state officials in deciding how to spend federal and state transportation funds.

The RTP for the Montachusett Region identifies both short and long range projects for local roads, highways, bridges, rail, transit, bike and pedestrian trails, freight and airports as well as priorities, goals, visions and strategies.

The existing RTP prepared by the MRPC was endorsed on July 30, 2015. It should be noted that after the plan is completed and endorsed, the Montachusett MPO can still incorporate any changes through an amendment to the RTP. Information on the development of the RTP can be found on the MRPC website at www.mrpc.org.

Transportation Improvement Program

The Transportation Improvement Program (TIP) is a federally required, annually updated, prioritized listing of short-range highway construction and transit projects proposed for implementation during a four-federal fiscal year cycle. It is a means of allocating scarce federal and state monetary resources across the state to projects that each region deems to be its highest priorities. The TIP must be financially constrained to projections of available federal aid. The Massachusetts Department of Transportation (MassDOT) Highway Division, moreover, is committed to funding those projects that will be ready for advertisement in Federal Fiscal Year (FFY) 2017 and beyond. To this end the regional TIP contains a financial plan showing the revenue source or sources, current or proposed, for each project, for each anticipated FFY of advertisement.

To receive Federal or State funding, a transportation project must be included in the TIP. Projects listed in the TIP must also conform to the State Implementation Plan (SIP) for Air Quality Conformity in accordance with the Clean Air Act Amendments (CAAA), giving special consideration to "regionally significant" projects. Transportation projects funded with Federal funds from other Federal agencies, or with local or private resources, should be identified in the document to reflect the integrated and intermodal nature of the metropolitan transportation planning process.

The TIP must also be consistent with the current RTP for the Montachusett Region. In addition, the TIP estimates future funding sources for operating and maintaining the current transportation network as well as the costs of capital improvements. The agency responsible for implementing highway projects in the TIP, unless otherwise noted, is the MassDOT Highway Division and, for transit projects, the Franklin County or Montachusett Regional Transit Authorities.

The Montachusett TIP is the product of a comprehensive, continuing and cooperative effort (the 3C Process) to improve the regional transportation system by local officials, the Montachusett Joint Transportation Committee (MJTC), the Montachusett Regional Transit Authority (MART), the MRPC and the MassDOT. Together these organizations along with local officials comprise the signatories representing the MPO.

Project Development Summary

Project Development is the process that takes a transportation improvement from concept through construction. Every year the Montachusett Region receives federal and state funds for projects to improve the transportation network in local communities. These funds and projects are prioritized through the MPO, a regional advisory group that annually develops the Montachusett TIP.

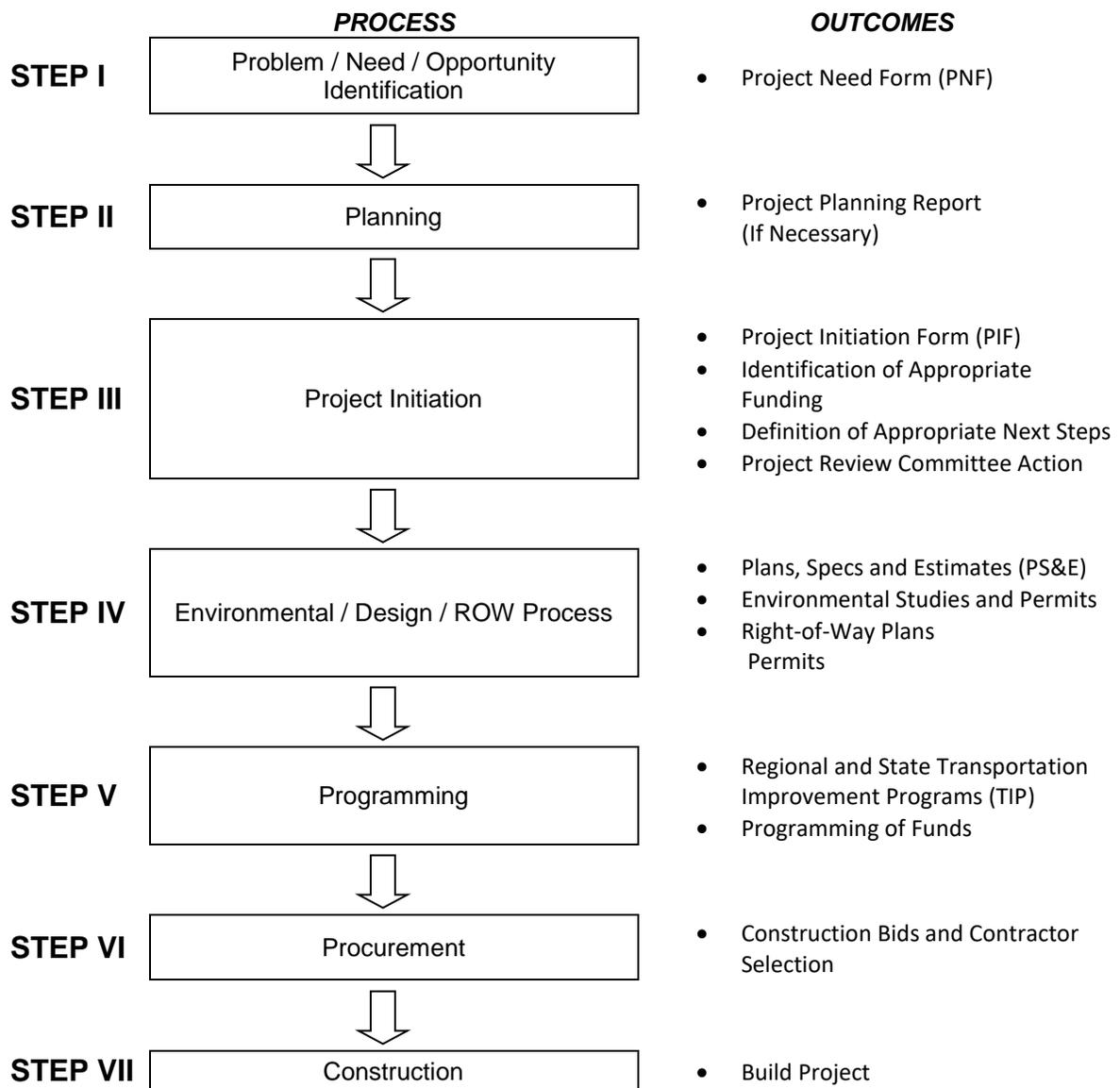
For a community to receive funds, the project must follow a multi-step review and approval process required by the MassDOT (MassDOT) Highway Division. This process is summarized in the figure below.

Project proponents are required to follow this process whenever MassDOT Highway Division is involved in the decision-making process. The project development procedures are, therefore, applicable to any of the following situations:

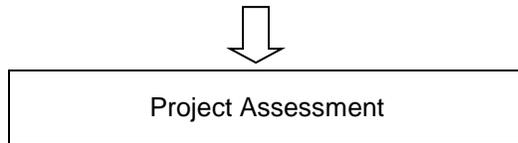
- When MassDOT is the proponent; or
- When MassDOT is responsible for project funding (state or federal-aid projects); or
- When MassDOT controls the infrastructure (projects on state highways).

Projects with local jurisdiction and local funding sources are not required to go through this review process unless the project is located on the National Highway or Federal-Aid Systems.

Project Development Process



STEP VIII



Source: MassDOT Highway Division

The project development process is designed to progressively narrow the projects focus in order to develop a project to addresses identified needs at that location. There should be opportunities for public participation throughout.

The eight steps in the above figure are described in detail in Chapter 2 of the Project Development Guide of the MassDOT Highway Division Design Guidebook

(<http://www.mhd.state.ma.us/default.asp?pgid=content/designGuide&sid=about>).

Summary

In summary, to get a project constructed, a community should:

1. Meet with the District Office of the MassDOT Highway Division to review and discuss the potential project. The District office can provide the community with information and feedback about the possible project's scope, cost, issues, etc.
2. Submit a Project Need Form (PNF), along with any support materials, on the potential project to the District office.
3. After review and feedback from MassDOT Highway Division on the PNF, a Project Initiation Form (PIF), again with any supporting materials, is prepared and submitted to the District office.
4. MassDOT and the Project Review Committee (PRC) act upon the PIF. If the project is approved by the PRC, the community is notified and, if applicable, initiates the design process for the project.
5. The municipality hires a design consultant and also begins work on the right of way plans as well as any permits, local approvals, etc.
6. During this phase the project is incorporated into the regional Transportation Improvement Program (TIP). Placement and prioritization of the project is based upon available funds, evaluation criteria scoring, design status and public support and comments.
7. Design public hearing is held at the 25% design phase.
8. Design progresses to 100% and all plans, specifications and estimates (PS&E) are completed. Project is then ready for advertisement by MassDOT.

Section 2: Journey to Work

Table T1 below, depicts the mean travel time to work for Templeton residents. Mean Travel time to work is 30.2 minutes, lower than the Montachusett Region average of 31.4 minutes, but higher than the Massachusetts average (28.3), and the national average of 25.7 minutes.

**Table T1
Travel to Work**

Mean Travel Time to Work	
Community	Minutes
Templeton	30.2
Montachusett Region	31.4
Massachusetts	28.3
U.S.	25.7

Source: 2014 American Community Survey

From a regional perspective, Hubbardston (37.5), Ashburnham (35.0), and Royalston (34.2) had the highest average travel times while Devens (21.1), Gardner (24.6), and Fitchburg (25.2) had the lowest.

Of notable interest, the mean travel time to work by total means of transportation increased in every community in the Montachusett Region from 1990 to 2000 and Templeton was no exception with an increase of 4.9 minutes or 17.0%. And, moreover, from 2000 to 2014 most communities in the Montachusett Region continued the trend of longer travel time to work - Templeton increased from 25.2 to 30.2 minutes during this time span. Historically, the average house price in Central Massachusetts where Templeton is located has been lower than state averages perhaps enticing homeowners to commute longer distances.

Section 3: Roadway System

Existing Network

State Route 2, or the Old Mohawk Trail, is the most important roadway to the Town and the region, running east west through the entire region. This limited access roadway provides the area with a direct link to Boston and to the western half of the state. Route 2 connects Templeton to all of the region’s major urban communities including Fitchburg, Leominster, and Gardner.

The completion of I-190 in the early 1980’s provided good access from Templeton to Worcester, I-290 and the Massachusetts Turnpike. A second new limited access roadway was added to the region’s highway network with the completion of the Route 140 Bypass in Westminster and Gardner providing better access to Winchendon and other destinations to the north. Route 2A (the former Route 2) is another east-west roadway that runs parallel to Route 2 through much of the Montachusett Region.

Functional Classification

Functional classification identifies a roadway’s purpose and use as part of the highway network. The highway network consists of a hierarchy of streets and highways designed to channel traffic from location to location in a safe and efficient manner. In urban areas, streets and highways are classified into four functional highway systems: Principal Arterials, Minor Arterials, Collector Streets and Local Streets. Table 3 graphically depicts the

current Templeton roadway classification system. Templeton can compete for limited federal aid funding to repair their Federal-Aid eligible roads listed below through the annual TIP process. A Roadway Classification Map can be located in [Attachment H](#). Roads classified as “local” are not eligible for Federal-Aid and are maintained solely by the municipalities. Local roads are eligible for State Highway funds under Chapter 90.

Highways and roads are grouped into classes according to the type of service they are intended to provide. Classification is divided into principal arterials, minor arterials, major collector roads, minor collector roads, and local roads and streets. The table on the following page indicates the classification of some of the major roadways within Templeton.

**Table T1
Roadway Classification**

<u>Roadway</u>	<u>Functional Classification</u>
Route 2	Principal Arterial
Rte. 202 from Winchendon Town Line to West Rd.	Minor Arterial
Rte. 68 from Gardner City Line to Gavin Rd.	Minor Arterial
Rte. 2A from Gardner City Line to Baldwinville Rd.	Minor Arterial
Rte. 101 from Gardner City Line to Wellington Rd.	Minor Arterial
Baldwinville Rd.	Minor Arterial
Rte. 101 from Gardner City Line to Wellington Rd.	Minor Arterial
North Main St. (from Rte. 101/2A Intersection to Depot Road)	Major Collector
Depot Road	Major Collector
Hubbardston Road	Major Collector
South Main St. (from Rte. 101/2A intersection to Cross St.)	Major Collector
Cross Road	Major Collector
Bridge Street	Major Collector
Main Street	Major Collector
Rte. 202 from West Rd. to Phillipston Town Line	Minor Collector
Rte. 68 from Gavin Rd. to Phillipston Town Line	Minor Collector
Rte. 2A from Baldwinville Rd. to Phillipston Town Line	Minor Collector
Rte. 101 from Wellington Rd. to Phillipston Town Line	Minor Collector
Barre Road	Minor Collector
Others	Local Roads and Streets

Principal Arterials: The principal arterials are multi-lane roadways that connect major activity centers. These arterials carry the highest volumes of traffic at high speed and are often entirely or partially controlled-access facilities with interchanges or grade separations at major crossings. Principal arterials not only carry a major portion of trips entering and leaving a community; they also carry a significant amount of traffic passing through the community.

Principal arterials generally carry the highest traffic volumes. In Massachusetts, traffic volumes on principal arterials usually exceed 25,000 vehicles per day. Because the function of principal arterials is mostly to provide mobility at a high level of service, service to abutting land is of secondary importance. Parking along principal arterials is usually forbidden or discouraged; driveway access onto principal arterials is also discouraged. In Templeton, just one road fits the principal arterial classification: Route 2. Principal Arterials are eligible for Federal Aid.



Minor Arterials: Minor arterials feed into principal arterials and serve the dual function of carrying high traffic volumes and providing access to adjacent land uses. Minor arterials place more emphasis on land access; on-street parking is generally permitted but is heavily regulated in order to maximize the street’s traffic-carrying capacity during peak travel periods. Minor arterials generally have four travel lanes during peak travel periods (on-street parking may occupy one or more lanes during non-peak hours), but a minor arterial may

also have two travel lanes and widen out at signalized intersections. Minor arterials generally carry traffic volumes in the range of 10,000-40,000 average daily trips (ADT). Minor arterials serve as a distribution network to geographic areas smaller than the principal arterials. Trip lengths associated with minor arterials are of a moderate length and travel is at a lower speed than on principal arterials. In Templeton, six roads fit the minor arterial classification: Rte. 202 from Winchendon Town Line to West Rd.; Rte. 68 from Gardner City Line to Gavin Road; Route 2A from Gardner City Line to Baldwinville Rd.; Rte. 101 from Gardner City Line to Wellington Rd.; Baldwinville Road; Route 101 from Gardner City Line to Wellington Road Minor Arterials are eligible for Federal Aid.



Collector Streets: Collector streets collect traffic from local streets and channel it into the arterial street system. The focus of collectors is more on land access than on mobility. Collector streets provide traffic circulation within neighborhoods and commercial and industrial areas. Travel speeds are generally lower and parking restrictions fewer than on minor arterial streets. Collectors are usually two-lane roadways with minor widening at intersections with arterial streets. Collectors carry traffic volumes in the

range of 3,000 to 20,000 ADT. The higher flows are associated with collectors that are over two miles in length and where some element of through traffic between arterials is present. In Templeton, North Main St. (from Route 101/2A Intersection to Depot Road), Depot Road, Hubbardston Road, South Main Street (from Route 101/2A intersection to Cross Street), Cross Road, Bridge Street, and Main Street are all classified as a Major Collector. Minor Collectors are Route 202 from West Road to Phillipston Town Line, Route 68 from Gavin Road

to Phillipston Town Line; Route 2A from Baldwinville Road to Phillipston Town Line, and Route 101 from Wellington Road to Phillipston Town Line. Major Collector roads are eligible for Federal Aid and Minor Collectors may be eligible for Federal Aid in some cases.

Local Road and Streets: The local streets include all the remaining streets that are not included in one of the higher systems. Local streets could be residential or industrial in character or could be access roads to recreation areas or parks. Traffic volumes on local streets are generally 4,000 ADT or less. A great majority of residential streets have volumes of 500 ADT or less. The high volume local streets are very long residential roadways (over one mile in length) with access to subdivisions.

Local roads' and streets' main function is to provide access to land. Travel speeds on local streets are generally the lowest and parking restrictions generally do not apply. Through travel on residential streets is often discouraged through traffic calming mechanisms. Although local streets carry relatively low traffic volumes overall, they constitute by far the greatest road mileage, accounting for 65% to 80% of roadway mileage in a typical community. Local roads and streets are NOT eligible for Federal Aid, but they are eligible for State Highway funds under Chapter 90.

Section 4: Average Daily Traffic (ADT)

For many years, the MRPC and MassDOT Highway Division have taken traffic counts at numerous locations in Templeton, as part of its regional traffic count program. Table T2 lists the traffic counts taken along major routes over the past 10 years by location. Please refer to map (Attachment I) for actual locations.



The counts consist of data collected during a period of at least 24 weekday hours. To reflect seasonal differences in traffic volumes, MassDOT produces seasonal adjustment factors based on data collected at more than 200 statewide locations where traffic volume data is collected 365- days of the year. The season adjustment factors are then applied to the 24-hour count volume to produce an Average Annual Daily Traffic (AADT) volume for the location.

These factors were applied to all counts listed in the table below with the exception of counts listed on Route 2. The counts on Route 2 are permanent count stations and collect data continuously throughout the year.

**Table T2
Traffic Volumes**

Street/Route	Location	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Baldwinville Road	South of Maple Street (Rt. 68/202)			3800							
Baldwinville Road	North of Patriots Rd (Rt. 2A)				2900		2500				2200
Bridge Street	East of Elm St (Rt. 202)				1300						
Brooks Village Road	West of Patriots Rd (Rt. 2A)			680					650		
Central Street	East of Elm St (Rt. 202)			4500							
Dudley Road	East of Barre Road				3100						
Dudley Road	West of Patriots Rd (Rt. 2A)				3900						
Elm Street	North of Central St (Rt. 68)			6700							
Gardner Road	East of Main Street			3800							
Gardner Road	East of North Main Street		4100								
Hubbardston Road	At Hubbardston Town Line	940			850			1000			
Hubbardston Road	Southeast of Patriots Rd (Rt. 2A)			1400	1400		2100				1400
King Phillip Trail	East of Royalston Road			3200					3600		
North Main Street	North of Gardner Road (Rt. 101)		3700		3300					3100	
Partridgeville Road	East of Patriots Road (Rt. 2A)				520						450
Patriots Road	East of Brooks Village Road				2200						
Patriots Road	East of South Main Street		5800								
Patriots Road	Southeast of King Phillip Tr. (Rt. 202)				640				1600		
Patriots Road	West of Baker Lane				5000					4800	
Patriots Road	West of North Main St		8600							7800	
Patriots Road	At Phillipston Town Line	5800				3900					
Petersham Road	West of Barre Road	1000									
Route 2	At Gardner Town Line	22550									
South Main Street	South of Patriots Road (Rt. 2A)		1800	1700						1800	
Winchendon Road	At Winchendon Town Line			4600							

From this available data, a key finding can be made: Traffic gradually increased at the beginning of the last decade and then started to drop in 2005. In most cases, this is likely to be a direct result of the recession and higher energy costs. It should be noted that a similar decline has been seen throughout the Montachusett Region. There appeared to be an increase that happened in the late 2000's and most locations are leveling out or slightly declining as it approaches 2015 or so. If the Town of Templeton is interested in having traffic counts conducted for certain street(s) or intersection(s), the Board of Selectmen should forward a written request to MRPC's Transportation Department.

Section 5: Roadway Safety

Traffic accidents are often unpredictable, unavoidable events. Most traffic accidents are the result of driver error; however, driver error can be magnified by poor roadway or intersection design, or by inadequate traffic control measures. When crashes occur in high numbers at a particular location, there is probably a common reason for the accidents related to the design and/or signage of the road. These accidents can be predictable and the conditions that increase the chances for accidents are often correctable. Detailed study of accident records can identify these high-accident locations and lead to design improvements that will reduce the numbers and severity of future accidents.

MassDOT obtains crash data from the Massachusetts Registry of Motor Vehicles (RMV) to create crash tables for each community in Massachusetts for use in traffic engineering studies, safety planning activities, and distribution to government agencies and the public. The MRPC Transportation Department has been developing a crash database for the purpose of gathering crash statistics on the Region using historical and the most recent MassDOT crash tables available that currently exist from 2002-2008. To develop crash statistics from the database, MRPC staff has analyzed information such as number of crashes, crash location, and crash severity. Crash severity states the types of harm or the most serious outcome of a crash. There are essentially three possible outcomes:

1. Fatal Injury crash: Is the worst type of harm that involves at least one fatality or death of a person.
2. Non-fatal Injury crash: Is the second worst type of harm that involves at least one injury to a person.
3. Property Damage Only (PDO) crash: Is the third worst type of harm that involves damage to property of any type.

Crash Statistics

The Region saw a total of 13,611 crashes occur between the years of 2012 – 2014 and 165 of those crashes occurred in Templeton. Of these crashes one (1%) was a fatal injury crash, 47 (28%) were non-fatal injury crashes, 110 (67%) were property damage only crashes and seven (4%) were unknown/not reported. There were also two non-fatal injury bike/pedestrian crashes that occurred between the years of 2005-2014. A map depicting crash data locations for Templeton has been attached (See [Attachment J](#)).

In 2008 the MRPC completed a Phase I Roadway Safety Conditions report which listed the most dangerous intersections and interchanges in the region, based on data from 2002-2005. This data is based on the Equivalent Property Damage Only (EPDO) crash severity rating system. EPDO rates a crash based on crash severity that gives one (1) point to a Property Damage Only (PDO) crash; five (5) points for a crash involving at least one Non-fatal Injury; and ten (10) points to a crash that involves at least one Fatal Injury. In other words, one Fatal Injury crash equals two Non-fatal Injury crashes or ten Property Damage-Only crashes. After determining each crash EPDO rate, the ratings of the crashes for each location are totaled. A high EPDO total indicates a dangerous location where crashes have the most severe consequences.

In this report Templeton had the following locations mentioned:

City/Town	Community Rank	Region Rank	Intersections and Interchanges	EPDO Total	Total Crashes	Comments
Templeton	1	39	Rte. 2 (Exit 21)/Patriots Rd. (Rte. 2A)	79	31	Needs study
Templeton	2	95	Gardner Rd. (Rte. 101)/Patriots Rd. (Rte. 2A)/N Main St./S Main St.	44	20	Study completed, improvements recommended

In January of 2010 the MRPC completed a Templeton Common Traffic Study to compliment the Templeton Common Master Plan. This traffic report at the Templeton Common, located at Patriots Road (Route 2A/101) in the area of Dudley Road (Route 101), Baldwinville Road, South Road, Wellington Road, Hubbardston Road, was presented to the Town of Templeton to be used for possible traffic flow and safety improvements to the study area. The report provides the Town with updated traffic and safety data, data analysis, maps and photos.



In this report, you will find details on the identified traffic and safety conditions including traffic volume and classification data, turning movement counts, level of service (LOS) information, intersection sight distances, parking demand, and crash data. Once the existing conditions have been established, improvement alternatives and

recommendations were then discussed. Some recommendations included:

- Increased parking on South Road and Fire Department Road
- Geometric improvements at all intersections
- Assign Fire Department Road as “For Emergency Vehicles Only”
- Traffic flow options at Patriots Road and Dudley Road
- The removal of South Road, north of Dudley Road
- Widen some intersections to accommodate truck traffic

- Assign Wellington Road (between Patriots Road and Dudley Road) as a two-way street

All recommendation options can be viewed in Figures 1-11 at the end of that report.

MRPC also conducted an intersection study in 2007 for the Patriots Road (Rte. 2A/101)/Gardner Road (Rte. 101) and North Main Street/South Main Street intersection. This study was an update for a previous report in 2004 as part of an EO418 project. The report includes updated data and analyses are provided that can be used to decide future actions. And the feasibility of the roundabout alternative (Alternative 3) of the EO418 study is examined. The updates include:

- 2007 twenty-four traffic counts taken on approaches to the intersection
- Changes or improvements to the intersection since 2004
- 2020 projected PM peak hour turning movement volumes
- Safety analysis
- Conceptual drawing of the roundabout alternative (Alternative 3)
- Roundabout capacity analysis
- Potential operational and safety improvements at proposed roundabout based on findings compiled by the Federal Highway Administration (FHWA)

The three alternatives that came out of this report include the following:

1. Install a traffic signal at this intersection
2. Convert the intersection into a four-way intersection by eliminating the one-way Gardner Road (Route 101SWB) approach.
3. Convert the five-way intersection into a four-way single-lane roundabout with a new exit for Gardner Road NEB traffic (reverse the Route 101SWB one-way approach to the northeast) and uses routing elements from Alternative 2.

Recommendations

To improve the traffic flow and safety conditions at this intersection, the following improvements are recommended:

Short term recommendation:

- Remove vegetation and dumpster and restrict parking at the corner of Patriots Road and North Main Street to improve sight distance for vehicles trying to enter the intersection.

Long term recommendation:

- The above analysis demonstrates that a roundabout is feasible at this intersection. The operational analyses show that the intersection will operate under capacity at least until 2020 and that safety will improve. Converting the intersection into a modern roundabout as indicated in Alternative 3 for long term improvements should be considered.
- More information about the benefits of roundabouts can be found in the FHWA publication:

Roundabouts: An Informational Guide at: www.tfhr.gov/safety/00068.htm

See Chapter 4 at: <http://www.tfhr.gov/safety/00-0674.pdf>

See Chapter 5 at: <http://www.tfhr.gov/safety/00-0675.pdf>

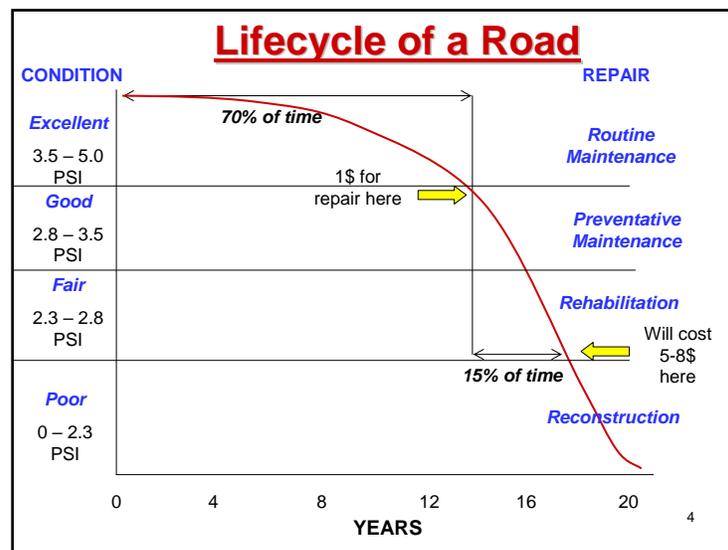
Please contact MRPC for more information regarding this study.

Section 6: Pavement Condition

In most municipalities throughout the United States, road and street surfaces are the largest single cost of building and maintaining a transportation system. Forty to fifty percent of public funds spent on roadway systems are for the road surface. For smaller communities such as Templeton the percentage can be much higher. The role of a pavement management system is to provide an opportunity to improve roadway conditions while making cost effective decisions on maintenance priorities and schedules. The following list some faulty but common techniques for tending to a road network.

- Worst First - The roads in the worst condition get the first priority, which makes a noticeable difference in the worst roads, but often does not stretch funds to address many general maintenance tasks, resulting in a rapidly deteriorating network of roads.
- Fighting Fires - Respond to concerns as they arise. Ignoring preventative maintenance tasks that would save money in the long run.
- Scheduled Repairs - Attend to roads based on periodic maintenance, such as seal coats every five years and overlays every 10 years.
- Political Pressure - Establish maintenance repairs and schedules based on political considerations.

Unlike many maintenance methods which often rely on faulty practices such as these, a pavement management system relies heavily on pavement preservation early and often for the purpose of preventing an increasing deterioration of pavement structure. By maintaining an accurate database with up to date road conditions, the needs of a road network are better diagnosed.



The figure above, “Lifecycle of a Road”, represents the relationship between repair cost and time, it shows that it is far more economical to preserve roads than to delay repairs and reconstruct roads. A pavement lifecycle is the time between reconstruction periods. Lifecycle cost is the total cost spent on maintenance and repairs for a particular pavement section during its life cycle. One of the main focuses of pavement

management is to keep a pavements lifecycle long while lifecycle cost is low to stretch the dollar in what is commonly an ever-decreasing maintenance budget.

While it is important to preserve a pavements condition in good standing for as long as possible by implementing various preventative and routine maintenance techniques throughout its lifecycle to keep lifecycle cost low, it is a reality that budgets often do not allow for this. It is encouraged that a pavement management plan be implemented to keep track of maintenance needs and schedules to contribute to a cost-effective approach to maintaining roadways.

In 2013 MRPC surveyed communities in the Montachusett region about their involvement in municipal Pavement Management System activities. Local municipal programs range from non-existent to basic annually maintained spreadsheets to ongoing contracts with consultants utilizing the latest Pavement Management software to analyze town roadways. Although a pavement management program does involve additional costs on top of maintenance budgets, many communities are realizing their potential to save money by making well informed decisions in the long run. The costs and benefits of utilizing a Pavement Management System in Templeton should be weighed and discussed with the appropriate decision makers.

Pavements are often the single largest expense in any municipal road maintenance budget. Chapter 90 allocations often do not provide sufficient funding to maintain local roads at the current condition let alone make major improvements. Due to inadequate funding, it is recommended that communities routinely target funding for federal aid eligible Local roadways through the Transportation Improvement Program (TIP). It is also encouraged that a Pavement Management Plan be implemented by communities to keep on track of maintenance needs and schedules to contribute to a cost-effective approach to maintaining roadways. The map located in [Attachment K](#) Local Jurisdiction Fed-Aid Eligible Roads highlights all roadways maintained by the Town of Templeton and eligible to receive TIP funding.

Recommendations for Pavement Activities

- Templeton should consider the merits of applying the principals of Pavement Management when going forward with future maintenance schedules
- In an effort to reduce the strain on Chapter 90 funds Templeton should continue to seek funding for infrastructure projects on Local Jurisdiction Federal Aid eligible roads through the TIP process.

Section 7: Bridges

Throughout the Montachusett region, many of its roads travel over numerous brooks, rivers and water bodies. Within the 22 communities of the Montachusett planning area, some 321 bridges are identified and rated by MassDOT as part of their inventory system. MassDOT provided a Bridge Rating Table to the MRPC. This table includes the town where the bridge is located, the road name the bridge is located on, the bridge identification number, functional classification of the road, year built, historical significance, rebuilt date (if applicable), AASHTO (American Association of State Highway and Transportation Officials) rating, and the deficiency status of each bridge, i.e. structurally deficient or functionally obsolete.

According to the MassDOT Project Development and Design Guidebook (January 2006), structurally deficient is defined as “a bridge structure that has a defect requiring corrective action.” Functionally

obsolete bridges are defined as “a bridge which has no structural deficiencies but does not meet standards to adequately serve current user demands.”

According to the 2016 Montachusett Region Transportation Plan, there are 53 bridges listed as functionally obsolete and 38 as structurally deficient throughout the MRPC. This represents approximately 28% of the Region’s total bridges. See [Attachment L](#).

As of the year 2014 (based on the latest MassDOT Bridge rating testing) there are three functionally obsolete bridges in Templeton and there is one structurally deficient bridge at the following locations:

Functionally Obsolete

- Hamlet Mill Road over Otter River (Town owned, Bridge #T-02-005).
- Route 2 eastbound under Patriots Road/Route 2A (State owned, Bridge # T-02-022).
- Winchendon Road over B&M Railroad (State owned, Bridge # T-02-021)

Structurally Deficient

- North Main Street over Templeton Pond outlet (State owned, Bridge #T-02-019)

Section 8: Public Transit System

Montachusett Regional Transit Authority

There is no fixed route bus service provided in Templeton. However, the Montachusett Area Regional Transit Authority (MART) runs a bus service along Route 2/2A between Greenfield and Gardner with stops in the towns of Athol, Orange, Gardner, Phillipston, Templeton, and Winchendon. There are two bus routes, one travels between Gardner and Orange via East Templeton and Templeton Center; the second travels between Gardner and Winchendon via Otter River and Baldwinville Village. Times vary on routes with service starting at 5:30 a.m. and ending at 7:00 p.m. on weekdays only. The G-Link is operated by the Montachusett Regional Transit Authority (MART) and the Franklin Regional Transit Authority (FRTA). Free transfers between MART and FRTA buses are available at the Hannaford Market in Orange.

MART also organizes services that provide paratransit service for the elderly, disabled or disadvantaged population. MART contracts with social and human service agencies for paratransit service. The Town and MART provide service in Templeton through the Council on Aging which employs a paid coordinator funded jointly.

Intercity Bus Service

Intercity bus service is provided by MART from Gardner to the Fitchburg Intermodal Center, and once a day in Leominster. Main Stops in Gardner are Mount Wachusett Community College and the City Hall. Service operates from 6:15 a.m. to 7:30 p.m. weekdays only.

Peter Pan Transit Line provides bus service that stops at 528 North Main Street in Leominster. Peter Pan departs daily traveling from Leominster to Worcester with connections to Logan Airport, Springfield MA, and Hartford, CT, New York City, and Foxwoods Casino. The bus leaves Leominster at 7:35 AM arrives in

Worcester at 8:25 AM, Springfield at 10:10 AM, Logan Airport at 10:50 AM and New York City at 2:00 PM, and 9:30 AM for Foxwoods Casino. Return trips from New York City leave at 1:30 p.m. and arrive at Leominster at 6:15 p.m. Return trips from Foxwoods Casino depart at 4:30 p.m. and arrive in Leominster at 6:15 p.m.

Individual route schedules are available online at MART's website at www.mrta.us.

Commuter Rail

Service along the Fitchburg line to North Station includes the newly opened Wachusett Commuter Rail Station in Fitchburg at the intersection of Route 2 & 31. The Station has seventeen (17) inbound trips and seventeen (17) outbound trips. Weekday departures from Wachusett Station to Boston begins at 4:50 a.m. and end at 10:35 p.m. Weekday Outbound trains from Boston to Wachusett begin at 6:25 a.m. and end at 12:10 a.m. Weekend service from this station includes six (6) inbound trips to Boston and six (6) outbound trips.

The Regional Transit Authority also provides a Wachusett shuttle service connecting Gardner with nine (9) inbound trains and nine (9) outbound trains, the service starting at 5:15 a.m. and ending at 8:30 p.m. on weekdays only. The Wachusett shuttle schedule is available online at MART's website at www.mrta.us.



Wachusett Station



Section 9: Other Transportation Systems

Freight Railroads

There are three railroad companies currently operating freight lines in the Montachusett region:

1. Pan Am Railways, formerly Guilford Transportation Industries (GTI) is the largest operator of freight rail lines in the Montachusett Region. It operates on a number of lines including those connecting the Moran Terminal in Charlestown to Mechanicville, New York. With the purchase of the B&M in 1983, GTI was handed control of the Springfield Terminal Railway (STR), a B&M subsidiary. In addition, GTI has controlling interest in both the Vermont and Massachusetts Railroad (V&M) and the Stony Brook Railroad (SBRR). The V&M and SBRR own one track each and they are leased to B&M. In Westminster, the Freight Main Line (Ex Fitchburg Route) is owned by the V&M with the freight operator being STR.

2. The Providence and Worcester Railroad Company (P&W) is an independent operator of freight lines. One line operates in the area from Gardner (providing a connection to the GTI system) to Hubbardston to Worcester.

3. CSX Transportation purchased Consolidated Rail Corporation (Conrail) in 1997. Conrail was previously established to acquire bankrupt railroad company lines. CSX operates one line running from Fitchburg to Clinton in the Montachusett Region.

Aviation

Within the Montachusett Region, there are three general aviation municipal airports, the Fitchburg Municipal Airport located in Fitchburg between Fitchburg and Leominster; the Gardner Airport in Templeton near the Gardner City Line; and the Sterling Airport in Sterling. Each of these is classified as a general aviation airport. The former Shirley Airport is no longer a public use facility. According to the Massachusetts Aeronautics Commission website (www.massaeronautics.org), "The owner/operator of Shirley Airport has decided to change the airport's status from Privately-Owned/Public-use airport to Private Restricted Landing Area, which means that effective immediately, the airport is closed to public use. Pilots must receive prior permission from the owner/operator to use the airport."

The largest of the municipal airports, by far, is the Fitchburg Municipal Airport. Approximately 515 flights per day are handled on its two-runway system. The airport handles the general aviation needs for the greater Fitchburg area and provides facilities for personal, corporate and air taxi services. Access to the Fitchburg Municipal Airport is through Falulah Road, which provides indirect access to Route 2 (via Hamilton Street and Routes 12 and 13), and downtown Fitchburg (via Bemis Road, Route 12 and Summer Street). Improvements to the existing highway network would benefit the airport. In addition, commuter rail service is available at the North Leominster Train Station on Route 13 approximately one mile from the airport.

Section 10: Bicycles and Pedestrians

Bicycle Travel

There has been a noticeable increase in the number of bicycles around population centers and on the highways. Bicycles have found a place on the highway network by default, as have pedestrians. Bicycles mixed with motor vehicle traffic can be dangerous and create traffic delays. Safety problems have increased as evidenced by the number of bicycle-automobile accidents. It was reported in the MassDOT accident files for 2005-2014 that 233 bicycle/Pedestrian accidents occurred in the Montachusett Region resulting in 171 non-fatal crashes, 55 Property Damage Only (not injured) and five were unknown/not reported.

There is a strong support from the regional communities for designated bikeways for recreational and commuting traffic. Individual bikeway projects are being implemented in some towns within the region. Construction of bikeways will encourage cycle commuting by providing a direct, separate, and safe route between communities. Also, increasing concern for air quality and energy conservation is leading to renewed interest in development of adequate facilities for bicycles throughout the Montachusett region.

Bikeways are special routes and/or facilities established to facilitate the movement of bicycles as an energy efficient transportation and/or recreation mode of travel. There are three types of bikeways: bike paths, bike lanes, and bike routes. These have been categorized as Class I, II and III bikeways respectively. Class I bike paths are routes totally separated from automobile or pedestrian traffic. Class II bike lanes are lanes at the edge of streets marked for exclusive use of bicyclists. Class III bike routes are roadways that bikes share with cars.

Legally, a bicycle has been recognized as a vehicle in Massachusetts since 1973; subject to basically all the rights and responsibilities of an automobile. Bikeways are public rights-of-way, maintained by a responsible state or local agency, just as a municipality's streets are owned and maintained. Where the land for a proposed bike path is privately owned, an easement to permit public passage may be obtained, or the right-of-way may be purchased outright. Bikeways which parallel roads may be located within the existing publicly owned right-of-way, extending beyond the roadway itself.

Pedestrian Access

Pedestrian activity is generally limited to small areas within town (i.e. schools, libraries, senior center, town hall, parks, etc.). Some residential streets abutting these areas don't have sidewalks. Sidewalks should be included in new roadway construction, roadway improvements, and residential and non-residential subdivision development such as the Baldwinville Road project which was included in the 2012 TIP. Along major arterial roadways, land should be secured for sidewalks or pathways as development occurs. Pedestrian actuated signals should be in place in densely populated areas where warranted to allow safer movement of pedestrians.

Complete Streets

The term "Complete Streets" refers to how accessible an area is for walking, bicycling and public transportation/transit. A community with "Complete Streets" is one that gives residents access to major community elements. Those community elements may include shopping centers, the town hall, the library, the post office, and the senior center. Factors that make a community's streets complete include street connectivity and design, pedestrian and bicycle features, access for all roadway users (vehicles, pedestrians and disabled), desirable streetscapes, and public transportation linkages.

MassDOT is committed to the Complete Streets principles in policy and in practice. The Complete Streets Funding Program was launched on February 1, 2016 to provide technical assistance and project funding to foster Complete Streets on local roads. For more information on this program please visit <http://www.massdot.state.ma.us/highway/DoingBusinessWithUs/LocalAidPrograms/CompleteStreets.aspx>

Section 11: Transportation/Circulation Goals, Objectives and Recommendations

Goal:

- Construct and maintain a safe road system that is consistent with the desired Town's rural character.

Objective:

- Maintain a roadway management plan to achieve maintenance oriented roadway network condition and provide a basis for establishing priorities and level of budget allocation.

Recommendations

1. Continue Proactive Town Participation with MRPC. Decisions related to project development, prioritization, funding and scheduling are made through the metropolitan planning process and the MRPC serves as staff to the MPO. Through continued and active involvement in the planning process via the MRPC, the Montachusett Joint Transportation Committee (MJTC) and the Montachusett MPO, issues and projects important to the town can be discussed, heard and acted upon with the town's input and knowledge. MRPC is working with towns interested in establishing bikeways in order to provide technical assistance in bikeway implementation. Therefore, Templeton should be more actively engaged in MRPC activities.

Responsible Entity: Templeton Board of Selectmen and Planning Board are each responsible for designating MJTC Templeton Representatives who should make every effort to attend monthly MJTC meetings and communicate with MRPC transportation staff.

2. Schedule Traffic Counts with MRPC. Each year the regional planning agency, MRPC, solicits from each community up to five traffic count locations per calendar year. Templeton has not taken advantage of this program for the past few years. The Town should consider working with the MRPC to establish key traffic count locations to go along with those locations that are part of the MRPC's regional traffic count program. The purpose is to monitor traffic patterns over time in order to anticipate the need for future improvements. Traffic counts are conducted by MRPC at no cost to the community.

Responsible Entity: Board of Selectmen is the responsible entity for forwarding traffic count requests to the MRPC. The BOS should solicit up to five potential locations for traffic counts from Town Boards and Departments (Department of Public Works, Police Department, Planning Board, etc.) on an annual basis.

3. Promote Traffic Calming Efforts. Traffic calming measures include a range of strategies to slow down traffic and deter the use of local residential roads for through traffic. Strategies might include one-way streets, intersection re-design, neckdowns or narrow travel lanes, flashing speed/stop signs, on-street parking, or speed humps. These strategies include ones that may be more effective than those currently employed by the town such as the development of cul-de-sacs and dead-end streets. Traffic calming must be conducted in a comprehensive manner—not piecemeal—otherwise traffic will simply shift from one local street to another. Traffic calming recommendations were made for the Templeton Center Common and can be located in the Templeton Center Common Master Plan completed in January 2010.

Project examples of this would include:

- Geometric improvements to Route 101/2A/North Main Street/South Main Street intersection. This project is included in the 2012 Regional Transportation Plan in the Safety, Major Studies, Congestion and Long Range chapters

- Intersection/Ramp improvements to Route 2 (exit 21) at Patriots Road (Rt. 2A)

Responsible Entity: Templeton Board of Selectmen with significant input from the Department of Public Works, Police Department, and Planning Board/Planning Department.

4. Sidewalks. Make the neighborhoods, especially the villages, more bicycle and pedestrian - friendly through the construction and rehabilitation of sidewalks and bike lanes. Current design standards for ADA compliance should be incorporated. This effort could, at least in part, be incorporated into a Comprehensive Circulation Study/Plan (See Recommendation #6). Financing for needed roadway and sidewalk repair for Templeton's existing local roads include the statewide Complete Streets Program, Enhancement funds, public/private partnership projects, and Community Development Block Grant funds (in moderate-income neighborhoods) for potentially eligible areas. All roadway projects should be designed to accommodate all roadway users.

Responsible Entity: Templeton Board of Selectmen with significant input from the Department of Public Works, Police Department, and Planning Board/Planning Department.

5. Regional Trail Network. Work with neighboring communities and regional entities to establish a regional trail network that would ultimately link Templeton to various recreational opportunities outside of the town. Currently there are limited bike and pedestrian trails within the community. The town may wish to identify, prioritize and implement additional trail opportunities. The town may also wish to establish on street bike lanes along major roadways.

A project example would be the development of the Ware River Rail Trail. This project is listed in the 2012 Regional Transportation Plan under Long Range Projects.

Responsible Entity: Templeton Board of Selectmen with significant input from the Department of Public Works, Conservation Commission, Open Space Committee, and Planning Board/Planning Department.

6. Comprehensive Circulation Study/Plan. The town may seek to establish a Comprehensive Circulation Study/Plan of non-motorized users that could identify major travel routes, crosswalks, sidewalks, appropriate pavement markings and signage, etc. This plan should include major areas of concern for the town (i.e. Village Centers, town hall, library, schools, etc.). Because of Templeton's many unique villages, it is recommended that a Circulation Study be conducted at each village individually. In addition, this plan could identify links to the towns overall trail/bike network.

The Town could communicate with MRPC Transportation Staff to investigate the possibility of conducting such a study under MRPC's Unified Planning Work Program (UPWP) at no cost to the community. The UPWP for the MPO (MPO) is a financial programming tool developed annually as part of the federally certified transportation planning process. This document contains task descriptions of the transportation planning program of the MPO, with associated budget information and funding sources for the program year. The purpose of the UPWP is to ensure a comprehensive, cooperative, and continuing (3C) transportation planning process in the Leominster-Fitchburg Urbanized Area and the Montachusett Region. Other funding options to supplement a project like this might include the Safe Routes to School Program - for more information, contact MassRIDES (www.commute.com).

To supplement and work in conjunction with a Comprehensive Circulation Study/Plan, Design Guidelines could be established – the guidelines would be for property owners planning exterior alterations, additions to or the rehabilitation of existing buildings and they would also apply to the design of new buildings. A potential funding source for Design Plans might include MRPC’s District Local Technical Assistance Program which is funded by the Commonwealth. While funding for this program is currently available, future funding is not guaranteed.

Responsible Entity: Templeton Board of Selectmen in cooperation with the Planning Board/Department, Department of Public Works, and Police Department.

7. Bridges. Encourage the State to further investigate the structure, function, and scour ratings of key bridges in Templeton, and to make these bridges a funding priority. It is also recommended that the town also investigate the local bridges as well (ex. Stone Bridge).

Responsible Entity: Templeton Board of Selectmen should initiate discussion with the MassDOT District 2 office and encourage involvement from the Templeton Department of Public Works.

8. Culverts. Maintain the Storm Water Inventory Plan (an inventory of culverts within the community and seek to identify a mechanism to clean, repair and update the structures as needed). New subdivisions should be included within this inventory. The Town should also investigate low impact development (LID) techniques to minimize storm water runoff by participating in MRPC’s federal 319 Non-Point Source Pollution Grant awarded by Massachusetts Department of Environmental Protection. MRPC’s scope of work entails free educational LID workshops throughout the Montachusett Region’s municipalities that are in the Millers River Watershed and free technical assistance to these communities to develop a LID Bylaw.

Responsible Entity: Templeton Department of Public Works. The Planning Board, Conservation Commission and others should also be involved in exploring low impact development.

9. Analyze Traffic Crash Data. Analyze traffic crash data for crashes on major roads and intersections to determine the patterns and causes. Seek potential projects to address identified issues at major crash locations (see section Inventory for top crash locations). Where appropriate, state and federal funding assistance should be utilized. Work with the MRPC as well as the MassDOT highway division office on projects and funding opportunities.

Responsible Entity: Templeton MJTC Representatives working with the Department of Public Works, Police Department, and reporting to the Templeton Board of Selectmen

10. Pavement Management System. The Town needs to protect its investment in roads and other public facilities commensurate with its level of assets. Lack of routine maintenance investment results in needless deterioration and replacement resulting in reduced utility of the facility and greater long-term replacement costs. Where appropriate, the town should seek local and federal funding assistance on eligible roads. Work with the MRPC as well as the MassDOT highway division office on projects and funding opportunities.

A project example of this would be the reconstruction of Baldwinville Road from Route 2A/68 to Patriots Road (approximately 3 miles). This project is listed in the 2012 Regional Transportation Plan in the Short-Range chapter.

Responsible Entity: Templeton MJTC Representatives working with the Department of Public Works, Police Department, and reporting to the Templeton Board of Selectmen.

Implementation

Introduction

The recommendations contained herein were developed with the Town's financial status, staffing capability and administrative capacity in mind. Some of the recommendations in the Master Plan will take a long time to accomplish, while some can be accomplished within a year of the Plan's completion. The following implementation schedule is broken down into three periods of time:

- Short-term: recommendations that can be implemented within a year of the Master Plan's completion.
- Mid-term: recommendations that will take one-to-five years to implement.
- Long-term: recommendations that will take five or more years to implement.
-

Some of the recommendations will take several years before the Town can start realize benefits, but only if the Town begins working on them now. For recommendations, such as these, they will be listed under the "short-term" actions, meaning the Town should begin working on them immediately.

In terms of cost estimates, many of the recommendations are low cost measures that the Town can undertake on its own without professional assistance. However, there are recommendations that deal with large-scale capital improvements that will require substantial financial resources.

Generally, the Plan's recommendations cannot be tied to an exact cost estimate. Therefore, the cost of implementing the recommendations are broken down into three cost estimate categories:

- Low cost: recommendations that will take less than \$1,000 to implement.
- Medium cost: recommendations that will cost between \$1,000-to-\$10,000 to implement.
- Big bucks: recommendations that will cost over \$10,000 to implement.
-

Regarding the recommendations that deal with amending the Town's Zoning Bylaw, they can be handled in one of two ways: The Town can choose to undertake them one at a time on its own (the Low-Cost option), or they can hire a planning consultant to prepare (Medium or High Cost option).

The following Implementation Plan provides a three-phase implementation schedule for each of the Master Plan's recommendations, the chapter/chapters containing each recommendation, as well as a cost estimate and a denotation of the municipal entity/entities responsible for implementation.

It should also be noted that the Town's Open Space and Recreation Plan was draw upon to complete the Open Space and Recreation Element of this Master Plan and that document should be viewed concerning implementation.

Implementation Schedule: Short-Term

1. Pursue Grant Opportunities under the MA Green Communities Program.

Templeton should explore becoming a Green Community under the State's Green Communities Program. The Massachusetts Department of Energy Resources will meet with a community upon request to provide more information about this resource and help determine if it would make sense for the Town to move forward. Designation grant allocations are based on a \$125K base plus a population/per capita income formula. After this initial grant allocation, competitive grants are available annually up to \$250,000 per applicant for Green Communities that have expended all prior grant funds. Projects being funded include electric and thermal (natural gas and oil) energy conservation measures for municipal buildings, incremental costs for hybrid vehicles, and grant administration costs. Applications are due on an annual basis.

<i>Master Plan Chapter:</i>	Land Use
<i>Cost Estimate:</i>	Grant funds may become available to hire the Regional Planning Agency to apply on behalf of the town. Therefore, no cost.
<i>Responsible Entity:</i>	Board of Selectmen and Light and Water Department
<i>Implementation Schedule:</i>	Short-Term

2. The Town should **Work with the Johnny Appleseed Trail Association, Inc. and Visitor Center** to encourage sustainable cultural tourism which can help to preserve Templeton's unique character while strengthening and diversifying the local economy.

<i>Master Plan Chapter:</i>	Historic and Cultural Resources
<i>Cost Estimate:</i>	Low Cost
<i>Responsible Entity:</i>	Economic Development Committee
<i>Implementation Schedule:</i>	Short-Term

3. **Establish a Master Plan Implementation Committee:** The Town should establish a Master Plan Implementation Committee whose job it is to make sure that the Plan's recommendations get implemented. It may be that Templeton's Planning Board or a sub-committee would be willing to take on this task although many communities end up forming implementation committees for this purpose, separate and distinct from the board or committee that prepared the plan. If this is the case, the Planning Board could assist to form the Master Plan Implementation Committee, who in turn would meet with the Town's other municipal entities that have Master Plan implementation responsibilities and work with them to keep the Plan on track. It is suggested that the Committee also periodically brief the Board of Selectmen on the Plan's progress, on a quarterly basis or twice a year. Responsible Municipal Entities would be the Planning Board in consultation with the Board of Selectmen and Master Plan Committee.

<i>Master Plan Chapter:</i>	Services and Facilities
<i>Cost Estimate:</i>	Low Cost
<i>Responsible Entity:</i>	Planning Board
<i>Implementation Schedule:</i>	Short-Term

4. **Build Stronger Coordination between Municipal Departments:** Templeton's Board of Selectmen could arrange a meeting of all municipal boards, commissions and committees to be held on a quarterly basis. Such meetings have the potential to help the various boards coordinate their activities, reduce

duplicative efforts, and promote a team-oriented approach to town government. Such meetings would be especially important during the annual budgeting process, and it is suggested that the Board of Selectmen involve the Advisory Committee during the quarterly meeting where municipal department operating budgets are discussed. The Responsible Municipal Entity for this task is the Board of Selectmen.

On the same track, regular department head meetings should be held by the Town Administrator; matters concerning resources, budgeting, personnel and others issues as needed should be on their agenda. Moreover, all boards and staff involved with permitting of land development should meet regularly concerning planning and development issues.

Master Plan Chapter: Services and Facilities
Cost Estimate: Low Cost
Responsible Entity: Town Administrator/ Board of Selectmen.
Implementation Schedule: Short-Term

5. Continue Efforts to Coordinate Town and Community Services to the Benefit of Templeton's

Residents: Templeton has utilized resources to promote two-way communication between citizens and town government, most recently by reconfiguring its web-site. Such an initiative involves all municipal departments in an effort to share important municipal information with citizens such as: upcoming board meetings, Town Meeting information including budget proposals and warrant articles, departmental hours of operation and contact information, availability of municipal facilities for public use, tax information, bylaws and regulations, municipal initiatives, community events and opportunities for citizen participation (volunteer opportunities, board vacancies, etc.).

The Town should also create opportunities for citizens to provide feedback to municipal officials by occasionally polling them on their preferences. In addition to the reconfiguring of the town web-site, this attempt to create two-way communication between citizens and town government could also include a combination of tools, including: periodic newsletters, voluntary e-mail notification, announcements at public meetings and events, signage in prominent public places, an annual Town Meeting mailer, opinion surveys (both paper and digital), open houses, public forums and other opportunities for two-way communication not yet considered. The Responsible Municipal Entities include the Board of Selectmen in conjunction with all of Templeton's municipal departments and boards/commissions/committees.

Master Plan Chapter: Services and Facilities
Cost Estimate: Low Cost
Responsible Entity: Town Administrator/ Board of Selectmen.
Implementation Schedule: Short-Term

6. Bridges. Encourage the State to continue to review, revise, update and investigate the structural, functional and scour ratings of key bridges in Templeton, and to make these bridges a funding priority. (Bridge scour is the removal of sediment such as sand and rocks from around bridge abutments.) It is also recommended that the town also investigate the local bridges as well (ex. Stone Bridge).

Master Plan Chapter: Transportation/Circulation
Cost Estimate: Low Cost

Responsible Entity: Templeton Board of Selectmen should initiate discussion with the MassDOT District 2 office and encourage involvement from the Templeton Department of Public Works.

Implementation Schedule: Short-Term

7. Enhance Professional Management: Templeton should be credited with having a strong Board of Selectmen; members have been very involved with municipal operations. However, additional resources and specialists are needed to address management, personnel, budget and finance, and public safety issues. Since the 1980s there has been growth in the demand for professional managers leading municipalities; those empowered with certain responsibilities to manage a municipality on a daily basis under the oversight of a policy board.

Such a policy oversight board is the Board of Selectmen. According to the Handbook for Massachusetts Selectmen (Massachusetts Municipal Association, Seagrave and Levitan, 1988, 2nd Edition), “while the specific role of the selectman varies from town to town, all board of selectmen have at least four important powers under state law: the power to sign warrants for the payment of all town bills; the power to make appointments to town office; the power to hire professional administrative assistance and town counsel; and the power to prepare the town meeting warrant.” The Handbook continues to say that, “Apart from your strict legal responsibilities, your board can and should be a group that sets policy and strategic direction, coordinates the activities of other boards, and hears appeals and resolves problems that have not been settled at lower levels. If there is a professional administrator, the selectmen should work through him or her, or, in smaller towns, through department heads.” One additional anecdote is relevant from the Handbook, which states, in part, “For most towns, the complexity of running town government demands that there be a professional administrator to assist the board of selectmen ... While these positions must be authorized by charter or town meeting, it is the selectmen who do the hiring.”

The theme of the separation of “policy” and “management” continues in another document published by the Massachusetts Municipal Association (MMA). Relevant excerpts from a document entitled, “The Board of Selectmen, the Manager and Municipal Leadership, A Team Oriented Job Description” follow:

The Board of Selectmen’s Role

Primary Duties of the Town Manager

It employs the Town Manager and works through him/her in the best interest of the municipality as a whole.

Work closely with the Board of Selectmen

It sets policy and strategic direction in the best interests of the municipality as a whole.

Establish programs and practices for a constructive relationship of the municipal organizational structure within the community

It resolves those appeals and special problems not resolved at lower levels.

Direct planning and implementation of municipal services which will ensure the highest possible effectiveness level of each department
Direct planning and implementation of business related functions

Organize and manage the municipality's senior leadership team responsible for strategic municipal planning, and implement a leadership development program for all managers and supervisors within the municipal system
Participate in a high quantity program of staff selection, training, supervision, evaluation and compensation
Develop and implement a performance monitoring system to measure service delivery in quantitative and qualitative terms
Ensure that all department operations meet legal requirements and local policy requirements

In October 2009, the Massachusetts Department of Revenue published the following report, "Town of Templeton, Financial Management Review" (completed by the Division of Local Services, Technical Assistance Section). The DOR made three "primary" and an additional 19 "general" recommendations. Primary recommendation #1 was, "that the town coordinator position be replaced by a fully empowered town administrator." Pages 5-7 of the 28-page document cover this issue. The DOR was clear that the Board of Selectmen remain in overall charge of the municipality as the following excerpt attests, "The Board (of Selectmen) would retain its traditional role as the chief policy setting body for the town and, in that context, review and sign-off on operating and capital budgets." The DOR also made recommendations concerning the administrative responsibilities of the town manager and recommended that the first step in this direction would need to prepare special legislation creating the position of a town manager form of government as the community has no charter.

Many communities in the Montachusett Region and throughout the Commonwealth have a Town Administrator or a Town Manager in place including the neighboring communities of Ashburnham Ashby, Athol, Hubbardston, and Winchendon. Given the volume of local government business that needs to be addressed, the Town has paved the road for the hiring of a full time professional Town Administrator with human resources and administrative support in two additional positions. An Interim Town Administrator has been funded for approximately three years. As of the printing of this Master Plan Templeton is in the process of searching for a permanent Town Administrator. The Responsible Entity for Implementation of this task is the Board of Selectmen.

Master Plan Chapter: Services and Facilities
Cost Estimate: Low Cost
Responsible Entity: Town Administrator/ Board of Selectmen.
Implementation Schedule: Short-Term

Implementation Schedule: Mid-Term

1. Facilitate the Existing Permitting Process: The Town should put together a comprehensive development permitting guidebook to assist all customers with projects of any type and scale or that need to obtain any permit and develop separate handouts for more substantive processes that require additional detail or guidance. One potential funding source is MRPC's District Local Technical Assistance Program (DLTA) funded by the Commonwealth of Massachusetts. While there is no guarantee that the Commonwealth of Massachusetts will fund the DLTA program from year to year, streamlining the

permitting process has been an eligible project in the past. In fact, the Town of Ashby drafted such a document with MRPC DLTA assistance knowing that it would be a valuable tool for anyone pursuing residential, commercial or industrial development or common licenses.

The Town should also be aware that it can adopt Chapter 43D at some point in the future to assist with expediting the permitting process. On August 2, 2006, Massachusetts General Law Chapter 43D was signed into law. This program offers communities a tool to promote targeted economic and housing development by providing a transparent and efficient process for municipal permitting, guaranteeing local permitting decisions on priority development sites within 180 days, increasing visibility of the participating community, and targeting development site(s) known as Priority Development Sites (PDS). According to state regulations, a PDS must be:

- Commercially or industrially zoned (including mixed use);
- Eligible for construction of a structure of 50,000 sq. ft. or more;

The Expedited Permitting Program gives a town the ability to promote commercial development on pre-approved parcels by offering expedited local permitting on those parcels. Such development must be primarily commercial however mixed-use properties also qualify for priority designation so long as they conform to the statutory requirements for a priority development site. A full listing of additional resources concerning Chapter 43D including fact sheets, frequently asked questions, and contact persons can be found at www.mass.gov/mpro.

Master Plan Chapter: Land Use and Economic Development

Cost Estimate: Low Cost if undertaken by the Economic Development Committee
Medium Cost if consultant is hired.

Responsible Entity: Economic Development Committee could spearhead this project and work with other boards/departments/commissions involved in the permitting process.

Implementation Schedule: Mid-Term

2. Investigate an Infill/Mixed Use Development Overlay Bylaw for Baldwinville Village.

Infill Development is development on vacant or abandoned parcels in developed areas. One financial benefit of infill development for local governments is that it reduces the need to provide public infrastructure to support new development. Such a bylaw would permit development of parcels that do not meet current zoning regulations for frontage and lot size. An Infill Development Bylaw would maintain the existing character of the neighborhood buildings and structures, while permitting a flexible approach to development.

Infill Development has potential to provide a number of advantages to a community like Templeton. Often within more developed areas of a community like Baldwinville Village, there exist vacant or under-utilized lots that do not meet current zoning standards for lot frontage and area. Through the use of an infill development bylaw, these vacant nonconforming lots can be brought back into productive business use. This helps to concentrate development in areas where infrastructure, such as roads, sewer, and water already exist, rather than in undeveloped areas of Templeton, thereby encouraging retention of open space and preserving rural character. Infill development can also improve surrounding properties by eliminating vacant lots and abandoned buildings, which may be crime and public health hazards.

Master Plan Chapter: Land Use and Economic Development

Cost Estimate: Low Cost if undertaken by Town. Medium Cost if consultant is hired.

Responsible Entity: Planning Board

Implementation Schedule: Mid-Term

3. The Town should Adopt a town-wide General Bylaw to Regulate Signs that does not unnecessarily detract from the historic qualities and characteristics of Templeton. This is also a recommendation listed in the Economic Development Element of this Master Plan as well as the Templeton Town Center Common Master Plan. The purpose and intent of such a bylaw should be to regulate, restrict and place limitations on the size, location, type and illumination of all signs to assure that they are appropriate to the land, building or use to which they are appurtenant and be protective of property values and the safety of the public. The Building Department is generally charged with enforcing the provisions of a sign bylaw. The Templeton Building Department would be responsible for putting this bylaw together with the support of the Planning Board.

Master Plan Chapter: Land Use and Historic and Cultural Resources
Cost Estimate: Low Cost if undertaken by Town. Medium Cost if consultant is hired.
Responsible Entity: Planning Board and Building Department.
Implementation Schedule: Mid-Term

4. Identify New Areas or Expansion of Existing Areas in Town Suitable for Commercial/Industrial Development

The identification of these new areas may be best accomplished through a charrette. A charrette is basically a design focused public meeting where boards, committees, departments and the public get together to brainstorm ideas. Those in attendance will be divided into small groups to develop ideas and proposals. The groups will then present their schemes to the larger group for discussion. Ultimately the goal is to have at a minimum two possible alternatives for Templeton’s planners to explore more in depth prior to making any final proposal or recommendation. By holding a charrette all the stakeholders will have the opportunity to voice their opinions and concerns, public officials will have the opportunity to respond and the possibilities of reaching a consensus are increased. Outreach should include flyers, press releases, cable access, and a suitable location with refreshments. MRPC’s DLTA program could be a way to provide staff support for a Charrette.

Master Plan Chapter: Land Use
Cost Estimate: Medium Cost
Responsible Entity: Economic Development Committee
Implementation Schedule: Mid-Term

5. Explore preparation of a Planning Assistance Toward Housing (PATH) grant application to Mass. DHCD for Implementation of this Housing Element to meet Housing Goal and Objectives.

PATH has a total of \$600,000 in funds available to assist communities expand housing opportunities. Funding is available to communities to support a broad range of planning activities, including community initiated activities on municipally-owned sites; changes to land use and zoning, and; planning for housing/mixed-use development in specific geographic areas. Priority for funding is given to applications that support the creation of as-of-right multi-family zoning districts for DHCD approval and/or encourage new multi-family housing production in new or existing mixed-use districts (e.g. within city or town

centers or transit-oriented development areas). Grants will generally not exceed \$25,000. The complete list of eligible activities can be found at www.mass.gov/hed/community/planning/planning-assistance-toward-housing-path.html

Master Plan Chapter: Housing
Cost Estimate: Low Cost
Responsible Entity: Town Administrator/ Board of Selectmen
Implementation Schedule: Mid-Term

6. The Town could Develop a Computerized Database of Available Commercial Properties and Market Itself: The Town should try to develop a computerized database of its available commercially zoned properties as a service for any new industries that might be interested in investigating Templeton as a potential location. The database should be searchable by parcel size, availability of water/sewer, proximity to major highway, easements in place and any other information that a potential developer may find useful. Not only would such a database be very useful to potential developers, it would show that Templeton is business-friendly and willing to provide resources in support of new economic development.

The town should also try to develop a “Market Templeton” effort to aggressively seek out ways in which the town can sell itself as a good location for business and industry in North Central Massachusetts. A site marketing folder could include information regarding available economic development sites in Templeton. Digital distribution of this material and other vital economic marketing information should be a goal of the town in the next few years in order to keep pace with other communities in the region. The town should provide modest financial and technical support for this and future efforts to ensure that the message of ‘business-friendliness’ is associated with the Town.

Master Plan Chapter: Economic Development
Cost Estimate: Medium Cost
Responsible Entity: Economic Development Committee and the Board of Assessors.
Implementation Schedule: Mid-Term

7. Infrastructure Improvements: As previously indicated in the commercial/industry build-out, in its entirety more than 51% of areas zoned for commercial/industry in Templeton appear available for development. The CIA District has the most developable land at 509.98 acres as well as the highest percentage of developable land (76.28%) followed by the CIB District (50.12%) with the Village Districts and HB District further behind (36.61% and 36.37% respectively).

With ample amounts of commercial/industrial zoned land, there seem to be opportunities to promote economic development. However, it is unlikely that this commercial and industrial build-out would be anywhere near possible without appropriate infrastructure. The ability to tie into a municipal water system is one of the key elements that new businesses and industries look for when deciding where to locate (in addition to easy highway access and a skilled labor force). Today, public water is mainly available in the urbanized areas of Templeton and the water lines were constructed in the 1950’s. Similar to municipal water, public sewer is only available in the urbanized area of Templeton and the remainder and majority of the community is served by private septic systems.

Given the availability of appropriately zoned land, the town needs to promote infrastructure in these areas that are suitable to support economic development. Without adequate support systems in place,

it will be difficult for Templeton to compete for new commercial and industrial enterprises seeking a home in North Central Massachusetts. Furthermore, it will be increasingly difficult to retain existing businesses in the town if roads, water and sewer lines, emergency services, and technology services are not improved and maintained properly.

The town should establish a concise plan for infrastructure improvements that sets as a priority, the provision of services to key economic development sites in the community. This Infrastructure Plan should be incorporated into the town's Capital Improvements Planning process so that important projects are considered well in advance of their necessity and so that appropriate and adequate sources of funding are sought to help pay for these projects. It should have a prioritization schedule and a corresponding development schedule and upgrades and expansions should be targeted to those areas planned for future development.

Master Plan Chapter: Economic Development and Service and Facilities
Cost Estimate: High Cost
Responsible Entity: Highway Department and Light and Water Department
Implementation Schedule: Mid-Term

8. With Ample Amounts of Land to Promote Economic Development, the Town needs to have Appropriate Design Guidelines and Performance Standards to Regulate Development. Importantly, the town should work to ensure that appropriate design guidelines are in place to retain community character along with adequate performance standards to protect the environment. This includes a town-wide General Bylaw to Regulate Signs which the town is currently lacking. The purpose and intent of such a bylaw should be to regulate, restrict and place limitations on the size, location, type and illumination of all signs to assure that they are appropriate to the land, building or use to which they are appurtenant and be protective of property values and the safety of the public. To help protect the historical character of the Templeton Center Common, the town should also revisit and implement recommendations made in the 2010 Templeton Center Common Master Plan.

Master Plan Chapter: Economic Development
Cost Estimate: Medium Cost
Responsible Entity: Planning Board. The Building Department should assist with a General Bylaw to Regulate Signs.
Implementation Schedule: Mid-Term

9. The Town should revisit and strive to **implement recommendations** made in the **Templeton Reconnaissance Report** and the **Town Center Common Master Plan**. Most recommendations within this element are listed in either or both of these documents. One such recommendation is to **explore establishing a Local Historic District Bylaw for Templeton Town Center Common and Baldwinville**. The town should also seek national recognition for the Brook's Village, and possibly East Templeton Village, and Otter River Village and evaluate their potential as Local Historic Districts. A Local Historic District Bylaw could offer the strongest form of protection for the preservation of historic structures. Such a bylaw would ensure that any proposed changes to exterior architectural features visible from a public way are reviewed by a locally appointed Historic District Commission.

The Town Center Common Master Plan provides a good description of how a Local Historic District Bylaw could work: "if a building addition was proposed in a local historic district, the property owner would submit an application to the Historic District Commission. The Historic District Commission would hold a

public hearing and make a determination on whether the new addition was appropriate. If the addition was appropriate, the Historic District Commission would issue a Certificate, allowing the work to progress. Features that are exempt from review depend on how the bylaw is written and passed by town meeting vote. However, exemptions often include: air conditioning units, storm doors, storm windows, paint color, and temporary structures.” The Town Center Common Master Plan also provides examples of bylaws in other communities and indicates that Historic District Commissions have also prepared *Historic District Design Guidelines* to clarify how proposed projects should respect the existing historic character. The report also cites an additional resource relating to historic preservation regulatory options - the Massachusetts Historical Commission published a valuable resource entitled *Preservation Through Bylaws and Ordinances: Tools and Techniques for Preservation Used by Communities in Massachusetts.*”

Master Plan Chapter: Historic and Cultural Resources
Cost Estimate: Medium Cost
Responsible Entity: Templeton Historical Commission with support from the Planning Board.
Implementation Schedule: Mid-Term

10. The Town should consider adopting a **Demolition Delay Bylaw:** This was a recommendation in both the Reconnaissance Report and the Town Center Common Master Plan. As stated in the Town Center Common Master Plan, such a bylaw “would assist the Town to preserve and protect, through advance notice of their proposed demolition, significant buildings within the Town and Templeton Town Common which constitute or reflect distinctive features of the architectural, cultural, political, economic or social history of the Town, to encourage owners of preferably-preserved significant buildings to seek out persons who might be willing to purchase and to preserve, rehabilitate, or restore such buildings rather than demolish them, and by furthering these purposes to promote the public welfare, to preserve the resources of the Town, and to make the Town a more attractive and desirable place in which to live. To achieve this, the Templeton Historical Commission could be empowered to advise the Templeton Building Inspector with respect to the issuance of permits for demolition, and the issuance of demolition permits for significant buildings”. Examples of demolition delay bylaws can be found in Appendix E of the Templeton Town Center Common Master Plan.

Master Plan Chapter: Historic and Cultural Resources
Cost Estimate: Medium Cost
Responsible Entity: Building Department with assistance from Planning Board and Historical Commission.
Implementation Schedule: Mid-Term

11. Regionalization of Services and Consolidation: Templeton should explore any regionalization opportunities with neighboring towns that have the potential to reduce operating costs. One resource that could further any effort made by the town is MRPC’s District Local Technical Assistance (DLTA) Program. The DLTA program, funded by the Commonwealth of Massachusetts, enables MRPC staff to provide technical assistance at no cost to its 22 communities to encourage municipalities to work together to achieve and/or enhance cost-effective service delivery. Over the past nine years, MRPC received funding from the Commonwealth in late fall/early winter. Shortly thereafter, MRPC forwarded a Request for Service Delivery to member communities. Last year, examples of eligible projects categorized as municipal partnerships included but were not limited to:

- Shared services (e.g., regional lockup, regional 911 centers, other public safety and emergency response responsibilities, information technology/data management, school district/regional

school district analysis, shared professional and administrative services, agreements to operate shared waste disposal/recycling facilities/programs);

- Collective purchasing (if such purchasing cannot be otherwise accomplished using statewide contracts or can be achieved regionally for less than the state contract price, or items proposed for purchase are specific to municipal and/or school district agreements); and
- Cost saving measures that benefit more than one municipality.

It should be noted that funding from the Commonwealth of Massachusetts is not guaranteed each year, and applications must be discussed in a public meeting and signed by the Chair of the Board of Selectmen.

Master Plan Chapter: Services and Facilities
Cost Estimate: Low Cost
Responsible Entity: Town Administrator/ Board of Selectmen.
Implementation Schedule: Mid-Term

12. Revisit the DOR 2009 Financial Management Review. In October 2009, a Financial Management Review for the Town of Templeton was completed by the Massachusetts Department of Revenue (DOR), Division of Local Services/Technical Assistance Section. The Board of Selectmen made the request to find areas where town operations and performance could be improved. The report consists of 22 recommendations based on site visits by a Division of Local Services (DLS) team from the Technical Assistancess Section, Bureau of Accounts, and Bureau of Local Assessment. Interviews were held with members of the board of selectmen, the town administrator, town accountant, treasurer, collector, deputy assessor, and others. The report also indicates that numerous local financial documents were reviewed in order to form the series of recommendations. Some potentially relevant recommendations made within the report include, for example, moving to a bi-weekly payroll, and implementing capital improvement procedures and encouraging regionalization and consolidated services, both of which are elaborated on below.

Master Plan Chapter: Services and Facilities
Cost Estimate: Low Cost
Responsible Entity: Town Administrator/ Board of Selectmen.
Implementation Schedule: Mid-Term

13. Update the Capital Improvement Plan and Implement the Process: The town has a Capital Improvement Plan (CIP), adopted in bylaw in the year 2000, along with a selectman appointed five-member Capital Planning Committee that has had past successes noted in the DOR Report including construction of an animal control facility, repairs/upgrades to town buildings, and establishment of a capital improvement stabilization fund.

A CIP is an on-going capital expenditure plan that identifies upcoming capital needs, schedules their purchase, and outlines how they will be purchased. Such plans usually look six-to-ten years down the road in terms of identifying capital needs. A capital need is a tangible item (equipment, building, etc.) that is above and beyond a municipal department's regular operating budget. A CIP can have the following benefits:

- Facilitate the coordination between capital needs and departmental operating budgets.
- Enhance the community's credit rating, control of its tax rate and avoid sudden fluctuations in its debt service requirements.

- Identify the most economical means of financing capital projects.
- Increase opportunities for obtaining federal and state aid.
- Focus attention on community objectives and the Town's fiscal capacity.
- Keep the public informed about future community needs and projects.
- Coordinate the activities of municipal departments so as to reduce duplication of services and share equipment where possible.

There are a number of steps that the town could take to update the 2000 CIP and implement the process. These steps include:

- **Preparing an Inventory of Existing Facilities.** This will involve preparing an inventory of all town-owned properties and assets, including all buildings and equipment. The inventory should include documentation on the need for renewal, replacement, expansion or retirement of all physical assets. The inventory should also include information on the year each facility was built or acquired, the date of last improvement, its current condition and scheduled date for rebuilding, replacement or expansion. Often, the Town's insurance carrier has a list of insured assets that can serve as the basis for this inventory.
- **Determining the status of previously approved projects:** This involves identifying projects that are underway or about to get started and determine whether additional funds are needed and the amount of unspent funds available from completed or discontinued projects.
- **Assessing the Town's Financial Capacity:** Analyze the Town's ability to afford major expenditures by examining recent and anticipated trends in revenues, expenditures, debt and unfunded liabilities such as pension costs.
- **Soliciting, Compiling and Evaluating Project Requests:** The CIP Committee should solicit departmental recommendations for eligible projects. Each department would submit its request that would include a clear statement of need for identified projects, the project costs, their net effect on the department's operating budget and an implementation schedule.
- **Establishing a Priority Listing of Capital Projects.** The CIP Committee ranks the priority of each proposed capital project. This is often the most difficult aspect of a CIP effort. Many communities make use of numerical scoring sheets. Whether or not a scoring sheet is used, the CIP Committee should review each project utilizing a consistent set of criteria and evaluate each project in relation to other proposed projects to determine their relative importance.
- **Developing a Financing Plan:** Based on the adopted debt and CIP policies and the assessment of the Town's financial capacity (see third bullet above), the Committee should recommend the method of financing for each project. Such financing can be through long-term methods (bonds, grants and loans, setting money aside in a stabilization fund, debt exclusion, etc.) or short-term methods (appropriation of current revenue, capital outlay expenditure approvals, bond anticipation notes, etc.).
- **When updated, the CIP Committee could report to the Board of Selectmen for review and adoption.** The report should include a summary of the CIP Committee's recommendations for the upcoming year's capital budget and the following years' Capital Program, as well as its analysis of the Town fiscal capacity.
- **Monitoring Approved Projects:** The CIP Committee should monitor the efforts of all departments to put in place the capital projects approved in the CIP and periodically report back to the Board of Selectmen. The monitoring reports should include changes in the targeted completion dates, identify serious problems and document the financial status of each project.

<i>Master Plan Chapter:</i>	Services and Facilities
<i>Cost Estimate:</i>	Low Cost if town undertakes. Medium Cost if consultant is hired.
<i>Responsible Entity:</i>	Capital Planning Committee
<i>Implementation Schedule:</i>	Mid-Term

14. Comprehensive Circulation Study/Plan. The town may seek to establish a Comprehensive Circulation Study/Plan of non-motorized users that could identify major travel routes, crosswalks, sidewalks, appropriate pavement markings and signage, etc. This plan should include major areas of concern for the town (i.e. Village Centers, town hall, library, schools, etc.). Because of Templeton’s many unique villages, it is recommended that a Circulation Study be conducted at each village individually. In addition, this plan could identify links to the towns overall trail/bike network.

The Town could communicate with MRPC Transportation Staff to investigate the possibility of conducting such a study under MRPC’s Unified Planning Work Program (UPWP) at no cost to the community. The UPWP for the MPO (MPO) is a financial programming tool developed annually as part of the federally certified transportation planning process. This document contains task descriptions of the transportation planning program of the MPO, with associated budget information and funding sources for the program year. The purpose of the UPWP is to ensure a comprehensive, cooperative, and continuing (3C) transportation planning process in the Leominster-Fitchburg Urbanized Area and the Montachusett Region. Other funding options to supplement a project like this might include the Safe Routes to School Program - for more information, contact MassRIDES (www.commute.com).

To supplement and work in conjunction with a Comprehensive Circulation Study/Plan, Design Guidelines could be established – the guidelines would be for property owners planning exterior alterations, additions to or the rehabilitation of existing buildings and they would also apply to the design of new buildings. A potential funding source for Design Plans might include MRPC’s District Local Technical Assistance Program which is funded by the Commonwealth. While funding for this program is currently available, future funding is not guaranteed.

<i>Master Plan Chapter:</i>	Transportation/Circulation
<i>Cost Estimate:</i>	Low Cost
<i>Responsible Entity:</i>	Templeton Board of Selectmen in cooperation with the Planning Board/Department, Department of Public Works, and Police Department.
<i>Implementation Schedule:</i>	Mid-Term

Implementation Schedule: Long -Term

1. Review/Analyze current zoning bylaws/ordinances and determine their adequacy for accommodating desired land use and development within the community. The overall intent could be to examine the use and dimensions to identify internal inconsistencies and to make recommendations for removing zoning impediments. Additional thoughts moving forward with this recommendation are:

- Exploring the possibility of creating a Table of Uses for clarity and ease of use by public officials and the general public.
- The community should be mindful that land located within close proximity to interchanges and intersections including those along Route 2 and Route 2A could be more suitable if zoned for commercial/industrial rather than residential. Maintaining commercial and industrial zoned areas adjacent to Route 2 Exits 19, 20, and 21 is strongly encouraged.
- The Town has an Open Space Residential Development Bylaw, however, to date it hasn't been utilized. The town should research and analyze any alternatives that could make it more attractive to developers. The Town could start by researching successful model bylaws and case studies implementing land conservation zoning .and even contact any local developers who have developed housing projects in Town to solicit their input for potential weaknesses of the of the bylaw from a land developer's perspective.
- Making the existing Accessory Dwelling Units Zoning Bylaw less restrictive with minimal or no impact to the surrounding neighborhood and its community character. This would be a low-priced housing alternative that provides supplementary housing that can be integrated into existing single-family neighborhoods. Not requiring the unit to be occupied by a family member and not requiring the unit to be attached to the primary residence are two examples of possibilities that could be considered.
- With the closing of Fernald School (aka Templeton Developmental Center), the Town should continue to work with the state on possible reuses and keep in mind any potential for rezoning depending on reuse potentials.

<i>Master Plan Chapter:</i>	Land Use
<i>Cost Estimate:</i>	High Cost
<i>Responsible Entity:</i>	Planning Board
<i>Implementation Schedule:</i>	Long Term

2. Proactively work to foster the redevelopment of “brownfields” to eventually allow remediation to take place, redevelopment to occur and generate new tax revenue. An Economic Development Committee as described above would be instrumental in promoting any efforts to redevelop any brownfields sites in Templeton. Brownfield sites in Templeton are discussed previously in this chapter. As stated in a report completed in January 2008 by MRPC titled “Former Temple Stuart Site Reuse Feasibility Study” any reuse effort will be difficult and time-consuming with many obstacles to overcome. Existing departments do not have the time or expertise to manage the long-term effort required to redevelop the Temple-Stuart site. In this case, an Economic Development Committee would also act as a liaison with state economic development officials and be alert for new programs and opportunities that may support the Town’s efforts.

The Town should also send a representative to attend meetings of the Montachusett Brownfields Group (MBG). The MGB is made up of local officials, private sector representatives, Mass Development, economic development and environmental proponents, and representatives of the federal Environmental Protection Agency (EPA) who generally meet a few times per year to discuss brownfields related issues. MBG meetings are staffed by MRPC and meetings are held at MRPC offices in Fitchburg. Because of the wealth of knowledge of meeting attendees, some communities have utilized these meetings as a vehicle to work with others and resolve brownfields questions and sometimes even acquire grant funds. MRPC has been successful in acquiring grant funds from EPA to fund environmental site

assessments (ESA). Templeton is eligible to apply to MRPC to fund ESA's. Several MRPC communities have taken advantage of this program over the years.

Master Plan Chapter: Economic Development
Cost Estimate: Low Cost
Responsible Entity: Economic Development Committee.
Implementation Schedule: Long-Term

3. Promote Traffic Calming Efforts. Traffic calming measures include a range of strategies to slow down traffic and deter the use of local residential roads for through traffic. Strategies might include one-way streets, intersection re-design, neckdowns or narrow travel lanes, flashing speed/stop signs, on-street parking, or speed humps. These strategies include ones that may be more effective than those currently employed by the town such as the development of cul-de-sacs and dead-end streets. Traffic calming must be conducted in a comprehensive manner—not piecemeal—otherwise traffic will simply shift from one local street to another. Traffic calming recommendations were made for the Templeton Center Common and can be located in the Templeton Center Common Master Plan completed in January 2010. Project examples of this would include:

- Geometric improvements to Route 101/2A/North Main Street/South Main Street intersection. This project is included in the 2012 Regional Transportation Plan in the Safety, Major Studies, Congestion and Long Range chapters
- Intersection/Ramp improvements to Route 2 (exit 21) at Patriots Road (Rt. 2A)

Master Plan Chapter: Transportation/Circulation
Cost Estimate: Low to High Cost depending on project
Responsible Entity: Templeton Board of Selectmen with significant input from the Department of Public Works, Police Department, and Planning Board/Planning Department.
Implementation Schedule: Long-Term

4. Sidewalks. Make the neighborhoods, especially the villages, more bicycle and pedestrian - friendly through the construction and rehabilitation of sidewalks and bike lanes. Current design standards for ADA compliance should be incorporated. This effort could, at least in part, be incorporated into a Comprehensive Circulation Study/Plan. Financing for needed roadway and sidewalk repair for Templeton's existing local roads include the statewide Complete Streets Program, Enhancement funds, public/private partnership projects, and Community Development Block Grant funds (in moderate-income neighborhoods) for potentially eligible areas. All roadway projects should be designed to accommodate all roadway users.

Master Plan Chapter: Transportation/Circulation
Cost Estimate: Low Cost to High Cost depending on project
Responsible Entity: Templeton Board of Selectmen with significant input from the Department of Public Works, Police Department, and Planning Board/Planning Department.
Implementation Schedule: Long-Term

5. Regional Trail Network. Work with neighboring communities and regional entities to establish a regional trail network that would ultimately link Templeton to various recreational opportunities outside of the town. Currently there are limited bike and pedestrian trails within the community. The town may

wish to identify, prioritize and implement additional trail opportunities. The town may also wish to establish on street bike lanes along major roadways.

A project example would be the development of the Ware River Rail Trail. This project is listed in the 2012 Regional Transportation Plan under Long Range Projects.

Master Plan Chapter: Transportation/Circulation
Cost Estimate: Low Cost to High Cost depending on project
Responsible Entity: Templeton Board of Selectmen with significant input from the Department of Public Works, Conservation Commission, Open Space Committee, and Planning Board/Planning Department.
Implementation Schedule: Long-Term

Implementation Schedule: Ongoing

1. Promote the Use of the Open Space Residential Development Bylaw.

There are many benefits of Open Space Residential Development including the efficient use of land to protect environmental resources. In the Town of Templeton, the vast majority of developable land is within the residential districts that make up most of the rural areas. Zoning in Templeton already allows for open space residential or cluster development. However, it is infrequently used. The Town should find ways to promote its use by making it a more attractive alternative to developers.

Master Plan Chapter: Housing
Cost Estimate: Low Cost
Responsible Entity: Planning Board/Department.
Implementation Schedule: On-going

2. Continue to apply for Community Development Block Grant (CDBG) Funds for Housing Rehabilitation.

In the past, the Town of Templeton has applied and received federal Community Development Block Grant (CDBG) funds for Housing Rehabilitation awarded by the Massachusetts Department of Housing and Community Development. Beneficiaries of the program are low and moderate income residents in Templeton that otherwise likely would not have been able to afford to address housing code violations.

The Town of Templeton should continue to apply for CDBG funds for Housing Rehabilitation. CDBG is a federal program under the US Department of Housing and Urban Development (HUD), which is implemented at the State level by Department of Housing and Community Development (DHCD). The Town should also continue to strive to promote outreach and awareness of this potential program to make certain that Templeton residents are aware of this program.

Master Plan Chapter: Housing
Cost Estimate: Medium Cost
Responsible Entity: Town Administrator/ Board of Selectmen.
Implementation Schedule: Ongoing

3. Consider the Community Preservation Act (CPA) to Promote Housing.

Templeton is a CPA community with a Community Preservation Committee intact that has been quite active with many accomplishments. CPA is a smart growth tool that helps communities preserve open space and historic sites, create affordable housing, and develop outdoor recreational facilities.

Eligible uses of CPA for affordable housing are as follows:

- Property acquisition
- Housing creation
- Property preservation
- Provision of grants, loans, rental assistance, security deposits, interest-rate write downs or other forms of assistance directly to individuals and families who are eligible for community housing, or to an entity that owns, operates or manages such housing, for the purpose of making housing affordable
- Rehabilitation and restoration of properties acquired with CPA money.

Some communities have utilized CPA funding for projects which accomplish multiple objectives, such as combining affordable housing with open space and/or historic preservation. CPA funding can also leverage financing for initiatives carried out by nonprofit and private development partners (discussed below). CPA funds have also been used to purchase deed restrictions, rehabilitate existing affordable housing, obtain planning and professional services, to fund staffing for support of affordable housing, and to prepare grant applications. Communities have also pooled CPA funds to support regional entities that provide affordable housing services.

Master Plan Chapter: Housing
Cost Estimate: Low Cost
Responsible Entity: Templeton Community Preservation Committee.
Implementation Schedule: On-going

4. Collaborate with Private Non-Profit Organizations (e.g., Habitat for Humanity and Montachusett Enterprise Center)

Habitat for Humanity (HFH) is a well-known nonprofit that believes that all people should have a decent, safe and affordable place to live. Habitat builds and repairs houses throughout the world using volunteer labor and donations. Partner families then purchase these houses through no-profit mortgage loans or innovative financing methods. Templeton is located within the service area of Habitat for Humanity North Central Massachusetts which is headquartered in Fitchburg. According to the Executive Director of the North Central Massachusetts affiliate, if there is strong interest in working on a Habitat for Humanity project in Templeton, the following steps should be undertaken:

- Initiate contact with the Habitat for Humanity North Central Massachusetts chapter
- Call for a public meeting of anyone interested in pursuing the possibility of working with Habitat for Humanity in Templeton.
- Identify property or properties that could be built on or renovated
- Identify funding sources in Templeton. In the end, all sources of funding from individuals, corporations, grants, etc., would need to come from people in Templeton or the town or others interested in supporting the work. (HFH is a grassroots organization; therefore, all funding is typically raised locally.)

- Once there is a sense of interest, possible funding sources, and a project, representatives from the community should approach North Central Mass HFH and ask to create a “Local Project Committee.” This group would then act as a subcommittee of the affiliate with non-profit status and a good deal of autonomy, but the finances would be managed through the affiliate’s accounts.
- HFH would then appoint a construction manager and initiate the project.

Another non-profit organization that supports housing development and rehabilitation is the Montachusett Enterprise Center, Inc. (MEC). MEC is a non-profit affiliate of MRPC. MEC operates exclusively for the charitable and educational purposes of management and program direction for projects designed to alleviate socioeconomic problems in the Montachusett Region. Since its inception in 2003, MEC in partnership with Montachusett Regional Vocational Technical High School (Monty Tech) has built three homes in Fitchburg which were sold at affordable prices to lower income individuals. Funding for these projects was provided to MEC from the City of Fitchburg HOME Program and Enterprise Bank and Trust Company, Leominster. MEC built a fourth, affordably-priced home in Athol in partnership with a modular home construction firm. MEC’s Board of Directors is comprised of public officials and members of the moderate-income community.

Master Plan Chapter: Housing
Cost Estimate: Low Cost
Responsible Entity: Board of Selectmen, Planning Board/Department.
Implementation Schedule: Ongoing

5. Monitor Foreclosures

Efforts should be made initially to assist property owners to avoid foreclosure on their property. However, should a property be foreclosed, the Town needs to know the location, specifications, and condition of the property to plan how to address it. For the Town of Athol, MRPC has developed an application for mobile devices to assist the Town to maintain a current inventory of vacant and foreclosed properties. The application is able to map current locations of vacant properties based on this inventory, enabling the Town to update this inventory in real time and maintain a complete and current database of distressed properties. This inventory can be used to prioritize properties for rehabilitation and resale and to monitor progress toward reduction and elimination of foreclosure activity within the community. The inventory can also be used to identify “hot spots” within the community with higher densities of foreclosures to assess their causes and determine possible means of mitigation.

Master Plan Chapter: Housing
Cost Estimate: Low Cost
Responsible Entity: Board of Selectmen/Town Administrator, Planning Board/Department, Assessors Office.
Implementation Schedule: Ongoing

6. Work with Court-appointed Receivers to Rehabilitate and Resell Foreclosed Properties

The Town can work with court-appointed receivers under the Massachusetts Attorney General’s Abandoned Housing Initiative (AHI) Program to remediate vacant, abandoned and/or foreclosed homes throughout the community. Grants are available through the Attorney General’s Office to address distressed properties, stabilize neighborhoods, provide housing opportunities for the workforce, mitigate disinvestment in the community, and maximize property tax revenues to the Town. These grants have

been used by communities to provide seed money to support a revolving loan fund for the rehabilitation of affordable housing.

Receivership involves the use of statutory power authorized in M.G.L. Chapter 11, Section 1271, to temporarily seize buildings to ensure enforcement of the state sanitary code.⁴ The law provides for property to be placed under the control of a judicially supervised receiver who has the power to collect rents, make repairs, and borrow money when necessary. Receivership can expedite a community's intervention when a property poses a hazard because it has been abandoned or when tenants are at risk.

Typically, to initiate the receivership process, the Board of Health petitions the housing court for the appointment of a receiver after having exhausted all other remedies to secure a property's compliance with health and safety codes. If the court deems the municipality's request valid, it appoints a receiver to step in to stabilize and manage the distressed property. The receiver arranges for repairs and management of the property and funds this through rents or borrowing based on a lien on the property. (A lien may be assigned to the receiver as collateral for the purpose of securing loans for repair, operation, maintenance or property management.) Receivers may be property management firms, community development corporations (CDCs), lawyers or other responsible parties qualified by the court.

To complete necessary work to bring a property up to code, the receiver is responsible for sending out a bid for contractors. The receiver must compile a scope of services and choose a contractor that will do the best job for the most reasonable price. The receiver must remain in contact with the housing court throughout the receivership. Community Development Block Grant (CDBG) funds are a potential source of funding to support repairs to properties (see below).

Termination of a receivership is typically through the sale of the property by a court-ordered foreclosure sale. In this case, the receiver or municipality petitions the court for a foreclosure sale. Bidder requirements can be imposed at this time such as priority for first-time homebuyers and residency requirements. The receiver files documentation of their expenses and projected expenses through the proposed auction date. If approved by the court, the court will then order sale of the property to satisfy the receiver's lien, and the receiver will utilize attorneys and an auctioneer to provide notice and conduct the auction sale.

To support the receivership effort, there needs to be a system to efficiently prioritize which foreclosed properties in Templeton should be targeted for rehabilitation. Criteria needs to be defined that can be applied as a basis for prioritization.

<i>Master Plan Chapter:</i>	Housing
<i>Cost Estimate:</i>	Low Cost
<i>Responsible Entity:</i>	Board of Selectmen/Town Administrator, Planning Board/Department.
<i>Implementation Schedule:</i>	Ongoing

7. Strive to Comply with Chapter 40B.

Templeton should strive to Comply with Chapter 40B. Chapter 40B of Massachusetts General Laws outlines a municipality's responsibilities regarding the provision of low and moderate-income housing.

⁴ Information obtained from "How to Use Receivership to Stabilize Abandoned and Foreclosed Properties," Massachusetts Housing Partnership, Boston MA, May 2009.

Under the law, communities are obligated to provide 10% of its year-round housing stock restricted to low and moderate-income households, defined as those earning no more than 80% of the area median income. At the present time, about 6.6% of Templeton’s housing stock meets the Chapter 40B definition. The benefits of being proactive in this area include not just compliance with Chapter 40B but also helping to provide affordable housing units for a broad range of income groups, including municipal employees, fire fighters, policemen and teachers.

Master Plan Chapter: Housing
Cost Estimate: Low Cost
Responsible Entity: Planning Board/Department and Zoning Board of Appeals.
Implementation Schedule: Ongoing

8. Maintain an Economic Development Entity.

An Economic Development Committee was established in 2014 with three members. In 2016 the Board of Selectmen increased the number of members to five. As of the printing of this Master Plan this Committee meets on every other Wednesday and has been addressing the issues of marketing the amenities in the town via the development of a page on the town’s website promoting the availability of commercial and industrial properties and available labor force. By 2017 the Committee will make several proposals to the Annual Town Meeting including, but not limited to the following: Creation of an Economic Development and Industrial Corporation (EDIC) through a home rule petition to the State Legislature so that the EDIC may be able to promote both industrial and commercial development in town; adopting the State’s Streamlining Permitting Statute to expedite local permitting of commercial and industrial sites in less than 180 days; and, manage a campaign raising public awareness as to the use of other economic development tools such as offering special assessments, tax increment financing and district improvement financing to commercial and industrial users that will create new jobs in Templeton and generate new tax revenue.

This Committee will coordinate all the various elements of an economic development strategy and plan for and act as an advocate of new economic development in the community until the EDIC has been created. At that time the functions of the Committee will be transferred to the EDIC and the Committee may be dissolved to eliminate duplicate entities within the municipal government.

It should be noted that finding volunteers for an economic development committee can sometimes be challenging, as it usually is for local boards in smaller communities. However, some similar sized communities in the Montachusett Region (Town of Shirley) and even smaller communities (Town of Ashby) have successfully done so and have very active committees. Templeton has had a reasonable amount of success finding volunteers for its Economic Development Committee.

The Town should include local business owners as part of the committee and EDIC’s makeup; as of this point in time two of the four members of the Economic Development Committee are sole proprietors; one of the members is a locally elected official from the Board of Selectmen; and, the fourth member has private and public sector experience with business financing, grantsmanship, planning and land development. The Committee Members reviewed the Master Plan and met with MRPC staff on November 9th to discuss its contents and suggested improvements to the plan. The current Committee has been reviewing the Town’s zoning scheme and tax policies and will undertake an analysis of road improvement plans and water/sewer expansion plans as they relate to the Town’s ability to retain existing businesses and attract new businesses throughout 2017 and beyond. The Committee would need to work with the

various municipal boards and departments including but not limited to the Board of Health, Finance Committee, the Sewer, Water, Fire and Police departments, emergency services and the School Board. To that end, Committee members will be communicating the need of the community to adopt streamlining permitting in May 2017. Conversations with all local permitting boards, commissions and staff are planned.

Typically, State officials welcome the ability to have a designated board to contact when companies are seeking sites in the region, or when new programs are available that may be suited to Templeton companies. The Economic Development Committee has reached out to MassDevelopment and the State Department of Housing and Community development (DHCD) in order to access State resources to complete a market analysis of the community and a feasibility study for developing the Industrial Zone I District located at the Route 2 and Baldwinville Road Interchange.

It would also be beneficial for the Town to designate a single point of contact (SPOC) to handle economic development issues. One contact person is essential, as businesses want straight answers fast. The Economic Development Committee has discussed this issue and has floated the idea that the Town Administrator (currently and interim position) or Town Planner (currently unfunded position) would be the most suitable choices to serve as a SPOC.

Master Plan Chapter: Economic Development
Cost Estimate: Low Cost
Responsible Entity: Board of Selectmen with assistance from the Planning Board.
Implementation Schedule: Ongoing

9. Coordinate Development Activity with the Owners of Industrial/Commercial Land: Most of Templeton’s industrially/commercially zoned land is under private ownership. Since the Town is highly unlikely to purchase such land, it is paramount that Templeton planners work in partnership with the owners of industrial land to make sure this land is developed in accordance with the Town’s objectives.

The Town should render assistance to these landowners when possible. Such assistance could be in the form of extending municipal infrastructure, or simply helping the landowner access the technical assistance made available by any private/public entities that promote economic development.

Master Plan Chapter: Economic Development
Cost Estimate: Low Cost
Responsible Entity: Board of Selectmen, Planning Board, Zoning Board of Appeals.
Implementation Schedule: Ongoing

10. Support Local Business: In addition to seeking out new businesses wishing to locate in Templeton, the town should also work hard to support existing business operations. The community should work with existing employers – large and small – to make certain that local businesses can expand, grow and evolve and continue to provide jobs and revenue to the town in future years. A good starting point would be for the town to develop a survey instrument that can be used to solicit information from existing businesses as to their level of satisfaction with Templeton as the location for their operations. Such a survey - whether a mailed document, web-based form, phone call, or a simple and informal personal visit to a business site - can be used to determine future business needs in the community and help local officials to plan ahead for necessary changes or improvements.

Master Plan Chapter: Economic Development
Cost Estimate: Low Cost
Responsible Entity: Economic Development Committee:
Implementation Schedule: Ongoing

11. The Town should **review the Massachusetts Cultural Resource Information System (MACRIS) for any inaccurate information** and make note of additional properties that should be included in the inventory. In order to be included in the inventory, MHC guidelines need to be followed to determine qualification and then the property must be documented on an MHC inventory form (forms can be found at www.sec.state.ma.us/mhc/mhcform/formidx.htm), which is then entered into the MHC database.

As the local organization, responsible for historic preservation planning, the Templeton Historical Commission should work on this task. Moreover, it would be particularly useful for the Templeton Historical Commission to develop a plan for an active and ongoing program to initiate, maintain, update and expand the community wide inventory of historical and cultural resources.

Master Plan Chapter: Historic and Cultural Resources
Cost Estimate: Low Cost
Responsible Entity: Templeton Historical Commission
Implementation Schedule: Ongoing

12. The Town Center Common Master Plan states that the Town “should be aware of **Preservation Restrictions** (MGL Chapter 184, sections 31-33) and **Conservation Restrictions** (MGL Chapter 184, sections 31-33). Preservation Restrictions could potentially be used for specific properties of historical significance to work hand in hand with a historic district bylaw. Since a local historic district bylaw only assists in the preservation of exterior features visible from the public way, the town may want to work with some owners on implementing a preservation restriction. A preservation restriction is a legal agreement between a property owner and another party, usually a non-profit organization or government body. Such an agreement “runs with the land,” governing the use of the property by current and future owners. For the owner of a National Register listed property, a preservation restriction may qualify as a charitable tax deduction. It may also reduce the assessed value of the property, resulting in property tax savings. For the community, the preservation restriction is a very effective method of preserving the structure, both inside and outside, and the setting. A preservation restriction can assure the following:

- Protection of the exterior and/or interior features of the structure.
- Protection of the appearance or condition of the site.
- Protection of archaeological resources.

While a preservation restriction might be used to protect a historic building or archeological site, a Conservation Restriction can be used to protect open space such as scenic vistas, open farmland or natural areas. Similar to a preservation restriction, ownership of the property can remain in private hands but the rights to develop the property are donated or sold by the owner to a governmental agency or private, non-profit organization (such as a Land Trust). Conservation restrictions must be approved by the Secretary of Environmental Affairs”.

Master Plan Chapter: Historic and Cultural Resources
Cost Estimate: Low Cost

Responsible Entity: Historical Commission in communication with the Planning Board and Conservation Commission
Implementation Schedule: Ongoing

13. The Town Center Common Master Plan states that “**Public Education** is an important component of historic preservation. Owners of historic properties should be educated about the importance of voluntarily maintaining historic structures against decay, deterioration, and structural damage to avoid possible loss of historic resources. Owners of historic structures may be unaware of a property's historic or architectural significance and, as a result, may alter or destroy the structure or site without having a full appreciation of the impact of their actions.

Additionally, it should be noted that many Templeton residents are no longer life-long residents. Are these residents recognizant of the unique history, buildings and landscapes right in their own neighborhood? Letting them know about all the wonderful things still right there could improve public awareness that the community's historic resources are worth preserving. Slide shows, newspaper articles, and library displays are just a few examples of public education. Some communities have also used plaque programs to educate the public about the history of the community. A plaque program can provide homeowners, eligible for a plaque, with a sense of pride in owning a historic building. The Massachusetts Historical Commission can be contacted for a list of communities in Massachusetts with a plaque program.

To increase public awareness, the Templeton Historical Commission could work to increase its presence through the Town's web-site and perhaps partnering with Templeton Public Schools to find students interested in assisting with research, cataloguing, and even assisting in any grant writing activities. Over time, the Historical Commission could even create an internship. Historical Commission members could also seek training to help them better understand the preservation tools available to them and the Town. They would also be in contact with other boards dealing with similar issues, and would gain exposure to new preservation tools as they are introduced. One opportunity for such training would be the University of Massachusetts Citizen Planner Training Collaborative (CPTC) offered through the UMass Cooperative Extension, which offers a series of regional workshops on land use and planning, in addition to annual conferences. CPTC events are relatively inexpensive to attend.”

Master Plan Chapter: Historic and Cultural Resources
Cost Estimate: Low Cost
Responsible Entity: Templeton Historical Commission.
Implementation Schedule: Ongoing

14. The Town Center Common Master Plan states that the Town should be aware of the **Massachusetts Preservation Project Fund**. It is a state funded matching grant program (in years when the Commonwealth authorizes funds) available for the preservation of properties, landscapes and sites listed on the State Register of Historic Places. Applicants must be a municipality or a non-profit organization. Examples of eligible projects include stabilization, protection, rehabilitation, restoration and acquisition. It should also be noted that Community Preservation Act (CPA) funds could enable the town to apply for matching grants from the state to conduct preservation studies and prepare National Register nominations.

The Town should also be aware of the **Massachusetts Historical Commission Survey and Planning Grant Program**. The Massachusetts Historical Commission Survey and Planning Grant Program is a

federally funded, reimbursable, 50/50 matching grant program to support historic preservation planning activities in communities throughout the state. CPA funds for these resources can also be used as matching funds. According to MHC, eligible activities include completion of cultural resource inventories, nomination of significant properties to the National Register of Historic Places; Completion of community-wide preservation plans; and, additional types of studies and reports relating to the identification and protection of significant historic properties and sites. Additional information can be found at (<http://www.sec.state.ma.us/mhc/mhchpp/Surveyandplanning.htm>)

Master Plan Chapter: Historic and Cultural Resources
Cost Estimate: Low Cost if undertaken by town. Medium cost if consultant is hired.
Responsible Entity: Templeton Historical Commission with Planning Board support.
Implementation Schedule: Ongoing

15. Finally, the Town should **keep up to date with any kind of training that MHP might have to offer.** In the past, MHP has held On the Road workshops offered to local historical commissions, historic district commissions, local historic district study committees, and the general public. The MHC On the Road Program includes modules such as an Introduction to Historic Preservation Planning, Demolition Delay Bylaws, Establishing Local Historic Districts, and preparing Inventory Forms. If interested, Templeton could even discuss the possibility of the Montachusett Regional Planning Commission to organize/facilitate/recruit presenters for a regional workshop for MRPC Member Communities.

Master Plan Chapter: Historic and Cultural Resources
Cost Estimate: Low Cost
Responsible Entity: Templeton Historical Commission
Implementation Schedule: Ongoing

16. Continue Proactive Town Participation with MRPC concerning Transportation. Decisions related to project development, prioritization, funding and scheduling are made through the metropolitan planning process and the MRPC serves as staff to the MPO. Through continued and active involvement in the planning process via the MRPC, the Montachusett Joint Transportation Committee (MJTC) and the Montachusett MPO, issues and projects important to the town can be discussed, heard and acted upon with the town's input and knowledge. MRPC is working with towns interested in establishing bikeways in order to provide technical assistance in bikeway implementation. Therefore, Templeton should be more actively engaged in MRPC activities.

Master Plan Chapter: Transportation/Circulation
Cost Estimate: Low Cost
Responsible Entity: Templeton Board of Selectmen and Planning Board are each responsible for designating MJTC Templeton Representatives who should make every effort to attend monthly MJTC meetings and communicate with MRPC transportation staff.
Implementation Schedule: Ongoing

17. Schedule Traffic Counts with MRPC. Each year the regional planning agency, MRPC, solicits from each community up to five traffic count locations per calendar year. Templeton has not taken advantage of this program for the past few years. The Town should consider working with the MRPC to establish key traffic count locations to go along with those locations that are part of the MRPC's regional traffic

count program. The purpose is to monitor traffic patterns over time in order to anticipate the need for future improvements. Traffic counts are conducted by MRPC at no cost to the community.

Master Plan Chapter: Transportation/Circulation
Cost Estimate: Low Cost
Responsible Entity: Board of Selectmen is the responsible entity for forwarding traffic count requests to the MRPC. The BOS should solicit up to five potential locations for traffic counts from Town Boards and Departments (Department of Public Works, Police Department, Planning Board, etc.) on an annual basis.
Implementation Schedule: Ongoing

18. Maintain the Storm Water Inventory Plan (an inventory of culverts within the community and seek to identify a mechanism to clean, repair and update the structures as needed). New subdivisions should be included within this inventory.

Master Plan Chapter: Transportation/Circulation
Cost Estimate: Low Cost
Responsible Entity: Templeton Department of Public Works. The Planning Board, Conservation Commission and others should also be involved in exploring low impact development.
Implementation Schedule: Ongoing

19. Analyze Traffic Crash Data. Analyze traffic crash data for crashes on major roads and intersections to determine the patterns and causes. Seek potential projects to address identified issues at major crash locations. Where appropriate, state and federal funding assistance should be utilized. Work with the MRPC as well as the MassDOT highway division office on projects and funding opportunities.

Master Plan Chapter: Transportation/Circulation
Cost Estimate: Low Cost
Responsible Entity: Templeton MJTC Representatives working with the Department of Public Works, Police Department, and reporting to the Templeton Board of Selectmen
Implementation Schedule: Ongoing

20. Pavement Management System. The Town needs to protect its investment in roads and other public facilities commensurate with its level of assets. Lack of routine maintenance investment results in needless deterioration and replacement resulting in reduced utility of the facility and greater long-term replacement costs. Where appropriate, the town should seek local and federal funding assistance on eligible roads. Work with the MRPC as well as the MassDOT highway division office on projects and funding opportunities.

An example of this was be the reconstruction of Baldwinville Road from Route 2A/68 to Patriots Road (approximately 3 miles) which was completed and funded through the 2012 Transportation Improvement Program.

Master Plan Chapter: Transportation/Circulation
Cost Estimate: Low cost

Responsible Entity:

Templeton MJTC Representatives working with the Department of Public Works, Police Department, and reporting to the Templeton Board of Selectmen.

Implementation Schedule:

Ongoing

Attachments A through L

ATTACHMENT A

COMMUNITY SURVEY RESULTS

Templeton Master Plan Survey

Results/Analysis 10/23/2012

Board of Selectmen Committees
Dunkin Donuts Farming Farmland Focus on Trying Good
Maintain Move Forward Neighboring Towns Open Sand Public
Recreation Road Rural Setting School
Small Town Start Stop Survey
Templeton



Introduction:

- The Town of Templeton is working on its Master Plan. As part of this process, the Templeton Planning Board sought public opinion through a community-wide survey to residents and businesses to help shape the current and future direction of Templeton.

The Details of the Survey:

- Consisted of questions covering topics such as land use, zoning, housing, economic development, open space, recreation, growth and land use.
- Sent to every household in Templeton (**approximately 3,000**) in January 2012.
- There were 753 responses received for a total response rate of 25.1%. Templeton's response rate was well above average – most community planning professionals consider a 15% response rate successful and Templeton easily exceeded this.

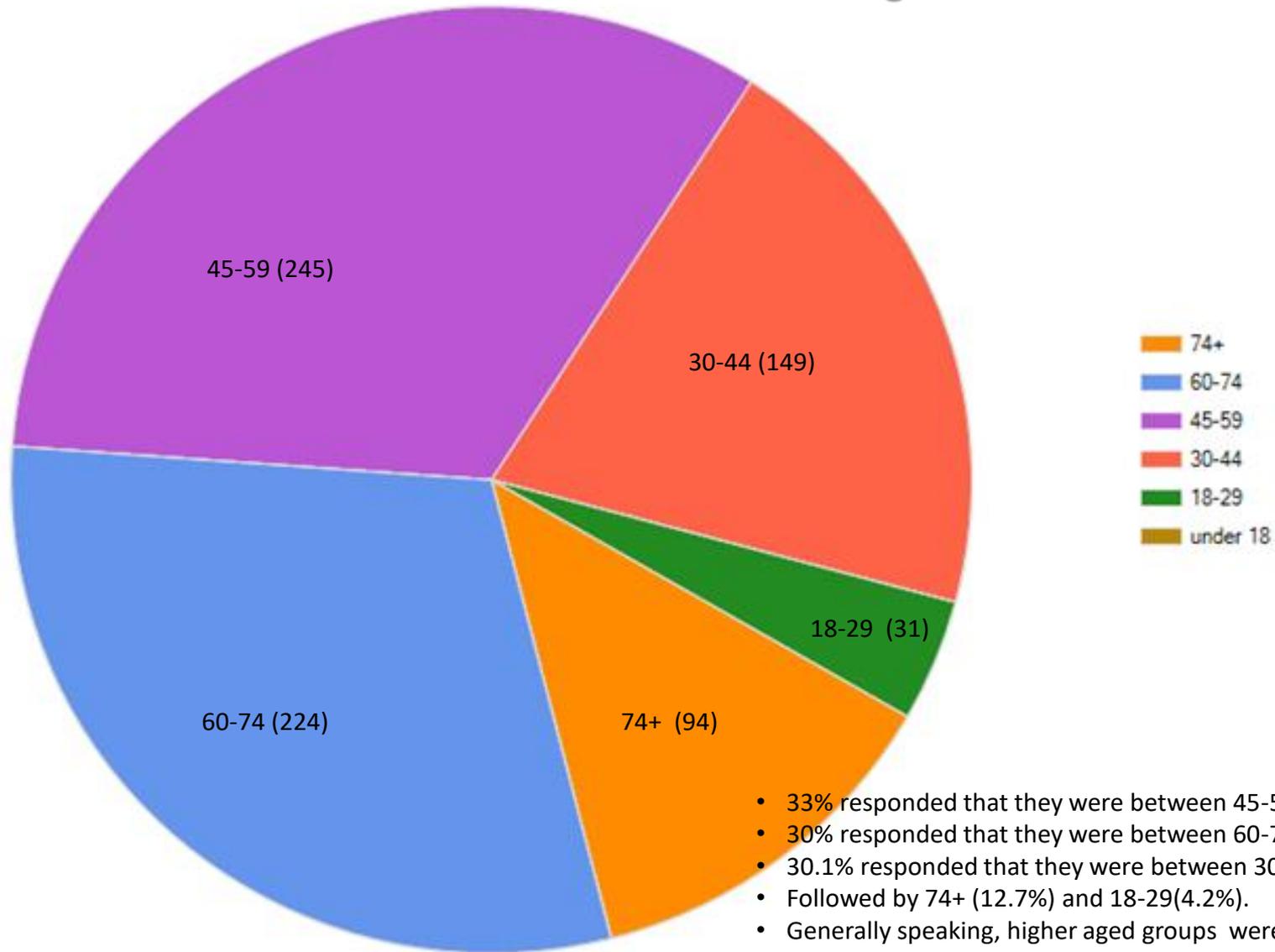
Survey Results:

The results of the survey have been tabulated and divided into categories:

1. Demographic Information;
2. Community Character;
3. Growth and Land Use;
4. Economic Development;
5. Municipal Services;
6. Housing;
7. Transportation; and
8. Open Space and Recreation.

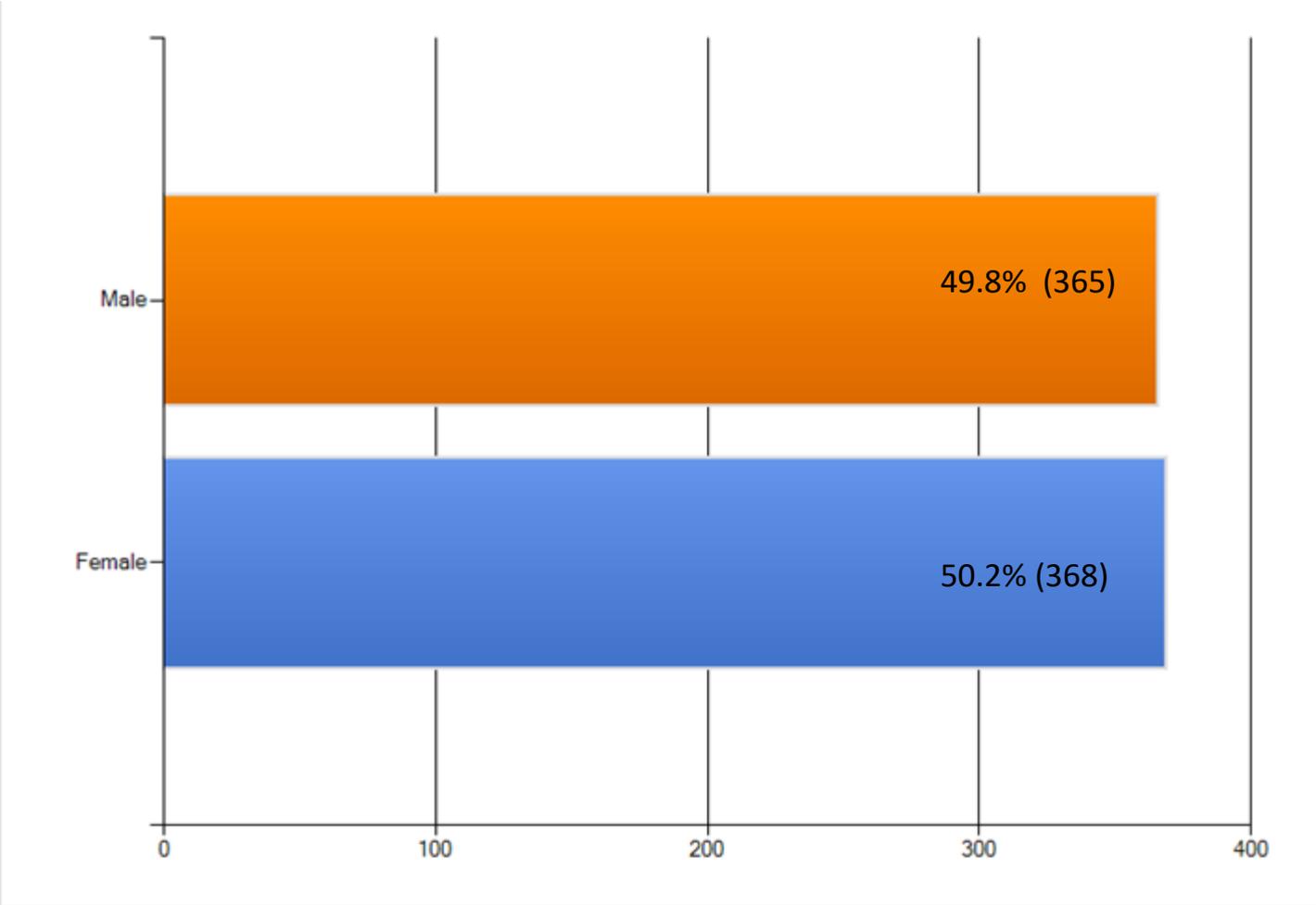
Demographic Information

Age of Residents in Templeton



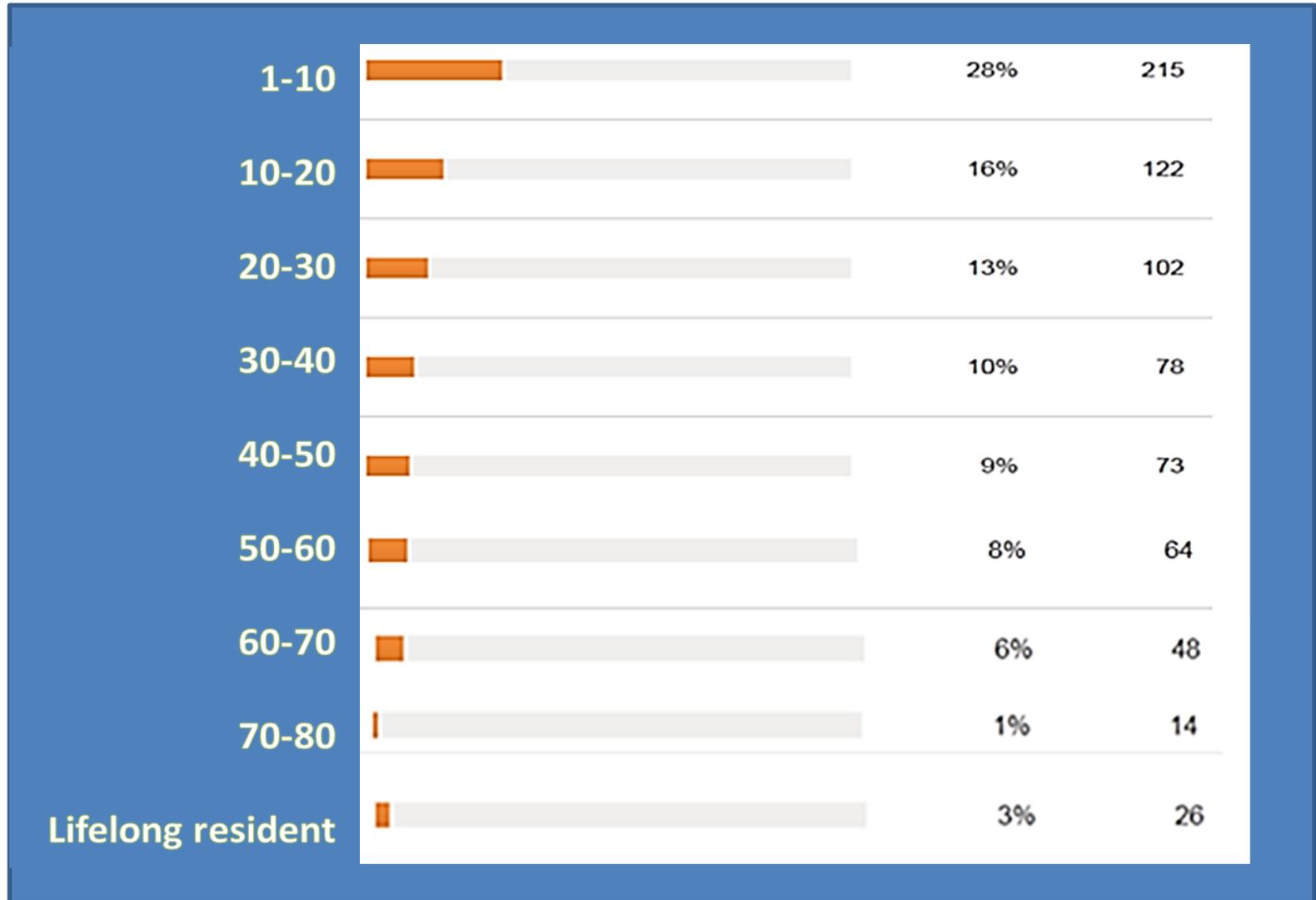
- 33% responded that they were between 45-59
- 30% responded that they were between 60-74
- 30.1% responded that they were between 30-44
- Followed by 74+ (12.7%) and 18-29(4.2%).
- Generally speaking, higher aged groups were more likely to respond to the survey and seem to be more involved in local Government.

Question: Are you Male or Female?



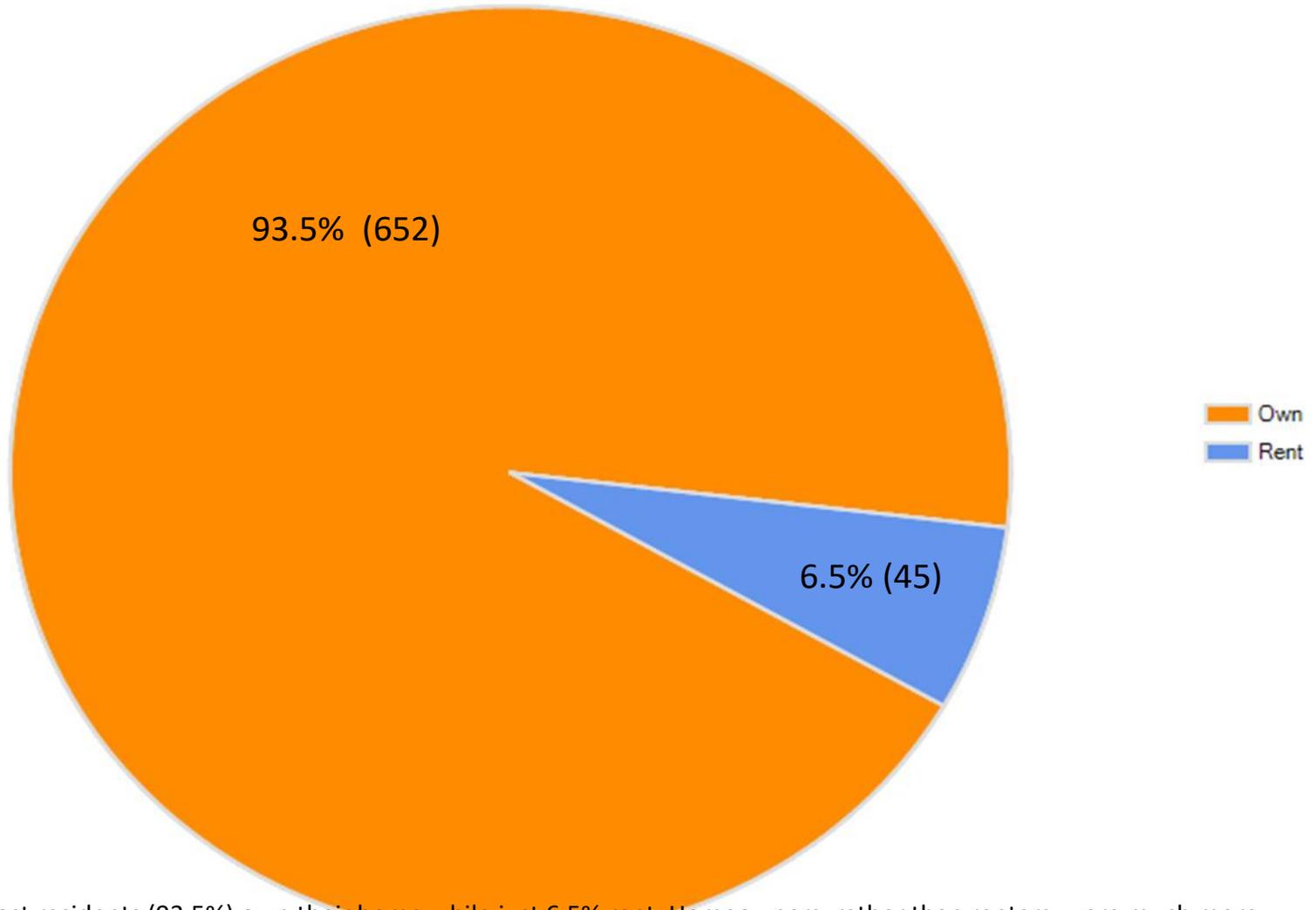
49.8% of respondents were male and 50.2% were female indicating that those responding to the survey had nearly equal gender representation.

Question: How Many Years have you Lived in Templeton?



- The majority, or about 28% of survey respondents had lived in Templeton for 1 – 10 years, while approximately 16% respondents had lived in Templeton 10 – 20 years, 13% 20 – 30 years and 10% 30 – 40 years.

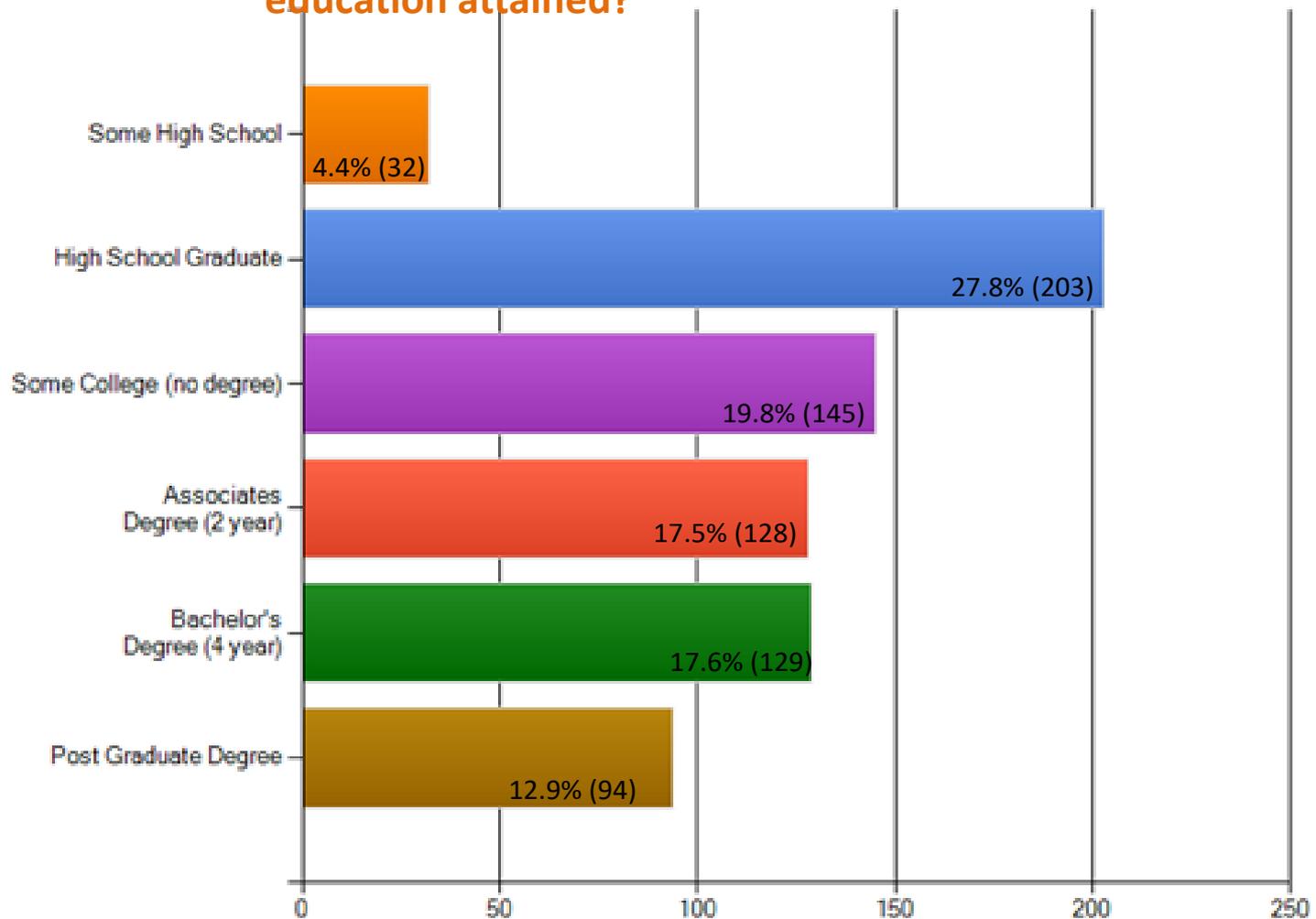
Question: Do you own your home or do you rent?



Most residents (93.5%) own their home while just 6.5% rent. Homeowners, rather than renters, were much more likely to respond to the survey since the 2010 U.S. Census indicates that 83% of residents own their home in contrast to 17% of residents that rent in Templeton.

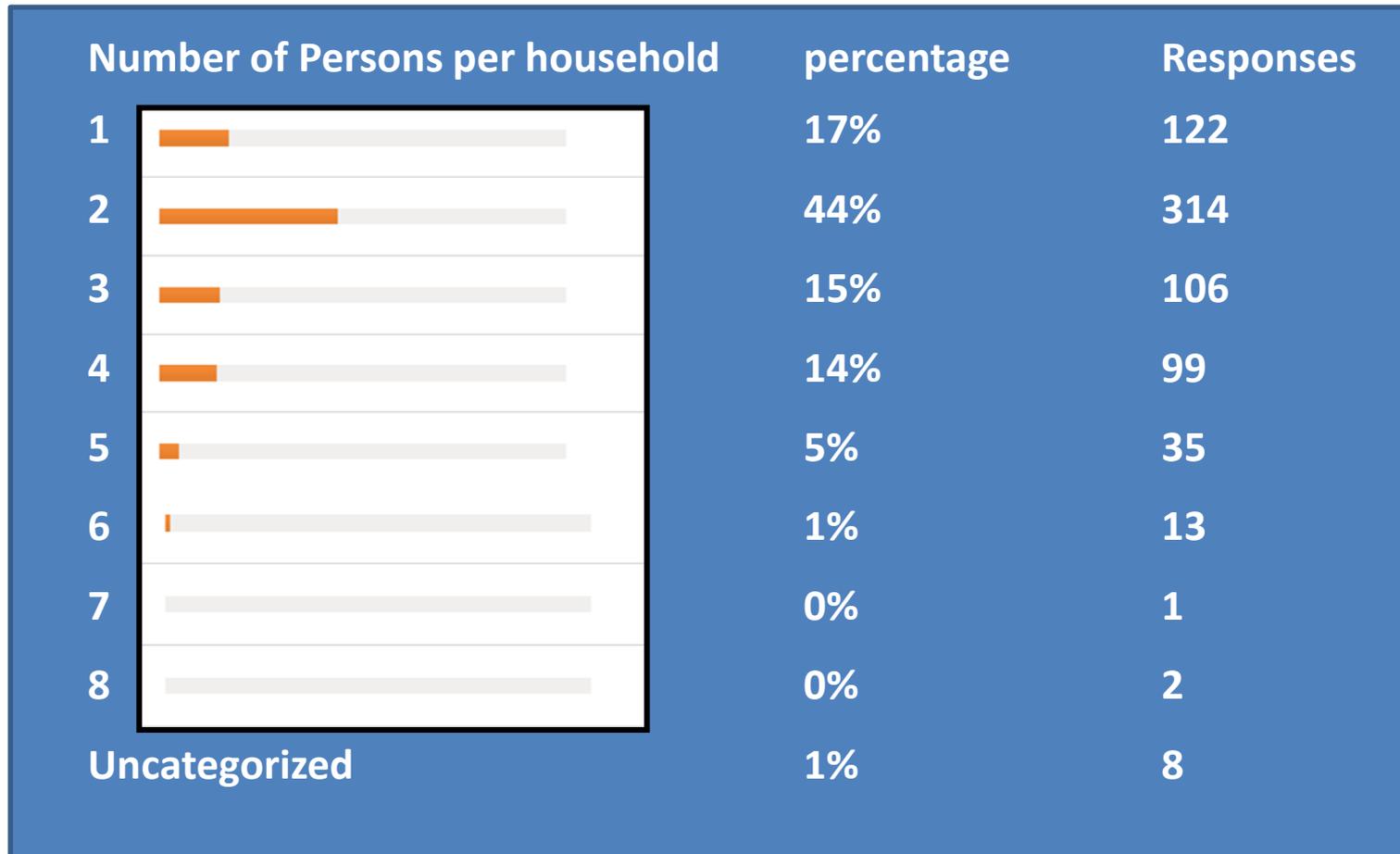
Educational Attainment

Question: What is the highest level of education attained?



- The highest percentage was high school graduate (27.8%), further behind was some college (19.8%) followed closely by Bachelor's Degree (17.6%) and Associates Degree (17.5%), and 12.9% had a Post Graduate Degree. Just 4.4% had some high school. According to the 2010 U.S. Census, 39.9% of Templeton residents are a high school graduate, 17.7% have some college, 15.2% have an Associates Degree, 10.2% have a bachelor degree, and 7.6% have a Post Graduate Degree.

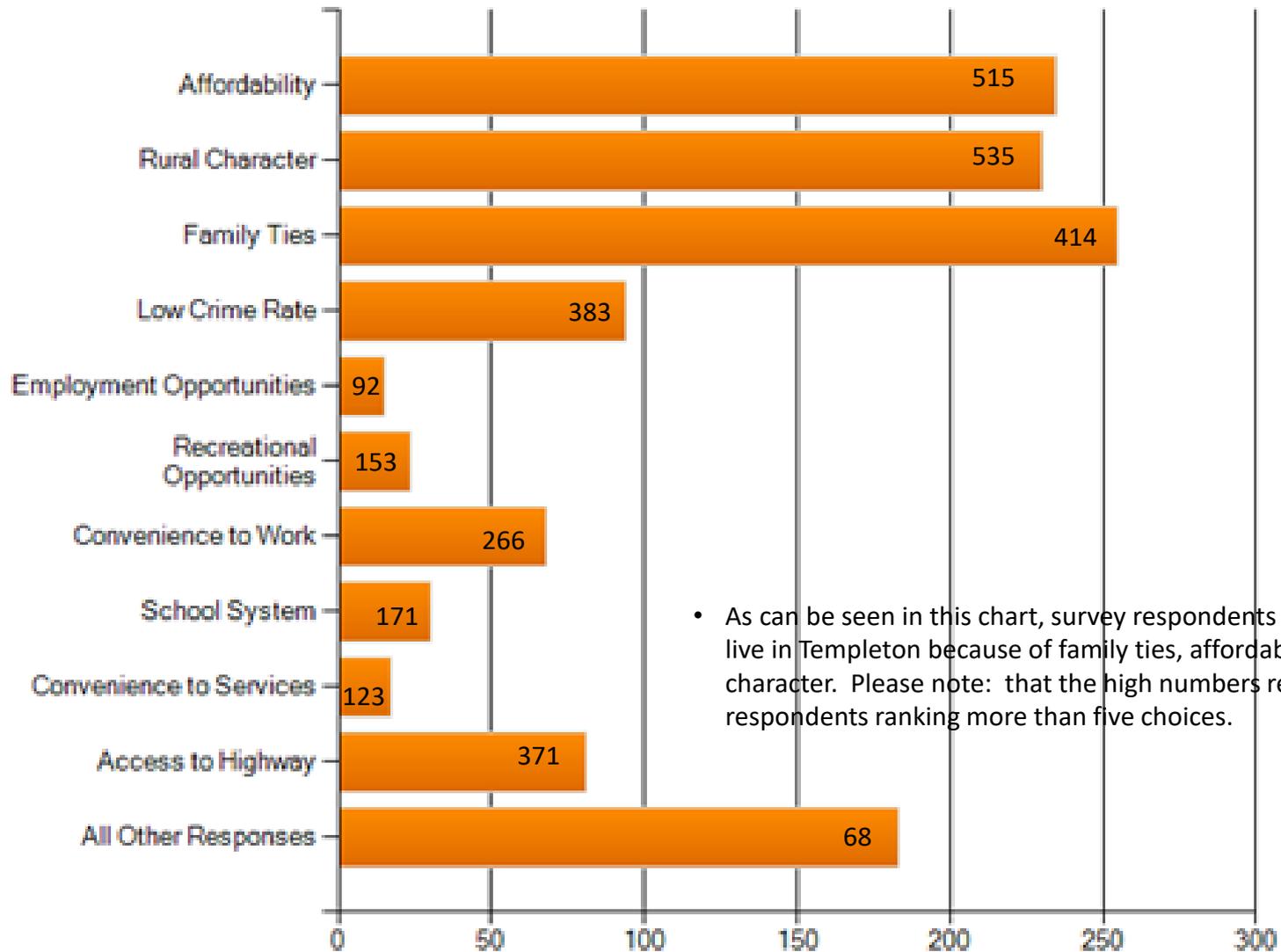
Persons per household



The majority of respondents (44%) indicated that there were two persons in their household. Followed much further behind were one person household at (17%), 3 person household (15%), and 4 person household (14%). According to the 2010 U.S. Census, the average household size in Templeton is 2.7 persons which is higher than both the state rate (2.48) and the national rate (2.58).

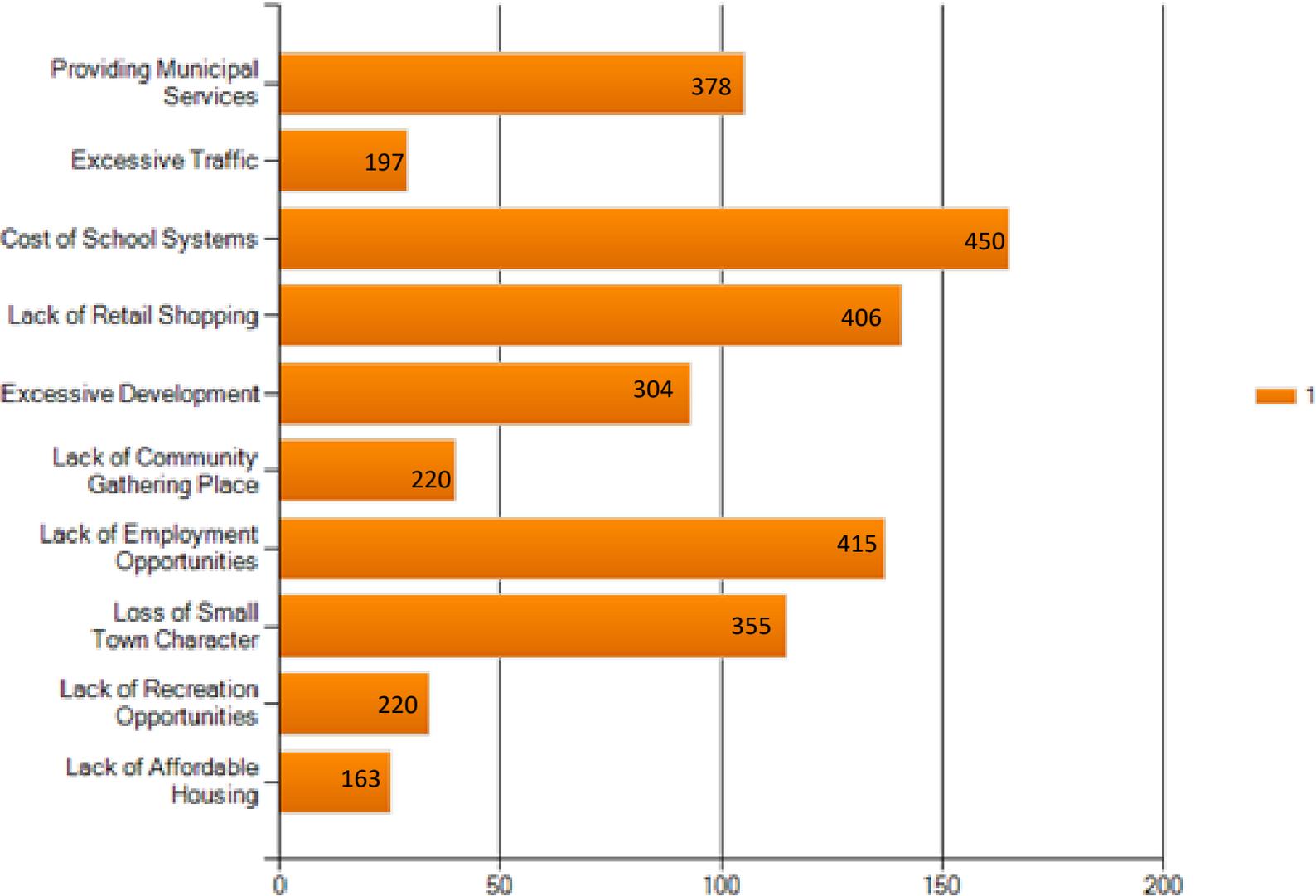
Community Character

Question: Why do you choose to live in Templeton? (Rank your top 5 choices; with 1 being the most important).



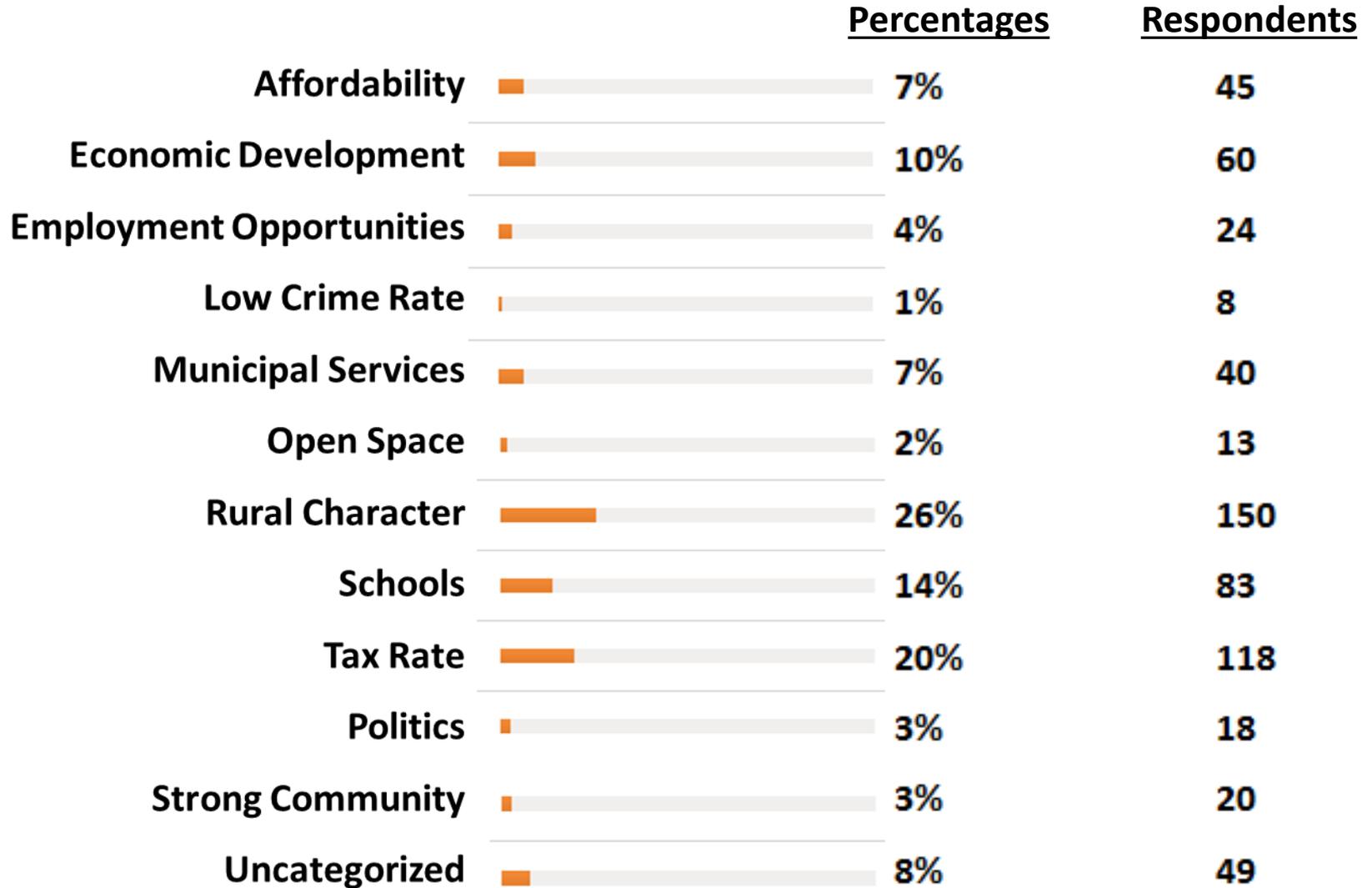
- As can be seen in this chart, survey respondents most choose to live in Templeton because of family ties, affordability and rural character. Please note: that the high numbers reflect survey respondents ranking more than five choices.

Question: What do you feel are the biggest challenges facing Templeton? (rank your top 5 choices, with 1 being most important)



- The top three challenges were reported as being cost of school systems, lack of retail shopping and lack of employment opportunities. Not far behind were the provision of municipal services and excessive development. Please note: that the high numbers reflect survey respondents ranking more than five choices.

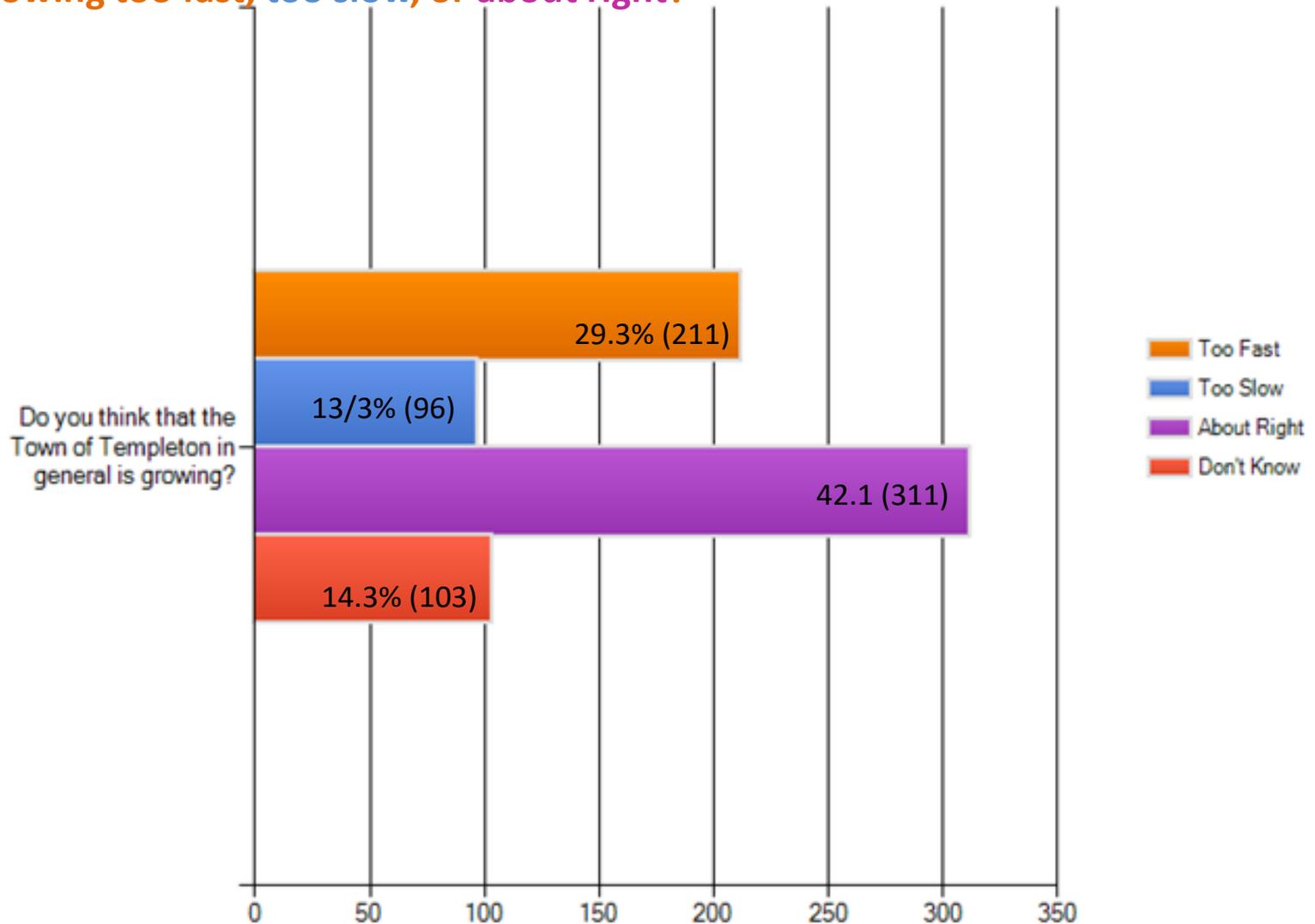
Question: Looking ahead into the next ten years, what aspects of living in Templeton would be of most importance to you?



- The top responses were rural character (26%), tax rate (20%) and schools (14%). Not too far behind was economic development (10%) and affordability (7%).

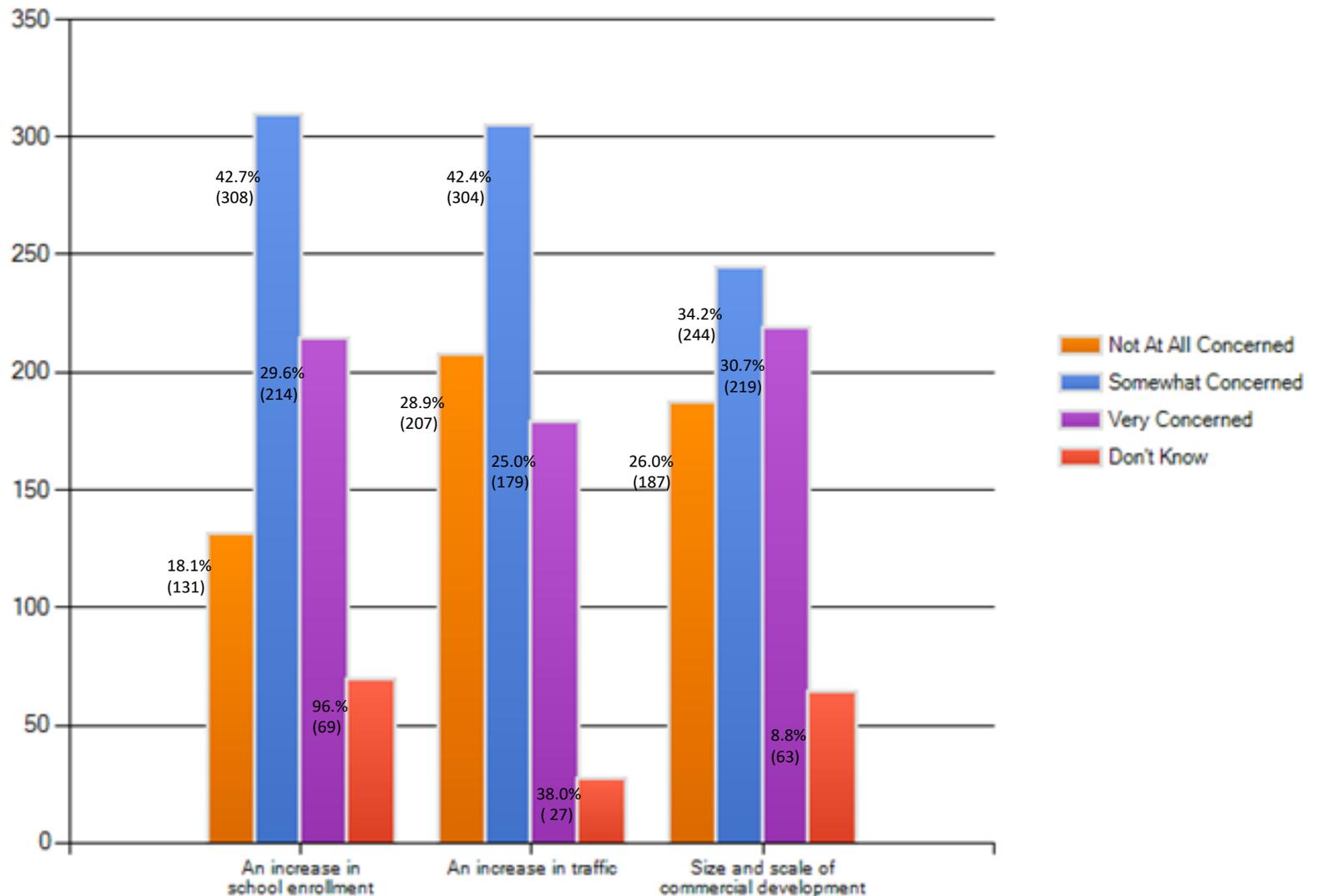
Growth and Land Use

Please share your thoughts regarding growth (population, housing and business) in Templeton. Do you think that the Town of Templeton in general is growing too fast, too slow, or about right?



- Most thought growth was about right (43.1%), followed by too fast (29.3%), and too slow (13.3%). About 14.3% were unsure.

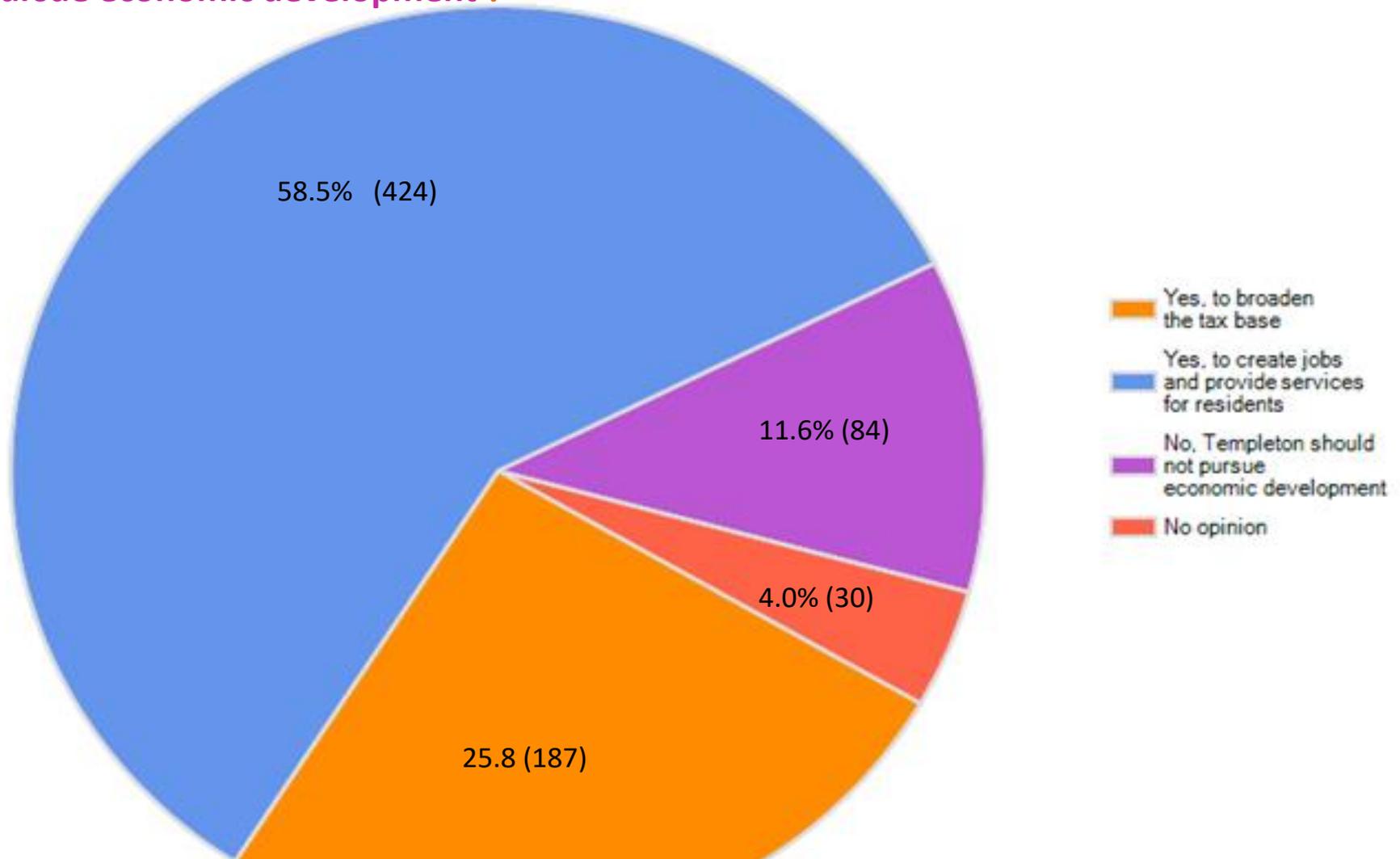
Please share your thoughts regarding growth (population, housing and businesses) in Templeton.



- The majority of survey respondents indicated that they were somewhat concerned with an increase in school enrollment, an increase in traffic, and the size and the scale of commercial development. This was followed by an expression of “very concerned” while even fewer are not at all concerned.

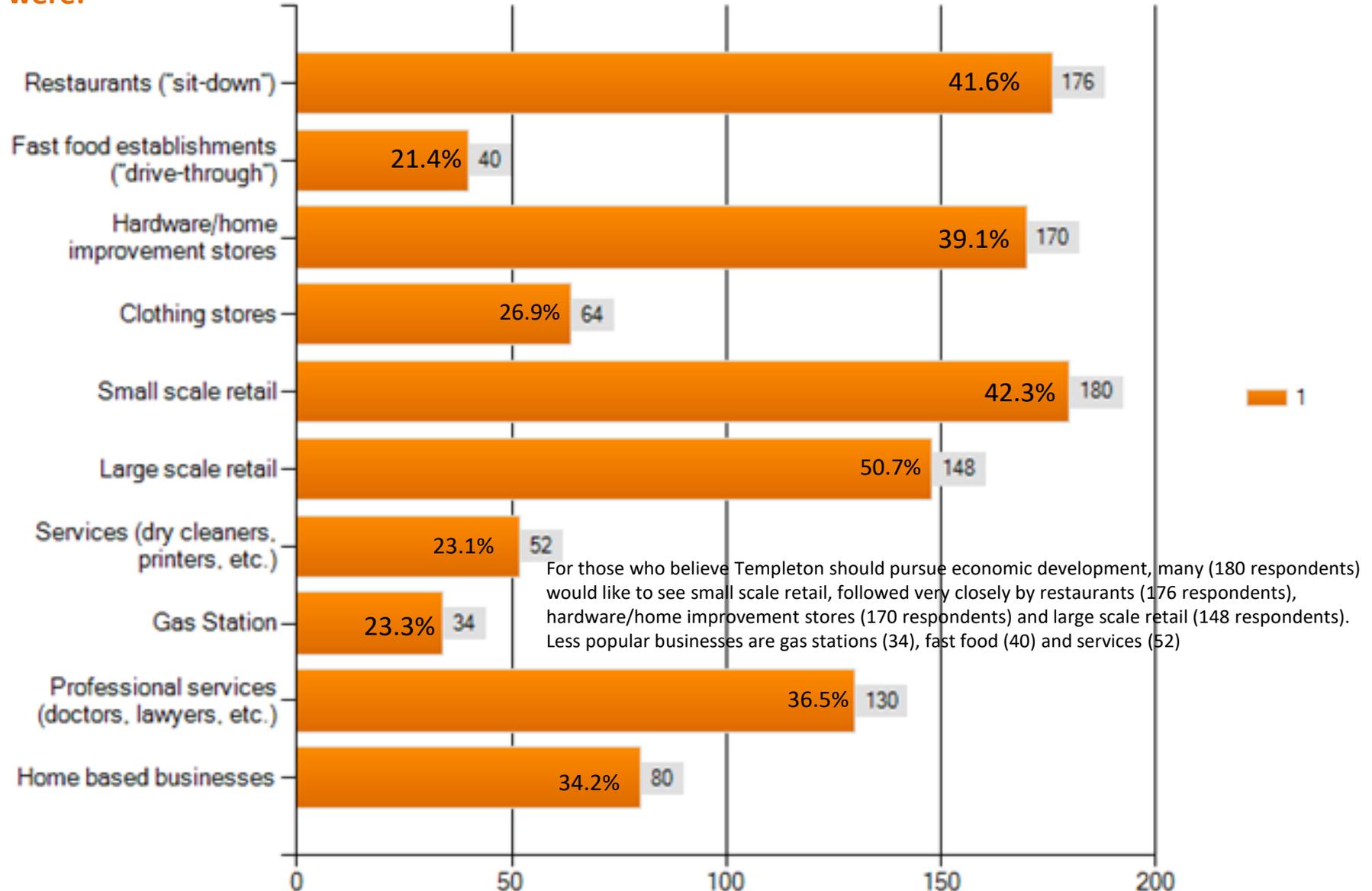
Economic Development

Question: Do you feel Templeton should pursue Economic Development Opportunities to broaden the tax base, create jobs and provide services - or not pursue economic development ?



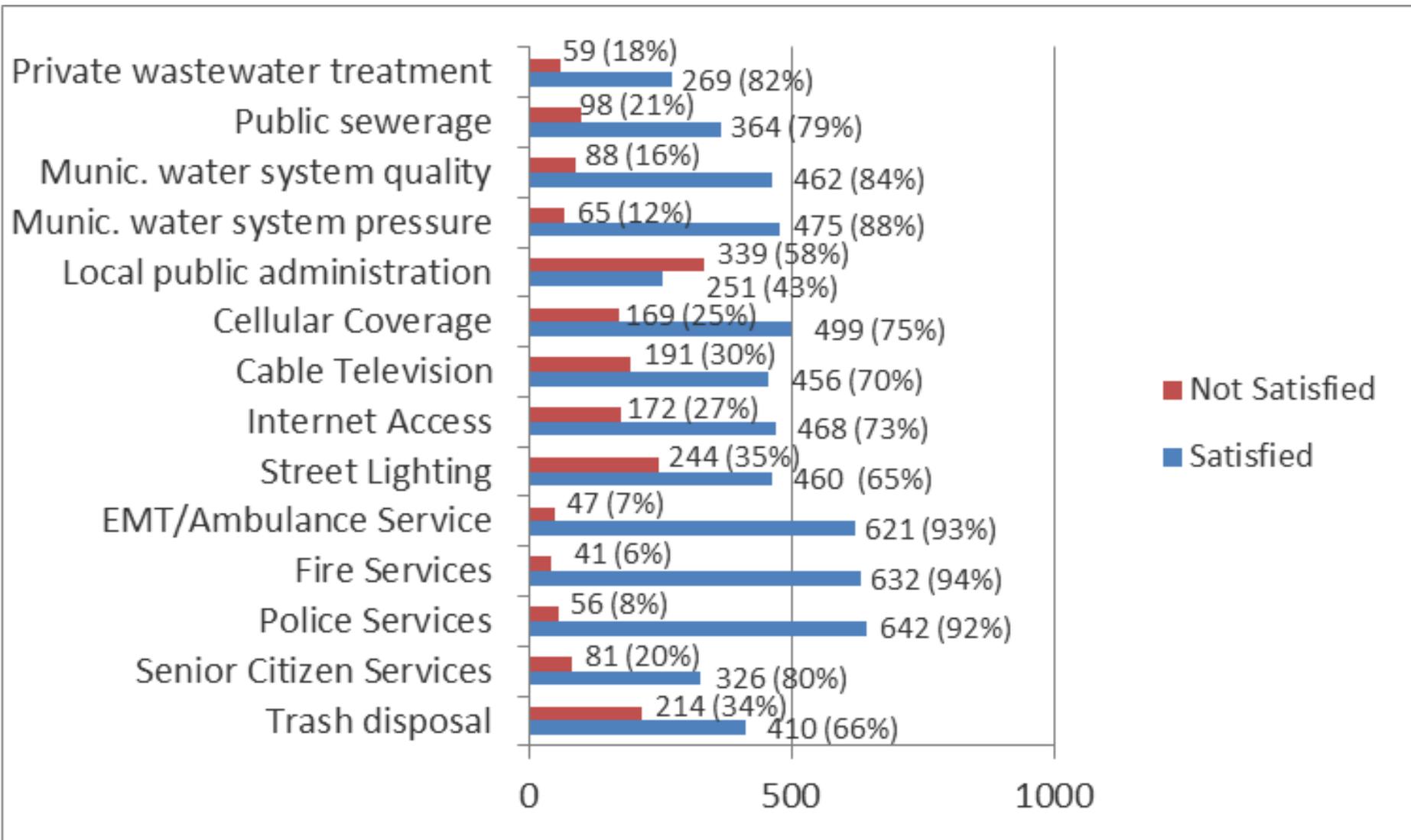
The majority (58.5%) of survey respondents believe that Templeton should pursue economic development opportunities to broaden the tax base while 58.5% indicated to create jobs and provide services. About 11.6% are of the opinion that Templeton should not pursue economic development and 4.0% are unsure.

If you answered yes to the above question, what type of additional business do you feel is needed in Templeton? (Rank the top 5 choices, with 1 being most important.) Categories were:



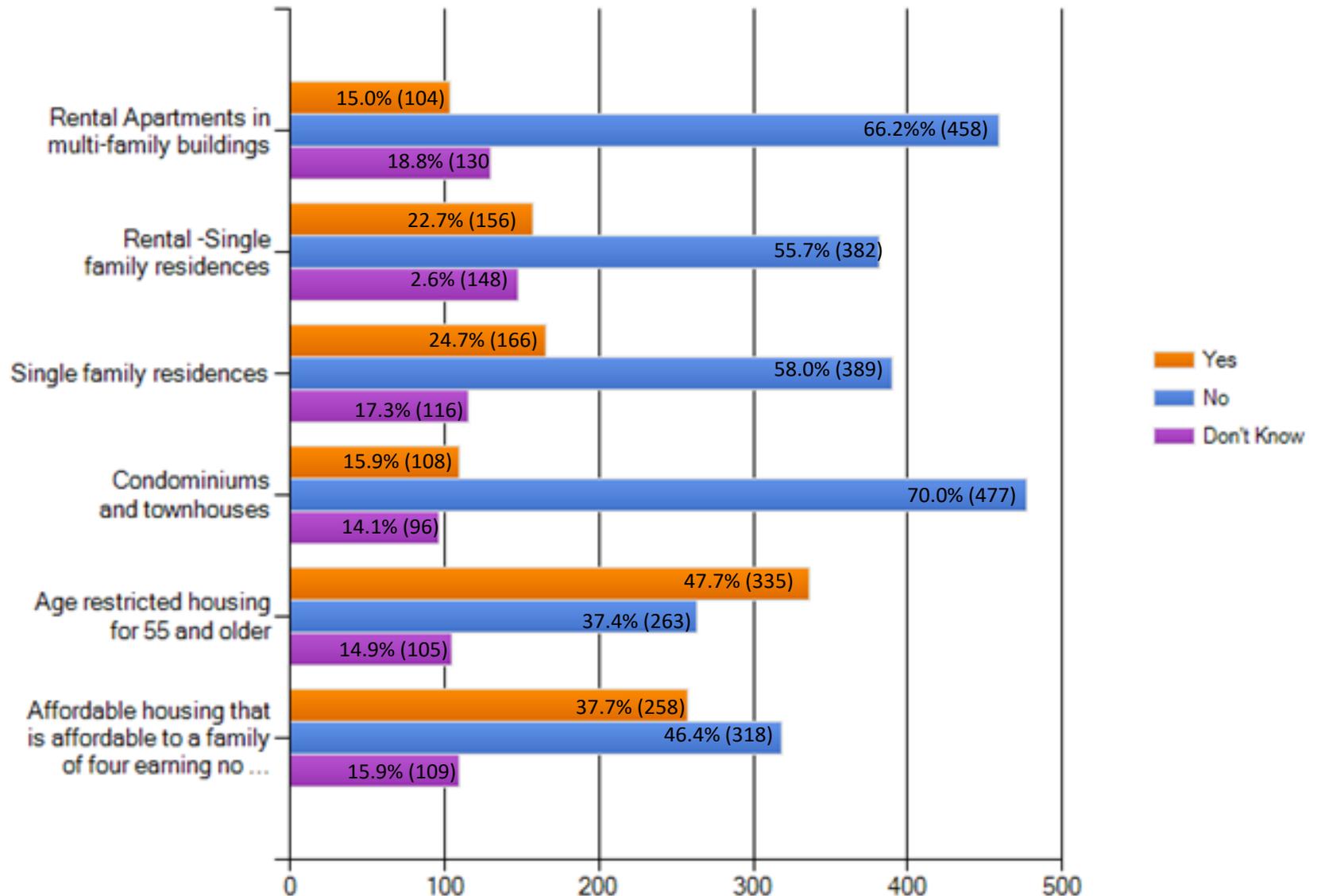
Municipal Services

Please indicate your level of satisfaction with the following.



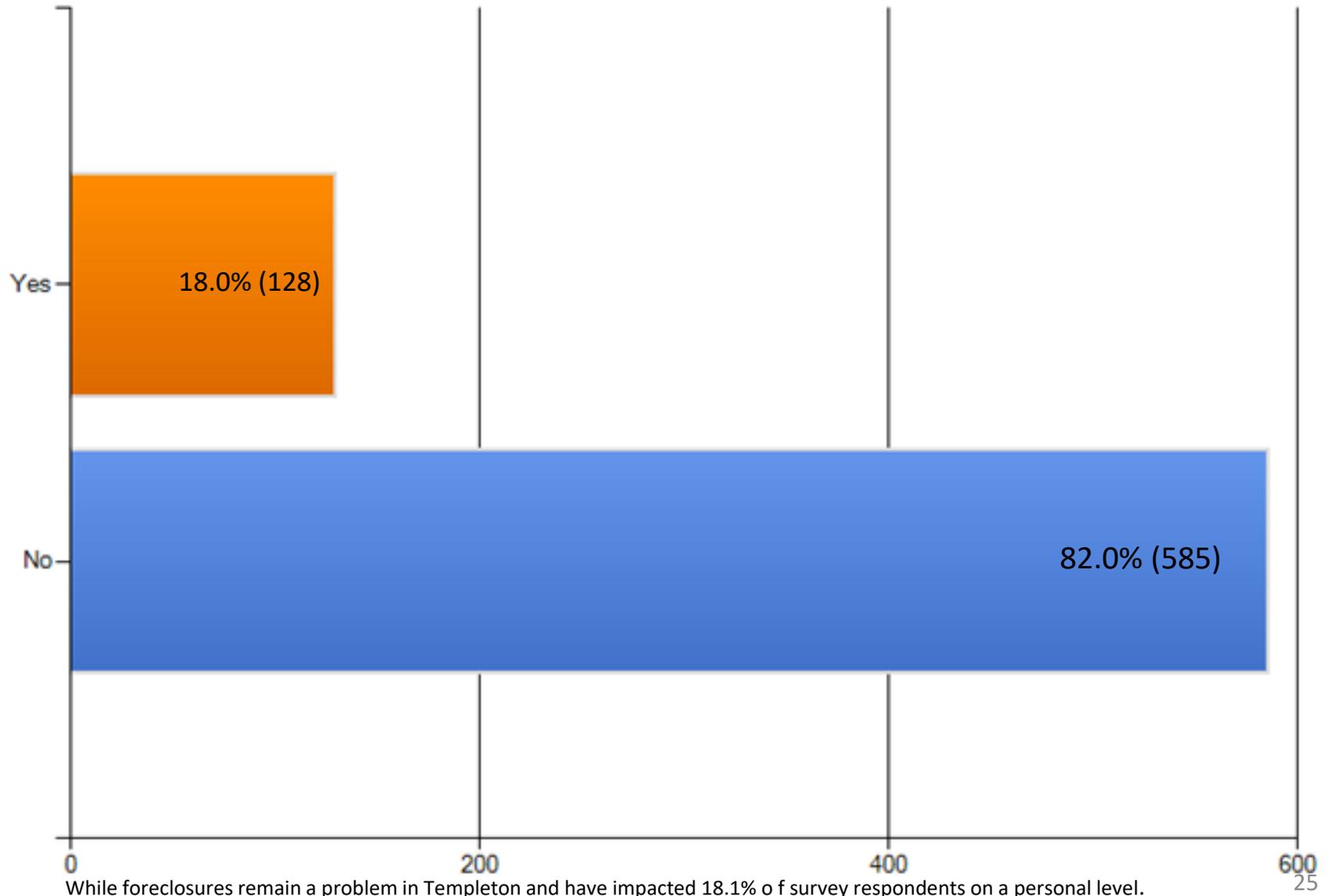
Housing

Question: Do you see a need for an increase in the quantity of types of housing in Templeton in any of the following categories?



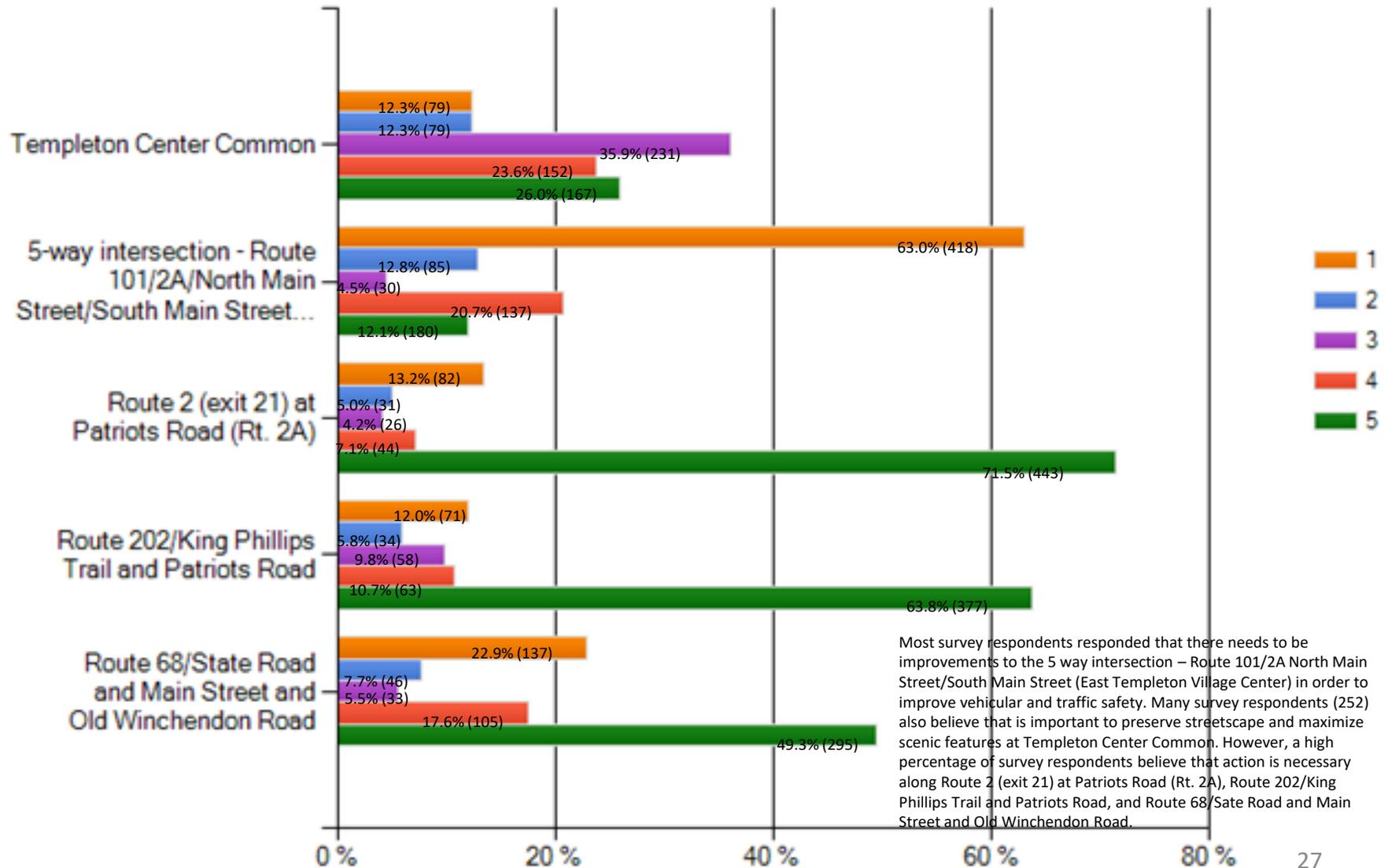
The majority of residents did not see a need for additional types of housing in Templeton with the exception of age-restricted housing for 55 and older. The lack of support for additional housing isn't really surprising given the current foreclosure rate and glut of housing on the market.

Most recent foreclosure statistics available indicate that there are approximately 70 properties in Templeton that are considered vacant or empty at the time of this survey.
Have Foreclosures affected you personally?

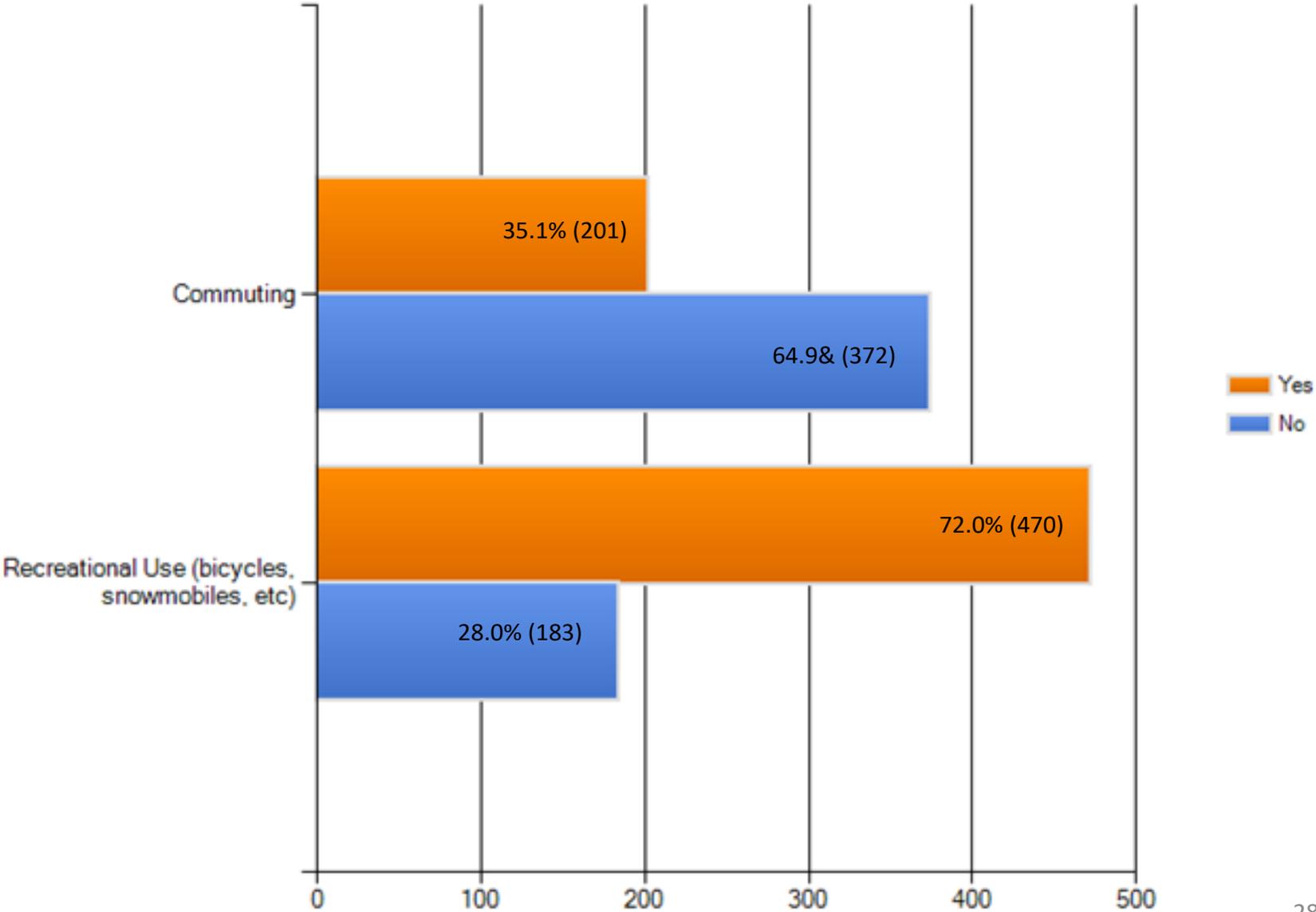


Transportation

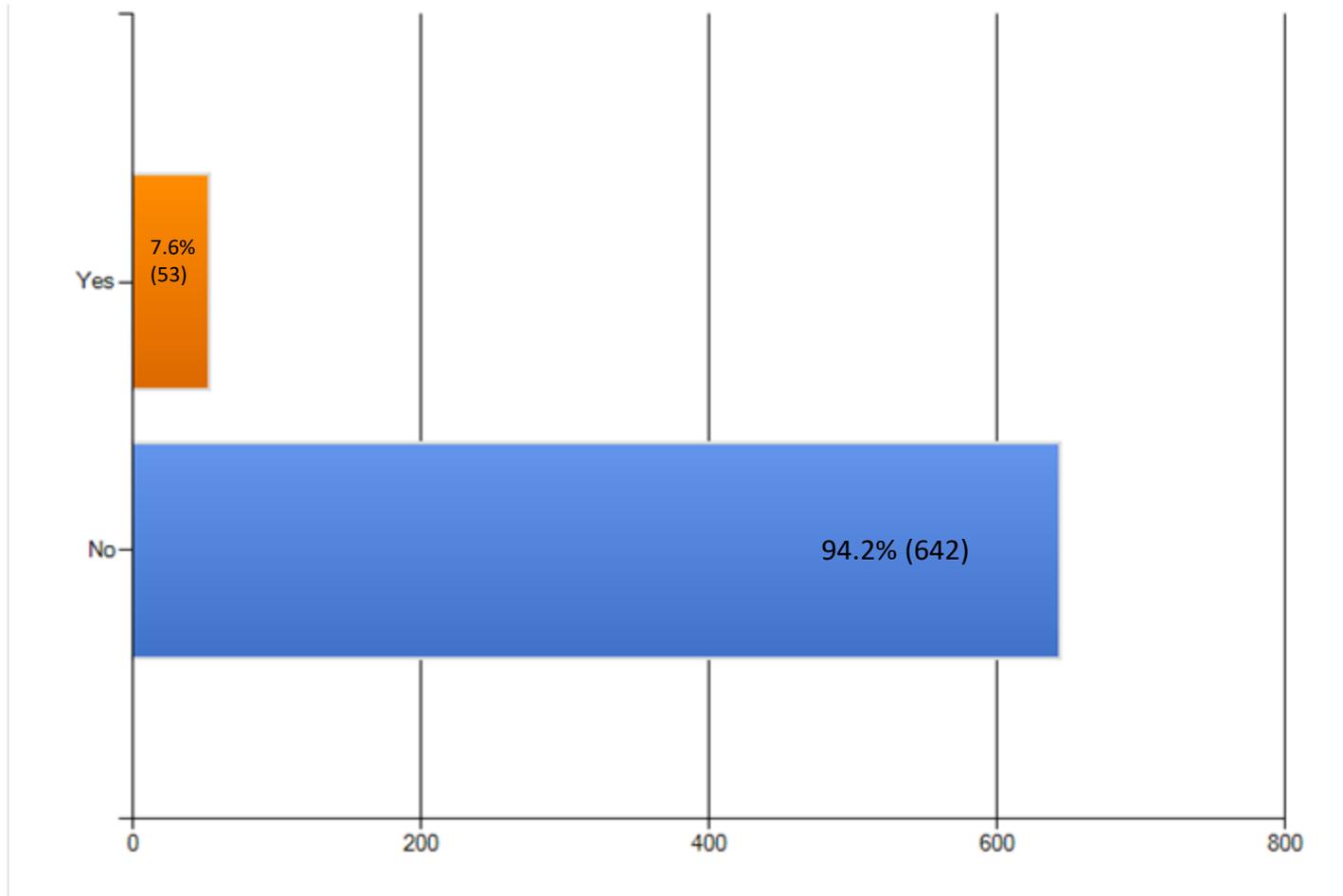
In the space provided next to each road segment, please indicate which on of the following actions would be most appropriate for each road listed (you may choose more than on action) 1 - Improved to increase vehicular and traffic safety. 2 – Improved to increase pedestrian safety. 3 – Preserve streetscape and maximize scenic features. 4 – Balance vehicular traffic, pedestrian safety, maintenance costs and appearance. 5 – No Action



If there were more sidewalks or trails, would you or your children use them regularly for either of the purposes below?

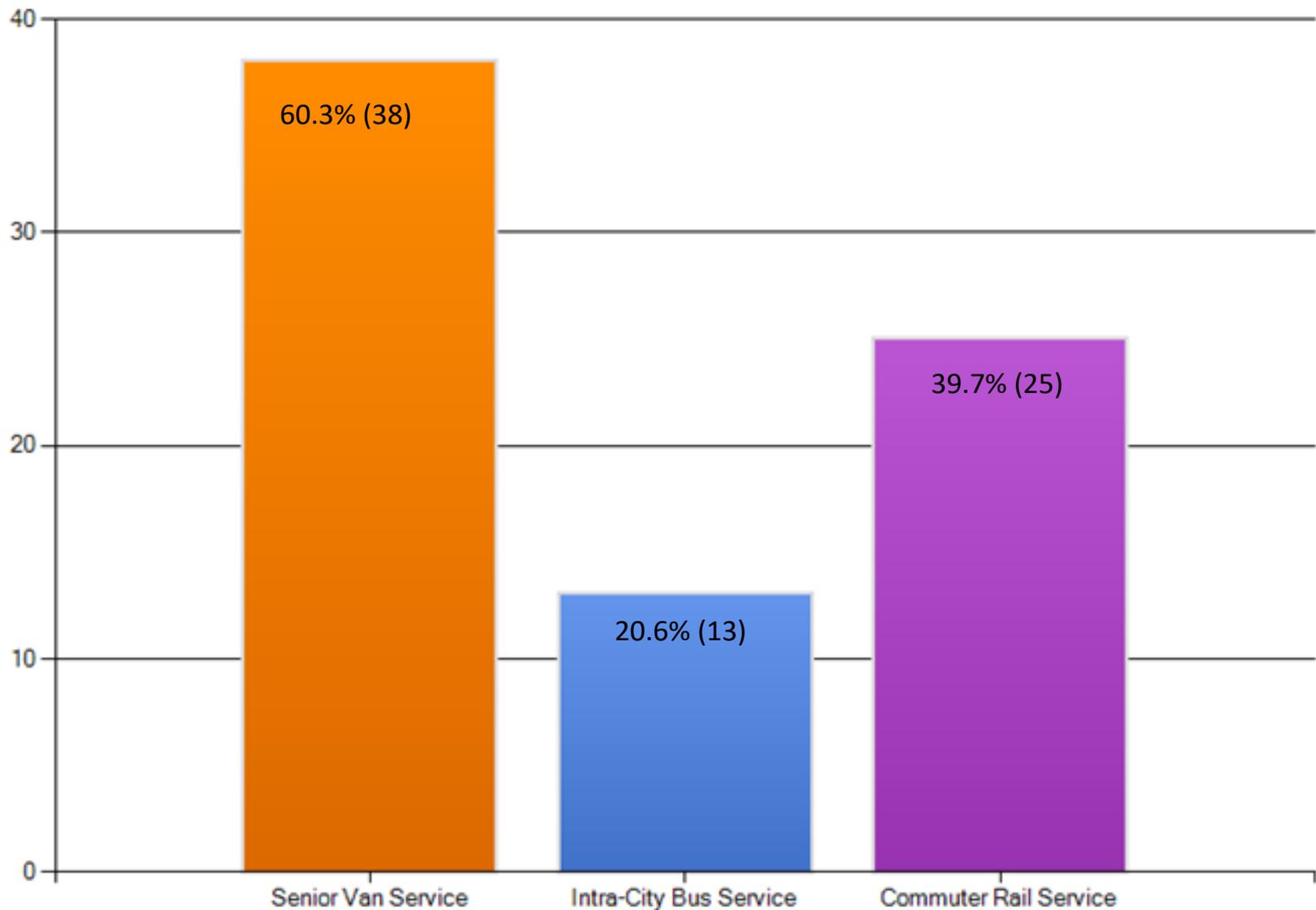


Do you use public transportation?



About 92.4% of survey respondents do not use public transportation. That could change a little with the development of Wachusett Station.

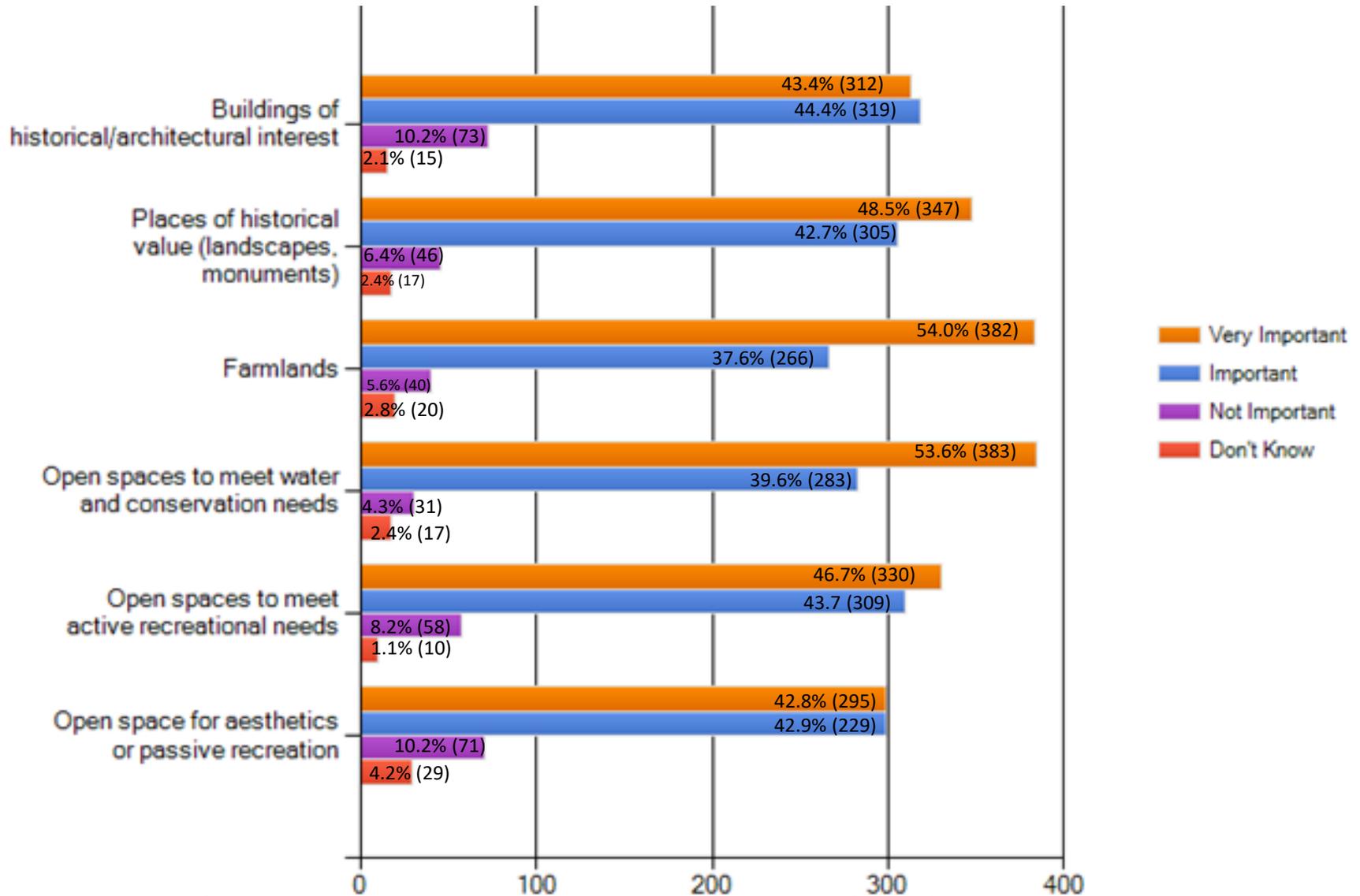
If yes, which type of public transportation do you use?



For those who do use public transportation, 60.3% ride the senior van, 39.7% utilize commuter rail service, followed by intra-city bus service (20.6%). Once again, with the development of Wachusett Station, use of commuter rail service could increase.

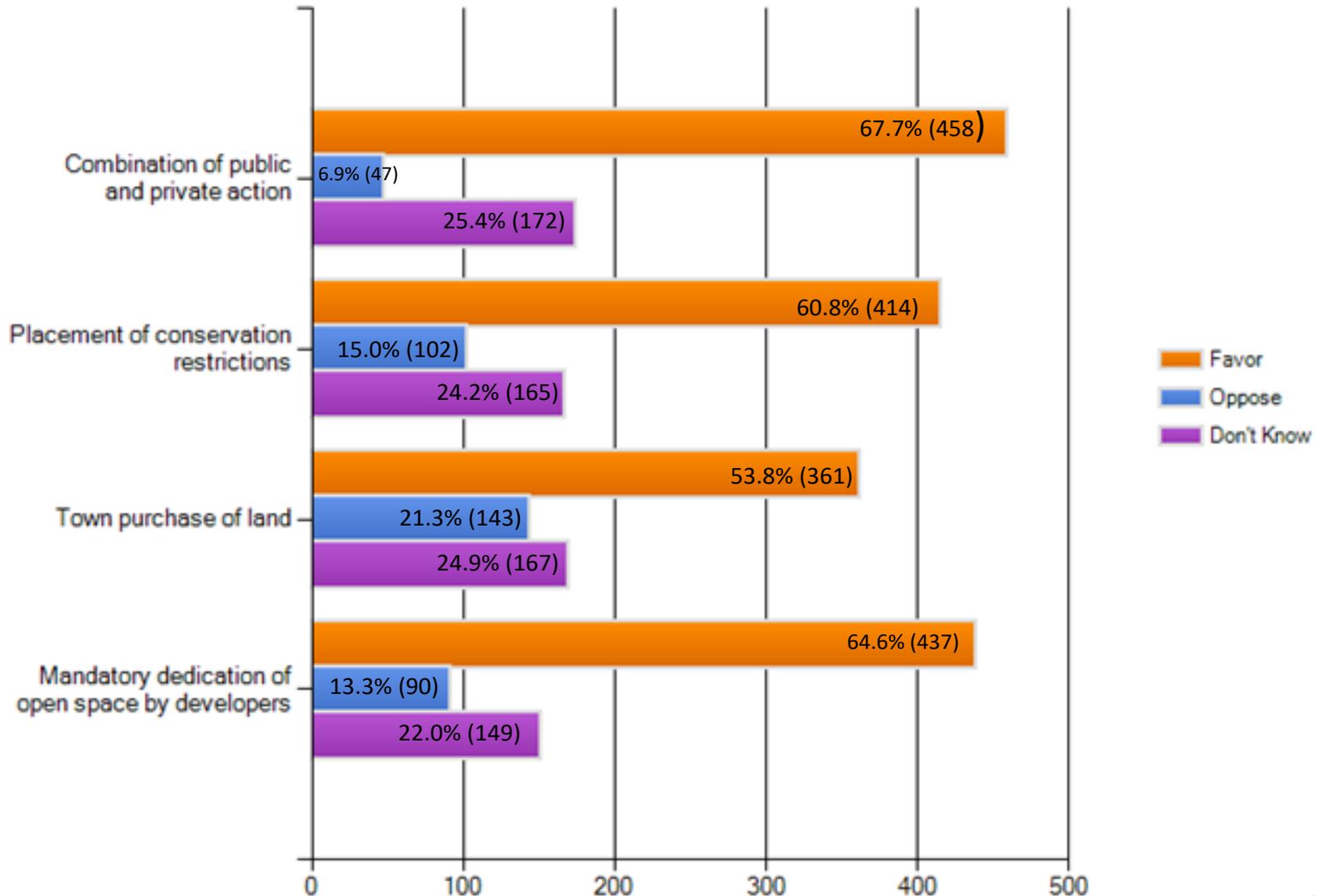
Open Space and Recreation

How important is it to you to preserve? (Check on box for each line item)



In terms of open space and recreation, there seems to be strong support for all of the above, particularly farmlands and open space to meet water and conservation needs.

Do you favor or oppose the following Town actions to preserve open space?

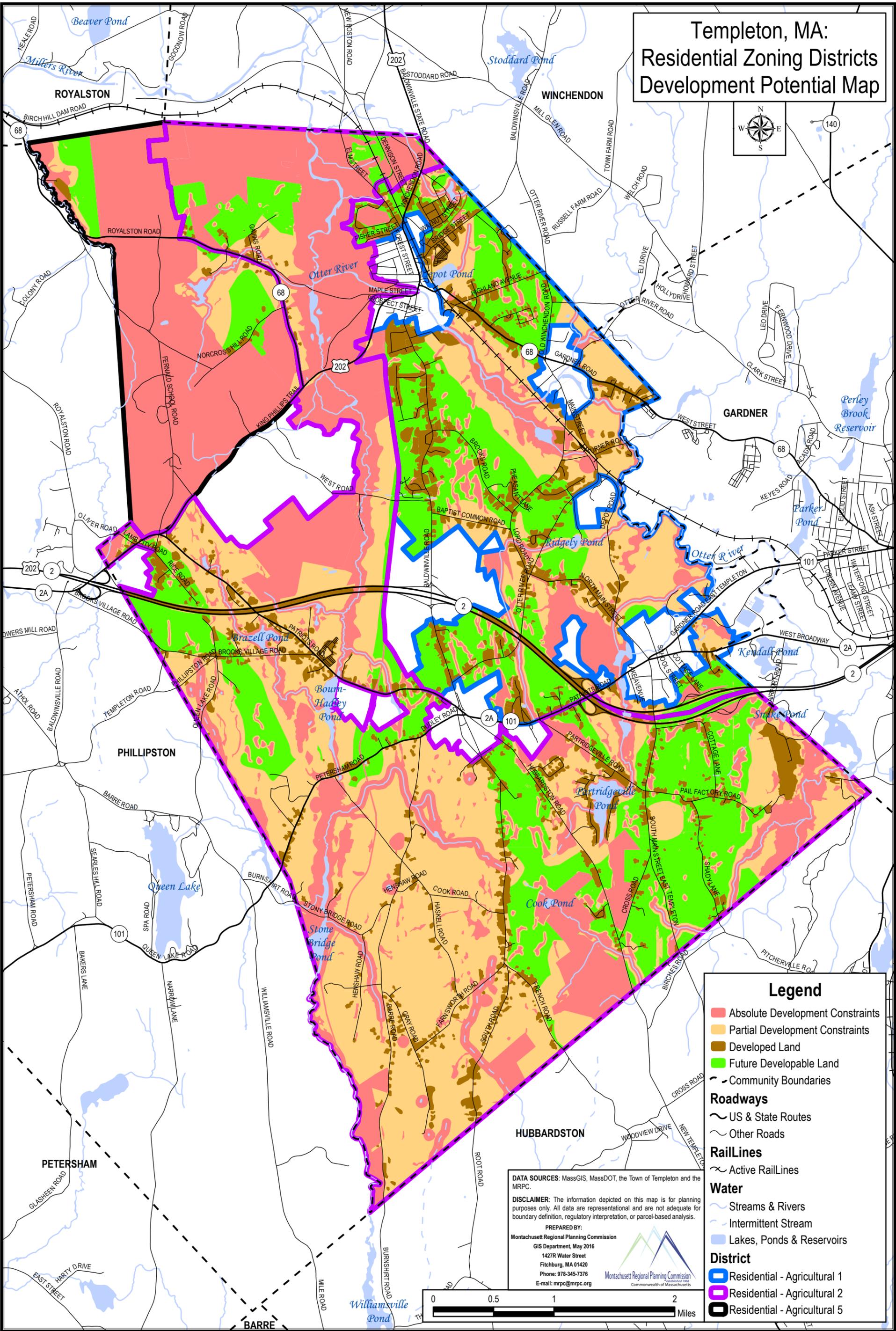


Once again, there seems to be much support for Town actions to preserve open space.

ATTACHMENT B

Residential Zoning District Development Potential Map

Templeton, MA: Residential Zoning Districts Development Potential Map



Legend

- Absolute Development Constraints
- Partial Development Constraints
- Developed Land
- Future Developable Land
- Community Boundaries
- Roadways**
- US & State Routes
- Other Roads
- RailLines**
- Active RailLines
- Water**
- Streams & Rivers
- Intermittent Stream
- Lakes, Ponds & Reservoirs
- District**
- Residential - Agricultural 1
- Residential - Agricultural 2
- Residential - Agricultural 5

DATA SOURCES: MassGIS, MassDOT, the Town of Templeton and the MRPC.

DISCLAIMER: The information depicted on this map is for planning purposes only. All data are representational and are not adequate for boundary definition, regulatory interpretation, or parcel-based analysis.

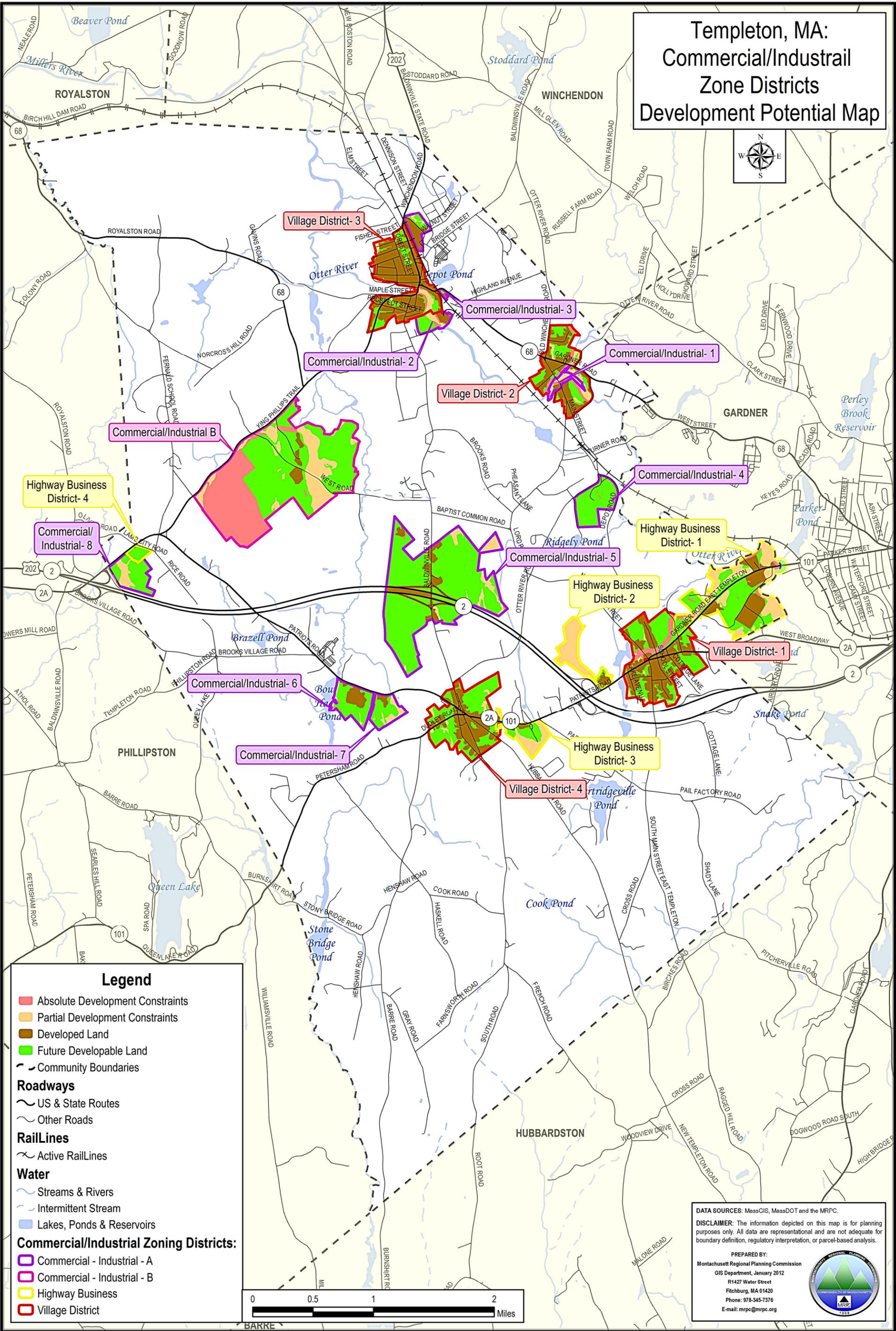
PREPARED BY:
 Montachusett Regional Planning Commission
 GIS Department, May 2016
 142R Water Street
 Fitchburg, MA 01420
 Phone: 978-345-7376
 E-mail: mrpc@mrpc.org




ATTACHMENT C

Commercial/Industrial Zone Districts Development Potential Map

Templeton, MA: Commercial/Industrial Zone Districts Development Potential Map



Legend

- Absolute Development Constraints
- Partial Development Constraints
- Developed Land
- Future Developable Land
- Community Boundaries

Roadways

- US & State Routes
- Other Roads

RailLines

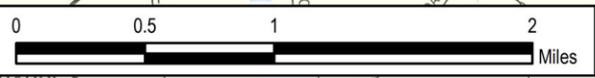
- Active RailLines

Water

- ~ Streams & Rivers
- ~ Intermittent Stream
- Lakes, Ponds & Reservoirs

Commercial/Industrial Zoning Districts:

- Commercial - Industrial - A
- Commercial - Industrial - B
- Highway Business
- Village District



DATA SOURCES: MassGIS, MassDOT and the MRPC.

DISCLAIMER: The information depicted on this map is for planning purposes only. All data are representational and are not adequate for boundary definition, regulatory interpretation, or parcel-based analysis.

PREPARED BY:
 Montachusett Regional Planning Commission
 GIS Department, January 2012
 R1427 Water Street
 Fitchburg, MA 01420
 Phone: 978-345-7376
 E-mail: mrpc@mrpc.org

ATTACHMENT D

**MA CULTURAL RESOURCE INFORMATION SYSTEMS:
Buildings, Areas, Structures, Objects, Burial Grounds**

BUILDINGS

Massachusetts Cultural Resource Information System

MACRIS

MACRIS Search Results

Search Criteria: Town(s): Templeton; Resource Type(s): Building;

Inv. No.	Property Name	Street	Town	Year
TEM.4	Bartlett - Fisk, S. F. House	Athol Rd	Templeton	1831
TEM.50	Kendall, Paul - Dudley, Joel House	Athol Rd	Templeton	1831
TEM.51	Goodrich, Capt. Ebenezer House	Athol Rd	Templeton	1775
TEM.52	Goodrich, Capt. Ebenezer - Goodrich, Sarah House	Athol Rd	Templeton	1775
TEM.53	Bourne and Hadley Furniture Factory	Athol Rd	Templeton	1890
TEM.63	Brigham, Louis House	Athol Rd	Templeton	1831
TEM.64	May, Levi R. House	Athol Rd	Templeton	1831
TEM.1	Flint - Spenser, Dr. E. House	Baldwinville Rd	Templeton	1855
TEM.2	Whittemore, J. House	Baldwinville Rd	Templeton	1855
TEM.3	Richardson, L. House	Baldwinville Rd	Templeton	1831
TEM.5	Stone, Silas House - Upham, Joseph Tavern	Baldwinville Rd	Templeton	1770
TEM.6	Jones, Abijah House	Baldwinville Rd	Templeton	1803
TEM.7	Fessenden - Hawkes, E. House	Baldwinville Rd	Templeton	1831
TEM.8	Kilner - Work, J. W. House	Baldwinville Rd	Templeton	1855
TEM.9	Lee, Sam - Hawkes, G. P. House	Baldwinville Rd	Templeton	1855
TEM.10	Sabin, Rev. L. House	Baldwinville Rd	Templeton	1803
TEM.67	Parkhurst, Phinneus House	Baldwinville Rd	Templeton	1831
TEM.68	Lee, S. House	Baldwinville Rd	Templeton	1831
TEM.69	Chamberlin, John House	Baldwinville Rd	Templeton	1790
TEM.70	Cutting, Jonathan House	Baldwinville Rd	Templeton	1823
TEM.71	Cobleigh, David House	Baldwinville Rd	Templeton	1831
TEM.74	Jackson House	Baldwinville Rd	Templeton	1855
TEM.75	Page, Aaron House	Baldwinville Rd	Templeton	
TEM.268		Baldwinville Rd	Templeton	
TEM.269		Baldwinville Rd	Templeton	
TEM.72	Cutler, Silas Tavern	90 Baldwinville Rd	Templeton	1780

Inv. No.	Property Name	Street	Town	Year
TEM.73	Cutler, Silas House	92 Baldwinville Rd	Templeton	1780
TEM.42	Leeland, L. House	Barre Rd	Templeton	1855
TEM.43	Wilder House	Barre Rd	Templeton	1855
TEM.44	Pierce - Leeland, Moses House	Barre Rd	Templeton	1831
TEM.45	Howe, L. B. House	Barre Rd	Templeton	1780
TEM.11	First Parish Unitarian Church Parish House	Boynton Rd	Templeton	1855
TEM.14	Boynton, John - Whitcomb, David House	Boynton Rd	Templeton	1845
TEM.15	Upham - Stone, Epitraim House	Boynton Rd	Templeton	1831
TEM.16	Winch, Moses - Haselton, Col. House	Boynton Rd	Templeton	1786
TEM.13	Boynton Public Library	27 Boynton Rd	Templeton	1885
TEM.12	Wright, Joshua Tavern	29 Boynton Rd	Templeton	1763
TEM.100	Addison House	4 Bridge St	Templeton	1831
TEM.54	Bowker - Brooks House	Brooks Village Rd	Templeton	1831
TEM.46	Brooks, John House	Caruth Rd	Templeton	1855
TEM.174	Texaco Service Station	Central St	Templeton	1955
TEM.177	Fraternity Hall	Central St	Templeton	1913
TEM.205	Robie, Dr. Walter F. House	1 Central St	Templeton	1893
TEM.111	Perley, Charles A. House	3 Central St	Templeton	1870
TEM.175	Baldwinville Co-Operative Bank	3 Central St	Templeton	1955
TEM.112	Templeton Savings Bank	5 Central St	Templeton	1890
TEM.110	Leeland House	4 Circle St	Templeton	1830
TEM.206	Lamb, Erza A. - Smith, E. M. Block	7-9 Circle St	Templeton	1875
TEM.207	Smith, E. M. House	11 Circle St	Templeton	1880
TEM.208	Smith, E. M. House	15 Circle St	Templeton	1880
TEM.209	Dexter, H. V. House	17 Circle St	Templeton	1880
TEM.108	Bulleigh, L. R. - Patridge Row House	22 Circle St	Templeton	1886
TEM.210	Greenwood, E. E. House	24 Circle St	Templeton	1880
TEM.211	Leland, Francis House	25 Circle St	Templeton	1880
TEM.185	Stove House	26 Circle St	Templeton	1898
TEM.212	Coleman, Charles W. House	45 Circle St	Templeton	1880
TEM.184	Fletcher, Elizabeth House	47 Circle St	Templeton	1970
TEM.147	Simonds, W. House	Cottage Ln	Templeton	1855
TEM.148	Coleman, E. House	Cottage Ln	Templeton	1870
TEM.149	Swan House	Cottage Ln	Templeton	1868
TEM.150	Templeton First Church of Christ	Cottage Ln	Templeton	1831
TEM.24	Memorial Congregational Church	Dudley Rd	Templeton	1811
TEM.107	Cumberland Farms Market and Gas Station	Elm St	Templeton	1883
TEM.186		Elm St	Templeton	1983

Inv. No.	Property Name	Street	Town	Year
TEM.197	Hird, W. Block	Elm St	Templeton	1898
TEM.213	Waite, Gilman House	Elm St	Templeton	1910
TEM.169	LaBonte, Raymond Restaurant and Rooming House	3 Elm St	Templeton	1980
TEM.178	Baldwinville Mini Mart	5 Elm St	Templeton	1980
TEM.105	Newton, E. - Merrick House	6 Elm St	Templeton	1831
TEM.214	Leland, H. House	10 Elm St	Templeton	1870
TEM.196	Hildreth, S. F. House	12 Elm St	Templeton	1860
TEM.104	First Baptist Church of Baldwinville	14 Elm St	Templeton	1790
TEM.215	Brooks, G. A. - Shepardson House	15 Elm St	Templeton	1880
TEM.195	U. S. Post Office - Baldwinville Branch	16 Elm St	Templeton	1970
TEM.216	Hall, H. N. House	17 Elm St	Templeton	1898
TEM.103	Fenno House	18 Elm St	Templeton	1870
TEM.217	Evans, G. H. House	19 Elm St	Templeton	1880
TEM.218	Bowker, E. L. House	20 Elm St	Templeton	1895
TEM.219	Baldwinville First Baptist Church Parsonage	21 Elm St	Templeton	1898
TEM.194	Winchendon Savings Bank	22 Elm St	Templeton	1977
TEM.220	Stearns, J. and J. A. - Rist, H. R. House	24 Elm St	Templeton	1898
TEM.221	Newton, John E. House	26 Elm St	Templeton	1880
TEM.222	Nichols, Charles W. House	27 Elm St	Templeton	1870
TEM.193	Derrick, Alexander House	28 Elm St	Templeton	1940
TEM.102	Brunston House	29 Elm St	Templeton	1882
TEM.223	Perley, James M. House	30 Elm St	Templeton	1885
TEM.187	Roy, T. House	31R Elm St	Templeton	1870
TEM.189	Dudley, G. H. House	31 Elm St	Templeton	1898
TEM.224	Lund, J. B. House	32 Elm St	Templeton	1880
TEM.190	Hammond, Mary House	33 Elm St	Templeton	1898
TEM.101		34 Elm St	Templeton	1910
TEM.191		35 Elm St	Templeton	1870
TEM.192		37 Elm St	Templeton	1870
TEM.201		68 Elm St	Templeton	1870
TEM.202		70 Elm St	Templeton	1890
TEM.109	Rodinan, W. S. House	6 Exchange St	Templeton	1870
TEM.199	Saint Vincent de Paul Roman Catholic Church	Forest St	Templeton	1956
TEM.225	Foster, G. J. House	3 Forest St	Templeton	1898
TEM.200	Swallow, Isiah House	31 Forest St	Templeton	1890
TEM.48	Rice - Cobleigh, M. C. House	French Rd	Templeton	1831
TEM.49		French Rd	Templeton	1831

Inv. No.	Property Name	Street	Town	Year
TEM.17	Stiles, John W. Brick Store	Gardner Rd	Templeton	1810
TEM.18	French, Lisha Tavern	Gardner Rd	Templeton	1820
TEM.19	Batchelder, Dr. J. C. House and Office	Gardner Rd	Templeton	1884
TEM.25	Waite, J. M. House	Gardner Rd	Templeton	1831
TEM.26	Upham - Smith, Henry House	Gardner Rd	Templeton	1831
TEM.27	Boynton, John Tin Shop Worker's Boarding House	Gardner Rd	Templeton	1831
TEM.34	French, Ebenezer House	Gardner Rd	Templeton	1831
TEM.76	Stone, William House	Gardner Rd	Templeton	1868
TEM.77	Stone, Capt.-Leonard House	Gardner Rd	Templeton	1775
TEM.78	Stone, Leonard III House	Gardner Rd	Templeton	1847
TEM.79	Lewis, O. P. House	Gardner Rd	Templeton	1875
TEM.80	Saint Martin's Roman Catholic Church	Gardner Rd	Templeton	1853
TEM.97	Fisher House	28 Gardner Rd	Templeton	1914
TEM.264	Trask House	50 Gardner Rd	Templeton	1831
TEM.55	Wilder, Josiah - Wilder, Giliam House	Haskell Rd	Templeton	1831
TEM.43	Balcomb, Warren House	Henshaw Rd	Templeton	1792
TEM.131		High St	Templeton	1913
TEM.204	Fennoc House	23 Highland Ave	Templeton	1886
TEM.98	Hospital Cottages for Children Hospital	35 Highland Ave	Templeton	1831
TEM.99	Townsley House	Hospital Rd	Templeton	1890
TEM.30	Boynton, John Tin Shop - Japan Shop	Hubbardston Rd	Templeton	1831
TEM.31	Boynton, John Tin Shop	Hubbardston Rd	Templeton	1855
TEM.32	Buckingham House	Hubbardston Rd	Templeton	1825
TEM.35	Church House	Hubbardston Rd	Templeton	1868
TEM.36	Lyman House	Hubbardston Rd	Templeton	1855
TEM.37	Otter River School	Hubbardston Rd	Templeton	1831
TEM.84	Leland, Francis Store	Main St	Templeton	1934
TEM.85	Graham, W. - Goodenow House	Main St	Templeton	1882
TEM.86	Jones Manufacturing Company Worker Housing	Main St	Templeton	1831
TEM.87	Jones Manufacturing Company Worker Housing	Main St	Templeton	1855
TEM.88	Miller, O. E. House	Main St	Templeton	1855
TEM.89	Walker, William House	Main St	Templeton	1868
TEM.90	Young, Anson House	Main St	Templeton	1868
TEM.91	Lord, A. House	Main St	Templeton	1855
TEM.92	Otter River Engine House #3	Main St	Templeton	1868
TEM.93	Lord, I. House	Main St	Templeton	1868
TEM.94		Main St	Templeton	1855

Inv. No.	Property Name	Street	Town	Year
TEM.95		Main St	Templeton	1900
TEM.96	Dyer, Charles House	Main St	Templeton	1898
TEM.113	Baldwinville Engine House #4	Main St	Templeton	1910
TEM.133	Upham, Samuel Tavern	Main St	Templeton	1855
TEM.134	Simonds, Zeba House	Main St	Templeton	1800
TEM.135	East Templeton United Methodist Church	Main St	Templeton	1843
TEM.136	East Templeton Schoolhouse	Main St	Templeton	1855
TEM.137	Sargent, Thubers General Store and Post Office	Main St	Templeton	1860
TEM.138	Greenwood, Thomas T. House	Main St	Templeton	1855
TEM.139	Bush, Asaph and Darius House	Main St	Templeton	1800
TEM.140	Greenwood, T. T. House	Main St	Templeton	1860
TEM.141	Ingalls, L. House	Main St	Templeton	1855
TEM.143	Whitecomb House	Main St	Templeton	1868
TEM.144	Richardson House	Main St	Templeton	1831
TEM.145	Whitney Tavern - Brown, O. House	Main St	Templeton	1800
TEM.146	Ellenwood, B. House	Main St	Templeton	1868
TEM.151	Johnson, C. N. House	Main St	Templeton	1882
TEM.152	Johnson, C. N. House	Main St	Templeton	1868
TEM.156	Stickney, R. House	Main St	Templeton	1868
TEM.266	Memorial Hall Building	Main St	Templeton	1880
TEM.142	Sawyer House	50 Main St	Templeton	1855
TEM.179		Maple St.	Templeton	1955
TEM.203		8 Maple St	Templeton	1891
TEM.226	Day, Lorey D. House	4 Memorial St	Templeton	1880
TEM.198	New England Telephone Building	7 Memorial St	Templeton	1964
TEM.227	Waite, John House	8 Memorial St	Templeton	1915
TEM.228	Baldwinville Old Telephone Exchange	10 Memorial St	Templeton	1898
TEM.229	Sturgis, A. House	13 Memorial St	Templeton	1892
TEM.106	Thompson, D. I. House	15 Memorial St	Templeton	1855
TEM.231	Baker, Dr. Lucius Willard Sanitarium	17 Memorial St	Templeton	1892
TEM.232	Tourtelotte, G. E. House	18 Memorial St	Templeton	1895
TEM.234	Smail, H. M. House	20 Memorial St	Templeton	1880
TEM.235	Hamilton, Robert H. House	21 Memorial St	Templeton	1880
TEM.236	Baker, Dr. Lucius Willard House	22 Memorial St	Templeton	1898
TEM.237	Holman and Harris Factory Building	23 Memorial St	Templeton	1892
TEM.230	Newton, H. House	28 Memorial St	Templeton	1880
TEM.233	Baker, Margaret J. House	28 Memorial St	Templeton	1898
TEM.265		Mill St	Templeton	1890

Inv. No.	Property Name	Street	Town	Year
TEM.126	Greenleaf, Calvin House	Norcross Hill Rd	Templeton	1795
TEM.127	Grant, Greenleaf House	Norcross Hill Rd	Templeton	1799
TEM.128	Norcross, Daniel House	Norcross Hill Rd	Templeton	1769
TEM.160	Partridge House	Partridgeville Rd	Templeton	1855
TEM.161	Partridge, Otis Jr. House	Partridgeville Rd	Templeton	1830
TEM.162	Partridge, Otis House	Partridgeville Rd	Templeton	1831
TEM.163	White, A. N. - Ellenwood, B. House	Partridgeville Rd	Templeton	1855
TEM.164	Jones, Aaron House	Partridgeville Rd	Templeton	1831
TEM.157	Whitney Tavern	11 Patriots Rd	Templeton	1782
TEM.38	Horton - Dudley, Asa House	Petersham Rd	Templeton	1831
TEM.39	Templeton Poor Farm - Templeton Town Farm	Petersham Rd	Templeton	1831
TEM.40	Jones, Capt. Aaron House	Petersham Rd	Templeton	1776
TEM.61	Rindge - Bowker House	Phillipston Rd	Templeton	1831
TEM.81	Day House	Pleasant St	Templeton	1831
TEM.82	Weetlin House	Pleasant St	Templeton	1855
TEM.83	Watts, John House	Pleasant St	Templeton	1892
TEM.238	Mullins, Dr. E. N. House I	2 Pleasant St	Templeton	1892
TEM.239	Mullins, Eugene N. House II	4 Pleasant St	Templeton	1892
TEM.241	Perley, M. E. House	7 Pleasant St	Templeton	1898
TEM.242	Smith, G. A. House	9 Pleasant St	Templeton	1885
TEM.240	Smith, F. J. House	11 Pleasant St	Templeton	1880
TEM.176	Wilson, M. A. House	15 Pleasant St	Templeton	1898
TEM.243	Hawley, William P. House	18 Pleasant St	Templeton	1915
TEM.247	Hospital Cottage for Children I	18 Pleasant St	Templeton	1882
TEM.171	Roy, T. House	19 Pleasant St	Templeton	1898
TEM.172	Roy, T. House	21 Pleasant St	Templeton	1890
TEM.244	Harris, A. T. House	22 Pleasant St	Templeton	1892
TEM.267	Brooks, George A. House	22 Pleasant St	Templeton	1898
TEM.173	Ray, S. A. S. House	23 Pleasant St	Templeton	1898
TEM.245	Oakes, Joseph House	24 Pleasant St	Templeton	1885
TEM.248	Hospital Cottage for Children II	24 Pleasant St	Templeton	1898
TEM.246	Hummerstrom, A. E. House	28 Pleasant St	Templeton	1885
TEM.170	Rice, David House	29 Pleasant St	Templeton	1896
TEM.62	Holden, R. House	Rice Rd	Templeton	1831
TEM.129	Eliot Colony - Eliot House	Royalston Rd	Templeton	1831
TEM.272	Eliot Colony Horse Barn	126 Royalston Rd	Templeton	1850
TEM.273	Eliot Colony Upper Barn	126 Royalston Rd	Templeton	1908
TEM.274		125 Royalston Rd	Templeton	1903

Inv. No.	Property Name	Street	Town	Year
TEM.275	Eliot Colony Lower Barn	126 Royalston Rd	Templeton	1906
TEM.276	Eliot Colony Carriage Shed and Dairy	126 Royalston Rd	Templeton	1908
TEM.277	Eliot Colony Ice House	126 Royalston Rd	Templeton	1908
TEM.278	Eliot Colony Gate House	126 Royalston Rd	Templeton	1980
TEM.279	Eliot Colony Storage Shed and Cottage	126 Royalston Rd	Templeton	1908
TEM.280	Eliot Colony Tool Shed	126 Royalston Rd	Templeton	1908
TEM.281	Narrangansett Colony Program Building	126 Royalston Rd	Templeton	1980
TEM.282	Narrangansett Colony - Beech Lodge	126 Royalston Rd	Templeton	1967
TEM.283	Narrangansett Colony - Cedar Lodge	126 Royalston Rd	Templeton	1967
TEM.284	Narrangansett Colony - Maple Lodge	126 Royalston Rd	Templeton	1967
TEM.285	Narrangansett Colony - Oak Lodge	126 Royalston Rd	Templeton	1967
TEM.286	Narrangansett Colony - Pine Lodge	126 Royalston Rd	Templeton	1967
TEM.287	Narrangansett Colony - Spruce Lodge	126 Royalston Rd	Templeton	1967
TEM.288	Narrangansett Colony - Monadhock Hall	126 Royalston Rd	Templeton	1967
TEM.289	Narrangansett Colony - Hastings House	126 Royalston Rd	Templeton	1790
TEM.290	Narrangansett Colony Pump House	126 Royalston Rd	Templeton	1985
TEM.291	Narrangansett Colony Greenhouse	126 Royalston Rd	Templeton	1985
TEM.292	Narrangansett Colony Chapel and Auditorium	126 Royalston Rd	Templeton	1922
TEM.293	Narrangansett Colony Hog Dog Stand	126 Royalston Rd	Templeton	1960
TEM.294	Narrangansett Colony - Narrangansett House	126 Royalston Rd	Templeton	1790
TEM.295	Narrangansett Colony House Wards	126 Royalston Rd	Templeton	1900
TEM.296	Narrangansett Colony Sand Shed	126 Royalston Rd	Templeton	1930
TEM.297	Narrangansett Colony - Wards 1-4	126 Royalston Rd	Templeton	1903
TEM.298	Narrangansett Colony Ice House	126 Royalston Rd	Templeton	1930
TEM.299	Narrangansett Colony Dairy Barn	126 Royalston Rd	Templeton	1954
TEM.300	Narrangansett Colony Horse Barn	126 Royalston Rd	Templeton	1910
TEM.301	Narrangansett Colony Tool Shed	126 Royalston Rd	Templeton	1920
TEM.302	Narrangansett Colony Pool Shed	126 Royalston Rd	Templeton	1983
TEM.303	Farm Colony - Waite House	126 Royalston Rd	Templeton	1800
TEM.304	Farm Colony - Waite House Wards 3 and 4	126 Royalston Rd	Templeton	1900
TEM.305	Farm Colony - Waite House Barn	126 Royalston Rd	Templeton	1800
TEM.306	Farm Colony - Ward 5 - Paint Shop	126 Royalston Rd	Templeton	1920
TEM.307	Farm Colony Garage and Shop	126 Royalston Rd	Templeton	1923
TEM.308	Farm Colony Laundry and Power House	126 Royalston Rd	Templeton	1900
TEM.309	Farm Colony Garage	126 Royalston Rd	Templeton	1945
TEM.310	Farm Colony Farm House Cottage	126 Royalston Rd	Templeton	1900
TEM.311	Farm Colony Farm Cannery and Fire Station	126 Royalston Rd	Templeton	1919
TEM.312	Farm Colony Farm Ice House	126 Royalston Rd	Templeton	1941

Inv.No.	Property Name	Street	Town	Year
TEM.313	Farm Colony Farm Coal and Sand Shed	126 Royalston Rd	Templeton	1945
TEM.314	Farm Colony Farm Storage Barn	126 Royalston Rd	Templeton	1902
TEM.315	Farm Colony Farm Carpenter and Blacksmith Shop	126 Royalston Rd	Templeton	1930
TEM.316	Farm Colony Farm Lumber Shed	126 Royalston Rd	Templeton	1920
TEM.317	Farm Colony Farm Saw Mill	126 Royalston Rd	Templeton	1925
TEM.318	Farm Colony Farm Scale House	126 Royalston Rd	Templeton	1945
TEM.319	Farm Colony Farm Horse Barn	126 Royalston Rd	Templeton	1900
TEM.320	Farm Colony Farm Cow Barn	126 Royalston Rd	Templeton	1900
TEM.321	Farm Colony Calf Barn and Bull Pen	126 Royalston Rd	Templeton	1914
TEM.322	Farm Colony - Otis Hall and Office	126 Royalston Rd	Templeton	1914
TEM.323	Farm Colony Tool Shed	126 Royalston Rd	Templeton	1910
TEM.324	Farm Colony Wagon Shed	126 Royalston Rd	Templeton	1980
TEM.325	Farm Colony - Church House	126 Royalston Rd	Templeton	1763
TEM.326	Farm Colony - Church House Wards	126 Royalston Rd	Templeton	1900
TEM.153	East Templeton Schoolhouse	126 Royalston Rd	Templeton	1874
TEM.154	Wright, H. L. House	School St	Templeton	1898
TEM.155	Waters, A. House	School St	Templeton	1898
TEM.130	Judson and Brock House	South Main St	Templeton	1855
TEM.132	Slimand - Greenwood, Waller House	South Main St	Templeton	1831
TEM.156	Coleman, T. House	South Main St	Templeton	1800
TEM.159	Partridge, Ezekiel House	South Main St	Templeton	1825
TEM.250	McGrillis, John House	13 South Main St	Templeton	1910
TEM.251	Baldwin, B. House	14 South Main St	Templeton	1870
TEM.252	Cook, R. D. House	15 South Main St	Templeton	1910
TEM.183	Fuller, A. House	17 South Main St	Templeton	1943
TEM.253	Symons, R. W. House	18 South Main St	Templeton	1870
TEM.254	Cummings, C. M. House	19 South Main St	Templeton	1892
TEM.255	Glasheen, C. House	20 South Main St	Templeton	1870
TEM.256	Jones, Walter A. - Stoddard, James House	22 South Main St	Templeton	1880
TEM.257	Reed, Reclor House	23 South Main St	Templeton	1926
TEM.258	Hosmer, F. L. House	26 South Main St	Templeton	1898
TEM.259	Willis, A. S. - Reed House	27 South Main St	Templeton	1885
TEM.119	Hosmer, Asa House	28 South Main St	Templeton	1880
TEM.181	Harris, William Double House	29 South Main St	Templeton	1830
TEM.260	Weich, W. A. House	31 South Main St	Templeton	1983
TEM.122	Bryant, Mandall House	32 South Main St	Templeton	1892
		33 South Main St	Templeton	1840

Inv. No.	Property Name	Street	Town	Year
TEM.123	Gibson, John House	35 South Main St	Templeton	1840
TEM.261	Bryant, George E. House II	36 South Main St	Templeton	1880
TEM.180	Bastarache, Joseph House	37 South Main St	Templeton	1880
TEM.168	Bryant Farm Tenant House	40 South Main St	Templeton	1880
TEM.262	Bryant, George E. Barn	42 South Main St	Templeton	1880
TEM.120	Bryant, Nathan House	45 South Main St	Templeton	1785
TEM.167	Gaidenowicz, Charles House	48 South Main St	Templeton	1964
TEM.166		49 South Main St	Templeton	1930
TEM.121	Paire, Alanson House	50 South Main St	Templeton	1918
TEM.165	Hobbs, T. J. House	57 South Main St	Templeton	1870
TEM.124	Ellis House	117 South Main St	Templeton	1831
TEM.125		124 South Main St	Templeton	1795
TEM.116	Baldwinville Elementary School	473 South Main St	Templeton	1898
TEM.118	Stoddard, James House	716 South Main St	Templeton	1845
TEM.117	Williams, John House	724 South Main St	Templeton	1855
TEM.249	Nelson, James A. House	738 South Main St	Templeton	1910
TEM.114	Baldwin, Capt. Eden House	741 South Main St	Templeton	1797
TEM.115	Baldwin, Christopher House	742 South Main St	Templeton	1831
TEM.28	Jackson, L. House	South Rd	Templeton	1868
TEM.29	Lee, Col. Artemus House	South Rd	Templeton	1829
TEM.33	Eddy, E. O. House	South Rd	Templeton	1855
TEM.47	Newton, G. - White, F. A. House	South Rd	Templeton	1831
TEM.56	Howe, Dr. Josiah House and Office	South Rd	Templeton	1800
TEM.57	Smith, L. House	South Rd	Templeton	1855
TEM.58	Porter, Allen House	South Rd	Templeton	1855
TEM.59	Barrett, Zaccheus House	South Rd	Templeton	1760
TEM.65	Pollard, A. House	South Rd	Templeton	1831
TEM.66	Battis - Newton, Asa House	South Rd	Templeton	1831
TEM.263		Vernon St	Templeton	1920
TEM.20	VanDorn, David House	Wellington Rd	Templeton	1831
TEM.21	Cutting, Jones House	Wellington Rd	Templeton	1807
TEM.22		Wellington Rd	Templeton	1841
TEM.23	Brown, Cyrus - Gilbert, D. House	Wellington Rd	Templeton	1807
TEM.60	Sparhawk, Rev. Ebenezer House	Wellington Rd	Templeton	1764
TEM.270		Wellington Rd	Templeton	
TEM.271		Wellington Rd	Templeton	
TEM.188	Roy, T. House	4 Wilson Ct	Templeton	1898

AREAS

Massachusetts Cultural Resource Information System

MACRIS

MACRIS Search Results

Search Criteria: Town(s): Templeton; Resource Type(s): Area;

Inv. No.	Property Name	Street	Town	Year
TEM.A	Templeton Common Historic District		Templeton	
TEM.B	Baldwinville Village Historic District		Templeton	
TEM.C	Otter River		Templeton	
TEM.D	East Templeton Center		Templeton	
TEM.E	Baptist Common		Templeton	
TEM.F	Templeton Farm Colony		Templeton	
TEM.G	Massachusetts State Hospitals and State Schools		Templeton	
TEM.H	Otter River State Forest - Beaman Pond Area		Templeton	
TEM.I	Templeton Town Common		Templeton	

STRUCTURES

Massachusetts Cultural Resource Information System

MACRIS

MACRIS Search Results

Search Criteria: Town(s): Templeton; Resource Type(s): Structure;

Inv. No.	Property Name	Street	Town	Year
TEM.900	Templeton Town Common	Baldwinville Rd	Templeton	1754
TEM.910	Boston & Maine Railroad Bridge (Milepost #70.71)	Bridge St	Templeton	1898
TEM.911	Baldwinville Bridge	Elm St	Templeton	1938
TEM.929	Gardner Road Bridge over Otter River	Gardner Rd	Templeton	1938
TEM.930	Otter River State Forest - Beaman Pond	Main Rd	Templeton	1934
TEM.909	North Main Street Bridge over B & M Railroad	North Main St	Templeton	1900
TEM.913	Eliot Colony - Wards 1 and 2 Foundations	126 Royalston Rd	Templeton	1900
TEM.914	Eliot Colony - Wards 3 and 4 Foundations	126 Royalston Rd	Templeton	1900
TEM.915	Eliot Colony Silo	126 Royalston Rd	Templeton	1930
TEM.916	Eliot Colony Well	126 Royalston Rd	Templeton	1900
TEM.917	Eliot Colony Well	126 Royalston Rd	Templeton	1900
TEM.918	Narrangansett Colony Well	126 Royalston Rd	Templeton	1900
TEM.919	Narrangansett Colony Well	126 Royalston Rd	Templeton	1900
TEM.920	Narrangansett Colony Silo	126 Royalston Rd	Templeton	1950
TEM.921	Narrangansett Colony Well	126 Royalston Rd	Templeton	1900
TEM.922	Narrangansett Colony Pool Pavilion	126 Royalston Rd	Templeton	1983
TEM.923	Narrangansett Colony Pool	126 Royalston Rd	Templeton	1983
TEM.924	Narrangansett Colony Sewage Treatment Plant	126 Royalston Rd	Templeton	1967
TEM.925	Farm Colony Farm Silo	126 Royalston Rd	Templeton	1941
TEM.926	Farm Colony - Church House Wards 3 & 4 Foundations	126 Royalston Rd	Templeton	1900
TEM.927	Templeton Farm Community Pasture and Crop Land	126 Royalston Rd	Templeton	1899
TEM.928	Templeton Farm Community Pine Grove	126 Royalston Rd	Templeton	1899
TEM.907	Shoddy Mill Bridge	Turner Rd	Templeton	1937
TEM.908	Boston and Maine Railroad Bridge (Milepost #71.06)	Winchendon Rd	Templeton	1945

Tuesday, March 05, 2013

OBJECTS

Massachusetts Cultural Resource Information System

MACRIS

MACRIS Search Results

Search Criteria: Town(s): Templeton; Resource Type(s): Object;

Inv. No.	Property Name	Street	Town	Year
TEM.901	Templeton World War I Monument	Baldwinville Rd	Templeton	1921
TEM.902	Templeton World War II Monument	Baldwinville Rd	Templeton	1947
TEM.912	Templeton Korean - Vietnam War Memorial	Baldwinville Rd	Templeton	1971
TEM.905	Templeton World War I Monument	Gardner Rd	Templeton	1922
TEM.906	Baldwinville World War II Monument	Gardner Rd	Templeton	1946
TEM.903	Otter River World War II Monument	Main St	Templeton	1946
TEM.904	East Templeton World War II Monument	Main St	Templeton	1947

BURIAL GROUNDS

Massachusetts Cultural Resource Information System

MACRIS



MACRIS Search Results

Search Criteria: Town(s): Templeton; Resource Type(s): Burial Ground;

Inv. No.	Property Name	Street	Town	Year
TEM.801	First Church Burying Ground	Baldwinville Rd	Templeton	1766
TEM.800	Norcross Hill Cemetery	Norcross Hill Rd	Templeton	1839
TEM.802	Norcross Hill Cemetery	126 Royalston Rd	Templeton	1830

ATTACHMENT E

Heritage Landscapes

APPENDIX A: TEMPLETON HERITAGE LANDSCAPES

Landscape Name	Landscape Notes
	Agricultural
<i>Pease Orchard and Brooks Village</i>	also identified as civic and residential landscapes
<i>TDC (Templeton Developmental Center)</i>	also recognized as an institutional landscape
<i>South Templeton Agricultural Area</i>	includes Barre, South and Gray Roads, Ware River Rail Trail runs nearby
<i>Karen Tucker/Norcross Hill</i>	
<i>Laine Farm</i>	1/2 of the farm is part of South Templeton Ag Area
<i>Baldwinville Road Farms</i>	Paige, Maynard, Brown, Glover, Robins Farms - many have been subdivided
<i>Yoke Farm</i>	On Old Winchendon Road
<i>Nygaard Farm</i>	On French Road
<i>Johnson/Larson Farm</i>	On River Road
	Archaeological
<i>Stone Bridge Pond to Phillipston Meadow</i>	important industrial corridor, many mills here destroyed in 1938 Hurricane, Bridge also a transportation landscape
<i>Otter River Corridor</i>	includes Baldwinville, Otter River and E. Templeton
<i>Mine Hill</i>	"Copper Mines" - coprus for dyes
<i>East Templeton Dam</i>	
<i>Baldwinville Factories</i>	
<i>Princess Rock</i>	
<i>Day Mill</i>	within Army Corps boundary
<i>Hamlet Mill</i>	
<i>Lord and Stone Foundry</i>	
<i>Old School Foundation</i>	within Brooks Village
<i>Otter River Brickyard</i>	in Otter River
<i>Shoddy Mill</i>	in Otter River

Note: Highlighted landscapes have been designated "Priority Landscapes" by the town or directly correspond to a Priority Landscape

Burial	
<i>TDC Burial Grounds</i>	on TDC land
<i>First Church Burial</i>	on Templeton Common
<i>Baptist Common</i>	
<i>Pine Grove Cemetery</i>	active cemetery
<i>Greenlawn Cemetery</i>	active cemetery in Baldwinville
Civic	
<i>Baptist Common Area</i>	
<i>Otter River</i>	Old industrial village along Otter River
<i>Templeton Village</i>	A National Register Historic District
<i>Baldwinville Village</i>	A National Register Historic District
<i>E. Templeton Village</i>	
<i>Back Bay Area</i>	Old Polish Neighborhood
Industrial	
<i>Conant Ball</i>	AKA Glenwood Kitchens, original building still fully intact, water tower is a local landmark, but falling into disrepair
<i>Templeton Street Railway</i>	now Wilson Bus Lines, original building burned down, one wall remains
<i>Seaman's Paper</i>	active factory in Otter River
<i>Brickyard</i>	
<i>Baldwinville Products</i>	
<i>Temple Stuart</i>	
<i>Bay State Wheel Co</i>	
Institutional	
<i>Hospital Cottages</i>	located in Baldwinville, AKA "Protestant Youth Center", also recognized as a burial landscape
<i>Historical Society</i>	in Templeton Village
<i>First Church</i>	in Templeton Village
<i>Memorial Church</i>	in Templeton Village
<i>Brooks Tavern</i>	in Templeton Village

Note: Highlighted landscapes have been designated "Priority Landscapes" by the town or directly correspond to a Priority Landscape

<i>Grange</i>	in Templeton Village
<i>Wright's Tavern</i>	
<i>St. Martins</i>	first Catholic Church in area
<i>Baptist Church</i>	oldest in town, has been moved twice - now in Baldwinville
<i>Scout Hall</i>	formerly a school
Natural	
<i>Bourne-Hadley Bogs</i>	AKA Skunks Misery
<i>Otter River Greenway</i>	Along Hamlet Mill Road, includes old Hemlock grove
<i>East Templeton Ponds</i>	
<i>Bell Hill</i>	
<i>Three Pipes</i>	Trout Brook, Crow Hill, Crow Brook
<i>Burnshirt River, Stone Bridge Pond, Brown's Pond</i>	
<i>Burns Pond</i>	On Otter River Road
Open Space/Recreation	
<i>Templeton Common</i>	in Templeton Village
<i>Templewood Golf Course</i>	
<i>Landlord's Inn Shuffleboard Courts</i>	was also known as Templeton Inn; slabs still exist on Templeton Common
<i>Gilman Waite</i>	
<i>Crow Hill Motocross</i>	
<i>Otter River Pool</i>	great recreational spot, built 1950, is in disrepair
<i>Templeton State Forest</i>	
<i>Otter River State Forest</i>	
<i>Baker's Grove Ballfield</i>	
<i>Garden behind Historic Society</i>	
<i>Ridgely Country Club</i>	members only club, owns large tract of land, including a pond

Note: Highlighted landscapes have been designated "Priority Landscapes" by the town or directly correspond to a Priority Landscape

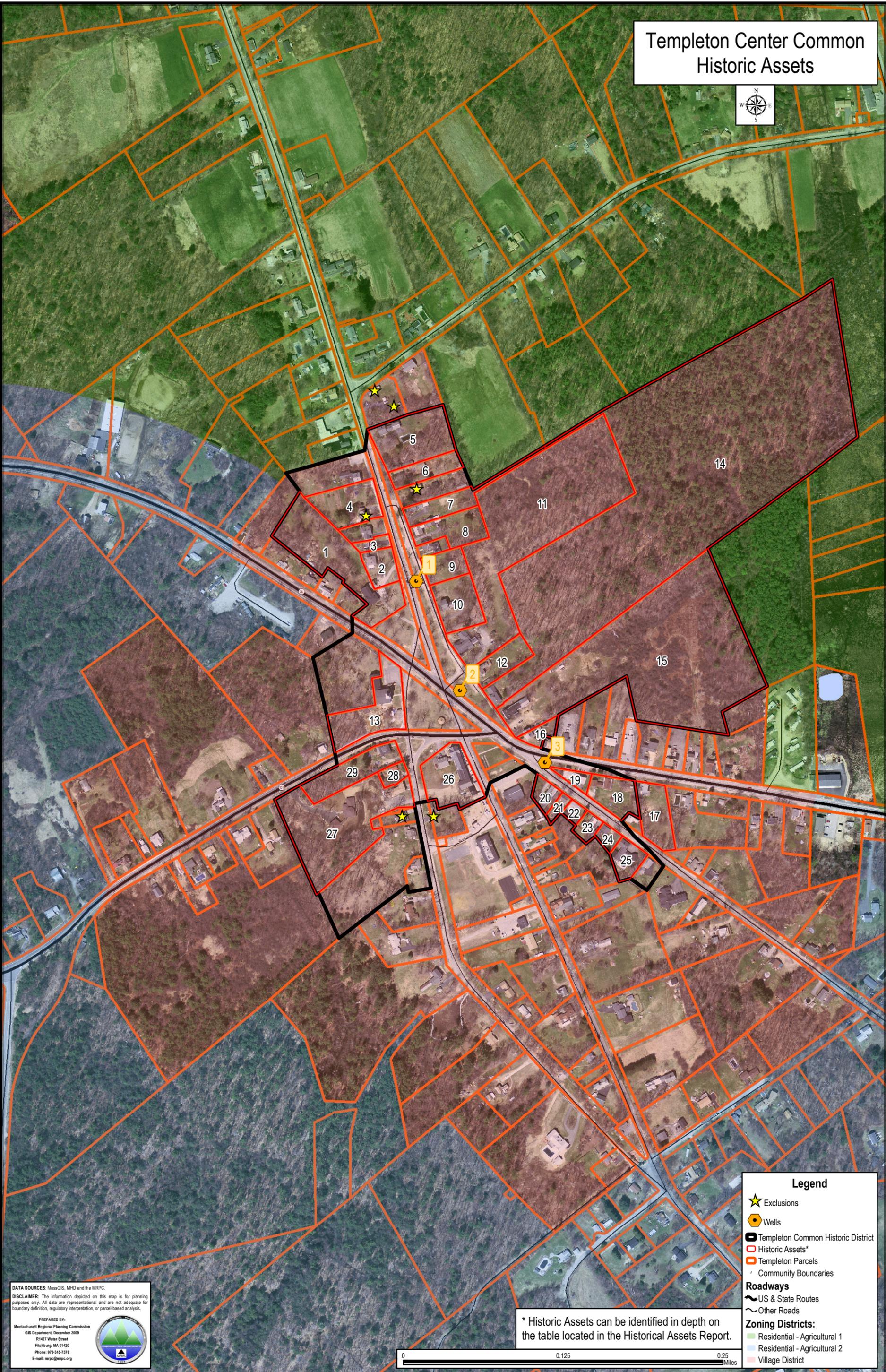
Residential	
<i>Artemus Lee/General Store</i>	in Templeton Village
<i>Young House</i>	on South Road (in Agricultural Area), oldest in town
<i>Hawke's House</i>	on Baldwinville Road, in Templeton Village
<i>Cutler Houses</i>	on Baptist Common
<i>Octagonal House</i>	in East Templeton
<i>Stone Houses</i>	Stone is the family (not building material), 4 homes in Otter River Village
<i>Wellington Home</i>	on Wellington Road, second oldest in town
<i>Wrights Tavern</i>	
<i>Hamlet Mill Road</i>	4 remaining mill houses
<i>Circle Street</i>	Mill Housing in Baldwinville
<i>Back Bay</i>	Mill Housing, Polish Neighborhood
<i>Baldwin House</i>	at end of Baldwinville Road
<i>Country Mischeif</i>	Craft store in Templeton Village; brick dwelling built by Silas Stone
Transportation	
<i>Old Worcester-Keene Turnpike</i>	AKA Skunks Misery road
<i>Baldwinville Railroad Trestle</i>	in the village of Baldwinville
<i>Ware River Rail Trail</i>	runs from South end of town to Rte 2A
<i>Boston & Maine Railroad</i>	currently runs through town daily
<i>Bus Lines</i>	
<i>Hitching Posts</i>	on Templeton Common
<i>Horse Trough</i>	on East Templeton Common
<i>West Road</i>	Old stagecoach road. Condition is much the same as it used to be

Note: Highlighted landscapes have been designated "Priority Landscapes" by the town or directly correspond to a Priority Landscape

ATTACHMENT F

Templeton Center Common Historic Assets

Templeton Center Common Historic Assets



Legend

- ★ Exclusions
- ⬡ Wells
- ⬢ Templeton Common Historic District
- ⬢ Historic Assets*
- ⬢ Templeton Parcels
- ⬢ Community Boundaries

Roadways

- ⬢ US & State Routes
- ⬢ Other Roads

Zoning Districts:

- ⬢ Residential - Agricultural 1
- ⬢ Residential - Agricultural 2
- ⬢ Village District

* Historic Assets can be identified in depth on the table located in the Historical Assets Report.

DATA SOURCES: MassGIS, MHD and the MRPC.

DISCLAIMER: The information depicted on this map is for planning purposes only. All data are representational and are not adequate for boundary definition, regulatory interpretation, or parcel-based analysis.

PREPARED BY:
 Montachusett Regional Planning Commission
 GIS Department, December 2009
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Location	Historical Map #	Owner	Present Use	Historical Significance
Afrol and Baldwinville Roads 10 Baldwinville Road Joseph Upham Tavern Map Parcel ID 1-01-0005	1	Glenn and Gail Whittle	Residence	Built in 1770; Style: Georgian; building was used as a store in 1824; Between 1831-1837 it was used as a private high school. In 1855 it was a tavern. The building was also home to two physicians.
14 Baldwinville Road Map Parcel ID 1-01-0006	2	Timothy and Charlotte Dugan	Residence	Built in 1803 by Abijah Jones, a Templeton Minute Man who marched to Cambridge in Capt. Sparhawk's Regiment in response to the alarm of April 19, 1775. Style: Federal
20 Baldwinville Road Map Parcel ID 1-01-0007	3	Joseph and Francis Davini	Residence	Pre 1831; Style: Greek Revival; In 1831 house was owned by Fessenden; in 1855 owned by E. Hawkes.
28 Baldwinville Road Map Parcel ID 1-01-0010	4	Robin Henshaw	Residence	Pre 1855; building was used as meat market; also as post office in 1900 Owned by Kilner in 1855; Owned by J.W. Work in 1868. Style: Greek Revival;
35 Baldwinville Road Map Parcel ID 1-01-0011	5	Michael and Adrian Morgan	Residence	Pre 1855; Style: Greek Revival; in 1855 house owned by Sam Lee; 1868 - house was owned by G.P. Hawkes. A board in the attached shed has Hawkes' initials. Within the house can be found three rooms with wide-board floors, four original fireplaces, pegged beams, original woodwork around the doors and a wainscoted living room. The exterior walls are composed of two inch planks.
27 Baldwinville Road Map Parcel ID 1-01-0012	6	Michael Demers	Residence	Pre 1855; Style: Greek Revival; building was used as a parsonage; In 1855 house was owned by Reverend L. Sabitt.
33 Boynton Road Map Parcel ID 1-01-0014	7	Eloise Kenney	Residence	Pre 1855: House was built as parsonage for the First Parish Unitarian church. Rev. Edwin G. Adams came to town to assist Rev. Wellington eventually becoming the pastor. Adams remained pastor until his death in 1877, thirty years after his arrival in town. Style: Early Italianate.
29 Boynton Road Wright Tavern Map Parcel ID 1-01-0015	8	George Pushee	Residence	Built in 1763 by Joshua Wright on the Common. At that time the Common was a forest. House was moved to its present site before 1831. Used as a tavern. It is the second oldest house in town. Style: Georgian

<p>27 Boynton Road Boynton Public Library Map Parcel ID 1-01-0016</p>	<p>9</p>	<p>Town of Templeton</p>	<p>Library</p>	<p>Built in 1885. In 1868 David Whitcomb gave the town four thousand dollars in the name of his partner John Boynton, to establish a library on the upper floor of Artemus Lee's store on Templeton common. In 1885 Whitcomb gave the town an additional four thousand to construct the library at this location. Hosiash Lane was in charge of the construction, as the librarian and school principal. He met the appropriation with 27 centers leftover. The children's wing was added in 1968, designed by Riggs Associates of Worcester. Style: Vernacular-Queen Anne</p>
<p>17 Boynton Road The Parsonage Map Parcel ID 1-01-0017</p>	<p>10</p>	<p>First Church of Templeton</p>	<p>Parsonage</p>	<p>Built in 1845 by John Boynton who developed a tinware business in Templeton and later founded Worcester Tech. It was built just before his retirement in 1845 and he never occupied the building. On the second floor front of the building is a door that leads into vacancy. It is claimed that Boynton intended to build a veranda across the upper floor, however, when some suggested that he do just that, Boynton became so angered he refused to build the porch and the door remains. Boynton's partner, David Whitcomb owned the building for a while. It also became the parsonage of the Congregational Church was built next door in 1833, but has since been torn down. Later it became the parsonage of the Federated Church formed in 1939. Today it is the parsonage of the First Church of Templeton. Style: Green Revival - Six columns.</p>
<p>9 Boynton Road Map Parcel ID 1-01-0018</p>	<p>11</p>	<p>Rudolph Sundstrom</p>	<p>Residence</p>	<p>Pre 1831: House was owned by Upham in 1831. Stone in 1855, Lamb in 1868 and Baker in 1884. At the turn of the century the house was sold to George Bourn of Bourn and Hadley, father of the present owner.</p>
<p>3 Boynton Road Moses Winch House Map Parcel ID 1-01-0019</p>	<p>12</p>	<p>Steven and Pamela Skorko</p>	<p>Residence</p>	<p>Built in 1786 according to the Story of Templeton by John Lock. Purchased by Colonel Haselton in 1789. JW Stiles bought the house 15 years later who was the owner of the Brick Store next door. In 1831 the co-owner of the brick store, Ephraim Stone purchase the home. In 1876 William Stone and Charles Lord became the owners and changed the central chimney. Style: Georgian Plan</p>
<p>Dudley Road (1 Wellington Road) First Church of Templeton Map Parcel ID 1-01-0106</p>	<p>13</p>	<p>First Church of Templeton</p>	<p>Church</p>	<p>Built in 1811 by Jonathan Cutting of Templeton and Elias Carter of Brimfield. Carter was the son of a noted English Church architect. Today there are nine churches based on the design of Templeton's, one done by the same two men in Fitzwilliam, New Hampshire. In 1815 a bell was purchased for the spire from Paul Revere; it was the first of three. The present bell is the fifth, castle by Meneely of West Troy, New York in 1853. In 1867 a clock was added to the belfry. The spire was blown down in the hurricane of 1938 and restored in 1941. The chapel, kitchen, hall and library wing were added in 1872. In 1859 the church was remodeled by Boyden and Boli of Worcester. The church was remodeled again in 1897. The present church organ is an Austin installed in 1903. Style: Classic Georgian/Templetonian</p>

Gardner Road (1 Boynton Street) Brick Store Map Parcel ID 1-01-0020	14	Narragansett Historical Society	Museum	Built in 1810 by John W. Stiles. Hand made English eight inch bricks were used in construction. Building was used successfully as a store by Ephraim Stone, Rufus Wymen, Samuel Phelps, Percival Blodgett and Abel Dudley. In 1933 building was purchased by the Narragansett Historical Society and the interior was renovated for use as a museum. The architect for the renovation was Royal Barry Wilks of Boston who used the building's old timbers and wood in the reconstruction. Style: Georgian
Gardner Road (473 Patriots Road) Lisha French Tavern Map Parcel ID 1-01-0021	15	Roger and Norma Coutillard	Residence	Between 1820 – 1855 this was the Lisha French Tavern. Building has an ell which attaches to a barn where traveler's carriages were kept. In the top part of the ell were cots where travelers slept. Women slept in the house. J.W. Work bought the building in 1855 and Henry Smith purchased it in 1866 and rebuilt the barn. In 1868 Francis Twichell bought the house and in 1894 John Brooks purchased it and owned it for over fifty years. In 1869 Albert Bushnell built the small house near the sidewalk for a print shop. Style: Georgian.
Gardner Road (465 Patriots Road) Map Parcel ID 1-01-0022	16	Michael and Darlene Dickson	Residence	Circa 1884; Used as residence and doctors office. It was claimed that this house was built for Dr. JC Batocheider in order to attract him to Templeton. Style: Italianate
Gardner Road (448 Patriots Road) Map Parcel ID 1-01-0038	17	Robert Merriam	Residence	Pre: 1831 Style Greek Revival: 1831 map shows ownership by Waite and 1855 map shows ownership by J.M. Waite.
Gardner Road (454 Patriots Road) Map Parcel ID 1-01-0039	18	Charlie and Mary Perkins	Residence	Pre 1831: Style Greek Revival: 1831 map shows ownership by Upham while 1855 map show ownership by Henry Smith.
Gardner Road, Route 2A (458 Patriots Road) Map Parcel ID 1-01-0040	19	Paul and Alice Teittinen	Apartments	Pre 1831: Style Federal: 1831 Map shows ownership by John Boynton who owned the tin shop across the street and used this building as a boarding house for his workers.
7 Hubbardston Road Map Parcel ID 1-01-0046	20	Keith and Joyce Payne	Residence	Pre 1831: Style Greek Revival – Classic Cottage: 1831 map shows ownership by Townsley.
7 Hubbardston Road Map Parcel ID 1-01-0047	21	Mark and Robin Gartepy	Residence	Pre 1855: Was part of the tin shop next door, used in jappanning the tin.

<p>9 Hubbardston Road Grange Hall Map Parcel ID 1-01-0048</p>	<p>22</p>	<p>Narragansett Historical Society</p>	<p>Grange Hall</p>	<p>Built in 1825 by John Boynton as a tin shop and then joined by David Whitcomb in 1830. At the height of Boynton's business over twenty five tin carts left his shop to sell their wares in neighboring districts. The tin carts were crude one horse vehicles with their bodies painted a dull red and supported by straps instead of springs. Within the carts could be found tin utensils, such as kettles, pots, pans, dippers, cups and plates. Boynton after retiring from the tin shop went to live in Worcester. There he developed an idea for a school of technology. All of his life Boynton had desired the training that this type of school could provide and he felt that the future generations would appreciate the education it could offer. Boynton wanted to open the school in his home town of Templeton, but was advised by his minister, that the town as too small and that the school should be built in Worcester. In 1852, Boynton took his life savings of one hundred thousand dollars and with the help of a blacksmith, who had a large resource of mechanical equipment, they founded Worcester County Free Institute of Industrial Science, today known as Worcester Tech. Worcester Tech was one of the earliest schools of its kind in the United States, one of the first to emphasize the importance of laboratory methods, and the first to establish the workshop as an essential part of training in mechanical engineering. John Boynton's large white pillared home still remains standing in Templeton and is the parsonage for the First Church of Templeton. Next door to the house is the Boynton Public Library. The library was given in his memory by his partner in the tin business, David Whitcomb. Pre 1868: Style Greek Revival: This building replaced a blacksmith shop that stood on the property. The well for the shop is still in the yard. Building was owned by Mrs. Buckingham. Pre:1855: Style Greek Revival: Maps of Templeton show ownership by Mrs. Church. Pre: 1831: Style Federal Period - Cape: In 1831 building owned by Lyman, 1855 owned by A. Brown who later sold to Charles Roundy Roundy added the rear ell and barn.</p>
<p>13 Hubbardston Road Map Parcel ID 1-01-0050</p>	<p>23</p>	<p>John Brooks</p>	<p>Residence</p>	
<p>15 Hubbardston Road Map Parcel ID 1-01-0052</p>	<p>24</p>	<p>Michael Greene</p>	<p>Residence</p>	
<p>17 Hubbardston Road Map Parcel ID 1-01-0054</p>	<p>25</p>	<p>Linda and Ronald Savoie</p>	<p>Residence</p>	

<p>3 South Road Artemus Lee House Map Parcel ID 1-01-0084</p>	<p>26</p>	<p>Macom Realty Trust</p>	<p>Residences country store</p>	<p>Built in 1828 by Colonel Artemus Lee who erected this large house with its long ell and attached barn for the cost of \$11,000. He used the main part of the building as his residence and ran a store in the ell until 1870. The building was then bought by Percival Blodgett. The building remained in the Blodgett family until 1945 when it was purchased by Leonard Brooks. Mrs. Brooks sold the building in 1974.</p> <p>Artemus Lee showed a great interest in the affairs of the town. He was the commander of the local militia company for which he received the title of colonel. Lee also served on a committee which insured that the Vermont and Massachusetts Railroad, built in 1847, passed through Templeton. In the Common, across the street from his store. Lee had the soil analyzed. He wanted to determine what would be the most suitable trees for that location. As a result of the tests, he had the large ash trees planted which still grace the Common today. In 1832, Lee was elected to the State Legislature and served two consecutive terms in the House of Representatives. He was re-elected in the House in 1847 and again in 18612. Lee also served four years in the State Senate as a member from Worcester County. While at the State House Lee spent much of his energy on a committee that was responsible for reclaiming the Boston Public Gardens and the Back Bay.</p>
<p>17 Wellington Road Map Parcel ID 1-01-0103</p>	<p>27</p>	<p>Myles King</p>	<p>Residence</p>	<p>Built in 1897: Style "F" House, federal entrance. The 1831 map of Templeton shows that the house was owned by the builder, Jonas Cutting, and the 1868 map shows ownership by H.N. Cutting.</p>
<p>13 Wellington Road Map Parcel ID 1-01-0104</p>	<p>28</p>	<p>William Cluff</p>	<p>Residence Original Town Meeting House</p>	<p>Built in 1755, it was the town's original meeting house. For the next 30 year it was used as a Public Town House, when it was deconstructed some of its timbers were used to construct the building that now stands there.</p>
<p>9 Wellington Road Map Parcel ID 1-01-0105</p>	<p>29</p>	<p>Frederick and Ida Perkins</p>	<p>Residence</p>	<p>House was built by Cyrus Brown in 1807. Style: Federal; The 1831 map of Templeton shows ownership by Bigelow while the 1868 map shows ownership by D. Gilbert.</p>
<p>Rte 2A junction at South Wellington Roads</p>	<p>30</p>	<p>Town of Templeton</p>	<p>Town Common</p>	<p>Land for the common was laid out in 1754. At the same time land was provided for the Meeting House and Burying Ground. In 1759 Abner Newton was paid for clearing the Common near the Meeting House. In 1763 the Common was further cleared of trees. In 1861 votes were passed by the Town to purchase land to enlarge the northern part of the Common. The Common is in three parts: Robbin Common which is 1.3 acres, Whitcomb Common which is one acre, and Joneses Common bought in 1791 and is 67.5 rods.</p>

Dudley Road	31	Town of Templeton	WWI Monument	A life size bronze statue of a World War I American soldier on a four foot granite base. Dedication ceremony in 1921. Inscription: "Dedicated as a tribute of respect to the men from this town who served, and to the glorious memory to those who made the supreme sacrifice in the World War.: Includes twelve names of men from Templeton who die in World War I. Bronze plaque built into field stone. Inscription: "Templeton World War II". Includes 131 names of World War II veterans.
Baldwinville and Athol Roads	32	Town of Templeton	WWII Monument	
Baldwinville Road and 2A	33	Town of Templeton	Korean/Vietnam Wars Monument	Granite shaft with engraved eagle and flags at top front. Inscription: "Dedicated to all who served our country from Templeton" (front) - "Korea - Vietnam" back.

ATTACHMENT G

Information regarding Historic Properties Inventory
Forms

KnowHow #6

INFORMATION AND ASSISTANCE FROM THE MASSACHUSETTS HISTORICAL COMMISSION

Historic Properties Inventory Forms

1. What is an MHC inventory form?

Massachusetts Historical Commission inventory forms are the primary means for recording information on historic and archaeological resources in the Commonwealth. The forms are designed to record information on the location, appearance, and condition of these resources. They also allow the recording of information on the history of the resources, including their uses and the people and activities associated with them over time. Finally, inventory forms provide an evaluation of the significance of resources relative to similar properties and sites in a local or statewide context. Current photographs are attached to the forms, which also include a map showing the location of the resource.

2. Are there different types of inventory forms?

Yes. The MHC has developed standard inventory forms for ten categories of cultural resources: buildings, structures, objects, bridges, areas, parks and landscape features, burial grounds, streetscapes, historic archaeological sites, and prehistoric archaeological sites.

3. Who fills out MHC inventory forms?

Most inventory forms are completed by local historical commissions or by professional historic survey consultants working for local historical commissions. Inventory forms also are completed by municipal planning and community development offices and by local historic district commissions. Avocational and professional archaeologists complete inventory forms for historic and prehistoric archaeological sites. State and federal agencies complete inventory forms for historic properties under their ownership or properties that may be affected by their activities. Planners for both public and private projects subject to state or federal licensing, funding, or permitting may prepare inventory forms for historic properties potentially affected by the project. Historic preservation organizations, local historical societies, property owners, and other individuals and groups all regularly submit inventory forms for historic properties to the MHC.

4. Where are these inventory forms kept?

The Inventory of Historic and Archaeological Assets of the Commonwealth, also known as the statewide inventory, is a public record and therefore available for public use at the MHC office. Information on an estimated quarter-million historic properties is included in these files. The historic properties inventory forms are arranged by town and indexed by street address. In addition to the inventory forms, the statewide inventory files include information recorded on maps, in reports, and on computer database files.

Within local government, local historical commissions maintain a duplicate set of inventory forms, with original photographs, for their respective communities. Photocopies of local inventory forms often are available for public use at municipal libraries, offices, town halls, or other local repositories. Contact your local historical commission for more information on the location and availability of forms in your city or town. Remember that the MHC receives inventory information from many sources statewide, and may have forms and other materials not included in local files. Only forms on file with the MHC, however, are considered part of the Inventory of Historic and Archaeological Assets of the Commonwealth.

5. Can users search for specific information in the statewide inventory?

Yes. The MHC has developed a computer database, the Massachusetts Cultural Resource Information System (MACRIS), that has significantly improved a user's ability to locate information in MHC's inventory files. MHC staff is able to search the historic properties database for a wide variety of attributes or combination of attributes, including (to name just a few) historic name, date of construction, architect's name, architectural style, historic use, or building material. Researchers can then use the resulting database reports to locate more detailed information on the inventory forms.

(over)

KnowHow #6

6. In what other ways are inventory forms used and who uses them?

Inventory forms are the foundation of municipal historic preservation efforts, and local historical commissions should keep other local government boards and officials aware of the availability of the inventory as a planning tool. Local inventories support the establishment of specific historic preservation tools, such as local historic districts and demolition review measures, and aid in their administration. Information from inventory forms finds its way into local classrooms, walking tours, historic marker programs, local comprehensive plans, and publications. Through their use, inventory forms help to raise public appreciation for and understanding of historic properties and sites.

Inventory forms also are the fundamental research and planning document supporting the MHC's efforts to evaluate and protect cultural resources. At the MHC, project planners and MHC staff consult the inventory files to determine whether historic resources are present in a project area and, if so, to assess the potential impacts of projects on historic resources. MHC staff also uses the inventory to determine whether historic properties are eligible for listing in the National Register of Historic Places; information from the inventory can be the basis for preparing a National Register nomination. Historians, students, property owners, realtors, and journalists are among the users who consult inventory forms regularly at the MHC. Location scouts even use the inventory to find possible settings for film and television shoots!

7. Does completing an inventory form place a property in the State or National Registers of Historic Places?

No. The inventory form is simply a record of information on a historic property. It does not give a property any official historic designation. Properties are listed in the State Register of Historic Places only when they have received one of several historic designations established under local, state, or federal law. A list of these designations is available from the MHC. Properties are listed in the National Register of Historic Places through a multiple step nomination process

administered by the MHC and the National Park Service. For further information, see MHC's *Know How #3: What You Need to Know About Listing in the National Register*.

8. Does inclusion in the statewide inventory place any restrictions on a property or its use?

No. However, inventory forms may be used to implement various locally adopted historic preservation mechanisms. Local demolition review, site plan and design review, and zoning overlays may cite the local inventory as a basis for identifying properties that are subject to the provisions of the ordinance or bylaw.

9. Where can I get inventory forms or help in preparing an inventory form?

First contact your local historical commission or the MHC to determine whether an inventory form has already been completed for the property in question. If not, ask your local historical commission for assistance in completing a form. Detailed instructions for completing all inventory forms are included in MHC's *Historic Properties Survey Manual*, on file with your local historical commission, and also available from the State Bookstore (617) 727-2834. Blank inventory forms and instructions for completing specific forms are available from the MHC.

Know How #6 has been financed in part with Federal funds from the National Park Service, U. S. Department of the Interior. However, the contents and opinions do not necessarily reflect the views or policies of the Department of the Interior.

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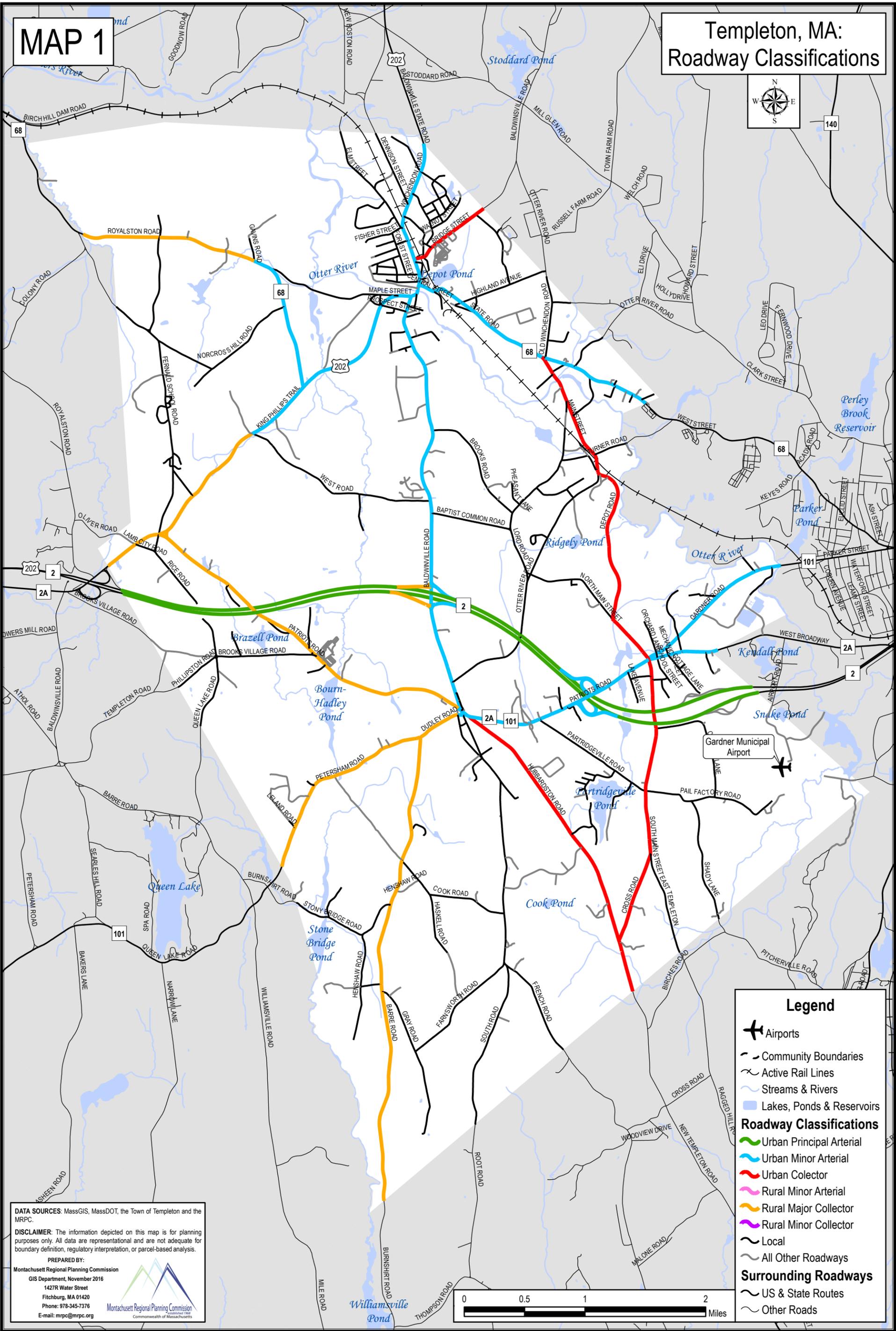
William Francis Galvin
Secretary of the Commonwealth
Chairman, Massachusetts Historical Commission
Massachusetts Archives Building, 220 Morrissey Boulevard, Boston, MA 02125
Phone: (617) 727-8470 Fax: (617) 727-5128
Website: www.sec.state.ma.us/mhc

ATTACHMENT H

Roadway Classifications Map

MAP 1

Templeton, MA: Roadway Classifications



DATA SOURCES: MassGIS, MassDOT, the Town of Templeton and the MRPC.

DISCLAIMER: The information depicted on this map is for planning purposes only. All data are representational and are not adequate for boundary definition, regulatory interpretation, or parcel-based analysis.

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Legend

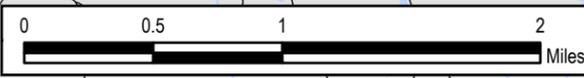
- Airports
- Community Boundaries
- Active Rail Lines
- Streams & Rivers
- Lakes, Ponds & Reservoirs

Roadway Classifications

- Urban Principal Arterial
- Urban Minor Arterial
- Urban Collector
- Rural Minor Arterial
- Rural Major Collector
- Rural Minor Collector
- Local
- All Other Roadways

Surrounding Roadways

- US & State Routes
- Other Roads

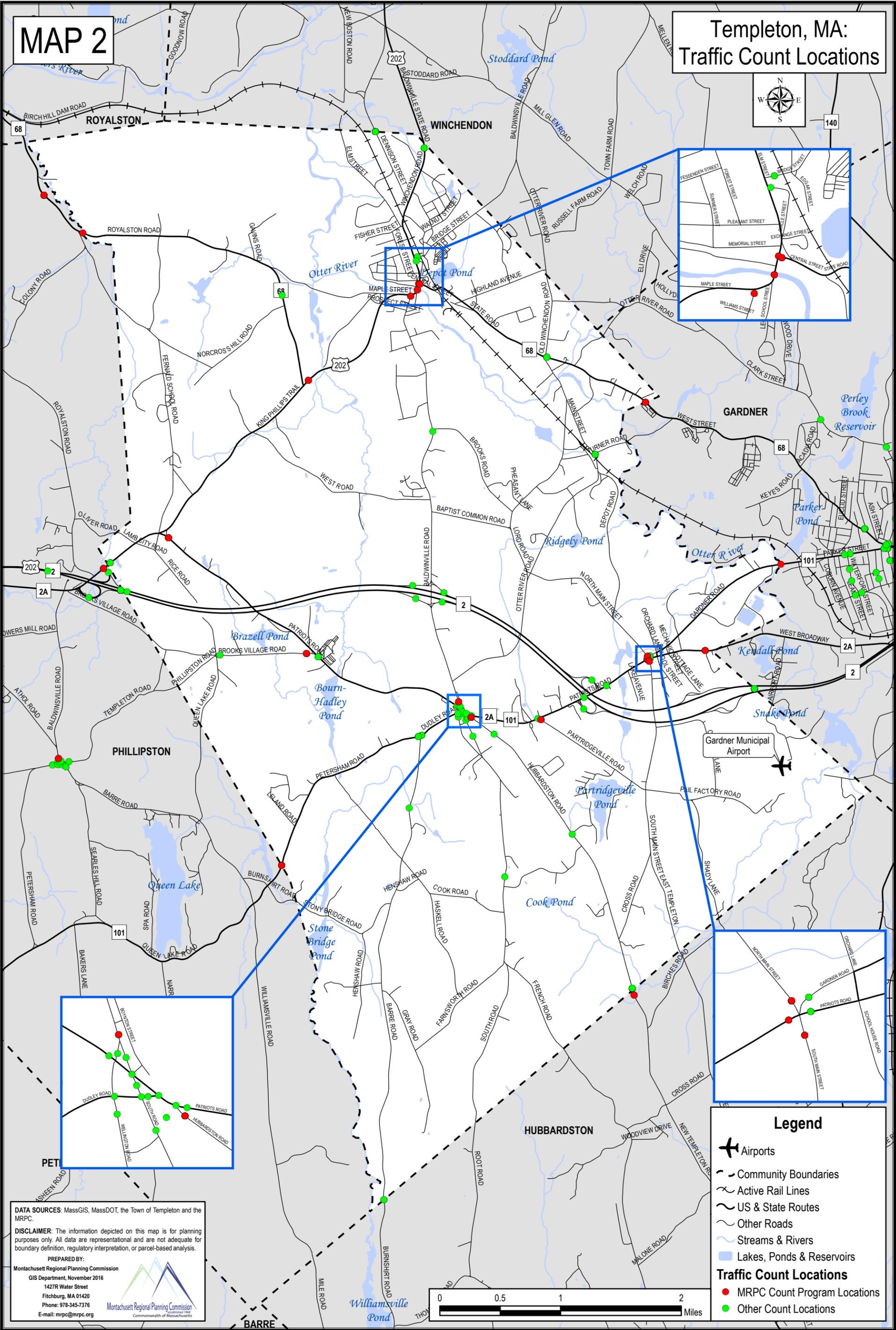


ATTACHMENT I

Traffic Count Locations Map

MAP 2

Templeton, MA: Traffic Count Locations

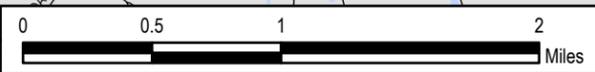


Legend

- Airports
- Community Boundaries
- Active Rail Lines
- US & State Routes
- Other Roads
- Streams & Rivers
- Lakes, Ponds & Reservoirs

Traffic Count Locations

- MRPC Count Program Locations
- Other Count Locations



DATA SOURCES: MassGIS, MassDOT, the Town of Templeton and the MRPC.

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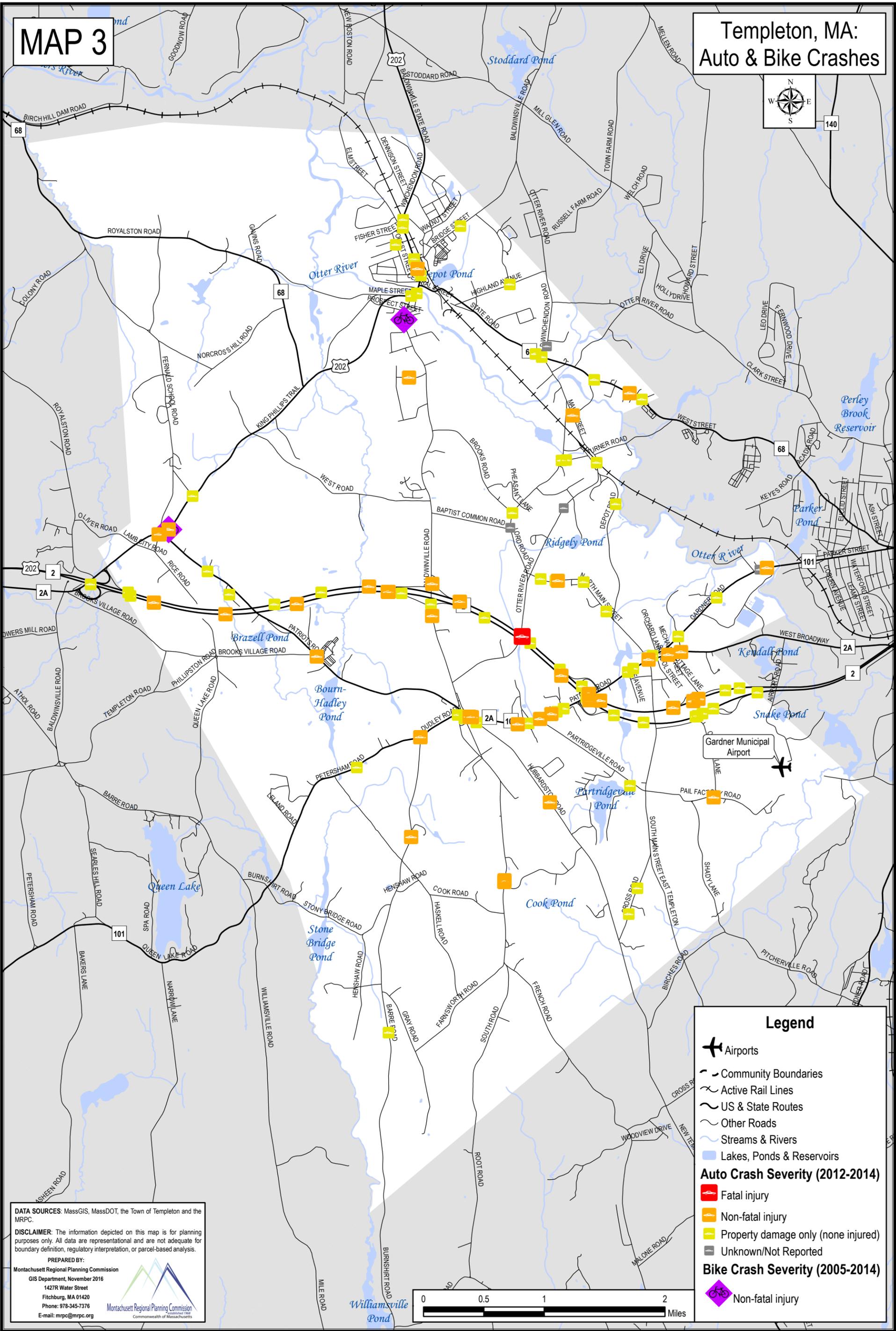
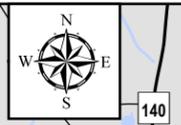
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ATTACHMENT J

Auto & Bike Crashes Map

MAP 3

Templeton, MA: Auto & Bike Crashes



Legend

- Airports
- Community Boundaries
- Active Rail Lines
- US & State Routes
- Other Roads
- Streams & Rivers
- Lakes, Ponds & Reservoirs

Auto Crash Severity (2012-2014)

- Fatal injury
- Non-fatal injury
- Property damage only (none injured)
- Unknown/Not Reported

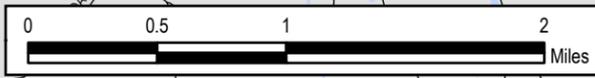
Bike Crash Severity (2005-2014)

- Non-fatal injury

DATA SOURCES: MassGIS, MassDOT, the Town of Templeton and the MRPC.

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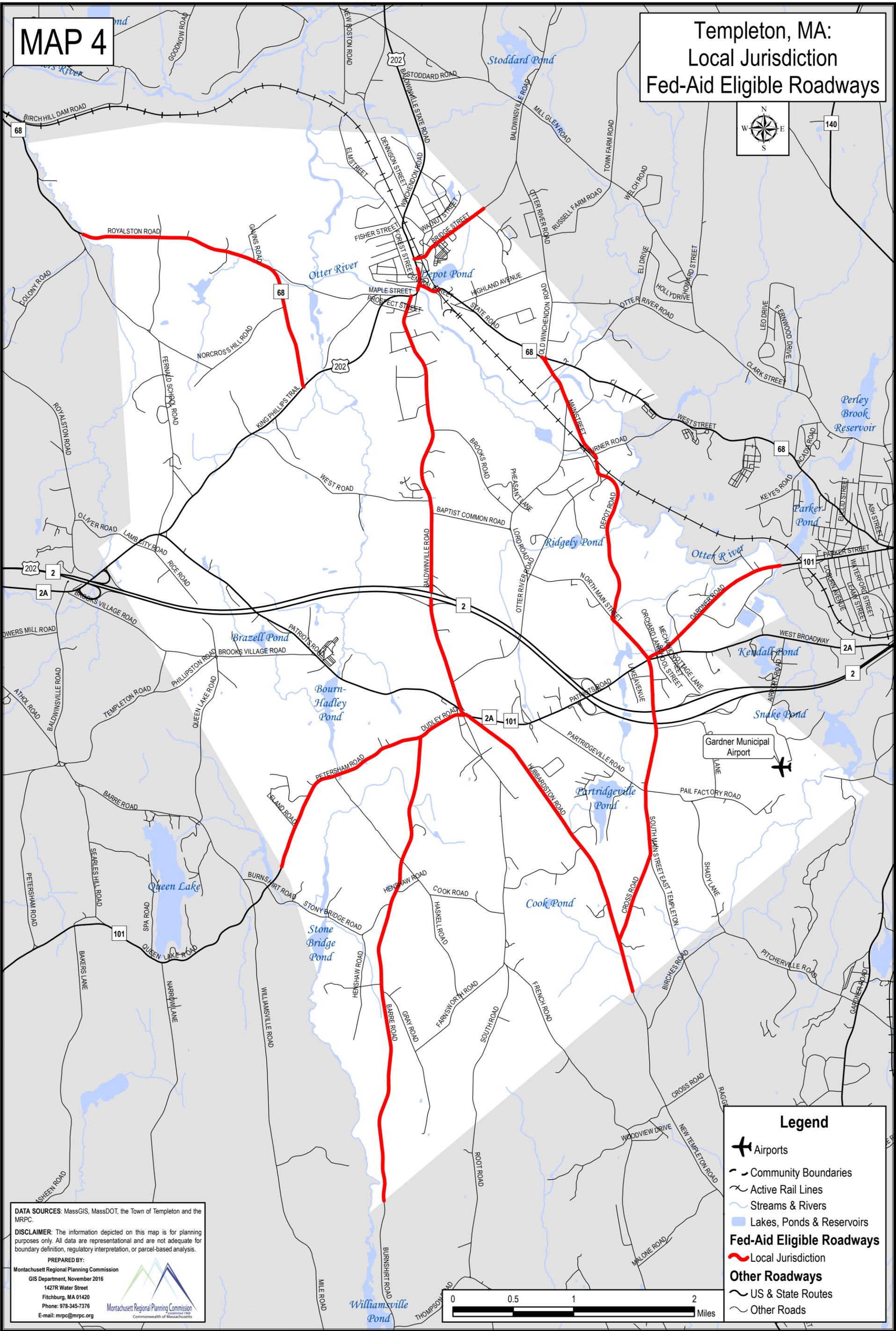
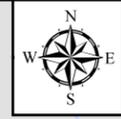


ATTACHMENT K

Local Jurisdiction Fed-Aid Eligible Roadways Map

MAP 4

Templeton, MA: Local Jurisdiction Fed-Aid Eligible Roadways



Legend

- Airports
- Community Boundaries
- Active Rail Lines
- Streams & Rivers
- Lakes, Ponds & Reservoirs
- Fed-Aid Eligible Roadways**
- Local Jurisdiction
- Other Roadways**
- US & State Routes
- Other Roads



DATA SOURCES: MassGIS, MassDOT, the Town of Templeton and the MRPC.

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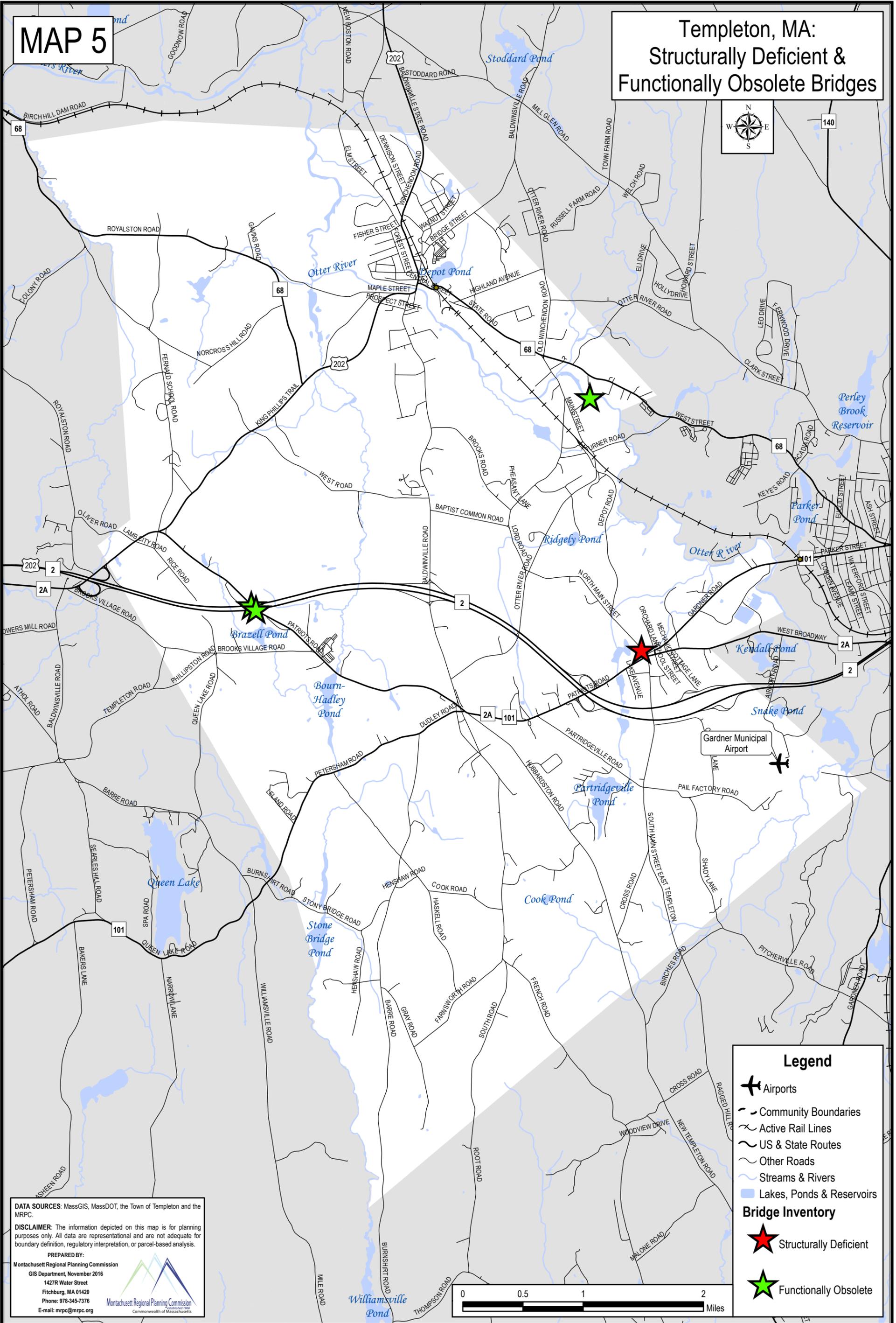
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ATTACHMENT L

Structurally Deficient and Functionally Obsolete Bridges Map

MAP 5

Templeton, MA: Structurally Deficient & Functionally Obsolete Bridges

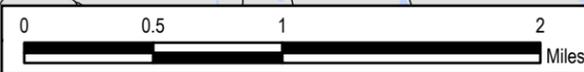


Legend

- Airports
- Community Boundaries
- Active Rail Lines
- US & State Routes
- Other Roads
- Streams & Rivers
- Lakes, Ponds & Reservoirs

Bridge Inventory

- Structurally Deficient
- Functionally Obsolete



DATA SOURCES: MassGIS, MassDOT, the Town of Templeton and the MRPC.

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