

NATURAL, CULTURAL, AND HISTORIC RESOURCES

NATURAL RESOURCES INVENTORY

AREAS OF CONCERN

Sensitive environmental features are an important component of any master planning process. Whether obvious or not, impacts to sensitive environmental resources often have significant adverse ramifications.

For example, it may seem that building on steep slopes is only the problem of the builder and/or homeowner in terms of excessive costs to ensure a stable structure. However, disturbing steep slopes can have far-reaching impacts on water resources. If proper erosion control measures are not implemented, sedimentation which increases when soils on steep slopes are disturbed can adversely impact water resources in the vicinity of the site. Excessive sedimentation of water resources not only causes problems for aquatic life, but also impacts human use of these resources. Sedimentation can adversely impact aquatic

habitats by choking out sunlight and/or oxygen, or transporting excessive nutrient loads to the system. In this manner, sedimentation can also adversely impact residents by damaging a community water supply or a significant fishery resource, or requiring additional costs for maintenance of the city’s drainage system.

Environmental contamination is another important planning consideration. A number of confirmed and suspected inactive hazardous waste sites have been identified in the city. Such information should be referenced when considering a specific development project or plan proposal. Of course, due diligence must be incorporated into all development proposals as required by state law, and to decrease the potential of encountering unknown wastes.

The above explanation just begins to touch on the significance of these issues. Other important environmental considerations include wetlands, streams, geology, soils and significant wildlife habitats. See also the maps “Agricultural Land” and “Fitchburg Parks,” as well as the Land Use element of this document.

WATER RESOURCES

The City of Fitchburg is dotted by reservoirs, lakes and ponds. A major river and many tributary streams traverse its landscape. Many of the city's scenic waterways represent public water supplies in holding. The presence of the Nashua River has had enormous impact on the economic and cultural evolution of the city. Fitchburg's architectural landmarks, high concentration of development, and heavily populated areas are centered around this prominent and notable resource.

The City of Fitchburg's potable water supply is derived from ten reservoirs. Five of these reservoirs are within the city limits.

Detailed information about the city's reservoirs and water supply can be found in the Capital Facilities and Services element of this document.



Historic features line the banks of the Nashua.

currently in operation, although they are still owned by the City, and could be brought on line if necessary.

<u>Reservoir</u>	<u>Acreage</u>
Overlook*.....	13.69
Scott*.....	35.07
Falulah*.....	3.00
Meetinghouse.....	152.70
Wachusett.....	134.00
Ashby.....	153.36
Lovell*.....	39.00
Mare Meadow.....	300.00
Bickford.....	70.00
Shattuck*.....	0.05
Marshall*.....	0.63
Willard Compensating.....	40.80

* Reservoirs within city limits

Much of Fitchburg falls within drinking watershed areas. A network of streams, brooks, and ponds drapes across the entire city. Many of the city's ponds are man-made.

<u>Waterway</u>	<u>Source</u>	<u>Length</u>
Flag Brook	Westminster	3.0 miles
Whitman River	Lake Wampanoag	8.1 miles
Phillip's Brook	Ashburnham	7.5 miles
Wyman Brook	Wyman Pond	2 miles
Scott Brook	Brown's Hill	5 miles
Falulah/Baker Brook	Ashby	8.6 miles
Nashua River, North Branch	Confluence of Flagg Brook & Whitman River, West Fitchburg	18.6 miles

The Marshall and Willard Compensating Reservoirs are not

<u>Pond</u>	<u>Location</u>	<u>Area</u>
Sawmill Pond	Westminster/Fitchburg line	75 acres
Snow's Mill Pond	Westminster/Fitchburg line	40 acres
Mirror Lake	Coggs Hall Park	10 acres
Baker Pond	Primarily Leominster with a corner in Fitchburg	25 acres
Saima Pond	Northeast Fitchburg	1 acre
Green's Pond	Northeast Fitchburg	18 acres
Putnam Pond	Northeast Fitchburg	5 acres
Coolidge Pond	Northeast Fitchburg	.5 acres
McTaggart's Pond	West Fitchburg	8 acre

WETLANDS

An issue of considerable importance to the City of Fitchburg is the protection of its wetlands. Fitchburg is almost entirely reliant on its surface water holdings to provide drinking water for its citizens. The majority of the city gets its water from four reservoirs. Therefore, responsible stewardship of Fitchburg's water resources will be essential for the long-term success of the

city. The city's water quality system and waste treatment plants are described in the Capital Facilities and Services element of this document. While assets such as these are essential for the maintenance of clean water, the best method of protecting this interest is to preserve the natural features which treat water as part of their biological processes. Wetlands and vegetated buffers around ponds and rivers filter out impurities and sediments. Trees absorb rainwater, preventing erosion and alleviating pressure on the city's overburdened drainage system. Millions of dollars a year would have to be spent to replicate these benefits through mechanical means.

Wetlands serve a variety of functions, including providing a habitat for many wildlife species and plants, playing an important role in storm water management and flood control, filtering pollutants, recharging groundwater, and offering open space and passive recreational opportunities. The national wetlands policy is "no net loss." This is critical since we have already destroyed so many of our nations' wetlands. The functions of our remaining wetlands have become increasingly valuable due to this decline.

The City of Fitchburg protects a number of wetlands throughout the city under the auspices of the Fitchburg Conservation Commission, which is charged with implementing and enforcing the Wetlands Protection Act. According to this law, a permit called an Order of Conditions must be acquired before any

protected resource area can be altered.

The city's policy is to preserve, protect and conserve freshwater wetlands. To this end, planning staff have developed an inventory on the Geographic Information System showing the location of wetlands greater than a quarter acre in size. Delineation is based on vegetation, soils, and hydrology. Information on these wetlands is available at the Conservation Commission office in City Hall.

Work in or near wetlands is currently regulated by the U.S. Army Corps of Engineers and the City of Fitchburg. The Corps, the U.S. Fish and Wildlife Service, the USDA Soil Conservation Service, and the U.S. Environmental Protection Agency are all involved with the Corps' regulatory process, which requires a permit for placement of dredge or fill materials in any "water of the United States," including wetlands.

The Nashua River Watershed Association, using data from the U.S. Fish and Wildlife Service, has prepared a National Wetland Inventory (NWI) map for the City of Fitchburg. The parameters the federal agencies utilize to delineate wetlands are similar to those used by the Commonwealth of Massachusetts, and include hydric soils, wetland vegetation, and specific hydrologic conditions.

It is very important that the city continues to address the wetlands issue, so that development does not destroy the remaining wetland resources. A Wetlands Protection Ordinance, including erosion and sedimentation control, is currently being developed to address this concern. The city must continue to ensure that all existing regulations, including local, state and federal, are adhered to. It might also be appropriate to consider adding a buffer zone to the city's wetlands protection ordinance, particularly since the Army Corps' regulations do not include a buffer zone. The development of a buffer zone is an important technique for providing additional protection, as these sensitive environmental resources can be significantly impacted by nearby activity. The following project tasks were recommended under the Watershed Protection Study of 1983:

1. Establishment of a water resource committee
2. Development of an inter-municipal agreement for the protection of resource areas in the form of a memorandum of understanding
3. Delineation of the watershed, FEMA Zone A and 15% slopes
4. Identification of land ownership and parcel boundaries within the watershed
5. Identification of potential water quality hazards
6. Development of a critical land acquisition list

7. Identification of groundwater resources
8. Soils
9. Topography- Diverse landscapes
10. Significant wildlife habitat areas
11. Scenic vistas
 - a. Scenic landscapes
 - b. Scenic corridors
 - c. Scenic viewpoints

A second Watershed Protection Study was performed in 1993. As part of this study, items 3, 4, 6, 8, and 9 were carried out.

In addition to the concerns mentioned above, Fitchburg's natural and historic resources also present the opportunity for economic development. Sites such as the Nashua River or the city's historic farms present the opportunity to increase tourism and draw visitors. A riverwalk has been proposed along the Nashua, highlighting the river and the historic features, such as arched granite bridges, which line its banks. The ability of Fitchburg to take advantage of these opportunities depends upon its commitment to preserve and invest in its assets. See the Land Use and Open Space element of this document for further discussion of wetlands issues.

SURFACE WATER RESOURCES

Water resources serve a variety of important functions in a community. They serve as drinking water sources, and provide water for industries and other businesses. Water courses and water bodies provide various recreational opportunities, including fishing, swimming, boating and passive recreational opportunities. Streams also provide habitats not only for aquatic species, but many species that live primarily on the land and many birds.

Storm water management is an important planning consideration. Storm water management involves the design and implementation of drainage systems to prevent flooding and the degradation of water resources from surface water runoff. The city must ensure that all development projects adhere to the Commonwealth's storm water management regulations.

Stream corridors in the city are currently protected from disturbance through the Wetlands Protection Act. The Rivers Protection Act, an amendment to the Massachusetts Wetlands Protection Act, places heightened restrictions on development within 200 feet of a perennial stream or brook. The purpose of this law is to promote the development of naturally vegetated riparian zones around rivers. Fitchburg's historic mill sites, those built prior to 1946, are exempt from this act, but are still subject to the Wetlands Protection Act.

Development in floodplains and floodways is regulated by the National Flood Insurance Program, the City of Fitchburg's Zoning By-Law, and the Wetlands Protection Act. The 100 year floodplain is defined as the area which is flooded by the largest storm which could be statistically predicted for a 100 year period.

The Wetlands Protection Act defines the 100 year floodplain as a protected resource area. The Federal Emergency Management Agency has designated flood hazard areas along the Nashua River and its tributaries. The importance of respecting floodways and floodplains is very important in terms of planning and development. Ignoring such constraints can have serious ramifications relating to property damage and the safety of residents.

The city may wish to consider additional protective measures for water resources. Careless disturbance can have significant impacts downstream, particularly in terms of fisheries resources, flooding and water quality. Protection of stream corridors can provide additional water quality and floodplain protection, and at the same time open up significant passive recreational opportunities.

GEOLOGY AND SOILS

Soils and geology are important planning considerations,

particularly in terms of alternative land uses. When thinking about new development and where that development should occur, it is very important to take soils into consideration. Soils and geology can also have a direct impact on construction techniques.

The role of the master plan is not to specifically address these issues but to point out overall problems that the city is likely to encounter and to provide some direction on a policy level. Today, technology can overcome many of these limitations. It is, however, important for the city to ensure that these resources are not abused, overused, or contaminated.

The geology of the City of Fitchburg today is a result of millions of years of geologic action, including repeated rising and falling of huge water bodies and land masses and the Ice Age. About 10,000 years ago, glaciers obstructed by certain land features were diverted into existing lowlands, making them even wider and deeper. At the same time, the ice was depositing sediments. Glacial activity has significantly impacted development trends throughout much of Massachusetts.

General soil associations have been identified by the Worcester County Soil Survey. Portions of the city include soil associations dominated by soils formed in gravelly or sandy glacial water

deposits. These deep soils range from excessively drained to somewhat poorly drained. The majority of the city is dominated by glacial tills.

The above soil associations should generally not present significant limitations to development. Of course the erosive potential of these soils must be considered, particularly on steeper slopes and for septic systems, adequate infiltration and treatment must be provided by the soil. The city must ensure that appropriate mitigation measures are implemented during development, so that water resources are not adversely impacted.

FARMLAND

Agriculture has played an important role in the history of New England towns and cities. Farmland is a valuable natural resource that is virtually unreplaceable. The city must consider all potential means for protecting its remaining 1500 acres of farmland. The city must develop special regulations in its zoning ordinance to address the protection of farmland. Nonetheless, additional protection measures may be necessary to ensure that these valuable resources do not disappear. (See also the soils section above and the Land Use element.)

Agriculture is a viable industry throughout New England. The working landscape is also valuable as an open space resource. Farmland itself must not only be protected, but measures that

minimize conflicts between land uses should also be considered.

The preservation of farmland and agricultural development are important issues in this planning effort - and for Worcester County and the State of Massachusetts. Scattered low density development is not always the most appropriate solution, although in many situations it is. Alternative development patterns that decrease conflicts but also allow residential uses in a rural setting should be considered.

High land values currently prohibit many farmers from purchasing land, and the future availability of leased land is uncertain. Innovative planning techniques, such as Transfer and Purchase of Development Rights, incentive zoning and conservation easements should be considered. Such techniques can be utilized to promote development away from prime farmland to areas more suited for higher density development, or to just retain farmland for agricultural uses.

CULTURAL AND HISTORIC INVENTORY

Cultural and historic resources are sometimes seen as peripheral to the “real” issues facing a city, especially when there are a number of immediate problems to deal

with. However, the proper appreciation of these assets is vital to the long term success of a community. Fitchburg is rich in character-defining cultural and historic features, much to its benefit. Respecting and utilizing the resources available in Fitchburg is essential to the city's development, and greatly increases the quality of life of its residents. An awareness of this history strengthens residents' connection to their families, neighborhoods, and city. Items, places, and institutions from earlier times remain in use or available in Fitchburg, producing

opportunities for tourism and the attraction of new businesses and residents to the city.

In 1997, the Office of the Planning Coordinator commissioned Timelines, Inc. to produce an update of the city's 1978 Historic Preservation Plan. This plan was designed to conform to the Secretary of the Interior's Standards for Preservation Planning, and to the Massachusetts State Historic Preservation Plan. The plan was developed with two parts. The first is an inventory of thousands of properties in Fitchburg, and a list of historically significant locations. The second is a thematic framework for managing the historical, archaeological and traditional resources of Fitchburg.

Three philosophical statements were emphasized throughout the production of this plan. The first is that growth and development

are important to any community and need not conflict with caring for the community's heritage. The second is that the management and wise use of a community's heritage contributes significantly to its self-esteem and fosters economic development. The third is the use of, or slight modification to, existing management practices to meet the goals and objectives. "A Comprehensive Historic Preservation Plan for the City of Fitchburg, Massachusetts" is available for inspection at the Office of the Planning Coordinator.

The success of city's festivals exemplify the role of history and culture in Fitchburg life. The city's churches sponsor popular events which bring residents together. The Longsjø Race combines a world-class sporting event with a public celebration. The Civic Days festival around the 4th of July is an historical/cultural event which has become a hallmark of Fitchburg life. These festivals draw people from throughout the region to Fitchburg. Newer events, such as the Autumn Airfest at Fitchburg Municipal Airport, have proven successful at attracting both Fitchburg residents and visitors. As a negative perception has been identified as one of the greatest challenges facing the city, the success of these events presents the opportunity for Fitchburg to "put its best foot forward" to the public at large.

CULTURAL DIRECTORY

Fitchburg Art Museum: Elm Street. Fitchburg Art Museum is recognized as one of the best art museums in central Massachusetts. The art museum plays a role in bringing together Fitchburg's cultural past and present. Over the years, it has expanded tremendously, with exhibits and programs reflecting its diverse interests.

Farmer's Market: Valley West Plaza, River Street *and* Renaissance Park, Main Street. The farmers market is open to the public during the summer months. A variety of local produce is available. Fitchburg's agricultural roots, once predominated by the Finnish population, are still evident with the presence of the farmers market.

Stratton Playhouse: Wallace Avenue. Home of the second oldest amateur theater company in the United States, the Stratton Playhouse's intimate charm enhances the productions staged there.

George R. Wallace Civic Center: John Fitch Highway. The Wallace center is a quasi-public institution, hosting a variety of events. The center is both economically and culturally important for Fitchburg. Lack of funding for the center has been a source

of some difficulty over the years. Various funding tools are being developed for the Civic Center, and the state legislature recently passed a bill to fund improvements in civic centers throughout the state, including Fitchburg.

Wallace Library: Main Street. The library is both a storehouse of information and a meeting place for groups of people in the city. There are many volunteers participating at the library. The library has one of the best youth facilities in the state. Growth has been steady.

Many of Fitchburg's notable buildings were designed by renowned architect Henry M. Francis.

Fitchburg State College: North Street/Pearl Street Area. Fitchburg State is well known for its education and nursing programs. It is an expanding facility which has seen a great deal of growth recently on the strength of its state-of-the-art communication program. The library facilities are notable among state colleges. Recently, it has increased its outreach to the community, with a program offering free classes to neighborhood residents planned in conjunction with the North Street/College Neighborhood Project.

Alice G. Wallace Planetarium: John Fitch Highway. Part of the Wallace Civic Center complex, the planetarium is used by visitors and students from Fitchburg State College.

The City's Churches: Fitchburg has thirty-one churches located



throughout the City they are all listed in Appendix: CHURCH.

Fitchburg Theater: Upper Main Street. The theater was established for vaudeville productions, musicals and concerts. The city has commissioned a study of potential redevelopment of the theater.

ARCHITECTURAL & ARCHAEOLOGICAL DIRECTORY

Old Mills: Throughout the city, mostly on or near the Nashua. Many of the old paper mills in the city still are occupied by businesses. Many display unique architectural features not used in modern construction. Fitchburg's mills have drawn many diverse groups to the city, and have had a major impact on its economic and cultural development.

Historic Farms: Northern Fitchburg. Fitchburg boasts two farms which are protected under the Massachusetts Agricultural Preservation Restriction (APR) program; the Marshall Farm on Marshall Road (99 acres) and the Hertle Farm on Ashburnham Hill Road (207 Acres).

Cemeteries: Forest Hill - Mt. Elam Road (1840s); Laurel Hill - Laurel Street, Rollstone Street (1792): First Cemetery - South Street (dates from Revolutionary War); West Street (early 1800s); Dean Hill - Caswell Street (early 1800s); Greek Orthodox - Next to Greek Orthodox Church on Main Street; Jewish Cemetery - Rollstone Street, Near Forest Hill; St. Bernard's - St. Bernard's Street; St. Joseph's - Clarendon Street. Many of Fitchburg's founding fathers and noted industrialists are buried in these cemeteries.

'The Rapids': Prichard Street to Mt. Globe Street to Mt. Vernon Street. A footpath which provided the fastest walking route through the city. The 'Rapids' are fondly recalled by many Fitchburg residents of past and present. The paths served the community both efficiently and effectively during the period when public transportation was not as prevalent as today.

The Rollstone Boulder: Main Street, Upper Common. Formerly located atop Rollstone Hill, the Boulder was a landmark even before the English arrived in Massachusetts, and was moved to its present location when it was threatened by quarrying activities in 1929.

Steam Baths: Elm Street. The steam baths originated with the city's Finnish community. They were popular throughout Fitchburg's population.

Granite Stone Walls: Distributed throughout the city as berms, foundations, etc. The majority of the stone was mined from Rollstone Hill. The walls serve to enhance the rustic quality of much of Fitchburg. Evidence of master craftsmanship is visible in some of these walls.

Archaeological Sites: Scattered Throughout the City. One archaeological site in Fitchburg is registered with the Massachusetts Historic Commission, on the city's southern border at the headwaters of Monoosnoc Brook. In addition there

are many sites that are within 100' feet of water on relatively flat land, which were identified in the city's Historic Preservation Plan as having high archaeological potential.

ASSOCIATION DIRECTORY

Fitchburg Historical Society: Grove Street. The historic society, located in a building designed by Henry M. Francis, is committed to preserving Fitchburg's past and educating its citizens about their history.

Fay Club: Main Street. A business organization that helped to bring Fitchburg's business leaders together, the Fay Club was a networking tool for businesses.

Saima Park and Saima Society: Richardson Road. Saima Park was a meeting place for Finnish families. It is noteworthy that by 1910 Fitchburg had the largest Finnish population in America. The club began as a social club and helped to bring together families in the community. At this writing there is a lack of younger members in the society.

Fitchburg Access Television: South Street School. A committed program drawing talent from both Fitchburg State College and the city's residents, FATV has provided a forum for the people of Fitchburg.

EVENTS DIRECTORY

Longsjo Classic Bicycle Race: Main Street to Boulder Drive, Route 31 to Mount Wachusett. Begun by the city's Finnish population, the tradition of the annual bicycle race has become an event for all inhabitants of the city. The event was created to honor Fitchburg native Arthur Longsjö, the only athlete ever to compete in both the Summer and Winter Olympics in the same year (1956). Despite international recognition, the availability of funds has been a threat to the existence of the race.

Civic Days: Main Street, Coolidge Park. The Civic Day celebration of the Fourth of July is popular among the people of Fitchburg, and draws visitors from throughout the region.

Reipas Games: Saima Park. Sponsored by the Reipas Athletic Club. As part of the Finnish summer festival, the games are held annually in July. A competitive track and field meet, it is threatened by a lack of participants in the events.

Autumn Airfest: Fitchburg Municipal Airport. In its first year, 1996, the Airfest drew 30,000 people with rides, vintage aircraft, and carnival events. Sponsored by the Fitchburg Airport Commission, the festival generates revenues that are used for improvements at the Airport.

**NATURAL, CULTURAL, AND HISTORIC RESOURCE
GOALS AND OBJECTIVES**

Protect and enhance land, water, and wetlands resources

- Establish methods to protect watershed areas.
- Acquire watershed lands to protect the city's drinking water.
- Identify and implement ways the City can decrease pollution of water resources.
- Monitor floodplain development to protect water quality and decrease the risk of flooding.
- Work to protect water resources at the regional level.
- Maintain undisturbed areas to protect wildlife habitat.
- Rehabilitate polluted sites.
- Improve the enforcement of state laws and local ordinances relating to environmental protection.

- Maintain up-to-date information about Fitchburg's natural resources to assist in resource management.

Sustain Fitchburg's tradition as a multicultural center of diversity.

- Revitalize long time residents' - and increase newcomers' - sense of cultural connection with their daily environment.
- Support and market festivals to residents and potential visitors.
- Encourage economic development which is respectful towards, and recognizes the potential of, the diverse cultures which exist in Fitchburg.

Identify and achieve new central roles that the Nashua River can play in Fitchburg's future.

- Make the river's bank and immediate surroundings more beautiful, and create places where people can see the river and its surroundings.
- Develop access points along the river, and ways to walk or cycle along it.
- Incorporate the river into plans for the reuse of the mills

along its banks, and incorporate the mills into plans for the use of the river.

- Explore and pursue new roles the river might play in Fitchburg's economic vitality, including generation of electrical power, site of fisheries/hatcheries, and, especially, a draw for tourism.

Encourage the rehabilitation and reuse of the physical structures that reflect Fitchburg's past, including mills, school buildings, railroad overpasses, granite walls, and other architectural resources.

Preserve and enhance aspects of Fitchburg's heritage that will contribute to the vision of the city's future.

- Utilize the historic and architectural heritage of Fitchburg as a tool for economic development and the revitalization of the city's historic neighborhoods.
- Encourage the reuse of the city's historic mill complexes.
- Enhance the historic preservation structure in the City of Fitchburg in order to facilitate regular consideration of historic preservation in planning and public policy.

- Use interpretation and awareness of Fitchburg’s historical and cultural assets as tools to manage the resources of Fitchburg for its people and the region.

**NATURAL, CULTURAL & HISTORIC
RECOMMENDATIONS**

NATURAL RESOURCE RECOMMENDATIONS

Responsible stewardship of Fitchburg’s natural resources will be essential for the long-term success of the city. As Fitchburg relies upon surface water to provide its drinking water supplies, protection of its water resources must be a priority. While assets such as these are essential for the maintenance of clean water, the best method of protecting this interest is to preserve the natural features which treat water as part of their biological processes. Wetlands and vegetated buffers around ponds and rivers filter out impurities and sediments. Trees absorb rainwater, preventing erosion and alleviating pressures on the city’s overburdened drainage system. Millions of dollars a year would have to be spent to replicate these benefits through mechanical means.

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invest in its assets.

- Protect and enhance natural resources
 - a. Through the continued funding of the GIS system for resource mapping and analysis.
 - b. Through the Conservation Commission.
 - c. Through acquisition of open space.
 - d. Through a street tree enhancement program.
- Develop a watershed lands strategy.
 - a. Produce and adopt a Watershed Protection Ordinance to be inserted into the Zoning Ordinance.
 - b. Produce a plan for trails that will allow access and use of the watershed lands.
 - c. Create a finance mechanism to provide for wetlands access and protection based on user fees.
- Develop a farm protection plan.
 - a. Create an inventory of sites that need protection.
 - b. Adopt the use of appropriate protection mechanism that will protect the land and the farmers.
- Develop a Greenway plan.
 - a. Establish connections along the Nashua River that link Fitchburg with its neighbors.
 - b. Seek grants for the design and implementation of bike and walking paths.
 - c. Produce a Gateway Plan for the major entrances to Fitchburg. Include a site plan review process for development along the gateways.
 - d. Construct a river walk along the Nashua.
 - e. Develop a program of community action to assist the city with park maintenance and improvements.
 - f. Install attractive signage along major routes

identifying defined neighborhoods, and at the entrances to the city.

- Establish an ongoing collaborative program with Fitchburg State College to encourage the preservation of historic structures and neighborhoods.
 - a. Encourage the city's education community, including the Fitchburg Historical Society, to develop historic preservation education materials and programs for the Fitchburg school system.
 - b. Explore the development of an historic-preservation curriculum in Fitchburg schools and in the Department of Architecture at the college.
- Hold public forums on historic preservation for homeowners.
- Incorporate multi-cultural themes into First Night activities.
- Post facsimiles of historic information on kiosks in front of Fitchburg Public Library.
- Develop trolley tours to historic sites during First Night.
- Create the position of Volunteer Coordinator to match volunteers with needs and publicize their accomplishments.
- Increase the use of volunteers to research grants and assist in the application process.
- Implement the recommendations of the Historic Preservation Plan.