

Hartford Parks and Recreation Commission

A G E N D A

Date: 9/12/2024

Time 5:00 PM

**Hartford Town
Hall**



- Call to Order
- Approval of Previous Minutes
- Citizens Comments
- Commission Comments
- Directors Report
- New Business
 - Master Plan Review and Update
- Old Business
 - Rec Center – survey disbursement
 - Strategic Plan Review
 - Needle Drop
 - Stipend Policy
 - FERC Update
- Agenda Items for Next Rec Commission Meeting
- Adjournment

CHAPTER VI COMMUNITY FACILITIES AND SERVICES

INTRODUCTION

The provision of public services is an important element in promoting and protecting the health, safety, and general welfare of the community. Hartford's community facilities provide residents, businesses, institutions, and visitors with police and fire protection, water, sewer, libraries, road maintenance, waste disposal, cemeteries, schools, and other services. Many of the community facilities represent a substantial investment by the Town of Hartford, and private owners have, in turn, substantial investments that rely upon these facilities and services. Most of these facilities and services are funded through local property taxes. Impact fees also are utilized to fund expansions of facilities necessitated by growth. When residential, commercial, industrial, and institutional areas expand, old facilities become outmoded. The need for additional public facilities and services increases as the population grows.

This chapter first looks at goals and strategies based on community perspectives. Next, specific community facilities and services are discussed, including Town Hall, Police Department, Emergency Services, Parks and Recreation, Education, Libraries, Solid Waste, Human Services, and Cemeteries. Finally, recommendations regarding each are summarized. Water, Wastewater, and Roads are covered in other chapters. Map 12 shows all community facilities in the Town of Hartford by type of facility, name, and location.

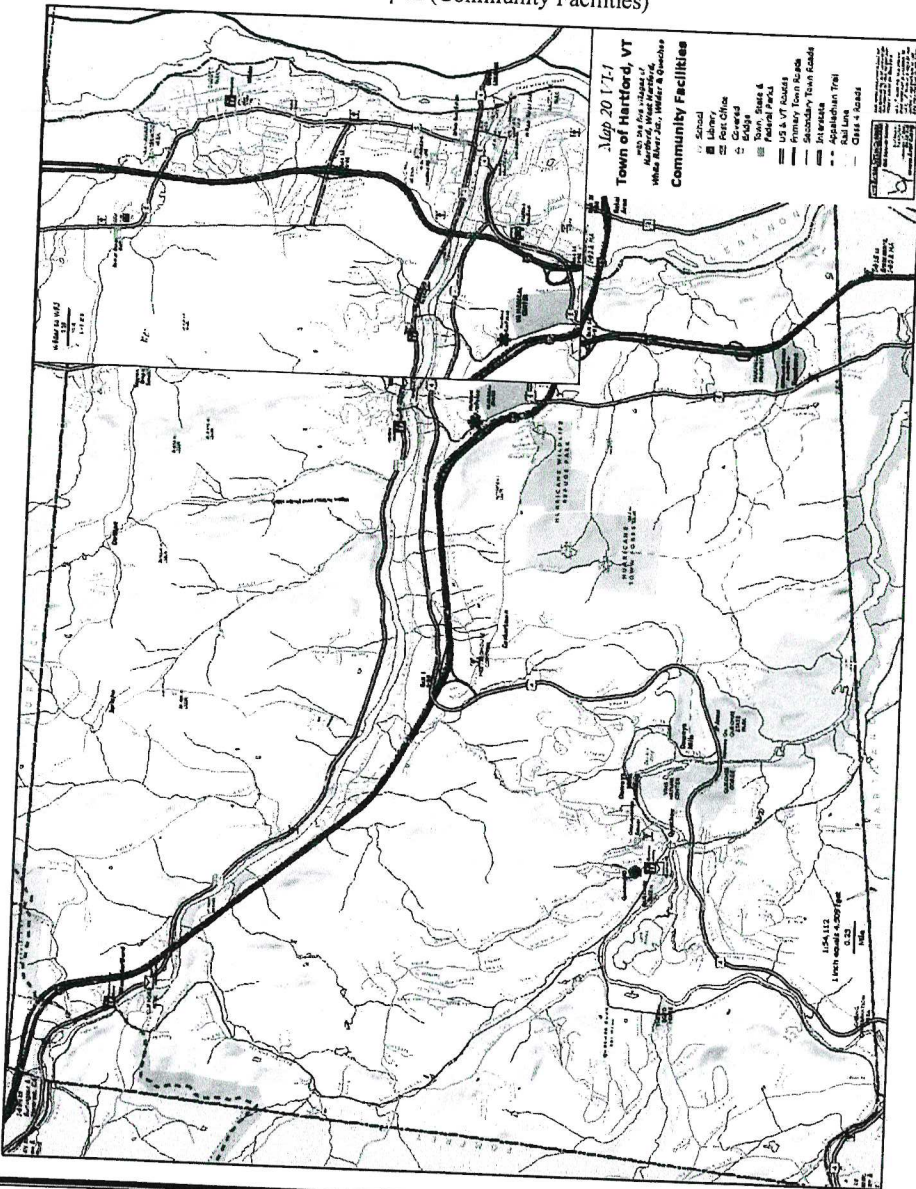
GOALS

1. To maintain an efficient and cost-effective level of facilities and services adequate to meet the needs of Hartford residents and visitors, including quality schools and attractive recreational facilities.
2. To anticipate future land use needs for municipal purposes, including schools; to investigate early acquisition of such lands; and to encourage participation of developers in this program.

RESULTS FROM THE TOWN PLAN COMMUNITY FORUMS

The Community Forums in the summer of 2018 provided a wealth of information and public input. In many instances, these are reflective of current activities and aspirations. In other instances, new directions and approaches are suggested. We recognize the community forums were the beginning of a process to further explore these new ideas within the Hartford community, and would take more time than available for the current update of the Town Plan. A summary of the outcomes of the community forums is included in this update as an appendix to recognize their importance and the commitment to further discussion.

Map12 (Community Facilities)



TOWN HALL

The Hartford Town Hall is located on a 3.4-acre site on Bridge Street in White River Junction adjacent to the White River and includes the adjacent Lyman Point Park. Built to serve as a school, the two-story building is of post and beam construction, with exterior brick-bearing walls. The northern half of the building was built in 1884 and the southern half was built in 1895. The building served as a school until 1952. In 1955, the building was converted to town offices and renamed the Municipal Building. It has served in that capacity since then. From the spring of 2014 to spring 2015, the building was remodeled and renamed the Hartford Town Hall. The Town Hall has a floor area of approximately 15,400 square feet. Presently, twenty employees have offices in the Town Hall and there are four meeting rooms. The Town is listed as a contributing property on the National register of Historic Places as part of the White River Junction Historic District.

DEPARTMENT OF PUBLIC WORKS FACILITY

The Department of Public Works (DPW) Facility is located on a 2.2-acre site on Airport Road. The site consists of three buildings, a 14,548 square foot building that houses DPW administrative offices and vehicle maintenance area, a 9,100 square foot salt shed and a 2,400 square foot storage shelter. The site is used for the maintenance of all Public Works vehicles and equipment including the highway, solid waste, and water and wastewater departments and storage of all equipment used for road maintenance and for the storage of materials used for guardrail repair and culvert replacement. In addition, the site is used for stockpiling sand and salt used to treat roads during winter storms and the storage of calcium chloride used for dust control on gravel roads. The facility hosts a 30-kW solar array, commissioned in February 2017. The array provides renewable energy to the facility and helps to offset the facility's electricity costs.

POLICE DEPARTMENT

The Hartford Police Department is housed in the Public Safety Facility on VA Cutoff Road on a 2.2-acre site. The one-story building (with two stories on the south end) is of cement block construction with brick veneer and was built in 1978. The Public Safety Building is 21,422 square feet of which the Police Department utilizes 8,700 square feet of space sharing a centralized dispatch service area, training classroom, lobby, and fitness area with the Fire Department. The police portion of the building houses office space for the chief, administrative assistant, deputy chief, support and patrol officers, detectives, supervisors, and a squad room. In addition, there is a fingerprinting/records/photo area, evidence storage, interview/fingerprinting station, conference room, secure custody area, sally port, locker and shower areas.

The Hartford Police Department is transitioning toward Community and Problem Oriented Policing – moving beyond simply responding when called and making arrests/issuing citations. The hallmark of professional policing, the Department is nearing the end of the law enforcement accreditation self-assessment process leading to credentialing in addition to maintaining the spirit and professional standards of law enforcement accreditation, the focus is in the following key areas:

- Recruit, hire, train and retain a workforce that is reflective of the Town's service population in appearance and values by providing a high quality, inclusive work environment, progressive training and opportunities for continual advancement.
- Advance the local quality of life by collaborating with allied criminal justice agencies, local government, schools, human service agencies, the faith community and residents to resolve quality of life issues before they become a crime.
- Develop advanced investigative capabilities through specialized training, collaborative partnerships, data analysis and information sharing.
- Integrate the principals and practice of Crime Prevention through Environmental Design (CPTED) in new and refurbished development projects, including highway safety, commercial and residential.
- Advance agency technologies to include car to street level computing upgrades, public engagement, and public safety communications infrastructure.

FIRE DEPARTMENT

The Hartford Fire Department is a combination All-Hazards (career and paid on-call) department that provides fire protection, emergency medical services, technical rescue services, and hazardous materials protection to the community.

The Department's Headquarters (Station 1) is located on the VA Cutoff Road in White River Junction in the Public Safety Facility. The Fire Department portion of the building provides 13,456 square feet of space. There are five bays providing space for ten emergency vehicles and equipment, offices the Chief, Assistant Chief, Administrative Assistant, Fire Marshal and additional workplaces for the rotating duty shifts. A meeting and training room are shared with the Police Department. A second non-staffed station, known as Hartford Station 2 is located on Willard Road in Quechee.

The career staff consists of two Chief Officers, 17 career Firefighter Advanced Emergency Medical Technicians/Paramedics, one full time Fire Marshal, a full time Administrative Assistant, one part-time Fire Inspector and approximately ten paid-on-call firefighters. The Fire Chief also serves as the Deputy Emergency Management Director.

From 2003 to 2018, the calls for service increased by 39 percent. As shown in Chart VI-1 ambulance responses increased 32 percent during this time-period, and fire/service responses increased 56 percent.

Our Mission is to provide the highest levels of community safety prevention and emergency response services.

Our Vision is to be a regional emergency service leader in support of our changing community needs, through innovative practices and partnerships that result in a comprehensive and adaptive set of programming.

Distribution Service Level Objective Performance

The Hartford Fire Department shall limit the risk to our communities and our citizens from fire, injury, death, and property damage associated with fire, accidents, illness, explosions, hazardous materials incidents, and other natural or manmade emergencies through prevention and response.

Performance Level Strategy: Meet pre-established objectives regarding the timeliness of response to specific risks based on an analysis of historical response to that risk, the outcome of those responses and the potential for future risk in each defined category reflective of the Department's mission.

Strategic Benchmarks - The Strategic Benchmarks are based on the National Fire Protection Association (NFPA) and Insurance Services Office (ISO) for determining best practices for fire and emergency medical services response (EMS).

Fire Performance Benchmark: For 90 percent of all structure fires, the total response time for the arrival of the first-due unit, staffed with three firefighters and one officer, shall be: 7 minutes and 0 seconds in suburban areas; and 12 minutes and 20 seconds in the rural areas. The first due unit for all risk levels shall be capable of: providing a minimum of 1,000 gallons of water and 1,000 gallons per minute (gpm) pumping capacity; initiating command; requesting additional resources; establishing and advancing an attack line flowing a minimum of 150 gpm; establishing an uninterrupted water supply; containing the fire; rescuing at-risk victims; and performing salvage operations. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

Fire Performance Benchmark: For 90 percent of all structure fires, the total response time for the arrival of the effective response force (ERF), staffed with 14 firefighters and officers shall be: 15 minutes and 20 seconds in suburban areas; and 16 minutes and 20 seconds in the rural areas. The ERF shall be capable of: establishing command; providing an uninterrupted water supply; advancing an attack line and a backup line for fire control; complying with the Occupational Safety and Health Administration (OSHA) requirements of two in-two out; completing forcible entry; searching and rescuing at-risk victims; ventilating the structure; controlling utilities; and performing salvage and overhaul. These operations shall be done in accordance with departmental standard operating procedures while providing for the safety of responders and the general public.

Emergency Medical Services (EMS) Performance Benchmark: For 90 percent of all emergency medical services (EMS) responses, the total response time for the arrival of the first-due unit which is the effective response force (ERF), staffed with two firefighters, shall be: 7 minutes and 0 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The first due unit shall be capable of: assessing scene safety and establishing command; sizing-up the situation; conducting initial patient assessment; obtaining vitals and patient's medical history; initiating mitigation efforts within

one minute of arrival; providing appropriate treatment; performing automatic external defibrillator (AED); initiating cardio-pulmonary resuscitation (CPR); providing intravenous (IV) access-medication administration, producing related documentation and transport of patient.

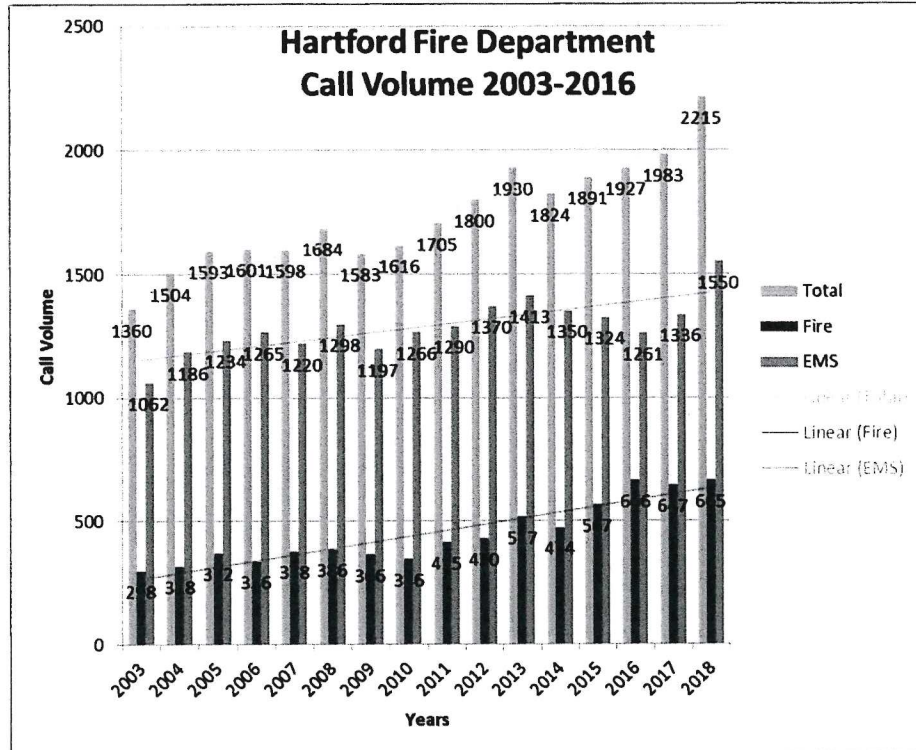
Hazardous Materials Performance Benchmark: For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the first-due unit, staffed with three firefighters and one officer, shall be: 7 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The first due unit shall be capable of: establishing command; sizing up and assessing the situation to determine the presence of a potential hazardous material or explosive device; determining the need for additional resources; estimating the potential harm without intervention; and begin establishing a hot, warm and cold zone.

Hazardous Materials Performance Benchmark For 90 percent of all hazardous materials response incidents, the total response time for the arrival of the effective response force (ERF), staffed with twelve firefighters and officers shall be: 15 minutes and 20 seconds in suburban areas; and 16 minutes and 20 seconds in rural areas. The ERF shall be capable of providing the equipment, technical expertise, knowledge, skills and abilities to mitigate a hazardous materials incident in accordance with department standard operating guidelines.

Technical Rescue Performance Benchmark: For 90 percent of all technical rescue incidents, the total response time for the arrival of the first-due unit, staffed with three firefighters and one officer, shall be: 7 minutes and 20 seconds in suburban areas; and 12 minutes and 20 seconds in rural areas. The first due unit shall be capable of: establishing command; sizing up to determine if a technical rescue response is required; requesting additional resources; and providing basic life support to any victim without endangering response personnel.

Technical Rescue Performance Benchmark: For 90 percent of all technical rescue incidents, the total response time for the arrival of the effective response force (ERF), staffed with twelve firefighters and officers shall be: 15 minutes and 20 seconds in suburban areas; and 16 minutes and 20 seconds in rural areas. The ERF shall be capable of: establishing patient contact; staging and apparatus set up; providing technical expertise, knowledge, skills and abilities during technical rescue incidents; and providing first responder medical support.

CHART VI-1 SUMMARY OF FIRE DEPARTMENT CALLS 2003 - 2018



Source: Hartford Fire Department, 2018

PARK AND RECREATION

Hartford Parks & Parks and Recreation Department

The Hartford Parks and Recreation Department is a full-service agency within the Town of Hartford. The Department is made up of two divisions: parks and recreation services. The Department offers a wide range of recreation programs, leagues and special events along with servicing fifteen parks and three facilities.

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The Department is also responsible for six town-owned cemeteries. These cemeteries are considered inactive and are not operating facilities. The cemeteries include: Delano Savage, Russtown, Simons, Tucker, Wright Family Tomb and Potter's Field. Maintenance and care for the cemeteries include general maintenance of grounds and repairs to aging headstones. In 2018, a Cemetery Committee was established and a committee report in November, 2018 identified the need for a Cemetery Commission to manage town owned cemeteries and address the future needs of private cemeteries. No further action has been taken by the town.

The Recreation Division provides year-round diversified recreation and leisure programs for the whole community and all ages, including a comprehensive athletic program for 4 to 18-year-olds. Adult sport leagues and drop-in athletic programs are also offered. The recreation programming also includes a variety of community based special events ranging from concerts in the park to the annual Independence Day Celebration. The Department collaborates with many organizations and businesses to offer several community events, such as the annual Ice Fishing Derby, Trunk or Treat, Hurricane Hill Trail Run, Dance for Daughters, Glory Days Festival, Polar Express North Pole and many trips and tours.

The Department received its National Agency Accreditation in 2004, re-accredited in 2009, 2014, and 2020. The Department will complete a re-accreditation in 2025.

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Our Vision: Something for Everyone – where the citizens of Hartford and surrounding communities recognize the vital necessity of recreation through diverse programs that reach all, regardless of age, gender, race and economic backgrounds. A department that cooperates with all community groups to bring a variety of recreation opportunities to the citizens of Hartford. The parks and facilities are maintained at the highest quality and improved on a regular basis to meet the future needs of the community.

Our Mission: Our mission is to serve the recreational needs of the community by offering lifelong learning through recreational and educational programming utilizing existing parks and facilities.

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Deleted: To serve the needs of the community through quality parks and facilities and by offering lifelong learning through recreational and cultural programs. ¶

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Department Personnel

The Department is staffed with eight full-time employees: Director, Administrative Assistant, Superintendent of Recreation Programs, Superintendent of Parks & Facilities, Recreation Specialist, Park Laborer Turf, Park Laborer Mechanic and Laborer. Volunteers continue to be the backbone of the many recreation programs for the youth and adult population. The volunteer Parks and Recreation Commission works actively in assisting and advising the Director. The Commission is made up of five members appointed by the Selectboard and governed by the Parks and Recreation Commission Bylaws. Commission members have a liaison with the Selectboard, School Board, Tree Board, Conservation Commission, the Bugbee Senior Center, and Hartford High School Athletic Department.

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Equipment

The Department maintains a variety of equipment and vehicles, which are reviewed annually for upgrading and replacement through the town capital investment program (CIP). The department has identified that establishment of a Reserve Account has supported the funding efforts for proper equipment replacement. Although this program is in place, some equipment replacement needs are more immediate and will need to be replaced with equipment that follows the Town of Hartford Climate Action Plan as it relates to turf equipment and vehicles.

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Community Wide Survey

The Department surveys the community in a variety of ways to understand and obtain feedback on the recreation and park facility needs of the community. Each program and special event have individual evaluations for staff and spectators to identify how the program went for the patron and to provide positive and negative feedback for improved and enhanced program development. Additionally, every five years, the department will conduct a community wide survey to further identify, the overall needs of the community through the park and recreation agency. The last community wide survey was completed in 2020.

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Revenue and Expenditures

The current working budget of over \$1.7 million dollars in 2024 is sufficient to maintain the current services as outlined in the Parks and Recreation Budget but lacking a fully funded capital funding necessary for proper development of equipment and facility reserve funds. Larger contributions to the reserve funds should be established within the playground reserve for improvement, enhancements and replacement as well as improvements, enhancements and replacement of facility amenities and equipment. Many of the park facility playgrounds are antiquated and need to be replaced. Many capital investments such as Wendell A. Barwood Arena, Maxfield Sports & Recreation Complex and the new Sherman Manning Aquatic Facility have not received full funding for proper facility reserves. Proper funding for capital reserves should be established at 10% of the value with contributions being made annually. Reserve fund contributions have been made and have been utilized. Increasing the contribution amount will assure future leadership that proper funding is in place that protects and upgrades the capital investment.

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The Department's recreation programs operate on user-fees. Fees are set at a reasonable amount which cover direct expenses and priced to be affordable. The Brian Hansen Scholarship Program was established with the support of the Hansen family. Scholarships are awarded through collaboration with the Hartford School District that works with the town to identify those in need and who are qualified for scholarships through the national free and reduced lunch program.

Facilities and Park Overview

Hartford residents are fortunate to have an extensive system of parks and facilities with a wide variety of recreation opportunities located within the Town (Table VI-1). (See also Map 16 in

Natural Resources Chapter.) The Town's neighborhood parks, athletic facilities, and the Hurricane Forest Wildlife Refuge Park are supplemented by federal and state Quechee Gorge/North Hartland Lake lands, as well as Connecticut River facilities at the privately-owned Kilowat Park at the Wilder Dam, of which the Parks & Recreation Department manages and maintains. In addition, an extensive system of facilities developed as part of the Quechee Lakes Planned Unit Development. The Appalachian Trail passes through West Hartford in the northwest corner of Town, offering easy access for day hikes or longer journeys.

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Town Facilities

The Parks and Recreation Department uses Town and School District Facilities for most all indoor programming. The Wendell A. Barwood Arena and Sherman Manning Aquatic Facility are located on school property under the jurisdiction of the Town of Hartford Parks and Recreation Department.

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The Wendell A. Barwood Arena was recently renovated in 2014 adding a 7,500 square foot addition to the facility. Additional upgrades included a new roof structure and updated lighting. In 2018, a new refrigeration plant was installed. In 2019/2020 a new concrete floor along with new dasher boards, bleacher system was installed. Further facility improvements are being considered as the Department works closely with the Sustainability Coordinator, addressing energy conservation within the arena. A Facility Energy Audit has identified the need for the facility to undergo improved insulation of the building shell and air handling improvements that addresses the air quality and operation management during ice and non-ice seasons. The facility is used primarily as an ice skating/hockey arena from October to March and multipurpose facility May to September. The facility also hosts special events, school and town athletics and ceremonies, summer day camp, and community functions.

The Sherman Manning Aquatic Facility, formerly known as the Sherman Manning Pool was replaced in 2022 with a new facility at the existing pool location. The old pool facility was closed in 2018 due to structural failures. A pool study committee was formed in 2018 to identify aquatic needs in the community. A final report, presented to the Selectboard in October, 2018 identified the need for a new pool at the Hartford High School Complex.

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Deleted: A facility assessment completed by Weston & Sampson in 2018 identified the need for complete replacement of the pool on the existing site. Replacement will require further engineering and design work to identify true cost before a presentation for bond vote consideration.

The Sherman Manning Aquatic Facility operates a minimum of ten weeks a year from late June to late August. Traditionally, the pool opens the week after school is over and closes after the Labor Day weekend. The facility offers a zero depth entry with water features, spiral water slide, lap lanes and a deck side splash pad. Swimming instruction is offered, along with recreational swimming. A new control building at the entry of the pool manages the access controls of the operation and includes lifeguard and first aid space along with two family changing rooms. The School Districts Fitness Facility functions as additional locker room facilities and bathrooms. The Fitness Facility is operated by the School District and shared during the summer months with the Parks and Recreation Department. The pump house was re-designed during the pool construction and is utilized for storage and contains the pool filtration.

Deleted: In 2018, the Sherman Manning Pool was closed due to a failure in the aged gutter system. A pool study committee was formed to identify aquatic needs in the community. A final report, presented to the Selectboard in October, 2018 identified the need for a new pool at the Hartford High School Complex.

School Facilities and Athletic Space also are utilized by the Parks and Recreation Department. These include gymnasiums at the Dothan Brook, Ottauquechee, and White River Schools, Hartford Memorial Middle School and Hartford High School, as well as classrooms, cafeterias, and specialty rooms (library, home economics, and theater). Ongoing efforts to utilize the schools during after school hours continues to be a struggle with Parks and Recreation Programming. The ability to utilize the indoor space is limited during the time of need, after 3pm and before 6pm for youth programming. Additionally, during school hours, there is no indoor space for adult and senior programming within the community. The outdoor athletic fields are also used by the Department for various events and activities.

The Parks & Recreation Commission continues to work on the concept of a Community Center Facility. A survey is in the process of distribution and results will be used to determine need. The concept consists of a facility for all that includes fitness space for classes, cardio fitness equipment, community rooms for large functions and meetings, gymnasium surrounded by an elevated walking/jogging track.

**TABLE VI-1
PUBLIC AND PRIVATE RECREATIONAL LANDS AND FACILITIES**

<u>AREA</u>	<u>ACREAGE</u>	<u>FACILITIES</u>
MUNICIPAL		
Fred Briggs Park	0.2	Lawn, gardens, and Engine 494
Frost Park	2.0	Play area, flooded rink, picnic shelter.
Lyman Point Park	0.9	Picnic area, launching area, and open play area and play structure, and community bandstand
Clifford Park	12.0	Softball field, baseball field, horseshoe pits, tennis court, basketball hoop, picnic area and play-ground equipment, river access and picnic shelter.
Ratcliffe Park	8.4	Fields for soccer, softball, baseball, picnic area, Basketball court, playground equipment
Watson Memorial Park	8.6	Soccer field, playground, dog park and river access.
Meeting House Common	1.0	Pocket park & toddler playground, picnic area.
Veterans Memorial Park	1.2	Passive park & memorial geese sculpture
Hurricane Forest and Wildlife Refuge Park	142.0	Trails and picnic area
Hartford High Area, Gilman Environmental Area	14.0	Pool, indoor ice arena, tennis courts, two gymnasiums, fields for football, baseball, field hockey and softball, and a grass track. Environmental education area.
Maxfield Sports & Recreation Complex	65.0	Open air shelters, regulation baseball/softball fields, 4 little league fields, soccer field: tennis courts, basketball court and walking path
Hartford Town Forest	423.0	Forest trails, hunting and two small ponds
Maanawaka Conservation Area	21.0	Forest, trails, shoreline with fishing access
David Chang Conservation Area	6.0	Shoreline with fishing access
Dothan Brook School	5.0	Playground equipment, playfields, and gymnasium
White River School	1.7	Playground equipment, gymnasium
Ottauquechee School	6.0	Playground equipment, playfields, and gymnasium
<u>Quechee Green Bandstand</u>	<u>0.2</u>	<u>Bandstand gazebo with greenspace.</u>
<u>Quechee Falls Park</u>	<u>0.5</u>	Viewing area with benches, garden.
<u>Subtotal:</u>	<u>718.7</u>	

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Quechee State Park	76.0	Picnic, camping, hiking, xc skiing
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<u>Subtotal:</u>	<u>76.0</u>	
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FEDERAL

Appalachian Trail	250.7	Hiking
Veterans' Hospital	64.0	Hospital and grounds
Army Corp of Engineers Flood lands and North Hart- land Reservoir	759.8	Walking, birding, cross country skiing, fishing, Quechee Gorge and Deweys Pond

<u>Subtotal:</u>	<u>1,074.5</u>	
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PRIVATE

Great River Hydro, Wilder Dam	79.0	Boat launch, athletic fields, open recreational space picnic Area. Managed by Parks and Recreation
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Quechee Lakes Landowners Assoc

Polo Field	54.0	Open space used for polo games, Scottish Festival
Lake Pinneo	55.0	Swimming, sailing, windsurfing
Ski Area	73.0	Downhill ski area
Highland Golf Course	127.4	Golf course, cross country skiing
Lakeland Golf Course	136.4	Golf course, cross country skiing
Greenbelt and Wildlife area	1,939.0	Greenbelt and wildlife area
Quechee Green Park	10.0	Walking/jogging path, playground, exercise course, and athletic fields

Dewey's Mill Landing & Field	1.8	Open recreation space, boat access to Dewey's Pond
QLLA (other)	321.0	Deweys Mills Pond and surrounding marshland, Murphy Farm, greenbelts and Clubhouse acreages

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<u>Subtotal</u>	<u>2,796.6</u>	
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<u>TOTAL</u>	<u>4,665.1</u>	
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Town Parks

The park system provides both passive and active leisure time activities. Each park is described below.

Frost Park is a neighborhood park located in a residential area of Wilder Village. The park has a large play structure (constructed in 2003), swing sets, park benches, hopscotch, four-square, ½ court basketball, picnic tables and shelter, and roadside parking. This park is not large enough to hold any regulation athletic fields. During the winter, the field is flooded and frozen for use as a lighted ice-skating rink. Playground structures are suitable for young children.

Lyman Point Park includes the municipal lawns and is used primarily for picnicking, fishing, and boat portages. It also has a large playground constructed in 1995, community bandstand constructed in 1997, picnic tables, and park benches. Substantial parking is available at the municipal parking lot and the Point Plaza parking lot. This park is situated on the northern point of the White and Connecticut Rivers' confluence and provides easy access to fishing and canoeing activities.

Clifford Park is a day-use neighborhood park along the White River off Westfield Drive on Recreation Drive located in West Hartford. A large percentage of users visit the park for more than three hours. Large groups use the property for special outings and group sports. The Park contains a regulation softball field, eleven regulation horseshoe pits, a small basketball court, playground equipment, a tennis court, picnic tables and grills. A large barn is used for winter storage of park equipment, fishing and boating access, a nature trail, and parking areas.

Ratcliffe Park is a neighborhood park located in White River Junction. It is primarily used for athletic sporting events (soccer, baseball, softball and basketball) and family picnicking. The Park contains two baseball diamonds, playground equipment, a regulation basketball court, a regulation soccer field, picnic tables and grills, park benches, a water fountain, parking, an overlook along the Connecticut River, and the White River Community Garden.

Watson Memorial Park, located in Hartford Village, is primarily used for athletic games, programs and events. This property is owned by the School District and maintained and scheduled by the Town. The Park contains a large playground, a regulation soccer field (also used for lacrosse and field hockey), and picnic benches. The park is also home to the Watson Dog Park which is managed and funded by the voluntary Upper Valley Dog Park Supporters.

Kilowatt North/South Park are located in Wilder Village on Great River Hydro property. A large picnic area with tables and grills exists along the Connecticut River. A small car-top boat portage also exists. Improving water access with a ramp and doc system will improve access to the water and provide a safe area for fishing and paddle type water craft access. Kilowatt South Park is located at the Great River Hydro Dam. Kilowatt Park is Great River Hydro property that the Town of Hartford manages through a lease agreement with the TransCanada Power Company/Great River Hydro. A crucial part of the lease is for the Town to assure that the power company continues to meet the obligations set forth within the FERC license. The Town is required to keep the park open to the public - with specific recreation opportunities. A Master

Plan, developed in 2008 through a community-driven process, sets forth a maintenance and improvement program that meets all FERC license requirements. The Town Selectboard and officials with TransCanada/Great River Hydro supported the plan's concept and continue to collaborate regarding the operations of the public park space, Kilowatt Park

Our town's Kilowatt Park Master Plan was developed by a Town-organized steering committee, which held three community/neighborhood informational meetings. All steering committee meetings were open to the public. The Master Plan includes increased and equitable recreational river access in the future vision for our residents. The Master Plan was a 5-year plan to guide the future development of the park. The purpose of the Plan was to describe the desirable development of the Kilowatt Park properties. The plan allowed flexibility in making various improvements to the park. Updates of the Master Plan have been considered and approved at Selectboard and Parks and Recreation Commission meetings.

Portions of the Plan were implemented in various phases between 2008 and 2010, but funding and other resources to complete other portions of the project were not secured. Additional phases of the Plan, including trail development, implementation of the parking plan, vegetation management for development of the overlooks, interpretive/trail head signage and kiosks, service pavilion, boat launch improvements, dock system and the boardwalk/promenade are all unfunded, and therefore unrealized improvements.

Deleted: Kilowatt South and Kilowatt North are leased to the Town of Hartford. Future plans include improving the security, park amenities, access road, improvements to the boat launch, trails and recreational activities of the park grounds. ...

Recent conversations with the Connecticut River Conservancy have revealed that similar municipal lease agreements involving the maintenance and improvement of Great River Hydro Properties receive annual financial support from Great River Hydro to do so. However, The Town of Hartford has not received any funding from Great River Hydro to support the Town's maintenance, care and improvements of Kilowatt Park.

The Town of Hartford proposes that the Federal Energy Regulatory Commission (FERC) include provisions in the relicensing of the Wilder Dam, requiring financial support of \$60,000 annually for park maintenance and care, with this amount to increase by 5% annually throughout the FERC license period. The Town also proposes an additional \$120,000 annually for facility enhancements and capital improvements, as outlined in the Town's 2008-Kilowatt Master Plan, with this amount increasing annually by 5% for the remainder of the license period to account for inflation and to ensure the sustainability of all the improvements.

Fred Briggs Park is located in downtown White River Junction along Main Street. The Park consists of a memorial garden, small lawn, four maple trees and the Engine 494 with supporting canopy constructed in 2003. It is important that the Fred Briggs Park maintain a presence in the downtown community during any improvements to the downtown area. Development of a downtown green could be considered as a major improvement to Fred Briggs Park. An area for small concerts, farmers markets and a simple gathering place for patrons and community members in a downtown setting. The Town of Hartford does not have such a center within the five villages and Fred Briggs Park has the opportunity to be just that.

Quechee Green Bandstand is located in the "heart" of Quechee Village along the Ottauquechee River. The bandstand is used for a summer concert series and community/private permitted functions.

Dewey's Landing is located on Quechee Main Street at Dewey's Pond and provides small car-top boat portage and fishing access. The property is owned by the Army Corps of Engineers and maintained cooperatively by the Hartford Parks and Recreation Department and the Vermont Department of Forest, Parks and Recreation.

Dewey's Pond Field located on Dewey's Mill Road allows access to winter activities on Dewey's Mill Pond (ice-fishing, skating, snow shoeing and cross-country skiing). The Department plows a portion of the field to allow people to park vehicles during the winter months

Hurricane Forest Wildlife Refuge Park consists of 142 acres. In 1973, Winsor C. and Bertha C. Brown donated the property to the Town on Wright Reservoir Road. The land was voted at Town Meeting to be accepted by the Town with certain conditions and restrictions. The gifted parcel provides a year-round sanctuary for wild birds and animals and contains the recently drained Wright Reservoir, hiking trails, and picnic sites. The site is contiguous to the Hartford Town Forest. In 2006/2007, the Wright Reservoir Dam was included with the Town Forest Upper and Lower Hurricane Reservoirs in an engineering assessment report, which recommended improvements to all three dams. The two Town Forest reservoirs have been breached and the Wright Reservoir is drained. The Town has worked closely with Vermont Dam Safety to devise a plan for either restoration or breaching of the dam structure. Preliminary reports identified nearly \$600,000 needed to repair the Wright Reservoir dam improvements.

Maxfield Sports & Recreation Complex: is located at 120 Leslie Drive, White River Junction. Opened in 2015, this 60-acre parcel of park and recreation space is home to several recreational assets which include a regulation high school baseball and softball field, four youth baseball fields with a recreational sports field in between the fields. In addition, there are three regulation sized multipurpose fields that are primarily used for soccer and lacrosse. The complex is also home to four full tennis courts, two with pickle ball lines, two basketball courts and a gravel walking path that circulates most of the field spaces. Three canopy style pavilions are located throughout the facility and parking is available for all uses. Within the facility is a small utility building where maintenance equipment is housed during park operations. Future consideration needs to be given to acquiring lights for the high school softball field. Currently, there are lights on the baseball field which are primarily used for high school and Nighthawk baseball games.

Meeting House Common is located on Center of Town Road in Hartford. A toddler playground structure was installed in 2006 and the site has a small open play area and picnic benches.

Veterans Memorial Park is located on Railroad Row in Downtown White River Junction. It is home of the Veteran Memorial geese sculptures. A passive park along the White River, it consists of lawn, a paved walkway, and benches.

Conservation Commission Managed Properties

Hartford Town Forest consists of 423 acres and is located on a Reservoir Road. The property contains two small ponds and an extensive trail system. The property is open to hunting and fishing. A Forest Management Plan was last updated in 2009 and a Recreation Management Plan was adopted in 2002. The property is used for several educational programs by the Hartford Schools. It is hoped that this relationship will continue. Once the site of two reservoirs, the dams were removed, and two small ponds remain.

Maanawaka Conservation Area consists of 21 acres and is located on a Connecticut River backwater in Wilder. Serving as the southern end of the 1½ mile long Hazen Trail that links Hartford to Norwich and the Montshire Museum, the property was acquired by the Town in 1998 using the Town Conservation Fund and two grants. The property also has a trail that provides fishing access to the nearly ¼ mile frontage to a Connecticut River backwater. A Management Plan for the property was developed in 1999.

David Chang Conservation Area consists of six acres along the Ottauquechee River on the Hartford/Hartland town line. Located on Route 4, the Town acquired the property in 2003 Town using Town Conservation Funds and a grant. A plant inventory and a Forest Management Plan were completed in 2004.

Other Public Recreation Facilities

Army Corps of Engineers Lands in Quechee: An extensive public recreation land corridor, made up of Quechee State Park and Army Corps of Engineers flood control lands, extends from Deweys Pond south along the Ottauquechee River to North Hartland. Boating and fishing are available at Deweys Pond, with a small parking area at the north end of the Pond and a trail south to the Quechee Gorge Bridge on Route 4. Picnic areas and a campground at the State Park along Route 4 are heavily used by visitors to the area. The trail to the bottom of the Gorge is used by visitors and residents to view the Gorge and for access to fishing. Facilities at the southern end of the public land in North Hartland include a beach, boat ramp, and picnic shelters.

The Quechee Gorge Master Plan, developed in 1996 with a Federal Public Lands Highways Grant, proposed numerous enhancements to the area associated with the Gorge and public lands. These included development of a visitor center and sidewalks along Route 4; improvements to traffic safety, pedestrian circulation, and parking; improvements to and expansion of the existing trail system around the Gorge; and a trail extension to the recreation facilities at the North Hartland Dam for those interested in a longer hike. Implementation was possible through a coordinated effort between the Town, area residents and businesses, the Army Corps of Engineers, the Hartford Area Chamber and the State of Vermont.

National Parks Service Lands of the Appalachian Trail: The Appalachian Trail corridor passes through the northwest corner of town, crossing the White River in West Hartford. Through a cooperative effort involving the Hartford and Norwich communities, landowners, the Upper Valley Land Trust, and Appalachian Trail Conference, many additions have been made to the amount of federal and private land along the trail protected to provide a buffer between hikers and surrounding land uses. Linkages continue to be planned and developed, building on existing Class IV road corridors in Hartford and Norwich.

Future Needs

The Parks and Recreation Department strives to provide excellent services to the Hartford community in program offerings and recreational facility. The Department works hard to respond to

the programmatic needs of the growing community and may need to expand in areas of seasonal staffing and equipment purchases to continue providing a high standard of service.

The Department has successfully completed development/acquisition of public parks in all five villages. Areas of immediate interest include the development of a sustainable capital fund necessary to protect and continue to invest in existing infrastructure that the Town owns and operates. This includes but is not limited to playground equipment and other park amenities such as fencing, fields, buildings and common area structures.

The Parks and Recreation Department will continue to work with the Department of Planning and Development Services in planning for potential indoor community recreation facilities, park and open-space development. Community demands for indoor recreation space and potential population growth increases the demands on our facilities and parks putting a burden on our ability to maintain the existing facilities the town has invested in. As the make-up of population changes, there will be more demand for diversified social, cultural, health, and athletic programs that may demand for indoor space such as a community recreation facility. The Department must respond to the community's demand for quality recreation programs and park/facility services. Each year the demand for more activities for all community members increases. As the parks/facilities are improved, the level of maintenance must meet the high expectations of the community.

Parks and Recreation Department Capital Improvement Plan

The following list of the top improvements that were adopted by the Parks and Recreation Commission in the order of highest priority.

1. Increase the funding of the reserve accounts for sustainability of capital investments that have been made in the public park system, such as playgrounds, ballfields, park amenities and equipment to maintain our parks. Including increased funding within the Wendell A. Barwood Arena and Sherman Manning Aquatic Facility.
2. Establishment of a revolving fund for recreation programming. Operating programming opportunities through revenue generated programs and scholarship offerings to residents.
3. Create a parking area for the Hurricane Forest Wildlife Refuge Park.
4. Determine restoration or complete closure of the Wrights Reservoir located in the Hurricane Wildlife Refuge.

Deleted: <#>Acquire lights for the high school softball field at Maxfield.¶
Establishment of

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EDUCATION

In July 2009, the Hartford School District Board of Directors officially adopted the following policies to guide the mission of all schools. The "Universal End", along with an accompanying set of specific "Ends Policies" describe the aspirations we all have for our students while clearly stating what each graduate should know and be able to do. The Universal End statement: Students will graduate from the Hartford School District equipped with a diverse set of knowledge and skills – achieved through a combination of classroom-based, hands-on, and peer-to-peer learning – that will provide them the foundation to excel in future endeavors.

- b. By September 30, 2019, create intentional data reporting that references demographic and other data to demonstrate capacity needs,
- c. Research and develop a staffing matrix with variable roles and requirements to best match the continuum of services, by January 31, 2020.

Goal 3: Improve Emergency Disaster Management in the areas of mitigation, preparedness, response and recovery.

Strategy: Hartford Fire Department will be recognized as a regional “all hazards responder” in local communities by 2021, and in the emergency services field by 2022 as a regional “all hazards responder” leader.

- a. Create intentional data reporting that references vital impact, by June 30, 2019.
- b. Create a benchmarking system for data against regional standards, by September 30, 2019.
- c. Develop a communications plan for stakeholder groups by November 30, 2019, and outreach plan for industry recognition by June 30, 2020.
- d. Implement and establish a management plan for external relations and communications by January 31, 2020.
- e. Implement a process for ongoing system management, by September 30, 2020.

Town of Hartford – Master Plan - Parks & Recreation

A. Organizational

Goal 1: Continue collaboration and adapt to the community’s cultural and demographic make-up. In Progress

Strategy 1: Maintain a variety of recreational opportunities for all residents.

Actions:

- a. Continue to collaborate with special interest groups to provide recreation programs and special events; Polar Express, Covered Bridges Half Marathon, Balloon fest and Special Events.
- b. Continue to explore the possibility of constructing a river trail from Downtown White River Junction to Ratcliffe Park, which is part of the Latham Works Community Group.
- c. Continue relationships with the Lebanon/Mascoma Trail Network to connect with White River Junction.

Goal 2: Secure a plan that will guarantee funding to maintain our existing recreational programs, resources and facilities. In Progress

Strategy 1: Develop financial giving opportunities and establish secure funding resources.

Actions:

- a. Establish a capital reserve fund to secure funds in the operating budget to go toward existing capital maintenance and repair of existing facilities.
- b. Develop a give a gift catalog that shows images and descriptions of park and recreation related items that the Department can use through a donation.
- c. Establish a revolving fund for recreation programs.
- d. Identify cost-saving maintenance practices and landscaping options for parks and public spaces.

Goal 3: Implement or participate in a community-wide needs assessment, maintaining a 4 to 5 year cycle. Completed in 2021 – New Survey in 2026

Strategy 1: Initiate participation in community needs surveys or develop internally to collect data on a 4 to 5 year cycle.

Actions:

- a. Continue to demonstrate through evaluation of community need through needs assessment and program evaluations for desired new programs and facility offerings.

Goal 4: Create a sub-committee consisting of a variety of vested interests to establish a community center. In Progress with Rec Commission

Strategy: Meet with community partners and stakeholders to identify a vested need for a community indoor recreation facility.

Action:

- a. Create a steering committee to focus on the feasibility of developing a community center for the Town of Hartford. Look at developing in collaboration with the Bugbee Senior Center.

B. Programs

Goal 1: Have services and facilities meet the community's cultural and demographic make-up. In Progress

Strategy 1: Maintain a variety of recreational opportunities for residents of all ages, cultural diversity, and abilities to advocate and promote a healthier community population.

Actions:

- a. Plan and implement town-wide indoor and outdoor active-living programs for families and adults.

- b. Maintain community wide events by enhancing its program through collaborations with other organizations such as the Chamber of Commerce and Downtown Merchant Associations.
- c. Continue participation in the Hartford Community Coalition.

Strategy 2: Facilitate intergenerational social awareness and diversity. In Progress

Action:

- a. Create and implement two intergenerational art/music programs per year (cooking, quilting, knitting and card making).

Strategy 3: Meet the programming logistics of working parents through a more on-line presence. In Progress

Actions:

- a. Continue to engage in social media outlets to promote further programs and offerings.

Strategy 4: Build on existing coalitions within the community and identify new opportunities. In Progress

Actions:

- a. Continue to collaborate with special interest groups to provide recreation programs and special events: Polar Express, Covered Bridges Half Marathon, Balloon Fest and other special events.
- b. Continue to explore the possibility of constructing a river trail from Downtown White River Junction to Ratcliffe Park with the Latham Works Community Group.
- c. Continue relationships with the Lebanon/Mascoma Trail Network to connect with White River Junction.

Strategy 5: Continue to promote programs that create one-town awareness versus a one-village image.

Actions:

- a. Program activities that create visitation to each village (Valley Quest, Tree Walk tour and fun run/walk events)
- b. Maintain the Parks & Recreation motto of five villages, three rivers, one town.

Goal 2: Secure a plan that will guarantee funding to maintain existing recreational programs, resources and facilities. Not initiated

Strategy 1: Develop financial giving opportunities and establish secure funding resources.

Actions:

- a. Establish a capital reserve fund to secure funds in our operating budget to go toward existing capital maintenance and repair of existing facilities.
- b. Develop a give a gift catalog that shows images and descriptions of park and recreation related items that the Department can use through a donation.
- c. Establish a revolving fund for recreation programs.
- d. Identify cost-saving maintenance practices and landscaping options for parks and public spaces.

Goal 3: Provide and maintain desired and high-quality programs and services.

Strategy 1: Create short-term and long-term measurable assessments of Parks and Recreation services and facilities.

Actions:

- a. Use evaluations at the end of every recreational program to identify what worked, didn't work and desired new programs.
- b. Maintain the Survey Monkey online program and apply the data to evaluation summaries.
- c. Implement or participate in a community wide needs assessment and program evaluations, every 4 to 5 years.

Goal 4: Evaluate the need for a community indoor recreational facility.

Strategy 1: Engage community partners and stakeholders in the process.

Action:

- b. Create a steering committee to focus on the feasibility of developing a community center for the Town of Hartford. **In Progress with Rec Commission**
- c. Consider collaboration with the Bugbee Senior Center.

Goal 5: Integrate Town and School Services and Facilities

Strategy 1: Have department youth & adult athletics become an integral part of developing an entire town/school sport programs and facilities.

Actions:

- a. Maintain relationship with Hartford High School Athletics using their system to aid in the development of the youth sport and recreation programs.
- b. Maintain representation on the Hartford Field Facility Use Committee.

Goal 6: Maintain the rural character of our community landscape.

Strategy 1: Facilitate community appreciation of preserving opens spaces and forested areas as recreational resources.

Action:

- a. Schedule community conservation/environmental educational programs over the course of a year working in partnership with the Hartford Conservation Commission.

Education

Goal #1: Educate, involve, and engage all stakeholders in the movement toward individualized and student-centered learning plans that include learning through proficiency and multiple pathways to show growth and progress both academically and socially/emotionally.

Strategy 1: Educate and support staff in proficiency-based learning.

Actions:

- a. Develop benchmarks for grades to incorporate the transferable skills into the district report cards.
- b. Frame teacher goal setting and evaluation around proficiency and personalization.
- c. Create collaborative time for teachers to understand what proficiency looks like.

Strategy 2: Student led review of personal growth through Personalized Learning Plan (e.g. student led conferences). Create a system for students to track and present their personalized growth as developmentally appropriate.

Actions:

- a. Determine scope of student led conferences.
- b. Determine the consistent elements needed for demonstrating personalized growth and goals.

Strategy 3: Create opportunities for student learning through multiple, flexible pathways.

Actions

- a. Create opportunities for multiple, flexible pathways where student voice and choice are identified.

Strategy 4: Educate various stakeholders (board, parents, and community members) on Proficiency Based Grading and Flexible Pathways.

Actions

- a. Develop a policy on PBGRs (Proficiency Based Graduation Requirements).
- b. Assess progress for District Ends Policy Monitoring Report.

Deleted: Recreation¶

<#>Organizational¶

Goal 1: Continue collaboration and adapt to the community's cultural and demographic make-up.¶

Strategy 1: Maintain a variety of recreational opportunities for all residents. ¶

Actions:¶

- a. Continue to collaborate with special interest groups to provide recreation programs and special events; Polar Express, Covered Bridges Half Marathon, Balloon Fest and Special Events.¶
- b. Continue to explore the possibility of constructing a river trail from Downtown White River Junction to Ratcliffe Park, which is part of the Latham Works Community Group. ¶
- c. Continue relationships with the Lebanon/Mascoma Trail Network to connect with White River Junction. ¶

Goal 2: Secure a plan that will guarantee funding to maintain our existing recreational programs, resources and facilities. ¶

Strategy 1: Develop financial giving opportunities and establish secure funding resources.¶

Actions: ¶

- a. Establish a capital reserve fund to secure funds in the operating budget to go toward existing capital maintenance and repair of existing facilities. ¶
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Goal 3: Implement or participate in a community-wide needs assessment, maintaining a 4 to 5-¶ year cycle.¶

Strategy 1: Initiate participation in community needs surveys or develop internally to collect data on a 4 to 5-year cycle. ¶

Actions:¶

- a. Continue to demonstrate through evaluation of community need through needs assessment and program evaluations for desired new programs and facility offerings. ¶

Goal 4: Create a sub-committee consisting of a variety of vested interests to establish a community center.¶

Strategy: Meet with community partners and stakeholders to identify a vested need for a community indoor recreation facility.¶

Action:¶

<#>Create a steering committee to focus on the feasibility of developing a community center for the Town of Hartford. Look at developing in collaboration with the Bugbee Senior Center. ¶

<#>Programs¶

Goal 1: Have services and facilities meet the community's cultural and demographic make-up.¶

... [1]