

Manchester-by-the-Sea Comprehensive Master Plan – A Stronger Manchester Starts with Us

Housing							
Objective	Strategy	Lead/Support	Time Frame	Cost	Potential Funding Source	Anticipated Town Expense	New Town Expense
<p>INCREASE HOUSING DIVERSITY</p>	<p>Modify zoning to encourage housing of the size, style, and prices appropriate for downsizing households, elders, young families, singles, and couples.</p> <ul style="list-style-type: none"> Engage Consultant to review Zoning Bylaw with aim to remove barriers to more diverse housing options. Consider an Overlay Zoning District that incentivizes housing density within a planned neighborhood, expedites permitting and brings payments from the State based on the number of units created. 	TP, PB, ZBA	2019/20	Mod \$40K	MAHT, TA Grant	Capital Expense, Requested for FY 2020, Recodification as 1 st step of Zoning Update	\$40,000
<p>INCREASE AFFORDABLE HOUSING</p>	<p>Increase housing that is affordable to households at or below 80% AMI with mix of ownership and rental options.</p> <ul style="list-style-type: none"> Increase Municipal capacity to address housing needs by establishing biannual joint meetings with PB, ZBA and MAHT, seeking technical assistance for training and project assistance, supporting attendance at annual housing conference or other housing workshops Consider revision of Inclusionary Bylaw to require payment to AHT for any non-owner developed housing Redevelop MHA sites to increase the number and quality of units for seniors and disabled, mix income levels, and create a sustainable operating model. 	TP, MAHT, PB, ZBA	Ongoing	Low		Staff Time	
		PB	2019	Low		Staff Time, Legal Review	
		TP, MAHT	Ongoing	Low to High, Cost TBD	Grants, Private, MAHT, CPA	Staff Time	

	<ul style="list-style-type: none"> Assess town owned property for partnership opportunities to create affordable housing. Specifically, examine the potential for a mixed income housing development on the seven-acre Pleasant Street site currently housing DPW facilities Support MAHT programs to increase the number of affordable housing units in town and assist qualified householders in securing affordable housing. Conduct on-going community outreach Work with neighboring communities to identify potential for regional efficiencies including Affordable Housing Marketing Plans/Lotteries and income qualifications (1st time and annual). 	TP, PB	Ongoing	Low, \$20K	Tech Assist MHP, MAHT	Staff Time, Up to \$20K new Capital Expense	\$20,000
		All	Ongoing	Low		Staff Time	
		MAHT, TP	2019/20	Low		Staff Time	
		MAHT, TP	2021-ongoing	Low		Staff Time	
INCREASE HOUSING DOWNTOWN	Assess the opportunity to increase housing downtown through revised zoning to generate more village-scaled mixed-use commercial and residential opportunities downtown.	TP, PB	2019/20	Low cost (incl above)		Staff Time	

New Municipal Expenses Identified: \$60,000

Economic Development							
<i>Objective</i>	<i>Strategy</i>	<i>Lead/Support</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Potential Funding Source</i>	<i>Anticipated Town Expense</i>	<i>New Town Expense</i>
BALANCE REVENUES	Develop and implement a strategic plan for LCD to allow more commercial and residential opportunities capable of producing significant tax revenues.	TP	2019	Low		Staff Time	
	<ul style="list-style-type: none"> • Convene meetings with land-owners within LCD to discuss potential for synergistic/ supportive developments. 						
	<ul style="list-style-type: none"> • Develop a Strategic Plan for LCD. Identify mix of uses, allowable sq feet, cohesive site design (LID), phasing plan 	TP	2019	Mod \$50 to \$75K	DLTA, Grant, Private	Staff Time	
	<ul style="list-style-type: none"> • Engage MassDevelopment, MassWorks and other state agencies to study utility and other infrastructure options to support development. 	TP, BOS, FC	2019	Mod \$50K	MD/MW Grant	Staff Time	
	<ul style="list-style-type: none"> • Undertake a preliminary Community Impact Study to quantify anticipated impacts of development and identify appropriate mitigation strategies. 	TP, FC	2020	Mod \$50K	Developer funded	Staff Time	
	<ul style="list-style-type: none"> • Revise LCD Zoning to support Strategic Plan. 	TP, PB	2020	Low \$15K	Grant	Staff Time Legal Review	
	<ul style="list-style-type: none"> • If needed, adopt a Development Agreement that outlines actions the Developer and Town will take to make the project successful. 	BOS, FC	2020	Low		Staff Time Legal Review	
	Revise Zoning in the General District to generate more commercial and residential opportunities downtown.						
<ul style="list-style-type: none"> • Convene meetings with land-owners within Downtown to discuss potential and desire for change. • Consider potential climate change impacts and address in new regulations 	TP, PB	2020/21	Low \$10K	DLTA MAPC	Staff Time Legal Review		

	<p>as needed.</p> <ul style="list-style-type: none"> Engage Consultant to work with Town, land-owners and public to draft appropriate Zoning. 					
SUPPORT BUSINESSES THROUGHOUT TOWN	Actively support the development and operation of a Business Group to foster long-term stability and growth for downtown businesses and increase and diversify the business mix to include products and services important to community residents.	TP	2020/21	Low	Pub/Priv partnership	Staff Time
EXPAND COMMERCIAL OPPORTUNITIES	Increase municipal involvement with regional economic development groups to take advantage of regional synergy and initiatives when appropriate.	TP	2020/21	Low		Staff Time
SUPPORT HARBOR FOCUSED BUSINESSES	Develop a strategic plan to strengthen harbor and maritime industries.	TP, HM	2022/23	Low \$25K	Grant	Staff Time

New Municipal Expenses Identified: \$0

New Grant Funding Anticipated /Needed: \$225,000

Open Space and Recreation							
<i>Objective</i>	<i>Strategy</i>	<i>Lead/Support</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Potential Funding Source</i>	<i>Anticipated Town Expense</i>	<i>New Town Expense</i>
MEET COMMUNITY RECREATIONAL NEEDS	Identify recreation needs and create plans to address.	P&R	Ongoing	Low		Staff Time	
	Undertake a Recreation Fields Master Plan	P&R	2019	Low \$20K	CPA	Funding Awarded	
	Identify and protect lands that contribute to local and regional trail networks.	TP	Ongoing	Low to High	CPA, Grants: LAND PARC	Staff Time	
MANAGE OPEN SPACES CONSISTENT WITH USE	Create Maintenance and Management Plans for all town owned open spaces and conservations lands and fund implementation.	CC	2019/20	Low (Plans) to High (pot mngt)	CPA, Grants, Private	Staff Time, \$10,000 in 5 Yr Cap Plan	
CREATE GREATER AWARENESS AND INCREASE USE OF OPEN SPACE	Promote awareness, enjoyment and stewardship of conservation areas through outreach and education.	CC, PROSC	Ongoing	Low	Grants, Private	Staff Time	

New Municipal Expenses Identified: \$0

New Grant Funding Anticipated /Needed: Amount dependent on land acquisition and development costs if identified

Natural and Cultural Resources							
<i>Objective</i>	<i>Strategy</i>	<i>Lead/Support</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Potential Funding Source</i>	<i>Anticipated Town Expense</i>	<i>New Town Expense</i>
PROTECT NATURAL AND CULTURAL RESOURCES	Protect lands critical to water supply, biodiversity and community character.	CC, OSRC, TP	Ongoing	Low to High	CPA, LAND Grant, Private	Staff Time, Cap Exp Currently not funded	
STRENGTHEN CONNECTION TO HARBOR AND SHORELINE	Identify opportunities to increase physical and visual access to the Harbor and shoreline. <ul style="list-style-type: none"> • A harborwalk wherever feasible on public land or via easements on private lands. 	TP, BOS, HM, P&R	Ongoing	Low to High Cost TBD	CPA, Grants, Private	Staff Time, Cap Exp Currently not funded	
	<ul style="list-style-type: none"> • Improved beach infrastructure The Town owns a two-acre parcel of land between White and Black Beach that may be able to be developed to increase access to and enjoyment of the shoreline.	P&R	2020	Mod \$50K	CPA, Grant, Capital Exp	Staff Time, Cap Exp Currently not funded	
	<ul style="list-style-type: none"> • Increased and/or improved kayak/ paddle board/ or boat ramps 	P&R, HM	Ongoing	Low to Mod	CPA, Grants, Private	Staff Time, Cap Exp Currently not funded	
	<ul style="list-style-type: none"> • Design considerations to improve visual access wherever feasible. 	All	Ongoing	Low to Mod	Private	Staff Time, Cap Exp Currently not funded	

New Municipal Expenses Identified: \$0

New Grant Funding Anticipated /Needed: Amount dependent on land acquisition and development costs if identified

Transportation and Circulation							
<i>Objective</i>	<i>Strategy</i>	<i>Lead/Support</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Potential Funding Source</i>	<i>Anticipated Town Expense</i>	<i>New Town Expense</i>
CREATE A WALKABLE AND BIKEABLE COMMUNITY	Explore and implement ways to make town more bike and pedestrian friendly while assuring the roadway network continues to work effectively for all modes of transportation.						
	<ul style="list-style-type: none"> Annually assess walkability and transportation safety through neighborhood safety audits and identify solutions as needed. 	B&PC, TP	2018 – ongoing	Low	Grant, Tech Assist	Staff Time	
	<ul style="list-style-type: none"> Identify and promote walking paths 	B&PC, TP	2018 – ongoing	Low	Vol Assist	Staff Time	
	<ul style="list-style-type: none"> Perform annual traffic and pedestrian counts at key locations to document use trends. 	PD	2018 - ongoing	Low		Staff Time	
	<ul style="list-style-type: none"> Implement Complete Street Prioritization Plan. Continue to request funding to support implementation on an annual basis as allowed. Submit Annual Complete Street Report to BOS. Update Complete Street Prioritization Plan every 5 years. 	B&PC, DPW	On-going	Mod - (Design) High – (Cost TBD)	MassDOT	Staff Time, Cap Exp for Design, Currently not funded	\$150,000
	<ul style="list-style-type: none"> Produce sidewalk and crosswalk assessment to identify gaps and plan to address as appropriate. 	B&PC, DPW	2019	Low to Mod TBD		Staff Time, Cap Exp in 5Y Cap Plan	
	<ul style="list-style-type: none"> Engage with Memorial School building design team to help develop circulation plan that supports walking and biking. 	BOS, B&PC	2018/19	Low		Staff Time	
CONNECT LCD WITH DOWNTOWN	Assess opportunities for connecting LCD with Downtown.	TP, B&PC	2020	Low		Staff Time	
EASE CONGESTION	Study the potential impacts of one-way streets to decrease congestion in downtown and neighborhoods.	BOS, DPW	2021	Low \$15K	Grant	Pot Cap Exp, Currently not funded	\$15,000

INCREASE TRANSIT OPTIONS	Assess benefits of using CATA to improve transportation options in Manchester.	TP, ADA C, COA	2018	Low		Staff Time
IMPROVE PARKING OPTIONS	Undertake a professionally led comprehensive Parking Study to identify preferred solutions to parking challenges and implement.	TP, BOS	2019	Low \$25K (Study) to High (Implm)	DLTA Grant	Staff Time
IMPROVE CONDITIONS FOR A WALKABLE DOWNTOWN	Identify need and construct/install public infrastructure and amenities that support downtown businesses and residents.					
	<ul style="list-style-type: none"> Construct a pedestrian connection from Town Hall parking lot to Beach Street 	B&PC, DIP	2019	Low \$10K		Staff Time Cap Exp, Currently not funded \$10,000
	<ul style="list-style-type: none"> Identify and implement opportunities that improve the public realm including sidewalks, plazas, parks, streetlights and other street furniture. 	B&PC, DIP	2020 - ongoing	Low – High Cost TBD	Grants, Private	Staff Time, Cap Exp, Currently not funded
<ul style="list-style-type: none"> Work with business owners to identify opportunities for public private partnerships to enhance the downtown environment. 	TP	2020 – ongoing	Low	Private	Staff Time	

New Municipal Expenses Identified: \$175,000

New Grant Funding Anticipated /Needed: \$25,000 to \$1,500,000

Public Facilities and Services							
<i>Objective</i>	<i>Strategy</i>	<i>Lead/Support</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Potential Funding Source</i>	<i>Anticipated Town Expense</i>	<i>New Town Expense</i>
SUSTAIN AND ENHANCE PUBLIC SERVICES AND FACILITIES	Develop a long term plan and identify funding opportunities for all public facilities and infrastructure systems. Inventory, map, assess and create Operating and Capital Plans for all public assets. (facilities and infrastructure)	All Depts	2018 - ongoing	Mod \$75K		Staff Time Cap Exp, Currently not funded	\$75,000
	Assess the need for new or improved public facilities and fund as needed.	BOS, FC	2018 – ongoing	Low to High based on need	Partnership Income from land lease/sale	Staff Time Cap Exp for upgrades \$400K in 5Y CP	
MAXIMIZE EFFICIENCIES THROUGH SHARED SERVICES/ FACILITIES AS APPROPRIATE	Optimize opportunities for shared services to improve provision of services and increase efficiency.	All Depts	2019- ongoing	Low		Staff Time	
	<ul style="list-style-type: none"> Strengthen collaboration between the Town and MERSD and Essex. 	All Depts	2019- ongoing	Low		Staff Time	
	<ul style="list-style-type: none"> Strengthen communications with State and Federal agencies. 	All Depts	2019- ongoing	Low		Staff Time	
	<ul style="list-style-type: none"> Support ongoing information collaboration discussions with adjacent Towns through established regional organizations. 	All Depts	2019- ongoing	Low		Staff Time	
	<ul style="list-style-type: none"> Work with MassDOT to assess feasibility of sharing MassDOT Highway Maintenance site on Pine Street for compatible DPW operations 	DPW	2018	Low		Staff Time	
<ul style="list-style-type: none"> Identify potential opportunities for further study 	All	2018 – ongoing	Low		Staff Time		
CARE FOR PUBLIC FACILITIES	Renovate Town Common to improve design, circulation and connection to the harbor.	BOS	2018/19	Mod to High \$100K	CPA, Gift	Staff Time, Design funded by CPA	

MAXIMIZE USE OF TOWN OWNED SITES	Undertake a Cemetery Assessment to determine existing and projected capacity.	TP, DPW	2019/20	Low \$10K	Cemetery Fund	Staff Time
IMPROVE HARBOR SAFETY AND SERVICES	Support the Harbor Dredging Plan and other efforts to support a safe and healthy harbor.	HAC	2018 - ongoing	High \$5M	State and Fed Grants, Harbor Fund	Staff Time Cap Exp Currently not funded
SUPPORT SCHOOL SYSTEM	Support construction of new MERSD elementary schools.	FC	2019/20	High \$27M		Debt Exclusion
	Continue to support educational facilities, staff and programs	School Com	2018 – ongoing	Low to High TBD	Grants, Private	Staff Time
	Explore with the MERSD and Town of Essex additional opportunities for sharing facilities and services between the School District and the Towns.	BOS, P&R	2019 – ongoing	Low		Staff Time

New Municipal Expenses Identified: \$75,000

New Grant Funding Anticipated /Needed: \$32,000,000

Land Use							
<i>Objective</i>	<i>Strategy</i>	<i>Lead/Support</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Potential Funding Source</i>	<i>Anticipated Town Expense</i>	<i>New Town Expense</i>
PROTECT/ ENHANCE TOWN CHARACTER AND RESOURCES	Adopt a Town Character Statement and design guidelines to encourage development consistent with town character.	TP, PB, ZBA, HDC	2018/19	Low \$10K	TA Grant	Staff Time	
	Adopt land use regulations that require development to mitigate development impacts on critical resources.	PB, TP, CC,	2018/19	Low \$5K to \$10K	TA Grant	Staff Time, Legal Review	
USE RESOURCES BASED ON VALUE AND NEED	Develop a framework for assessing Town-owned land	BOS, Depts, Bds, Coms	2018/19	Low		Staff Time	
IMPROVE LAND USE AND DEVELOPMENT REGULATIONS	Undertake a full Zoning Bylaw review and revision. 1 st phase – recodification and updates	TP, PB, ZBA	2024/25	Mod to High \$40K to \$75K		Staff Time, Cap Exp, Currently not funded	\$35,000 (\$40K in Hsg)

New Municipal Expenses Identified: \$35,000

New Grant Funding Anticipated /Needed: \$20,000

Resiliency							
Objective	Strategy	Lead/Support	Time Frame	Cost	Potential Funding Source	Anticipated Town Expense	New Town Expense
PREPARE FOR CLIMATE CHANGE IMPACTS	Review and update Town strategies, policies, zoning and general bylaws and capital plans for consistency, climate resiliency and climate change improvements on a five year basis to coincide with the renewal of the Town's federally mandated natural hazard mitigation planning process.	All	2019/20	Low		Staff Time	
	Implement the recommended actions of the 2018 Manchester-by-the-Sea Hazard Mitigation Plan						
	<ul style="list-style-type: none"> Design, permit and fund Central Street culvert replacement, Tidegate removal and restoration of Central Street Pond and Sawmill Brook to School Street. 	DPW, CC	2018 to completion	High, \$1.3M	Grant	Municipal match funded in 5Y CP	
	<ul style="list-style-type: none"> Evaluate and Implement flood proofing mitigation measures for Town Hall and Emergency Operations including the Fire Station 	DPW, TA	2020	Mod to High \$100K to \$500K	Grants	Staff Time, Mun match currently not funded \$25K to \$100K	\$25,000 to \$100,000
	<ul style="list-style-type: none"> Develop costs, prioritize and implement stormwater harbor outfall retrofits. 	DPW, CC	2021	Low \$25K	Grant	Mun match currently not funded \$6K	\$6,000
	<ul style="list-style-type: none"> Continue to discuss benefits of surge barrier as an aggressive mitigation effort to prevent flooding in downtown. 	TA, BOS, CC, TP, FC	2018 – ongoing	Low		Staff Time	
	<ul style="list-style-type: none"> Actively manage town beaches in consideration of climate change impacts. 						

	<ul style="list-style-type: none"> • Monitor shoreline changes, and evaluate shoreline restoration techniques including beach nourishment or off-shore breakwaters to reduce the wave energy impacting beaches. (Sediment Transport Management Pan) • Continue to monitor seawall conditions and if future repairs are needed include sea level rise in the design. Fund as needed. • Evaluate parking lot retrofit at Singing Beach to improve stormwater drainage such as a porous pavement design to promote infiltration and improve water quality. • Implement Sawmill Brook Improvement projects identified in the 2016 Sawmill Brook Culvert and Green Infrastructure Analysis. • Advocate for the State to conduct a comprehensive drainage survey and feasibility evaluation for roadway retrofits for flood risk locations along Route 127. 	P &R, DPW, CC, HM	2018 – ongoing	Mod \$50K to \$100K	Grants	Staff Time Mun Match, Currently not funded \$12K to \$25K	\$12,000 to \$25,000
		DPW, CC, HM	2018 to ongoing	High \$13M	Grants	Cap Funds, Currently not funded	Cost TBD
		P&R, DPW, CC	2021	Mod to High, Cost \$100K to \$500K	Grant	Staff Time, Mun Match Currently not funded \$25K - \$125K	\$25,000 to \$125,000
		DPW	2018 - ongoing	High \$4M	Grants: CZM, EOEAA	Mun Match in 5Y CP, \$800K	
		DPW	2022 - ongoing	Low		Staff Time	
PROTECT COASTAL RESOURCES	Compare the cost, impacts, and sustainability of developing living shorelines and seawalls in areas where living shorelines could be constructed.	TP, DPW, CC	2020/21	Low (Study) to High (Impl) TBD	CPA, Grants	Staff Time; Mun Match if needed Currently not funded	Cost TBD
INCREASE ECONOMIC RESILIENCY	Provide tools and incentives to Downtown businesses to improve economic resiliency.	TP	2022	Low	Grants	Staff Time	

New Municipal Expenses Identified: \$58,000 to \$246,000

New Grant Funding Anticipated /Needed: \$16,227,000 to \$17,069,000

Governance							
Objective	Strategy	Lead/ Support	Time Frame	Cost	Potential Funding Source	Anticipated Town Expense	New Town Expense
IMPROVE TRANSPARENCY	<p>Communicate effectively</p> <ul style="list-style-type: none"> Assess the cost and benefits of a designated communications manager, responsible for managing all outgoing communications to the community, including updates to the Town website, press releases, blogs, and monthly newsletter. The role could be within an existing staff position, a new hire, or consultant, depending on staff capacity and funding. Continue to support regular communication from BOS to all households (e.g. newsletter) Continue to explore alternative methods to engage the community, whether through flyers, message boards, e-notices, or social media Consider an annual publicity campaign to remind residents of where to find information and encourage sign-ups for emergency alerts and personalized e-notices. Create a standardized internal process for Departments, Boards and Committees to distribute information to the community, specifying standards for content, format, and timing. Document standards for discussion of new agenda items, such as an Issue Summary, Fact Sheet, Alternatives Analysis, and Community Outreach. Encourage residents to take responsibility for using the available information to inform themselves. 	TA, All Depts	Ongoing	Low to Mod, Cost TBD		Staff Time Salary or Op Exp if needed, Currently not funded.	

	<p>Review and document Manchester’s existing organizational structure.</p> <ul style="list-style-type: none"> • Create and share Organization Chart of Responsibilities (Elected and Appointed Officials, Paid Staff, Volunteers), per Department, Board, and Committee. Include job descriptions and mission. Note where Boards and Committees are State or Federally mandated regulatory bodies, versus, Committees that are advisory. • Undertake an annual Departmental, Board and Committee review to assess mission, goals, staffing, policies, and budget and make recommendations for changes as needed. 	TA, All Depts	Ongoing	Low	Staff Time
	<p>Review and document existing governance processes. (By Department, Board and Committee)</p> <ul style="list-style-type: none"> • Document and diagram public processes (Step-by-Step from Permitting and Parking Tickets to Town Warrant Articles) • Document and Diagram Internal Processes and Policies 	TA, All Depts	Ongoing	Low	Staff Time
<p>IMPROVE CONNECTIVITY BETWEEN STAFF AND VOLUNTEERS</p>	<p>Align Committees with Departments for support and continuity of missions.</p>	TA	2019	Low	Staff Time
<p>IMPROVE STAFF CAPACITY</p>	<p>Continue to support and competitively fund professional staff.</p> <ul style="list-style-type: none"> • Continue to manage salaries and benefits to maintain current level staffing as a minimum. • Consider increasing funding (through budgets, grants, or fees) to retain talent and expand staff, where necessary. • Consider an expanded internship program to support administration and/or special projects. 	TA, FC	2019	Low to Mod, Cost TBD	Staff Time, Op Exp, Salary Exp if needed, Currently not funded

	<ul style="list-style-type: none"> Support professional development opportunities for staff to maintain credentials and stay up to date with current issues and best practices. 				
IMPROVE VOLUNTEER CAPACITY	<p>Expand annual trainings for volunteers.</p> <ul style="list-style-type: none"> Sponsor board members at state and other sponsored trainings (e.g. MA Association of Conservation Commissions, Citizens Housing and Planning Association, MA Municipal Planners Association, etc.) Each Board should conduct an annual review of its mission, relevant bylaws, and processes; Identify current issues and challenges facing the Board or Committee; set goals for the coming year; Review guidelines for conducting business, including running a meeting, engaging with the public outside meetings, and administration. 	All Depts	Ongoing	Low	Staff Time
IMPROVE CROSS-BOARD COMMUNICATION	Institute an annual multi-boards and committees workshop to discuss land-use issues.	TP	Ongoing	Low	Staff Time
INCREASE COMMUNICATION AND COORDINATION BETWEEN/ AMONG STAFF AND BOARDS	Implement Design Review Team review of any project that requires a Site Plan Review Special Permit from the Planning Board.	TP, PB	2018	Low	Staff Time
SHOW APPRECIATION	Reward civic responsibility with appreciation events.	All Depts	Ongoing	Low	Staff Time