



Manchester-by-the-Sea Comprehensive Master Plan
A Stronger Manchester Starts with Us
 Status Update October 2022

<i>Housing</i>			
Objective	Strategy	Actions to Date	Comments
INCREASE HOUSING DIVERSITY	<p>H – 1: Modify zoning to encourage housing of the size, style, and prices appropriate for downsizing households, elders, young families, singles, and couples (including as part of Downtown development).</p> <p>a) Engage Consultant to review Zoning Bylaw with aim to allow more diverse housing options.</p> <p>b) Consider a 40R /Smart Growth 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.</p>	<p>a)</p> <ul style="list-style-type: none"> • Town Meeting approved 40K • Engaged Mark Bobrowski Zoning Consultant for recodification and zoning bylaw updates -2019 • Provided Recommendations - 2020 • Additional funds appropriated for ongoing support (10k), will attend TM 11/22 <p>b)</p> <ul style="list-style-type: none"> • Funding from MAPC (17K) and Executive office of energy and environmental Affairs(23K) for Technical support to study 40R-2020 • Town matched (10k) local funds • Created draft Overlay District template- regulations/design guidelines – June 2020 	<ul style="list-style-type: none"> • Updated Housing Production Plan 2020-approved • Increase 1 %, need 11 new affordable housing units or 115 to meet Safe Harbor. • Design guidelines and regs by right vs special permit, must be specific and clear • Tested 40r viability- mixed use commercial and housing • Took out state role • Zoning overhaul to reduce impediments- did our own overlay • 40B proposal in Appeal- sidetracked housing efforts



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Housing			
Objective	Strategy	Actions to Date	Comments
INCREASE AFFORDABLE HOUSING	H – 2: Increase and integrate housing that is affordable to households at or below 80% Area Median Income (AMI) with mixed-income ownership and rental options.		
	a) 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	a) <ul style="list-style-type: none"> • Not addressed to date due to the prioritized of ZBA 40B and PB Zoning work 	



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	<p>b) Redevelop MHA sites to increase the number, accessibility and quality of units for seniors and disabled, mix income levels, and create a sustainable operating model.</p> <p>c) 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.</p>	<p>b)</p> <ul style="list-style-type: none"> • AHT/MHA RFP to select a development partner for MHA sites- 2018 • Consultant hired 2020-2021- AHT Funds (\$49,565) for study • Proof of Concept Feasibility Analysis- completed 2021 (Peregrine Associates) <p>c)</p> <ul style="list-style-type: none"> • Non-binding TM vote- Non-binding town vote to support Pleasant Street- 2021 • RFP for Developer- bids due Oct 24,2022 	<ul style="list-style-type: none"> • 2018- Developers not confident Town would support redevelopment of MHA sites • Feasibility Analysis to determine specific plans • AHT and MHA has done surveys/ outreach and connected with abutters • Partner with Citizens Initiative for MHA housing (CIMAHA)
	<p>d) Support MAHT programs to increase the number of affordable housing units in town and assist qualified householders in securing affordable housing.</p>	<p>d)</p> <ul style="list-style-type: none"> • CPA Funds AHT annually 	
	<p>e) Conduct on-going community outreach.</p>	<p>e)</p> <ul style="list-style-type: none"> • Cricket articles and engaging with abutters 	



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	<p>f) Work with neighboring communities to identify potential for regional efficiencies including Affordable Housing Marketing Plans/Lotteries and income qualifications (1st time and annual).</p>	<p>f)</p> <ul style="list-style-type: none"> • Town Planer checks in with Regional Agencies on an ongoing basis 	<ul style="list-style-type: none"> • We don't have enough housing to make this financially feasible
<p>INCREASE HOUSING DOWNTOWN</p>	<p>H – 3: Assess the opportunity to increase residential units Downtown through revised zoning to generate more mixed-use commercial and residential opportunities.</p>	<ul style="list-style-type: none"> • PB recommended a Parking Study first- this is currently underway- results 12/22 • MBTA Multi-Family Housing Requirement Law 2021 	<ul style="list-style-type: none"> • MBTA communities Multi- Family Housing requirement law could have impact on this- 2021 • Community economic development law that addresses housing • We have replied and by December we have to report we are complying or status of when we will be- have till end of 2024 to adopt.



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Economic Development			
Objective	Strategy	Actions to Date	Comments
BALANCE REVENUES	ED – 1: Develop and implement a strategic plan for the LCD to allow more commercial and residential opportunities capable of producing increased tax revenues.	<ul style="list-style-type: none"> LCD Zoning Report 2018 	<ul style="list-style-type: none"> LCD Description Current Zoning Use Revenue Potential Current Permit Process Alternative Permitting and Development approach
	a) Convene meetings with land-owners within LCD to discuss potential for synergistic/ supportive developments.	a) <ul style="list-style-type: none"> Met with Principle Land Owners- Gordon College and MAC, 2018-2020 	
	b) Develop a Strategic Plan for LCD. Identify mix of uses, allowable square footage, cohesive site design (LID), phasing plan	b) <ul style="list-style-type: none"> Funding sought- Mass Development -2019 Community One Stop 2021 	<ul style="list-style-type: none"> Did not receive funding If CST does not work out, can reapply for Gordon land
	c) Engage MassDevelopment, MassWorks and other state agencies to study utility and other infrastructure options to support development.	c) <ul style="list-style-type: none"> Town Planner has ongoing conversations with State Agencies Requested funding for options to support LCD infrastructure- One Stop 2021 	<ul style="list-style-type: none"> Did not receive grant
	d) Undertake a preliminary Community Impact Study to quantify anticipated impacts of development and identify appropriate mitigation strategies.	d) <ul style="list-style-type: none"> Community Impact Study not completed as it is driven by what would have been proposed 	<ul style="list-style-type: none"> CST dependent Would need to reassess if any land is available Gordon College LCD opportunity
e) Revise LCD Zoning to support Strategic Plan.			
f) If needed, adopt a Development Agreement that outlines actions the Developer and Town will take to make the project successful.			



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SUPPORT BUSINESSES THROUGHOUT TOWN		e) <ul style="list-style-type: none"> Revised at TM 2022 to modify zoning to allow lab use east of School Street 	
		f) <ul style="list-style-type: none"> Working with CST Developer 	
	ED – 2: Consider revising zoning in the General District to generate more commercial and residential opportunities Downtown in a manner sympathetic to existing character.	<ul style="list-style-type: none"> Parking Study has been requested as a first step per PB request 	<ul style="list-style-type: none"> No action on following points (a-d) until Parking study is completed.
	a) Convene meetings with land-owners within Downtown to discuss potential and desire for change.		
	b) Consider potential climate change impacts and address in new regulations as needed.		
c) Engage Consultant to work with Planning Board, Town staff, land-owners and public to draft appropriate zoning.			
d) Incorporate ADA accessibility into all opportunities.			
e) Complete Parking Study before making any recommendations that would increase housing or commercial development.	e) <ul style="list-style-type: none"> Parking Study will be completed in December 2022 		
ED – 3: 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	<ul style="list-style-type: none"> Outreach to Town Business during Covid to support by posting information on our website Outdoor dining Trial of restrooms 	<ul style="list-style-type: none"> Create an off-season event series Placemaking Plan- how to make town more walkable, improve lighting, spaces 	



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	important to community residents.	<ul style="list-style-type: none"> Local Rapid Recovery Plan 2021 Multiple Grant Applications submitted to support Rapid Recovery Recommendations. 	<ul style="list-style-type: none"> Town and business shared economic development role
EXPAND COMMERCIAL OPPORTUNITIES	ED – 4: Increase municipal involvement with regional economic development groups to take advantage of regional synergy and initiatives when appropriate.	<ul style="list-style-type: none"> Town Planner attends meetings, nothing brought forward to date 	
SUPPORT HARBOR FOCUSED BUSINESSES	ED – 5: Develop a strategic plan to strengthen harbor and maritime industries.	<ul style="list-style-type: none"> Harbor Strategic Plan currently being discussed 	

<i>Open Space and Recreation</i>			
Objective	Strategy	Actions to Date	Comments
MEET COMMUNITY RECREATIONAL NEEDS	OS&R – 1: Identify recreation needs, including accessibility, and create plans to address.	<ul style="list-style-type: none"> Completed Open Space and Rec Plan update 2022 	<ul style="list-style-type: none"> Addresses all these issues
	OS&R – 2: Undertake a Recreation Fields Master Plan.	<ul style="list-style-type: none"> Fields Master Plan completed 2021 	<ul style="list-style-type: none"> Implementation underway- Updated Sweeny, Pickle Ball, Pine Street Field



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	OS&R – 3: Identify and protect lands that contribute to local and regional trail networks.	<ul style="list-style-type: none"> • Western Woods Study – Fall 2018 • Cape Ann Trail Stewards Study • Purchased Christian Hill and Western Woods-2021 	<ul style="list-style-type: none"> • Trail mapping and looked at restrictions to development • Recommended to conserve land • Town bought 12 acres for Conservation restriction (60k CPA funds)
MANAGE OPEN SPACES CONSISTENT WITH USE	OS&R – 4: Create and fund Maintenance and Management Plans for all town owned open spaces and conservations lands.	<ul style="list-style-type: none"> • DCR Grant for Forrest Stewardship and Bird Habitat Assessment plan-currently underway 	<ul style="list-style-type: none"> • How to manage Town owned open space
CREATE GREATER AWARENESS AND INCREASE USE OF OPEN SPACE	OS&R – 5: Promote awareness, enjoyment and stewardship of conservation areas through outreach and education.	<ul style="list-style-type: none"> • Open Space and Rec Committee created Trail Head Map -2022 • Host walks on regular basis • Working on a Trail Map layer for Town GIS- by end of 2022 	



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Natural and Cultural Resources

Objective	Strategy	Actions to date	Comments
PROTECT NATURAL AND CULTURAL RESOURCES	N&CR -1: Protect lands critical to water supply, biodiversity and community character.	<ul style="list-style-type: none"> Forrest Stewardship and Bird Habitat Assessment plan- currently underway Water Resource Protection Task Force- December 2021 	<ul style="list-style-type: none"> Reports and recommendations to follow
STRENGTHEN CONNECTION TO HARBOR AND SHORELINE	N&CR – 2: Identify opportunities to increase accessible physical and visual access to the Harbor and shoreline.	<ul style="list-style-type: none"> Reed Park and Tucks Point made handicap accessible 2020, 2022 Longevity Bench Project 	<ul style="list-style-type: none"> Longevity Bench is a private project
	a) A harborwalk wherever feasible on public land or via easements on private lands.	a) <ul style="list-style-type: none"> No action 	
	b) Improved beach and shoreline infrastructure	b) <ul style="list-style-type: none"> Signing Beach - revetments Seawalls at West Beach Ocean St seawalls supported Fisherman’s Pier and Reed Park Expansion grant obtained for design and construction grant submitted - 2022 Manchester Marine and Crocker’s Boat Yards proposing expansion 	



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Objective	c) Increased and/or improved kayak/paddle board/ or boat ramps	c) • Reeds Park and Tucks Point	
	d) Design considerations to improve visual access wherever feasible.	d) • No action	
		• New Town Pubic Shade Tree Policy, adopted -2021 • Friends Of Trees supported Policy	• Increased funding for trees
		• PR for new Tree Policy	

Transportation and Circulation

Objective	Strategy	Actions to Date	Comments
CREATE A WALKABLE AND BIKEABLE COMMUNITY	T&C – 1: Explore and implement ways to make town more bike and pedestrian friendly and ADA compliant while ensuring the roadway network continues to work effectively for all modes of transportation.	<ul style="list-style-type: none"> DPW Management Plan Bike and Ped Committee 	<ul style="list-style-type: none"> Ongoing work with DPW to implement management plan for (a-d) below-



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	a) Improve maintenance and management of existing road shoulders, sidewalks and walking paths as the first step. In addition to improved municipal maintenance, consider requiring or encouraging maintenance by abutting land owners and encouraging corporate or other sponsorships.		
	b) Annually assess walkability and transportation safety through neighborhood safety audits and identify solutions as needed.		
	c) Identify and promote walking paths		
	d) Perform annual traffic and pedestrian counts at key locations to document use trends.		
	e) Consider a pedestrian path from Town Hall parking area to Beach Street.	e) <ul style="list-style-type: none"> • Completed and paved 2021 	<ul style="list-style-type: none"> • Needs improvement
	f) 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.	f) <ul style="list-style-type: none"> • Complete Streets Plan 2017 • Requested Implementation funding • Completed 2 intersections • School, Central, Union • Union, Beach 	<ul style="list-style-type: none"> • Dropped Beach Widening • No report to SB or Plan update • Prioritization and Staff capacity



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CONNECT COMMERCIAL DISTRICTS	<p>g) Update Complete Street Prioritization Plan every 5 years.</p> <p>h) Produce sidewalk and crosswalk assessment to identify gaps and plan to address as appropriate.</p> <p>i) Consider opportunities to improve bicycle access to Essex and other communities.</p> <p>j) Implement the Open Space and Recreation Plan's ADA Transition Plan and update as required.</p> <p>k) Work with Safe Routes to School (SRTS) Program for support of school focused initiatives.</p>		
		<p>g)</p> <ul style="list-style-type: none"> • Complete Streets Plan assessed and is in completed report • New Grant for sidewalks and traffic calming on Pleasant, Pine, School-2022 • Design work currently underway for Harbor and Beach Street intersection 	
		<p>h)</p> <ul style="list-style-type: none"> • Bike and Ped on going 	<ul style="list-style-type: none"> • Review Bike and Ped Plan/Goals
		<p>i)</p> <ul style="list-style-type: none"> • Completed ADA transition plan report 2021 2020- • Applying for implementation funds for facilities 	
		<p>j)</p> <ul style="list-style-type: none"> • Completed work on Safe Routes to school with signage 	
	<p>T&C – 2: Assess opportunities for connecting LCD with Downtown.</p>	<ul style="list-style-type: none"> • No action 	



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EASE CONGESTION	T&C – 3: Study the potential impacts of one-way streets to decrease congestion in downtown and neighborhoods.	<ul style="list-style-type: none"> No action 	
INCREASE TRANSIT OPTIONS	T&C – 4: Assess benefits and cost of using CATA to improve transportation options in Manchester.	<ul style="list-style-type: none"> No action 	
IMPROVE PARKING OPTIONS	T&C - 5: Undertake a professionally led comprehensive Parking Study to identify and recommend preferred solutions to parking challenges.	<ul style="list-style-type: none"> Parking Study underway (MAPC-grant 10k- Town 20k) Will be completed December 2022 	<ul style="list-style-type: none"> Inventory parking spaces Assessed turnover rate Provide recommendations for parking improvement This ties to downtown commercial and residential development
IMPROVE CONDITIONS FOR A WALKABLE DOWNTOWN	T&C – 6: Identify need and construct/install public infrastructure and amenities that support downtown businesses and residents.		
	a) Consider a pedestrian connection from Town Hall parking lot to Beach Street	a) Completed walkway 2021	
	b) Identify and implement opportunities that improve the public realm including sidewalks, plazas, parks, streetlights and other street furniture. c) Work with business owners to identify opportunities for public private partnerships to enhance the downtown environment.	b) DIP and DPW are assessing feasibility of Phase 2 of Down Town Improvement Plan c) No action	<ul style="list-style-type: none"> Central Street to Pine Some recommendations in Rapid Recovery Plan



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Public Facilities and Services			
Objective	Strategy	Actions to Date	Comments
SUSTAIN AND ENHANCE PUBLIC SERVICES AND FACILITIES	PF&S - 1: Develop a long -term plan and identify funding opportunities for all public facilities (both Town and Regional School District) and infrastructure systems. Inventory, map, assess and create Operating and Capital Plans for all public assets.	<ul style="list-style-type: none"> Water and Sewer Multi- year improvement plans Water Resources Task Force DPW currently scoping a Town Public Facilities Master Plan for all Town Properties and Facilities Tetra Tech consultants Share Services Study 2019 with Essex 	<ul style="list-style-type: none"> Infrastructure (water and sewer separate) Millions of dollars of improvements have been made Danvers Regional Hub for IT Services- Fiber upgrades will allow for regionalized service of all servers
	PF&S – 2: Assess the need for new public facilities.	<ul style="list-style-type: none"> Recommendations will come from plan 	
MAXIMIZE EFFICIENCIES THROUGH SHARED SERVICES/ FACILITIES AS APPROPRIATE	PF&S – 3: Optimize opportunities for shared services to improve provision of services and increase efficiency.		
	a) Strengthen collaboration between the Town and MERSD and Essex.	a) <ul style="list-style-type: none"> Annual School Collaboration Meetings 	
	b) Strengthen communications with State and Federal agencies. c) Support ongoing information collaboration	b) No action	



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	<p>discussions with adjacent towns through established regional organizations.</p> <p>d) Work with MassDOT to assess feasibility of sharing MassDOT Highway Maintenance site on Pine Street for compatible Town DPW operations</p> <p>e) Identify other opportunities to share services, facilities and staff.</p>	<p>c)</p> <ul style="list-style-type: none"> • Shared Services Plan • Regional Dispatch 	<ul style="list-style-type: none"> • Veterans Support
		<p>d)</p> <ul style="list-style-type: none"> • Discussions with State pursued deemed not feasible 	
		<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Sewer- Gloucester
MAXIMIZE USE OF TOWN OWNED SITES	<p>PF&S – 4: Undertake a Cemetery Assessment to determine existing and projected capacity.</p>	<ul style="list-style-type: none"> • Study Completed in 2021- 10k 	<ul style="list-style-type: none"> • Evaluated five cemeteries to see if interment space could be increased. • Currently implementing • Opportunities in existing sites
IMPROVE HARBOR SAFETY AND SERVICES	<p>PF&S - 5: Support the Harbor Dredging Plan and other efforts to support a safe and healthy harbor.</p>	<ul style="list-style-type: none"> • Funding 2020 for dredging • Manchester Marine and Crocker’s Boat Yards proposing expansion • Reed Park Dock Expansion Project 	<ul style="list-style-type: none"> • Expanded docks for more revenue to support dredging • Create a Harbor Master Plan
SUPPORT SCHOOL SYSTEM	<p>PF&S – 6: Support construction of new MERSD elementary schools.</p>	<ul style="list-style-type: none"> • Completed Manchester Memorial 2021 • Essex construction sited by 2034 	
	<p>PF&S – 7: Continue to support educational facilities, staff and programs</p>	<ul style="list-style-type: none"> • Ongoing 	
	<p>PF&S – 8: Explore with the MERSD and Town of Essex additional opportunities for sharing facilities and services between the School District and the Towns.</p>	<ul style="list-style-type: none"> • Ongoing 	



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	a. Continue and strengthen existing initiatives.	<ul style="list-style-type: none">• Ongoing	
	b. Consider identifying school liaisons from each town to meet with school representatives on a regular basis to improve integration of schools and towns.	<ul style="list-style-type: none">• Annual Town/School Collaboration Meetings	



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<i>Land Use</i>			
Objective	Strategy	Actions to Date	Comments
PROTECT/ ENHANCE TOWN CHARACTER AND RESOURCES	LU – 1: Adopt a Town Character Statement and Design Guidelines to identify the town’s endearing and valued characteristics and offer strategies to ensure that new development is consistent with town character.	<ul style="list-style-type: none"> No action 	
	LU – 2: Adopt land use regulations that require new projects to mitigate development impacts on critical resources.	<ul style="list-style-type: none"> Strengthen special permit and site plan review standards in proposed Zoning By Law changes- TM 2021 and 2022 	
	LU - 3: Create policies and procedures that assure town character is considered when proposing a physical change to public facilities, infrastructure, land and resources.	<ul style="list-style-type: none"> No action 	
USE RESOURCES BASED ON VALUE AND NEED	LU – 4: Develop a framework for assessing Town-owned land.	<ul style="list-style-type: none"> Western Woods Facilities Master Plan 	<ul style="list-style-type: none"> Will focus on facilities and new locations
IMPROVE LAND USE AND DEVELOPMENT REGULATIONS	LU – 5: Undertake a full Zoning Bylaw review and revision. 1 st phase – recodification with some updates	<ul style="list-style-type: none"> Zoning By-law recodification and zoning update work- TM 11/22 	



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Resiliency			
Objective	Strategy	Actions to Date	Comments
PREPARE FOR CLIMATE CHANGE IMPACTS	R – 1: 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.	<ul style="list-style-type: none"> 2018 Hazard Mitigation Plan Accelerating Climate Resiliency Grant- Awarded a new grant (175K) to look at how to protect village core from rising seas and storms 	<ul style="list-style-type: none"> Central Street Culvert and Pond
	R – 2: Implement the recommended actions of the 2018 Manchester-by-the-Sea Hazard Mitigation Plan (HMP)		
	a) Design, permit and fund Central Street culvert replacement, tide gate removal and restoration of Central Street Pond and Sawmill Brook to School Street.	<ul style="list-style-type: none"> Currently underway-fully funded and permitted 	
	b) Evaluate and Implement flood proofing mitigation measures for Town Hall and Emergency Operations including the Fire Station. Improve Fire Department parking drainage.	<ul style="list-style-type: none"> Evaluation complete-improvements on going 	
	c) Develop costs, prioritize and implement stormwater harbor outfall retrofits.	<ul style="list-style-type: none"> Assessments completed-improvements ongoing 	



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	d) Continue to discuss benefits of surge barrier as an aggressive mitigation effort to prevent flooding in Downtown.	<ul style="list-style-type: none"> Funding Ecological Restoration in Climate Change- Bruce Tarr 	<ul style="list-style-type: none"> Part of new grant
	e) 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 Plan) 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. 	<ul style="list-style-type: none"> Funding Ecological Restoration in Climate Change- Bruce Tarr 	
		<ul style="list-style-type: none"> On going 	
		<ul style="list-style-type: none"> No action 	
f) Implement Sawmill Brook Improvement projects identified in the 2016 Sawmill Brook Culvert and Green Infrastructure Analysis.	<ul style="list-style-type: none"> Ongoing- part of culvert project 	<ul style="list-style-type: none"> Stream Team 	



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	g) Advocate for the State to conduct a comprehensive drainage survey and feasibility evaluation for roadway retrofits for flood risk locations along Route 127.	<ul style="list-style-type: none"> No action 	
	R – 3: Assess low lying areas and resources in light of rising sea level to understand impacts to structures, roads, culverts and seawalls and create plans to mitigate.	<ul style="list-style-type: none"> Ocean Street Study 2018 New Private effort underway to manage salt marsh and wetland 	<ul style="list-style-type: none"> Gave 2018 Grant Money back Restore native plants and management
	R-4: Provide tools and guidance to Downtown businesses to improve economic resiliency	<ul style="list-style-type: none"> No action here- economic development above 	
PROTECT COASTAL RESOURCES	R – 5: Compare the cost, impacts, and sustainability of developing living shorelines and seawalls in areas where living shorelines could be constructed.	<ul style="list-style-type: none"> Funding Ecological Restoration in Climate Change- Grant 200K 	

Governance

Objective	Strategy	Actions to Date	Comments
IMPROVE TRANSPARENCY	G – 1: Communicate effectively a) Continue to support monthly communication from SB to all households (e.g. monthly newsletter) b) Continue to explore alternative methods to engage the community, whether through flyers, message boards, e-notices, social media, or events c) Consider quarterly notifications to remind residents of where to find information and encourage sign-ups for emergency alerts and personalized e-notices.	<ul style="list-style-type: none"> The Tide (Weekly) Social Media (Daily) SB Newsletter (Quarterly) Hired Communications staff Digital Sign Boards (time sensitive matters) Email Alerts (over 2K subscribers) Code Red phone calls (Used for emergency/time sensitive) 	



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	<p>d) Create a standardized internal process for Departments, Boards and Committees to distribute information to the community, specifying standards for content, format, and timing.</p> <p>e) Document standards for discussion of new agenda items, such as an Issue Summary, Fact Sheet, Alternatives Analysis, and Community Outreach.</p> <p>f) Whenever practical, include plans, sketches and other images to provide information visually.</p> <p>g) Post as much information as feasible on the Town’s website and assess regularly to assure accessibility.</p>	<p>matters)</p> <ul style="list-style-type: none"> • Posters/flyers designed and hung around town to communicate special events. (i.e. July 4) • Cricket Ads (Designed when requested by Dept. Heads) • Annual Report • Website updates and management (Daily) • Press Releases 	
	<p>G – 2: Review and document Manchester’s existing organizational structure.</p> <p>a) 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.</p> <p>b) Board of Selectmen should require that each Department, Board and Committee annually review and assess its mission, goals, staffing, policies, and budget and make recommendations for changes as needed. Consider including this information in the Town’s Annual Report.</p>		<ul style="list-style-type: none"> • Proposed work Fall 2022
	<p>G – 3: Review and document existing governance processes. (By Department, Board and Committee)</p>		<ul style="list-style-type: none"> • Proposed work Fall 2022



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	<ul style="list-style-type: none"> a) Document and diagram public processes (Step-by-Step from Permitting, Zoning Enforcement and Parking Tickets to Town Warrant Articles) b) Document and diagram internal processes and policies 		
IMPROVE CONNECTIVITY BETWEEN STAFF AND VOLUNTEERS	<p>G – 4: Identify opportunities for increasing communication and cooperation among Boards, Committees and Departments.</p> <ul style="list-style-type: none"> a. Consider aligning Boards and Committees with Departments for support and continuity of missions b. Consider regular meetings that bring together members of various Departments with Boards and Committees c. Identify tools and procedures than enhance coordination among boards, committees and departments that interact with each other. Such as the Clerk’s office and Building Department with Planning Board and Board of Appeals. 	<ul style="list-style-type: none"> • Meetings that have happened: <ul style="list-style-type: none"> ○ Master Plan ○ 40 R ○ Western Woods 	<ul style="list-style-type: none"> • Proposed work Fall 2022
IMPROVE STAFF CAPACITY	<p>G – 5: Continue to support professional staff in Town operations.</p>	<ul style="list-style-type: none"> • Annual budget dependent • Ongoing staff training and development on going 	
IMPROVE VOLUNTEER CAPACITY	<p>G – 6: Expand annual trainings for volunteers.</p> <p>a) 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.)</p>	<ul style="list-style-type: none"> • Board Training • Handbook 	<ul style="list-style-type: none"> • Needs update and training plan



Manchester-by-the-Sea Comprehensive Master Plan
A Stronger Manchester Starts with Us
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	b) 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.		
IMPROVE CROSS-BOARD COMMUNICATION	G – 7: Institute an annual multi-board and committee workshop to discuss land-use issues.	<ul style="list-style-type: none"> • Budget season and setting goals 	<ul style="list-style-type: none"> • Needs to be specific and actionable • Update Master Plan on annual basis
SHOW APPRECIATION	G – 8: Reward civic responsibility with appreciation events.	<ul style="list-style-type: none"> • Volunteer of the year 	