

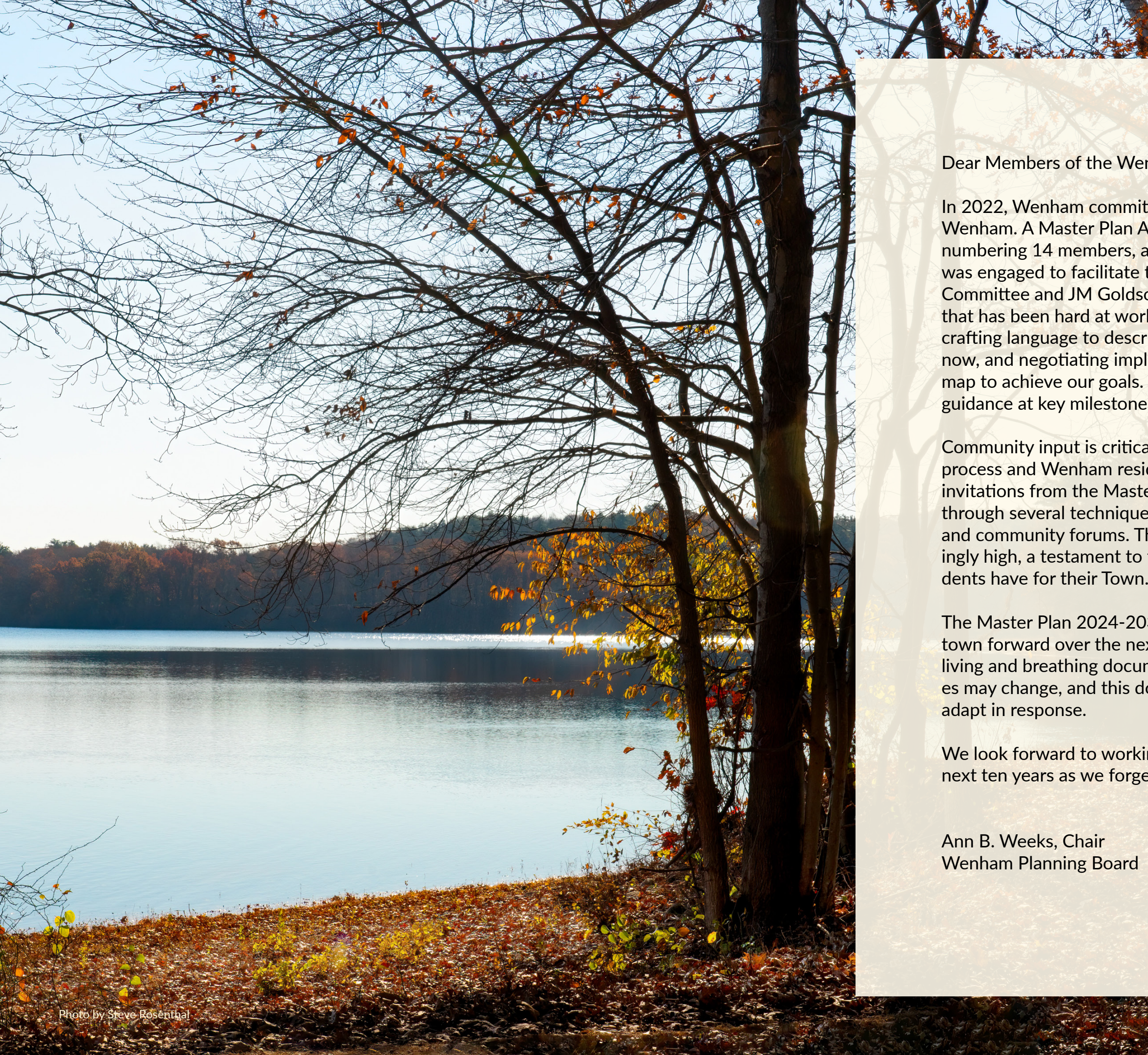


WENHAM MASTER PLAN

ADOPTED JUNE 13, 2024

J M G O L D S O N

CAMBRIDGE ECONOMETRICS



Dear Members of the Wenham Community,

In 2022, Wenham committed funds to pursue a master plan for Wenham. A Master Plan Advisory Committee was formed, now numbering 14 members, and a planning consultant, JM Goldson, was engaged to facilitate the process. Your Master Plan Advisory Committee and JM Goldson formed a highly collaborative team that has been hard at work for the past 18 months gathering data, crafting language to describe a vision for Wenham ten years from now, and negotiating implementable strategies that give us a road map to achieve our goals. The Wenham Planning Board provided guidance at key milestones.

Community input is critical to the success of the master planning process and Wenham residents stepped up. You responded to invitations from the Master Plan Advisory Committee to engage through several techniques, from questionnaires to focus groups and community forums. The level of engagement was not surprisingly high, a testament to the commitment and passion our residents have for their Town.

The Master Plan 2024-2034 offers guidance on how to move our town forward over the next ten years, but it is expected to be a living and breathing document. Needs may change, preferences may change, and this document should be flexible enough to adapt in response.

We look forward to working together as a community over the next ten years as we forge our path forward.

Ann B. Weeks, Chair
Wenham Planning Board

ACKNOWLEDGEMENTS

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Photo by Michael Porta



Photo by Steve Rosenthal

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INTRODUCTION

Nestled just inland on the Massachusetts North Shore, Wenham is a picturesque town with a rich blend of historic places, a tight knit community, and scenic landscapes. Tree-lined roadways, an abundance of historic homes, and beloved community events make Wenham a classic New England Town.

Wenham’s natural landscapes are a valued asset. From the quiet shores of Wenham Lake and Pleasant Pond to the playground at Pingree Park, the Town offers open spaces that cater to various levels of activity. The careful preservation of these natural areas contributes to the Town’s unique appeal, providing opportunities for active and passive recreation.

The Town’s proximity to Boston and the coast, its rail and roadway commuter links, its well-regarded school system, and its small-town, rural qualities make Wenham a desirable place to live, work, and play.

In 1962, when the Town created its last Master Plan, the community and global context were significantly different than they are today. Wenham’s population has grown close to 80 percent, from just under 2,800 people in 1960 to almost 5,000 in 2020, and the Town has preserved many aspects of its distinct historic charm and serene surroundings. The Wenham community has created this new Master Plan to navigate the changing dynamics and contexts, considering economic, social, and environmental forces, challenges, and opportunities that face the Town.

Today the Town faces defining challenges, such as balancing the preservation of historic charm while improving town infrastructure to meet modern roadway, utility, and public facility needs. The Town also grapples with desires to encourage growth and economic development for both fiscal and broader community benefits while maintaining and conserving natural and historic places. These challenges and opportunities will continue to shape Wenham, and as such, are reflected in this Master Plan.

Throughout the master planning process, the community asked questions such as:

- How should Wenham find an equilibrium between preserving its distinctive assets and meeting a growing demand for development?*
- How should the Town reinforce and maintain fiscal sustainability?*
- And, ultimately, how should the community move forward into the next ten years?*

This plan seeks to answer key questions like these. As Wenham anticipates the next decade, this updated Master Plan will help the community shape, change, and preserve key assets.

How should Wenham find an equilibrium between preserving its distinctive assets and meeting a growing demand for development?

How should the Town reinforce and maintain fiscal sustainability?

And, ultimately, how should the community move forward into the next ten years?



COMPONENTS OF A MASTER PLAN

Master Plans can look different from community to community; however, all such plans, in accordance with the statutory elements of MGL c.41 § 81D, cover seven key elements, and include the following components:

1. An understanding of current trends, challenges, and opportunities;
2. An aspirational community vision with measurable goals to support the vision;
3. Specific regulatory, programming, and physical improvement strategies that work together to help realize the community’s vision and goals; and,
4. An implementation plan that identifies specific municipal actions, responsible municipal entities, anticipated costs, and timeframes.

Wenham’s Master Plan is organized by five Core Themes, which is further explained in the Plan Framework section. These five core themes encompass the following statutory elements.

WENHAM’S MASTER PLAN ELEMENTS

-  **LIVE:** Housing a Changing Population
-  **WORK AND GROW:** Ensuring Fiscal and Economic Health
-  **GETTING AROUND:** Connectivity and Mobility in Wenham
-  **PRESERVE AND CONNECT:** Honoring Wenham’s Past and Connecting with Cultural and Community Events
-  **PROTECT AND ADAPT:** Facing Environmental Challenges
-  **PLAY:** Places to Play and Spaces to Enjoy
-  **SERVE:** Meeting Town Needs for Public Facilities and Services
-  **ORGANIZE:** Zoning and Land Use

WENHAM IN CONTEXT

As a part of the planning process, the project team conducted an Existing Conditions Analysis, documented in the Existing Conditions Report, to understand the current Wenham landscape, challenges and opportunities, and trends and issues. This helped to set a baseline understanding of historic trends and current conditions. In turn, these findings were echoed by community members during the engagement process and ultimately shaped the strategies put forth in this Plan. A summary of findings organized by element are presented below.



LIVE: HOUSING A CHANGING POPULATION

Wenham's population, which was just under 5,000 as of the 2020 Decennial Census, has experienced slow growth in recent years. Recent projections from MassDOT indicate that Wenham may see an increase in total population up to 11% by 2040. Potential new housing developments and zoning changes could boost the Town's growth and provide opportunities for more diverse housing options. The Town's demographic makeup is affected by the presence of 1,068 younger adults from Gordon College. Compared with the county and the state, Wenham's population also has more families with children. The Town's changing population highlights a growing need for a diverse housing stock that can meet the changing needs of Wenham residents. Housing affordability is also a major concern as costs increase. However, Wenham exceeds the State's 10% affordable housing goals with 12.6% of the town's housing being affordable.

WORK AND GROW: ENSURING FISCAL AND ECONOMIC HEALTH

Wenham relies on tax revenue to fund operational expenses like education and public safety, with nearly 98% of revenue coming from residential property taxes. Because of this, residential property taxes are higher than surrounding communities. The largest employers and drivers of economic opportunities in Town are large, tax-exempt educational institutions. One in five Wenham residents and three in four Wenham workers are employed in the "educational services" sector. Improving Wenham's fiscal health could be achieved by encouraging more diverse employment opportunities and commercial or mixed-use development in Town. These can diversify the municipal tax base and provide property tax relief for residents, while increasing employment opportunities and available services. Wenham's fiscal and economic health is explored further in the Goals and Development Scenarios Report Summary shown on pages 20 and 21.

Top: Photo by Deb Evans; Bottom: Photo by Steve Rosenthal.



GETTING AROUND: CONNECTIVITY AND MOBILITY IN WENHAM

Wenham has strong local and regional automobile connectivity, served by Route 128, Interstate 95, and Route 1. However, Wenham is also a car-dependent community, with most trips requiring a private automobile. Traffic is a concern in Wenham, however, Wenham's roads are generally safe, and reported crash numbers are similar to statewide road safety trends. Wenham's car reliance points to a need for sufficient multimodal infrastructure, such as protected bike lanes, sidewalks, and more convenient bus and rail service. Residents can access the Newburyport Commuter Rail line at the nearby MBTA Hamilton/Wenham Commuter Rail station or the North Beverly station, both of which are just outside of Wenham. These commuter trains run inbound to Boston approximately every hour.

PRESERVE: HONORING WENHAM'S PAST

Wenham's history is visible in every corner of the Town. According to the Massachusetts Cultural Resource Information System (maintained by the Massachusetts Historical Commission), there are 234 recorded historical resources in Wenham. Such resources are integral to Wenham's identity and landscape, and include the many historic homes in Wenham, the Wenham Museum, and the Wenham Tea House (owned and managed by the Wenham Village Improvement Society). The Town's Historic District, which extends the length of Main Street, and Wenham Historic District Commission, both established in 1972, provide vital protection to some of the Town's historic places as the Commission oversees design review for changes to historic structures. Because historic resources are interspersed throughout the Town, there is a need for attention and protection of these assets.

Photos by Steve Rosenthal





CONNECT: CONNECTING WITH CULTURAL AND COMMUNITY EVENTS

Wenham is a close-knit town with strong community ties, as well as a desire to create more opportunities for community connection. One of the Town's many gathering spaces is the Wenham Museum which hosts many of the Town's community events, including an annual holiday artisan fair, Fairy Festival, and tours of the archives. Another gathering space, the Community House is located in Hamilton and serves both Wenham and Hamilton. It hosts performance-based events such as the free Sundays in Patton Park Summer Concert Series. Other gathering places include the Hamilton-Wenham Public Library, Town Hall, and Wenham Tea House. Beyond these existing facilities, the community is interested in expanding opportunities for connection.



PROTECT AND ADAPT: FACING ENVIRONMENTAL CHALLENGES

Land, water, and habitat assets in Wenham provide many direct services and ecosystem benefits, such as carbon capture and water filtration, to the Wenham community. The Town and its environmental assets are susceptible to pressure from land use and environmental changes. Wenham has protected 29.7 percent of its land (1,546 acres) in perpetuity, which is close to the 30 percent global benchmark for land conservation to reduce species extinction threats and carbon emissions. Further, Wenham is making strides in reducing energy consumption, increasing renewable energy usage, and furthering climate initiatives. As a Green Community, Wenham has demonstrated its commitment to sustainability Town-wide.



From Top to Bottom: Photos by Town of Wenham; Asma Syed; Steve Rosenthal

PLAY: PLACES TO PLAY AND SPACES TO ENJOY

The town of Wenham has a diversity of open spaces and recreation resources, including walking trails, playgrounds, nature preserves, and athletic fields. Wenham also shares a Recreation Department with the Town of Hamilton, which provides regional enjoyment of these facilities and shared responsibility for their maintenance. Shared facilities include the town pool and Pleasant Pond. However, most passive recreation opportunities in Wenham are either owned, facilitated, or maintained by private groups and associations. These include walking and hiking trails at Gordon College, the Rail Trail and the Audubon properties. There is a concern for the condition of recreation facilities in Town and a desire to improve them.

SERVE: MEETING TOWN NEEDS FOR PUBLIC FACILITIES AND SERVICES

Wenham's municipal staff capacity and turnover create additional barriers in implementing planning efforts. Because the town relies on part-time, non-benefited positions to save on cost, the Town's capacity to maintain facilities and provide additional services to residents is limited. However, Hamilton and Wenham collaborate and share several resources, including the school system, the Department of Parks and Recreation, Inspectional Services, Assessors, and the Regional Public Library. Regionalization is one way to combine resources and increase the municipal capacity for the neighboring communities.

ORGANIZE: ZONING AND LAND USE

Wenham's landscape reflects its agricultural history. Almost 40 percent of Wenham is open space, most of which is protected in perpetuity. Also, almost 30% is currently occupied by single-family housing. Most of Wenham's land is zoned for residential use, with very limited land area zoned for commercial and mixed-use activities. Further, environmental constraints like wetlands limit development opportunities. Wenham is also designated as a MBTA Commuter Rail Community which presents many opportunities for change and development of multifamily housing near the Hamilton-Wenham Train Station. Wenham's current land use and zoning reflect the Town's history and the potential for future commercial and mixed-use growth.





PLANNING PROCESS

COMMUNITY ENGAGEMENT

This Master Plan was completed in just under two years, beginning in June 2022. The planning process consisted of four phases. The phases of this planning process are designed to understand current trends and opportunities and challenges, engage with the community to envision its future, cocreating a Master Plan Vision and Goals, and selecting and implementing appropriate strategies to reach the Town’s goals.

The project team’s approach to the planning process is based on the belief that facilitating collaborative and highly interactive community engagement using a wide variety of engagement tools is critical to a successful planning effort.

The engagement tools employed throughout the planning process aimed to distill the community’s hopes for what Wenham will look and feel like in the next decade.



Phase I Wenham Yesterday and Today focused on understanding the Town’s existing conditions and helped set a baseline. Phase I engagement opportunities included focus groups and interviews with key community stakeholders as well as a Community Forum and Tabling at various community events.

Phase II Wenham Tomorrow encouraged community members to share their hopes and dreams for the Town’s future. In Phase II, community engagement opportunities included a community survey on the Master Plan elements, a Meeting-in-a-Box (MIAB) facilitation guide to generate community conversations, and a web-based Crowdfmap platform to collect place-based suggestions. The engagement tools used in this phase allowed the Wenham Community to shape the plan. The Master Plan Advisory Committee (MPAC) members used the community’s ideas to collaboratively draft the Master Plan’s Vision and Goals.

Phase III Achieving Wenham Tomorrow focused on determining how Wenham can achieve its Vision and Goals by creating and vetting potential strategies. Phase III engagement opportunities included Technical Working Sessions, a series of meetings that allowed local community experts to weigh in on relevant planning topics, and a community survey on the draft strategy list and the Future Land Use Vision Map.

Phase IV Plan Finalization and Adoption focused on finalizing and adopting the plan and established the Action Plan. The Action Plan will assign responsible parties and identify funding sources to implement the strategies identified in Phase III. Phase IV engagement opportunities included public meetings, presentations, and opportunities for public comments on the draft Master Plan report.



2022

PHASE I: WENHAM YESTERDAY AND TODAY

Engagement Opportunities:

Interviews and Focus groups with key community stakeholders, Community Forum, Tabling

Key Deliverables:

Existing Conditions Report

PHASE II: WENHAM TOMORROW

Engagement Opportunities:

Community Survey, Meeting-in-a-box (MIAB), Online interactive Crowdfmap, Tabling

Key Deliverables:

Aggregated Community Engagement Summary, Vision and Goals Statement

2023

PHASE III: ACHIEVING WENHAM TOMORROW

Engagement Opportunities:

Technical Working Sessions and community survey, Strategy Shortlist and Future Land Use Vision Map Survey, Tabling

Key Deliverables:

Strategy Shortlist, Future Land Use Vision Map

2024

PHASE IV: PLAN FINALIZATION AND ADOPTION

Engagement Opportunities:

Public meetings, presentations to the Planning Board and Select Board, public comment period

Key Deliverables:

Master Plan, Action Plan, Implementation Spreadsheet

WHAT WE HEARD

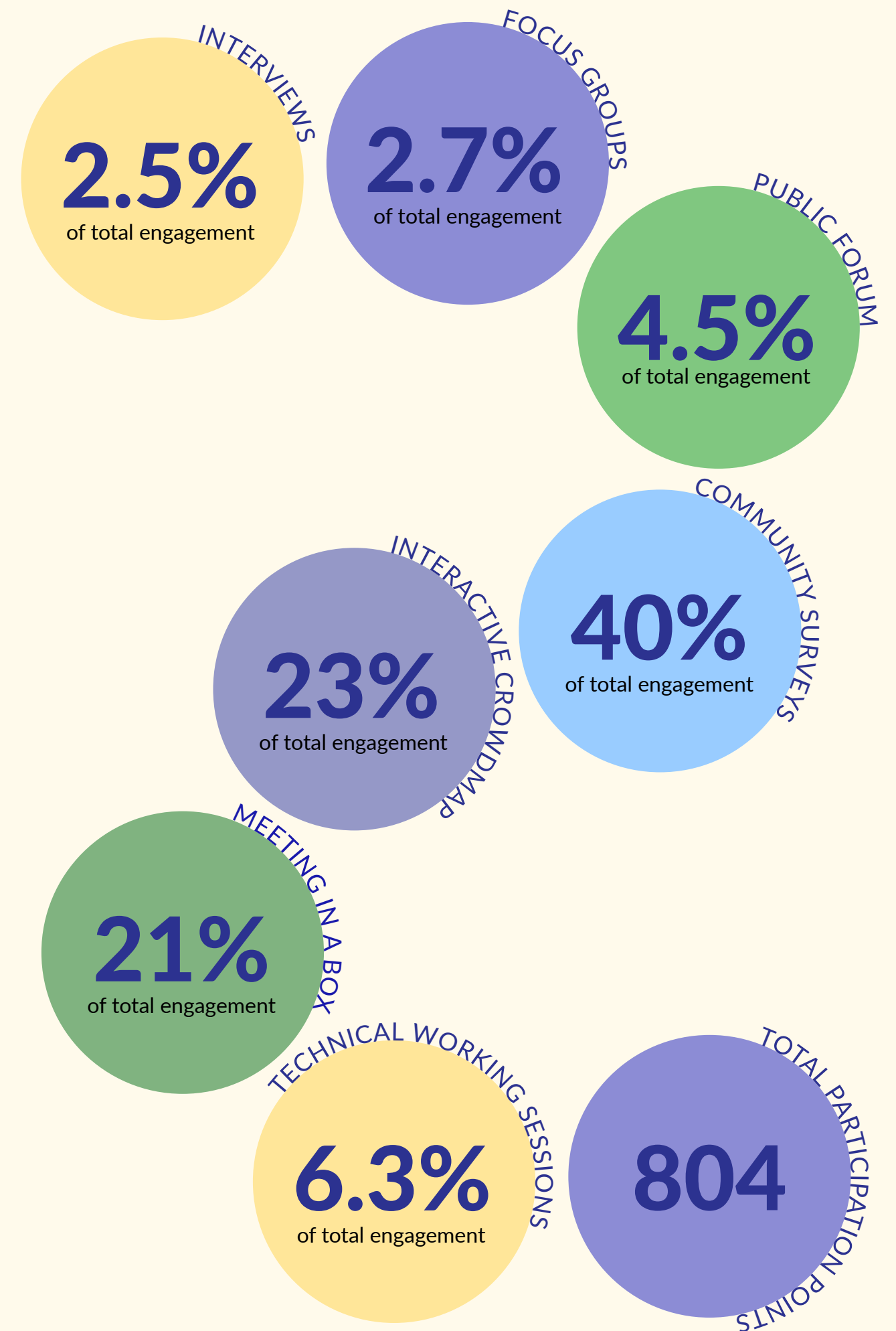
The public participation at every stage of this process has been the driving force in shaping this Master Plan. The feedback of more than 800 Wenham community members is reflected in this plan, and we sincerely thank community members for sharing insights, expertise, hopes, and visions for the future of Wenham. This plan and process would not have been possible without the engaged Wenham community.

DURING THE PUBLIC ENGAGEMENT PROCESS, SEVERAL KEY THEMES EMERGED.

1. High taxes and the heavy reliance on residential taxes to support municipal finances concerns community members, and there is a desire for more commercial and mixed-use developments in Town.
2. Community members expressed desires for improvements in municipal facilities, school facilities, services, and programmatic offerings, particularly for water and sewer infrastructure, Town communications, and social gathering spaces.
3. Wenham's many historic places and landmarks are cherished community assets, and many community members feel a need for more preservation and appreciation efforts.
4. Natural places, open spaces, and recreation facilities are key assets for the Wenham community, and people expressed support for conservation and sustainability efforts at these natural landscapes.
5. Housing emerged as a top concern for community members, particularly concerning affordability, availability, and diversity of housing types for the needs of existing residents and new neighbors.

These emerging themes informed the overall Community Vision, the Future Land Use Vision Map, and the Five Core Themes that organize this plan.

WE HAD MORE THAN 800 PARTICIPATION TOUCH POINTS WITH THE WENHAM COMMUNITY THROUGHOUT THE PLANNING PROCESS EQUAL TO 16% OF THE COMMUNITY!



SHAPING THE PLAN

PHASE I: WENHAM YESTERDAY AND TODAY

Focus Groups and Interviews

Across the eight focus groups and 16 interviews, several trends emerged about Wenham's challenges and strengths. The following key findings represent topics and opinions that were brought up by participants in multiple focus groups across multiple areas of interest.

Community Forum

JM Goldson and the Town of Wenham hosted a community forum for the Master Plan process at the Wenham Museum as an open house where community members could speak with the project team. The forum also included two 20-minute presentations from the consultant firm, JM Goldson. At least 36 participants were in attendance.

Phase I Findings:

Pressures on municipal finances, staff capacity and municipal communications are key challenges in Wenham.

There is a lack of **social infrastructure**, particularly for younger adults, singles, and older adults.

A lack of **sewer infrastructure** and limited water supplies hinders development.

Maintaining the community's small-town feel and increasing housing affordability is needed in future development and town growth.



Photo by Town of Wenham

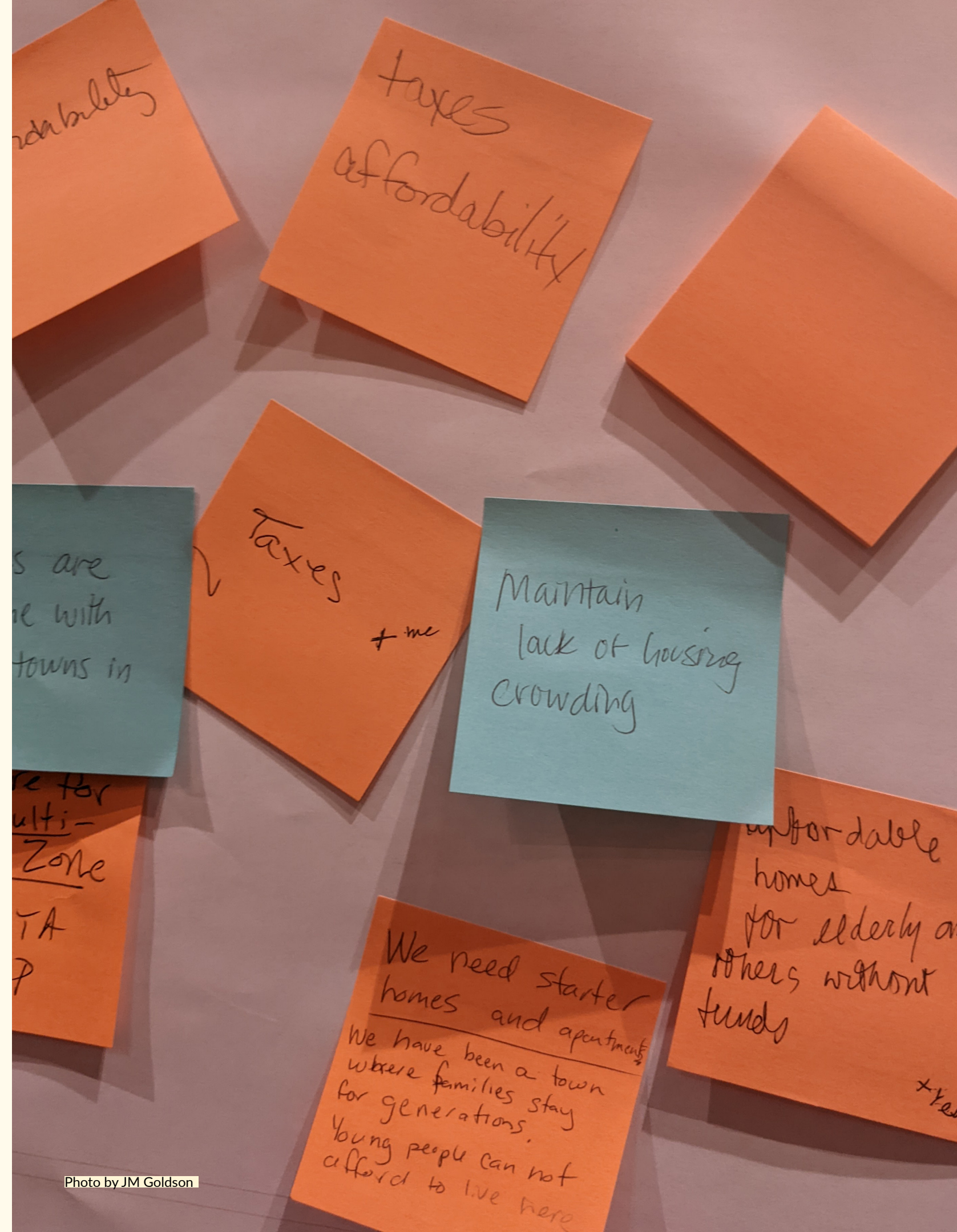


Photo by JM Goldson

PHASE II: WENHAM TOMORROW

Community Survey

The Community Survey is a tool meant to solicit community members' perspectives on various topics and better understand the Town's priorities about housing, economic development, open space, natural resources, recreation, sustainability, transportation, Town facilities and services, and historic and cultural resources. The survey was active for one month and received 264 responses with a 70 percent completion rate. Top Priorities were 1) Lowering taxes, 2) Welcoming economic development, 3) strategic growth and development, 4) building community, and 5) improving the school system and buildings.

Meeting-in-a-Box

MIAB is a civic engagement method in which community members are invited to host meetings with their friends, families, networks, and neighbors to share their ideas for Wenham's future. There was a total of 30 MIABs held, reaching 166 total participants.

Crowdmap Interactive Webmap

The Crowdmap was an interactive mapping platform that encouraged Wenham community members to answer four questions and make place-based recommendations for commercial and residential development, infrastructure investments, and general Town improvements. The Crowdmap received 184 total submissions, including 66 general improvement submissions, 63 economic development submissions, 29 transportation submissions, and 26 housing submissions.

Phase II Key Findings:

40%

Two in five resident survey respondents indicated they were "likely" or "very likely" to move out of Wenham in the next ten years.

90%

of survey responses shows the leading reason resident respondents are considering moving is "Property Taxes."

73%

of survey respondents supported sharing more services or departments with the Town of Hamilton.

94%

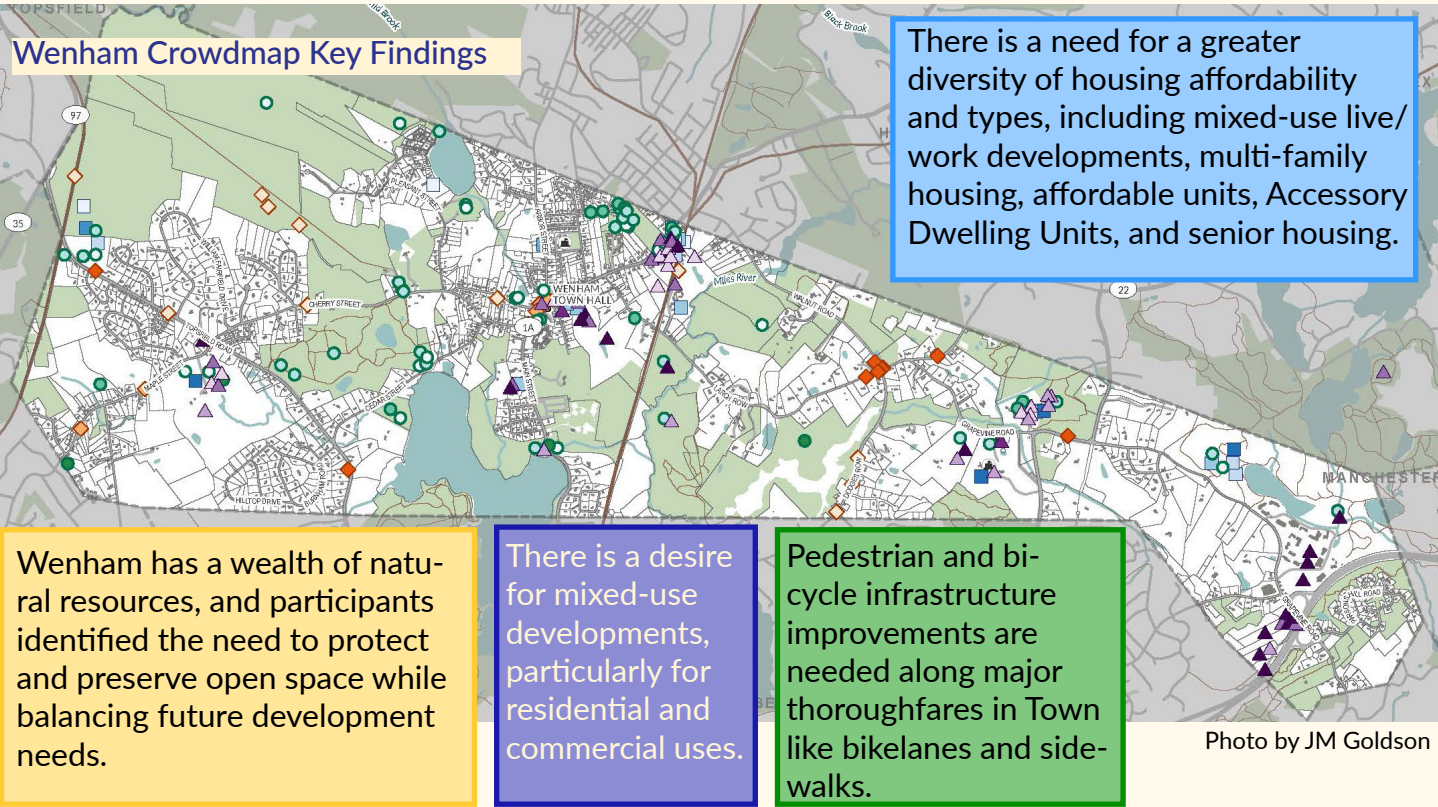
Most participants support development near the Hamilton-Wenham train station.

MIAB Community Vision

- 1. Preserving Wenham's character and history.
- 2. Encouraging strategic development to lower taxes and finance infrastructural repairs and service expansions.
- 3. Maintaining and activating public spaces while conserving natural resources.
- 4. Fostering a strong sense of community and embracing diversity and regionalization.
- 5. Promoting sustainability and renewable energy sources.

Phase II Key Findings Continued:

Wenham Crowdmap Key Findings



There is a need for a greater diversity of housing affordability and types, including mixed-use live/work developments, multi-family housing, affordable units, Accessory Dwelling Units, and senior housing.

Wenham has a wealth of natural resources, and participants identified the need to protect and preserve open space while balancing future development needs.

There is a desire for mixed-use developments, particularly for residential and commercial uses.

Pedestrian and bicycle infrastructure improvements are needed along major thoroughfares in Town like bikelanes and sidewalks.

Photo by JM Goldson

PHASE III: ACHIEVING WENHAM TOMORROW

Technical Working Sessions

The Technical Working Sessions were small group discussions among local subject matter experts facilitated by the project team across five core themes to gather input about the draft strategy list. Fifty community members participated in these discussions. The results of these conversations helped the Master Plan Advisory Committee to refine the strategy list.

Phase III Key Findings:

- 1. Fiscal feasibility was a key concern with strategy implementation and added expenses for the town.
- 2. Staff capacity was a concern with the implementation of strategies.
- 3. There is a strong desire for more intergenerational programming opportunities and improving Wenham's social infrastructure.
- 4. Preserving Wenham's landscapes and historic resources was well received.

WENHAM FISCAL IMPACT ANALYSIS: FISCAL IMPACT GOALS & DEVELOPMENT SCENARIOS REPORT

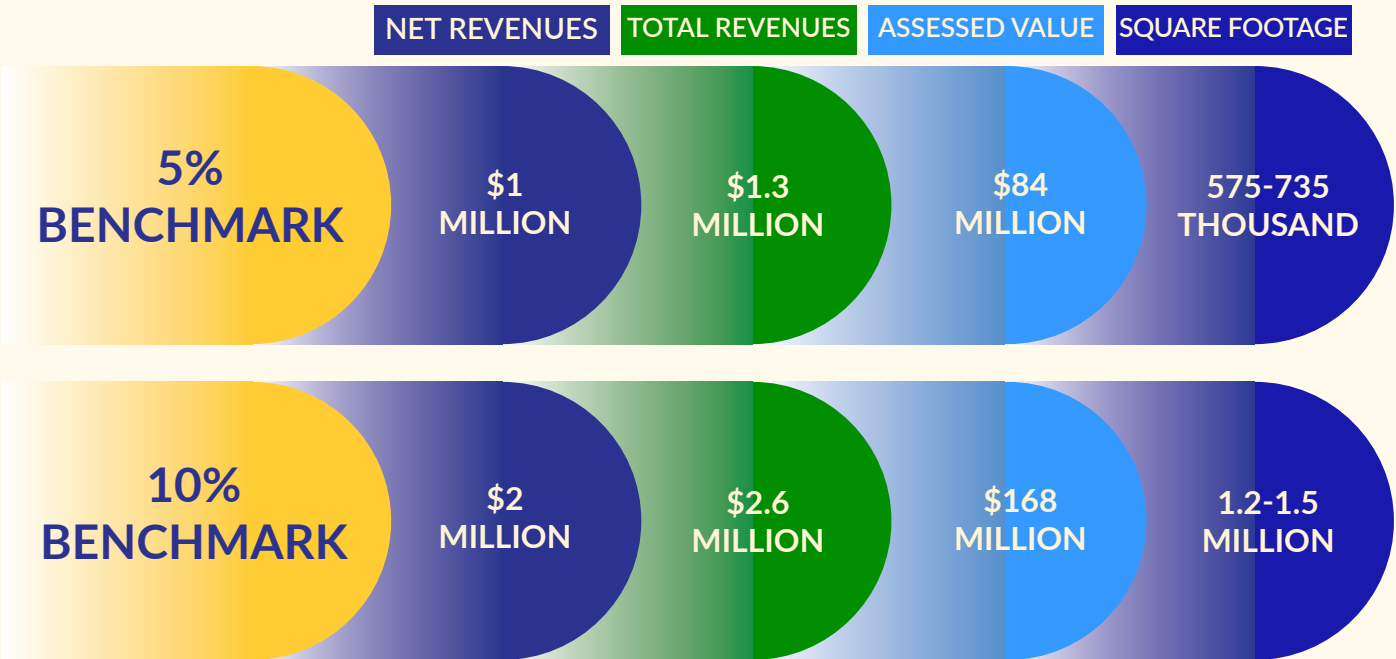
Wenham is interested in diversifying its property tax base to include more business uses (commercial and/or industrial properties) to help balance the tax burden and provide relief to residents. Residential property taxes generate the vast majority of local tax revenue, a greater share than in comparable Massachusetts towns. For the past six years, commercial and industrial tax revenues amounted to only 2 percent or less of the town’s total property tax levy, while residential properties accounted for the remaining 98 percent. Town expenses includes services such as fire, polices, public works projects, and schools. In Wenham, school expenses account for more than half of the town budget.

Fiscal impacts analysis measures potential tax revenue generation (e.g., property tax revenue) compared with town expenses (e.g., school, fire, and safety) for potential development scenarios, such as commercial, industrial, and mixed use development. Fiscal impact assessments can help evaluate whether a development will result in a net revenue or net loss for a jurisdiction.

A separate and more detailed fiscal impact analysis report supplements the economic development and fiscal analysis portions of the 2024 Wenham Master Plan. This report does a deep dive into several illustrative fiscal benchmarks and assesses hypothetical development scenarios that could help the town reach those benchmark values.

To understand this issue in greater depth, Wenham’s Master Plan Advisory Committee (MPAC) requested analysis to test future developments whereby net revenues from new commercial and industrial properties make up 5 to 10 percent of the total current property tax levy (which was \$19.8 million in 2023).

The graphic below shows the scale of development that would be needed to achieve these benchmarks. For context, 575,000 square feet (SF) is roughly three times the size of the North Beverly Plaza (shopping center with Shaws). This scale of development would represent a large shift in Wenham, which currently has less than 40,000 SF of commercial buildings.



Development projects can take many forms, each with unique benefits and drawbacks. The table below outlines a few development scenarios and their associated fiscal impacts. The full report looked at mixed-use, single family residential, research lab and office, and industrial and warehouse scenarios. More information on each scenario can be found in the *Wenham Fiscal Impact Analysis: Goals & Development Scenarios* Report by Cambridge Econometrics. Commercial and industrial development typically have a net positive fiscal impact (i.e., revenues from these properties are higher than costs) while single family residential properties tend to have a net negative impact, largely due to the associated demand for public schools.

The table also shows estimated job creation associated with commercial and industrial development scenarios (not part of a fiscal analysis, but an added benefit of commercial and industrial development). These development scenarios could be scaled (e.g., doubled in size) or combined (e.g., a mixed-use development and two research labs) to reach the benchmark revenue composition.

- For example:
- A mixed-use development project (with ground floor retail/restaurant and multi-family residential above) of 180,000 SF and 80 housing units (with 20 age-restricted units for residents 55 and older), is estimated to result in about \$450,000 in property tax revenue, but a net fiscal impact (after considering increased public sector costs) of about \$225,000.
 - A research lab and office building of 140,000 SF (approximately 1.5 times the size of the Academy at Penguin Hall) could generate near 400 jobs, about \$350,000 in property tax revenue and net fiscal impacts over \$250,000.

DEVELOPMENT SCENARIOS SUMMARY

DEVELOPMENT SCENARIO	TOTAL SQUARE FOOTAGE	NON-RESIDENTIAL SQUARE FOOTAGE	JOBS SUPPORTED	TOTAL PROPERTY TAX REVENUES		NET FISCAL IMPACT	
				LOW	HIGH	LOW	HIGH
MIXED USE	180,000	60,000	200	\$423,000	\$473,000	\$214,000	\$239,000
RESEARCH LAB AND OFFICE	140,000	140,000	380	\$342,000	\$366,000	\$257,000	\$275,000
INDUSTRIAL AND WAREHOUSE	150,000	150,000	145	\$168,000		\$126,000	
SINGLE FAMILY RESIDENTIAL	79,000	-	-	\$291,000	\$477,000	-\$10,000	-\$16,000


This scale of new businesses will take time to plan, finance, and construct, likely beyond the 10-year horizon of the Master Plan. In particular, and consistent with the master plan, key next steps for Wenham include identifying and advancing more sites for development opportunities to create a portfolio of market-ready sites over time. The total amount of development, would be divided across numerous development projects around town and integrated into Wenham’s existing fabric. This can include thoughtful zoning changes to help diversify the tax base.

The Future Land Use Vision Map, shown on the following pages, explores where in Wenham these development opportunities could be located. These areas are denoted as Economic and Mixed Use Opportunity Areas or Balanced Conservation and Development Opportunity Areas.


FUTURE LAND USE VISION MAP


The Future Land Use Vision Map reflects the land use perspectives of the Community's vision for 2034. It depicts areas that the community wants to protect, preserve, enhance, evolve, and connect. This Vision map is directly informed by the results from the public participation process, particularly the interactive web-based Crowdfmap.

ANNOTATED LEGEND

- **Connectivity Corridor:**

These are routes that connect to key destinations in and around Wenham. These areas represent opportunities to improve and expand local transportation and connectivity in Wenham, particularly for pedestrians and cyclists, and increase multimodal transportation options and availability.

 - Topsfield Road
 - Maple Street
 - Cherry Street
 - Cedar Street
 - Main Street
 - Larch Row
 - Walnut Road
 - Dodges Row
 - Grapevine Road
- **Open Space Protection Areas:**

Wenham has a wealth of existing scenic landscapes, open spaces, and recreation areas. Some of these are privately owned open spaces while others are municipally owned and maintained. Some examples include the Cedar Pond Wildlife Sanctuary and Nickerson Knoll. These are areas that are permanently protected in Wenham. These spaces are crucial for environmental sustainability, natural habitats, critical resources, and the Town's water supply.
- **Open Space Protection Opportunities:**

There are several areas or sites in Wenham that are not permanently protected open spaces. These may be temporarily protected or unprotected open spaces. Such spaces present opportunity for future conservation and protection efforts.

 - Wenham Country Club

- **Neighborhood Preservation Areas:**

Much of Wenham is currently used for residential purposes. The existing housing stock is a valued asset. As such, Wenham should continue preserving and enhancing these areas in the coming decade.
- **Institutional - Government Buildings:**

These are municipal buildings in Wenham and are key sites to improve both infrastructure and municipal services through increasing staff capacity, expanding programming, and making physical improvements.
- **Historic Preservation Areas*:**

Wenham has a wealth of historic amenities and assets throughout the Town. These are areas that have been identified in previous studies as important historic resources in Wenham. These areas are those identified in the 2017 Wenham community Wide Historic Properties Survey completed by Spies and Frontiero. Some of these areas are also located in Wenham's Historic District, which is denoted on the FLUVM with a dark red dashed line.

 - Wenham Tea House
 - Wenham Historic District
- **Balanced Conservation & Development Opportunity Areas:**

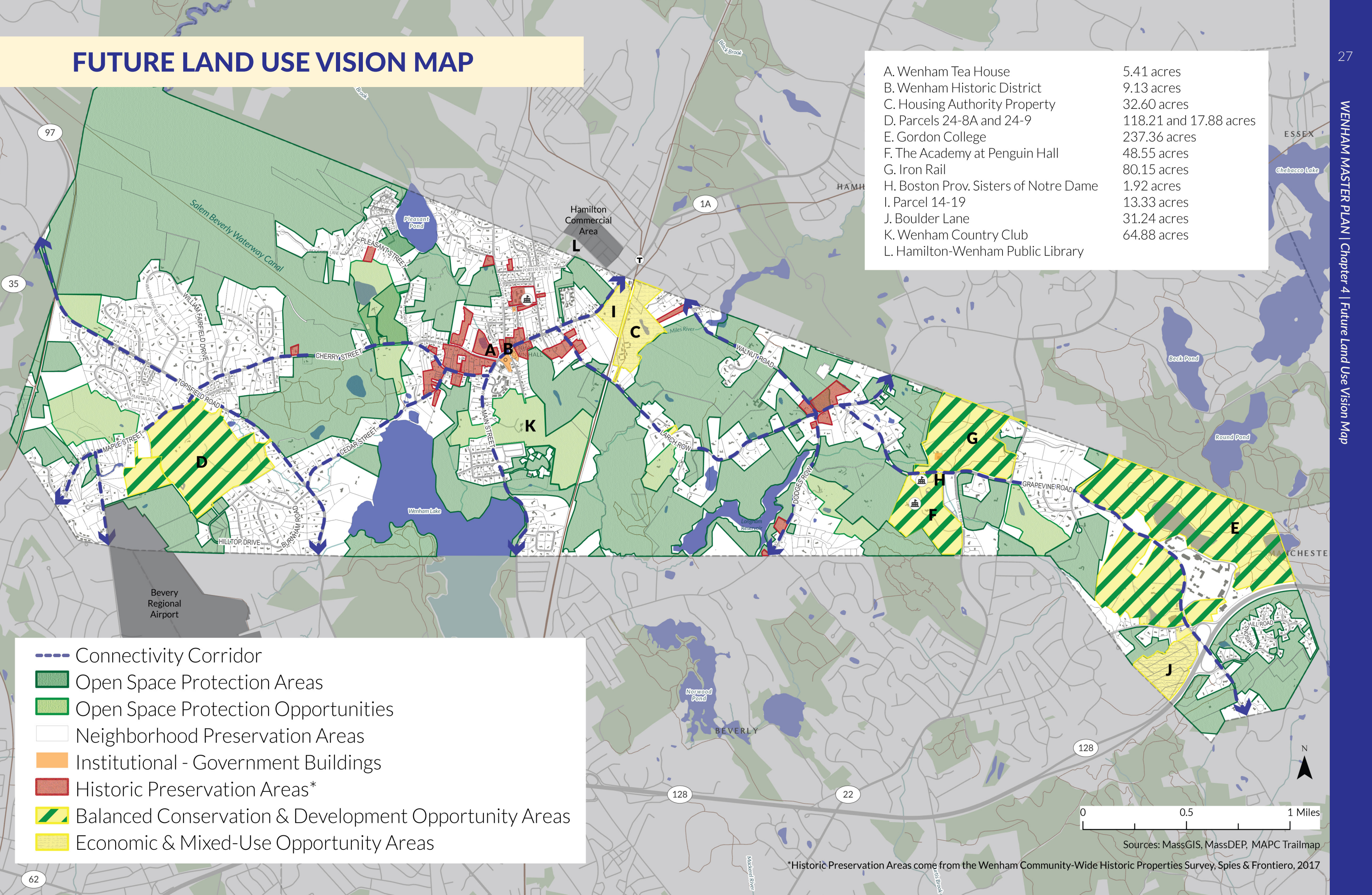
Growing Wenham's economic base presents an opportunity to balance conserving open spaces and environmental resources with thoughtful development that compliments Wenham's existing town fabric. Such areas are suitable for some development such as housing opportunities, mixed use, commercial, as well as for protecting open space resources. The types of development in these areas should be carefully considered and decided upon by the town.

 - Parcels 24-8A and 24-9
 - Gordon College
 - The Academy at Penguin Hall
 - Iron Rail
 - Boston Prov. Sisters of Notre Dame
- **Economic & Mixed-Use Opportunity Areas:**

Areas where Wenham's can advance opportunities for economic growth. These areas present opportunities for new commercial, industrial, or mixed use. The Economic and Mixed-Use Opportunity Areas can help expand Wenham's business opportunities in the next decade.

 - Housing Authority Property
 - Parcel 14-19
 - Boulder Lane

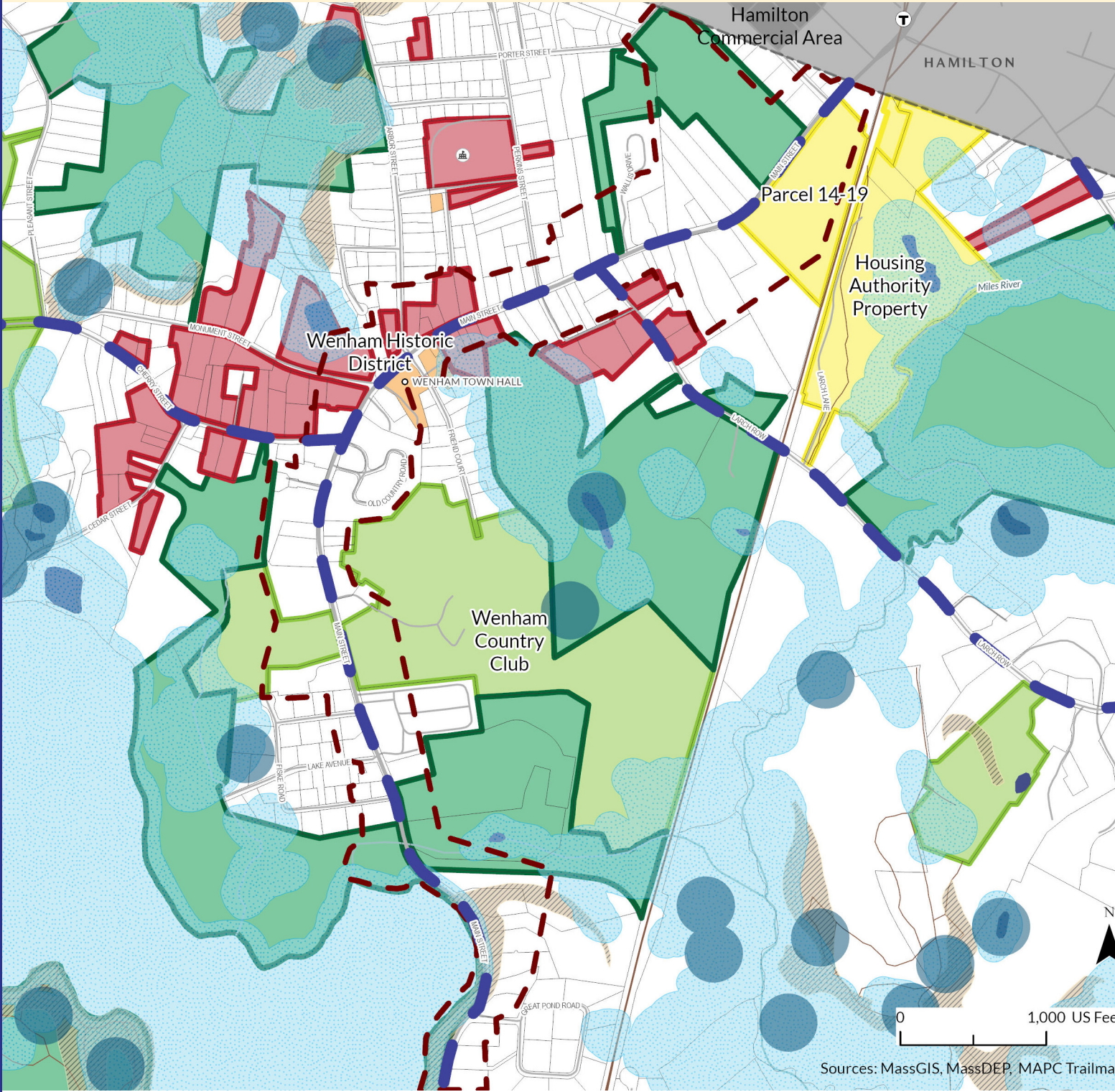
FUTURE LAND USE VISION MAP



A. Wenham Tea House	5.41 acres
B. Wenham Historic District	9.13 acres
C. Housing Authority Property	32.60 acres
D. Parcels 24-8A and 24-9	118.21 and 17.88 acres
E. Gordon College	237.36 acres
F. The Academy at Penguin Hall	48.55 acres
G. Iron Rail	80.15 acres
H. Boston Prov. Sisters of Notre Dame	1.92 acres
I. Parcel 14-19	13.33 acres
J. Boulder Lane	31.24 acres
K. Wenham Country Club	64.88 acres
L. Hamilton-Wenham Public Library	

- Connectivity Corridor
- Open Space Protection Areas
- Open Space Protection Opportunities
- Neighborhood Preservation Areas
- Institutional - Government Buildings
- Historic Preservation Areas*
- Balanced Conservation & Development Opportunity Areas
- Economic & Mixed-Use Opportunity Areas

TOWN CENTER AND HISTORIC DISTRICT

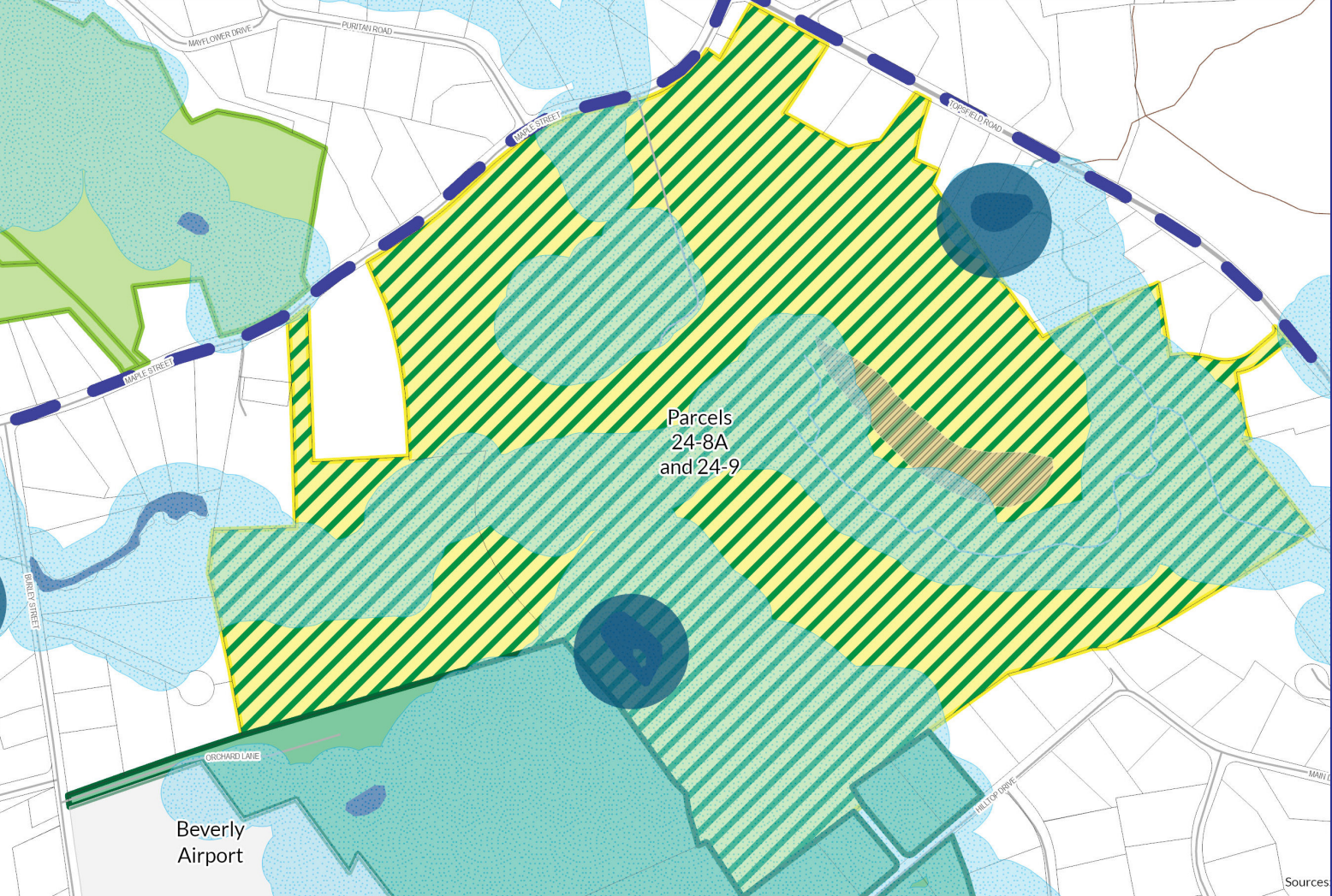


Future Land Use Map

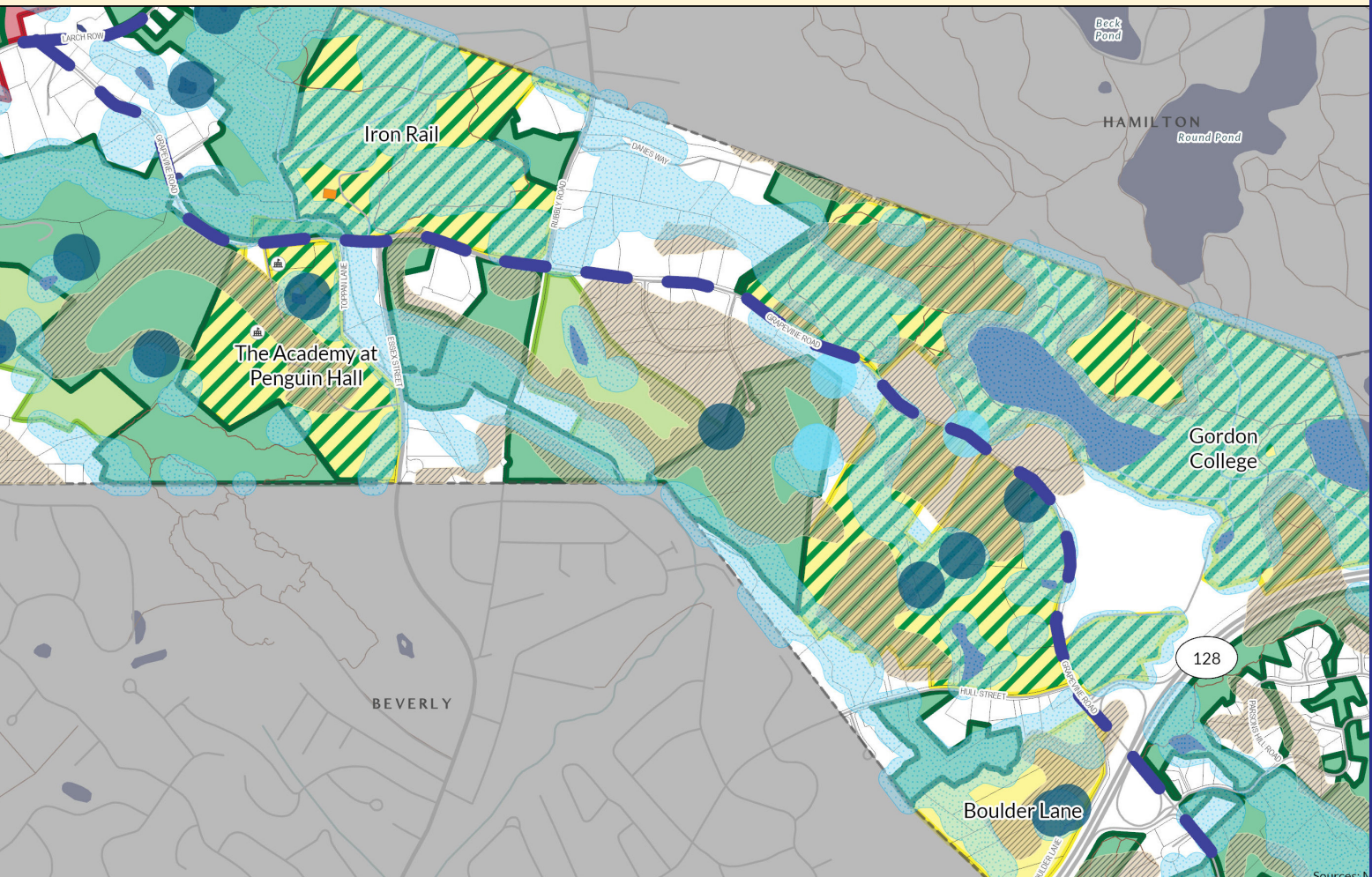
- Schools
- Trails
- Water bodies
- Historic District
- Connectivity Corridor
- Open Space Protection Areas
- Open Space Protection Opportunities
- Neighborhood Preservation Areas
- Institutional & Government Buildings
- Historic Preservation Areas
- Balanced Conservation & Development Opportunity Areas
- Economic & Mixed-Use Opportunity Areas

Environmental Constraints

- Certified Vernal Pools + 200 Ft. Buffer
 - Potential Vernal Pools + 200 Ft. Buffer
 - Wetlands + 100 Ft. Buffer
 - Slopes 25%+
- *The map shows state-considered wetlands.



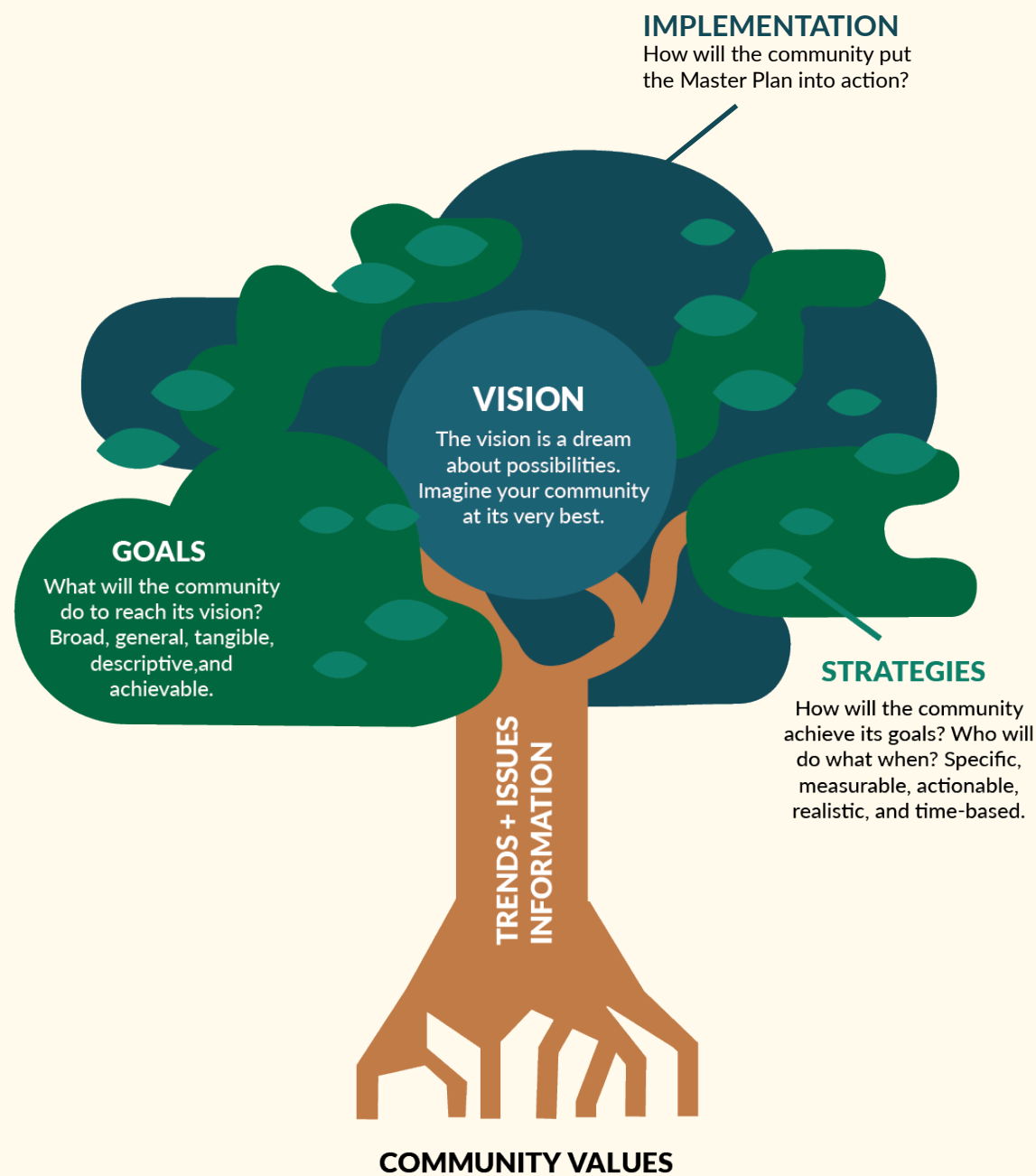
BALANCED CONSERVATION AND DEVELOPMENT OPPORTUNITY AREAS



PLAN FRAMEWORK

For a Master Plan to be truly effective and meaningful, its elements cannot exist in a vacuum. Instead, Master Plan elements should be integrated with one another as systems so that they consider and reinforce one another—and support the planning framework. The structure—and flexibility—of the planning process is critical to reaching a substantive understanding of the system as a whole.

Reflecting this, the Plan is organized into five Core Themes. These themes encompass the seven statutory planning elements, and were the result of community collaboration and cocreation of the Community Vision. Each Core Theme then has Goals, Strategies, and metrics embedded within it and each Core Theme ties back to the overall Vision.



VISION

An aspirational view of what residents hope the community will be like in the future, at its very best. Before a meaningful plan can be created, the community needs to imagine the future it is aiming for. The Vision statement then becomes the driving force behind the plan. An overarching Vision statement is shown on Page 32, while the Core Themes of the Vision are shown on the following pages.

CORE THEMES

Five Core Themes emerged through the planning process. These were based on the community's values and the priority issues that the community is facing: 1) Fiscally and Sustainably Balanced Growth, 2) Excellent Municipal Infrastructure, 3) Work to be Inclusive for Community Members at all Stages of Life, 4) Sustainably Protect Wenham's Resources, and 5) Work to Increase Appreciation and Preservation of Wenham's History.

GOALS

Goals are conditions to aim for that help the community achieve its Vision over time. This plan includes a total of 29 Goals. Goals must be measurable. This plan includes metrics so that the Town can measure its progress towards achieving the Goals.

METRICS

Metrics are ways to measure progress towards achieving the Goals and Vision over time. They are created with the strategies in mind as a way to define success. This Plan includes 26 Metrics for measuring success. As part of the implementation process, the Implementation committee will be tasked with setting a baseline measurement for each of the metrics and outlining how they can best be tracked over the next ten years as the Master Plan is put into effect.

STRATEGIES

This plan includes 105 strategies. Strategies are ways that the Town will work to achieve one or more of the Goals. They are actionable and will involve funding, regulations, programs, and/or use of other Town resources, such as staff or volunteer time. Strategies provide tangible next steps towards reaching the Town's goals as well as their overall community Vision for the next ten years.

IMPLEMENTATION AND ACTION PLAN

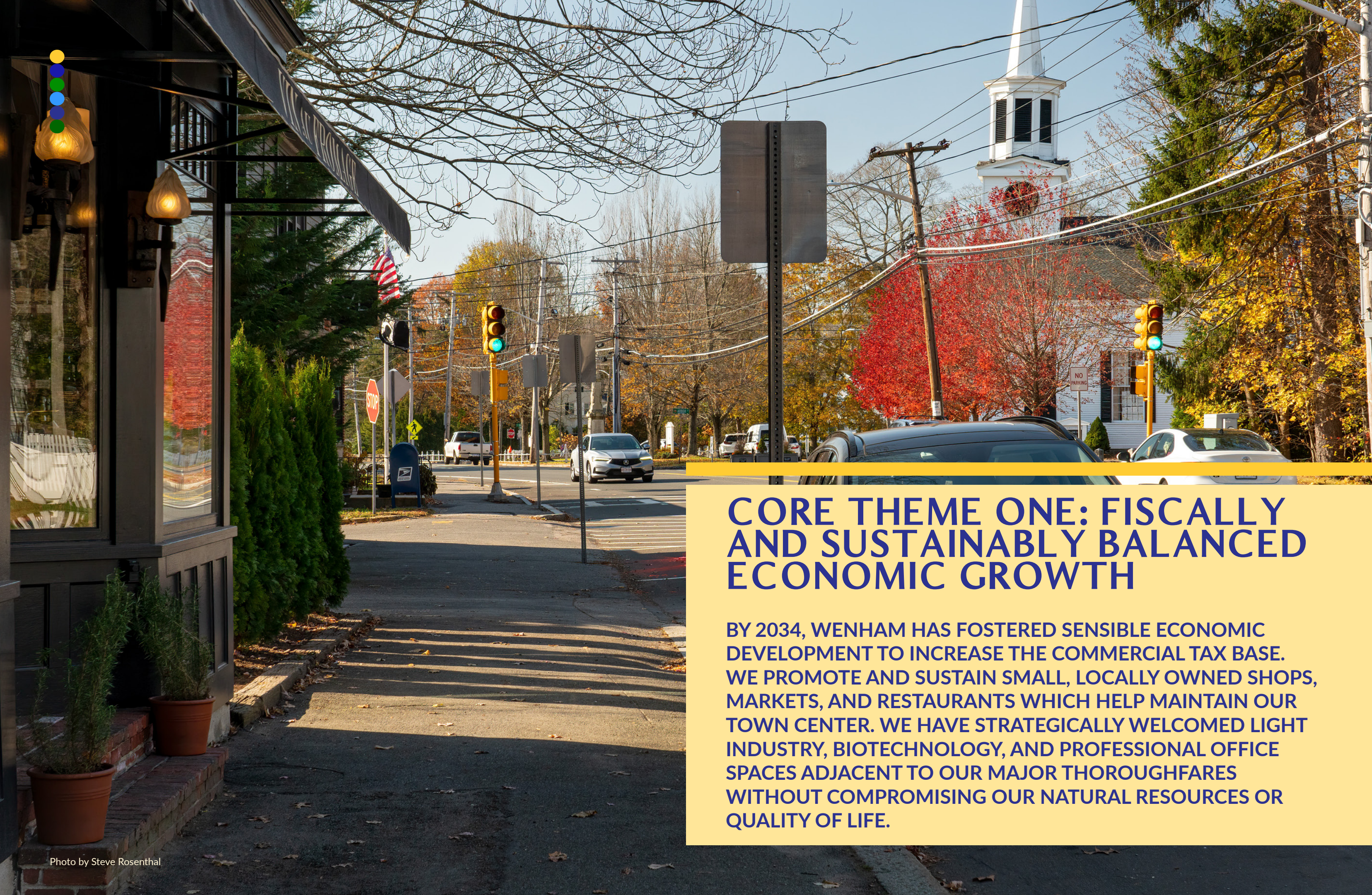
The final step in the master plan process, Implementation will identify specific immediate and long term actions by departments and committees to put strategies into effect over ten-year period. The Action Plan, which guides implementation, is a standalone document from the Master Plan.



COMMUNITY VISION STATEMENT

BY 2034 . . .

WENHAM IS A QUINTESSENTIAL SMALL NEW ENGLAND TOWN BUILT UPON ITS VIBRANT COMMUNITY, OUTSTANDING INSTITUTIONS, AND SOUND FISCAL POLICIES. WE CONTINUE TO PROTECT OUR NATURAL RESOURCES AND SCENIC VISTAS AND PRESERVE OUR HISTORY WHILE PURSUING AND WELCOMING MEANINGFUL AND STRATEGIC ECONOMIC DEVELOPMENT. WE ARE KNOWN FOR OUR ACCESSIBLE OPEN SPACES, WALKABLE TOWN CENTER, DIVERSE HOUSING OPTIONS, CLIMATE RESILIENCE, AND EDUCATIONAL EXCELLENCE. OUR COMMUNITY TAKES PRIDE IN LIVING, WORKING, LEARNING, AND ENJOYING ALL STAGES OF LIFE IN A WELCOMING TOWN THAT VALUES INCLUSIVITY, SUSTAINABILITY, AND COMMUNITY PARTICIPATION.



CORE THEME ONE: FISCALLY AND SUSTAINABLY BALANCED ECONOMIC GROWTH

BY 2034, WENHAM HAS FOSTERED SENSIBLE ECONOMIC DEVELOPMENT TO INCREASE THE COMMERCIAL TAX BASE. WE PROMOTE AND SUSTAIN SMALL, LOCALLY OWNED SHOPS, MARKETS, AND RESTAURANTS WHICH HELP MAINTAIN OUR TOWN CENTER. WE HAVE STRATEGICALLY WELCOMED LIGHT INDUSTRY, BIOTECHNOLOGY, AND PROFESSIONAL OFFICE SPACES ADJACENT TO OUR MAJOR THOROUGHFARES WITHOUT COMPROMISING OUR NATURAL RESOURCES OR QUALITY OF LIFE.

GOALS AND STRATEGIES FOR FISCALLY AND SUSTAINABLY BALANCED ECONOMIC GROWTH

GOAL ONE: ADVANCE PRIORITY ECONOMIC DEVELOPMENT SITES TO BE MARKET-READY FOR DEVELOPMENT.

Strategy 1A: Coordinate with the Town of Hamilton and the Hamilton Development Corporation to plan for improvements to the T Station area which is adjacent to the Hamilton commercial area.

Strategy 1B: Collaborate with key property owners, including Gordon College, to plan for future economic development opportunities as they arise.

Strategy 1C: Consider development opportunities in Wenham's Town Center and Wenham Village and strategically located privately owned parcels.

GOAL TWO: SHAPE ECONOMIC DEVELOPMENT OPPORTUNITIES TO ENSURE DEVELOPMENTS ARE APPROPRIATE IN SCALE, DESIGN, AND USE TYPES FOR THE WENHAM COMMUNITY.

Strategy 1D: Apply and refine the fiscal analysis Dashboard tool provided by Cambridge Econometrics developed for the Master Plan to help assess the revenue, community benefits, and fiscal impacts of proposed development projects with consideration of the findings presented in the Cambridge Econometrics Fiscal Impacts Report, a stand alone document that is summarized on Page 20 and 21.

Strategy 1E: Conduct feasibility studies to understand economic development opportunities and market-readiness of key sites, such as properties near the Beverly Airport, and other appropriate sites, to develop a pipeline of diverse properties for potential commercial and mixed uses. For town-owned properties with development potential, like Iron Rail, undertake a 30B disposition process to select an appropriate developer based on the pending Best Use study.

Strategy 1F: Reinstitute the Economic Development Committee or non-profit volunteer Economic Development Planning organization and provide them with a clear charge and resources to effectively implement Wenham's economic development strategy and support long-term economic development.

Strategy 1G: Regularly review the rules and regulations governing the subdivision of land to adhere to state requirements and best practices for sustainable development every 5-10 years.

Strategy 1H: Develop requirements and/or incentives for new developments for enhanced local environmental standards such as: reduced fossil fuel use, preserving tree canopy, providing infrastructure for recycling water, no sprinklers, xeriscaping, solar energy, or others.

Strategy 1I: Consider creating a full-time planning role to increase Town planning capacity to undertake additional responsibilities for supporting sustainable development opportunities, including interacting with business prospects, addressing technical site issues, creating zoning and ensuing development review.



Photo by Steve Rosenthal



“[MY VISION OF WENHAM IN 2034] INCLUDES SMART GROWTH AND MIXED USE, INTERGENERATIONAL HOUSING AND SHOPPING THAT WILL NOT ONLY GENERATE MORE REVENUE, BUT ALSO STRENGTHEN COMMUNITY.”
- WENHAM COMMUNITY MEMBER

GOAL THREE: PROMOTE A VIBRANT, WALKABLE TOWN CENTER AND TRAIN STATION AREA BY INCORPORATING A SUSTAINABLE MIX OF WELL-DESIGNED COMMERCIAL AND RESIDENTIAL USES SENSITIVE TO THE COMMUNITY'S HISTORIC AND SMALL-TOWN CHARACTER.

Strategy 1J: Allow mixed-use opportunities in the MBTA overlay district and/or areas near train station that reposition appropriate sites for adaptive reuse including multi-family residential, mixed-use, and commercial uses.

Strategy 1K: Consider 1) amending zoning at key sites, such as Iron Rail and portions of Gordon College property, to expand opportunities and support a broader range of uses, and/or 2) applying a Great Estate Preservation Development overlay, like the Town of Ipswich, to balance new commercial uses with conservation.

Strategy 1L: Rezone residentially zoned areas with existing business uses (pre-existing non-conforming) to allow for expansion of existing businesses or new business formation in the future.

Strategy 1M: Conduct a Vibrancy Plan for Wenham Village and Town Center to gauge public support and evaluate commercial development opportunities for uses such as restaurant, retail and hospitality.

GOAL FOUR: STRIVE FOR BALANCED, AFFORDABLE, AND FAIR PROPERTY TAXES WITH ENHANCED REVENUE SOURCES THROUGH COMMERCIAL DEVELOPMENT OPPORTUNITIES.

Strategy 1N: Revisit consideration to negotiate payment in-lieu fees with exempt landowners to generate revenues, including from Gordon College and the Academy at Penguin Hall.

METRICS FOR MEASURING SUCCESS

1. THE NUMBER OF COMMERCIAL OR MIXED-USE DEVELOPMENT PROJECTS PLANNED, IN PROGRESS, AND COMPLETED WITH POSITIVE NET FISCAL IMPACTS.
2. THE NUMBER OF HOUSING UNITS PLANNED, IN PROGRESS AND COMPLETED IN WENHAM WITH POSITIVE NET FISCAL IMPACTS.
3. THE NUMBER OF SITES IDENTIFIED AND/OR PREPARED BY THE TOWN TO BE MARKETING FOR SALE/DEVELOPMENT AND THEIR POTENTIAL FISCAL IMPACT.
4. REDUCTION IN AVERAGE TAX RANKING/TAX BILL IN WENHAM IN COMPARISON TO NEIGHBORING COMMUNITIES IN ESSEX COUNTY.



Photo by Elana Zabar



CORE THEME TWO: EXCELLENT MUNICIPAL INFRASTRUCTURE AND SERVICES

BY 2034, WENHAM HAS PROVIDED EXCELLENT PUBLIC SERVICES, INCLUDING MODERNIZED SCHOOL AND RECREATION FACILITIES AND HAS SOUGHT FURTHER REGIONALIZATION WITH SURROUNDING COMMUNITIES TO ENSURE SOUND FISCAL POLICIES. WE HAVE STRENGTHENED OUR CELLULAR, WATER, AND INFORMATION TECHNOLOGY INFRASTRUCTURE TO ENSURE WE CONTINUE TO MEET DEMAND, ENSURE CLIMATE RESILIENCE, AND FACILITATE RESPONSIBLE ECONOMIC GROWTH. WENHAM IS KNOWN AS A COMMUNICATIONS AND ENGAGEMENT LEADER WITH ACCESSIBLE AND TRANSPARENT COMMUNICATIONS THAT ALLOW COMMUNITY MEMBERS TO EASILY ENGAGE WITH THE COMMUNITY, PARTICIPATE IN LOCAL DECISIONS, AND FOSTER STRONG CONNECTIONS. WE EMBRACE AND HONOR CULTURAL DIVERSITY AND PRIORITIZE EQUITY AND INCLUSION IN ALL MUNICIPAL PROCESSES.



GOALS AND STRATEGIES FOR EXCELLENT MUNICIPAL INFRASTRUCTURE AND SERVICES

GOAL ONE: WELCOME REGIONALIZATION OPPORTUNITIES TO PROMOTE FISCAL SUSTAINABILITY.

Strategy 2A: Work with Hamilton to update the 2012 Athletic and Recreation Facilities Condition Assessment and Usage Report, conduct a needs assessment to determine necessary improvements, and require all Hamilton Wenham Regional School District and Hamilton/Wenham Athletic and Recreation departments to create water use plans.

Strategy 2B: Conduct a staffing capacity needs study and consider opportunities to further regionalize with neighboring municipalities.

Strategy 2C: Explore options to further regionalize public safety services with consideration of fiscal benefits, feasibility, legal constraints, and practicality.

Strategy 2D: Collaborate with Hamilton Wenham Regional School District to encourage and support planning, funding, and green execution of new and expanded buildings and collaborative maintenance services.

Strategy 2E: Consider municipal or regionally shared grant writer and human resources positions.

GOAL TWO: ENVISION PUBLIC REALM IMPROVEMENTS TO SUPPORT DEVELOPMENT OPPORTUNITIES, ZONING, DESIGN GUIDELINES, INFRASTRUCTURE, FUNDING MECHANISMS.

Strategy 2F: Increase funding, including through Community Preservation Act funds and private donations (such as through the existing Friends of Pingree Park Playground or other friends groups), to improve public recreation sites and to include revitalization and upkeep funds.

Strategy 2G: Identify District Improvement Financing or other funding mechanisms for major public infrastructure improvements, such as streets and sewers, the MBTA station area, Beverly Airport, Boulder Lane, and Iron Rail.

Strategy 2H: Invest in capital improvements to modernize all school facilities.

Strategy 2I: Assess, review, and prioritize the replacement aging culverts, particularly those in high-risk flood zones.

Strategy 2J: Coordinate with town department heads to assess infrastructure and service needs and priorities of municipal facilities including recreation and school facilities.

Strategy 2K: Invest in teachers, school facilities, and students to offer a high quality and well-rounded K-12 public education.

GOAL THREE: UNDERTAKE EXPANDED PLANNING AND REGULATORY EFFORTS TO SUPPORT CONTEXTUALLY SENSITIVE DEVELOPMENT AND COMMUNITY RESILIENCE.

Strategy 2L: Expand design guidelines for new and infill development as well as adaptive reuse or renovation that encourage contextually sensitive design and reinforce neighborhood architectural aesthetics, with particular attention to historic properties.

Strategy 2M: Update the 2019 Hazard Mitigation Plan and Municipal Vulnerability Preparedness Plan.

GOAL FOUR: ACHIEVE COMMUNITY-WIDE NET-ZERO CARBON EMISSIONS BY 2040 AND BECOME A REGIONAL LEADER IN ENVIRONMENTAL SUSTAINABILITY INITIATIVES.

Strategy 2N: Implement a fleet management/replacement plan for vehicles to prioritize electrification upon replacement.

Strategy 2O: Consider establishing a Community Choice Aggregation program requiring at least 50 percent renewable energy sources.

Strategy 2P: Investigate opportunities to increase clean energy access in Wenham by using the elective pay option for Clean Energy Tax Incentives through the Inflation Reduction Act of 2022, including the Alternative Fuel Vehicle Refueling Property Credit.

Strategy 2Q: Revisit and invest in behavior-based energy reduction programs for users in the Town's highest energy consumption buildings (Hamilton-Wenham Schools; Iron Rail Building).

Strategy 2R: Work with the Hamilton-Wenham Climate Action Team (HWCAT) and the Wenham Climate Action & Sustainability Committee to develop a five-year Strategic Action Plan to make specific recommendations for achieving net-zero.

GOAL FIVE: REQUIRE GREEN DESIGN IN ALL PUBLIC INFRASTRUCTURE INVESTMENTS.

Strategy 2S: Consider requiring infrastructure to promote non-potable water distribution/use for public properties to help reclaim, recycle, and reuse water for non-drinking water purposes, such as a cistern system for collection and storage.

Strategy 2T: Require electrification and other green building design practices for new or renovated municipal buildings, and seek green building design certifications (e.g., LEED, Passive House, BREEAM, etc.).

Strategy 2U: Install and require onsite or off-site renewables for municipal properties, such as ground solar and canopies in parking lots, and prioritize Hamilton Wenham Regional School District High School and Middle School roof replacement and solar installation.

GOAL SIX: ENSURE DRINKING WATER INFRASTRUCTURE RESILIENCY AND CAPACITY TO CONTINUE MEETING THE POPULATION'S NEEDS.

Strategy 2V: Implement the recommendations of the North Shore Water Resilience Task Force for additional water storage options and/or alternative water sources such as the MWRA, as feasible.

Strategy 2W: Require non-potable water distribution/use by private industrial and commercial entities to reclaim, recycle, and reuse water for non-potable purposes by 2027.

GOAL SEVEN: STRENGTHEN WENHAM'S COMMUNITY COMMUNICATIONS AND ENGAGEMENT, INCLUDING THROUGH INFORMATION TECHNOLOGY INFRASTRUCTURE.

Strategy 2X: Identify a strategic location for a cell tower or comparable technologies on Town-owned properties such as the Iron Rail property.

Strategy 2Y: Evaluate local telecommunications services to ensure they meet residents' needs for safety and remote working options.

Strategy 2Z: Implement community engagement initiatives based on the 2018 Wenham Citizen Engagement Best Practice Report, such as a Visual Budgeting Tool (such as the budgeting tool used in Arlington, MA), Citizens Academy, high school and college internships, Select Board and Town staff community engagement efforts and the like.

METRICS FOR MEASURING SUCCESS

1. TOTAL REDUCTION IN FOSSIL FUEL ENERGY USED BY COMMERCIAL, RESIDENTIAL, AND MUNICIPAL PROPERTIES.
2. TOTAL INCREASE IN THE AMOUNT OF RENEWABLE ENERGY GENERATED BY COMMERCIAL, RESIDENTIAL, AND MUNICIPAL PROPERTIES.
3. THE PERCENTAGE OF MUNICIPAL BUILDINGS AND VEHICLES THAT ARE CONVERTED TO RENEWABLE ENERGY.
4. PERCENTAGE OF MUNICIPAL PROPERTIES WITH GREEN DESIGN ELEMENTS INSTALLED.
5. PERCENT OF HOUSING UNITS WITHIN OPERABLE RANGE OF CELL TOWERS/ TELECOMMUNICATIONS INFRASTRUCTURE.
6. THE PERCENTAGE INCREASE IN REGIONAL SERVICES AVAILABLE IN WENHAM THAT DEMONSTRATE COST SAVINGS FOR THE TOWN.
7. PERCENTAGE OF ALL SCHOOL CAPITAL IMPROVEMENT PROJECTS THAT ARE INTENDED TO MODERNIZE HAMILTON/WENHAM SCHOOLS, IN PLANNED, IN PROGRESS, AND COMPLETED.
8. NUMBER OF MUNICIPAL PLANNING INITIATIVES IN PROGRESS, COMPLETED, AND IMPLEMENTED THAT SUPPORT CONTEXTUALLY SENSITIVE DEVELOPMENT AND COMMUNITY RESILIENCE.



Photo by The Town of Wenham



CORE THEME THREE: WORK TO BE INCLUSIVE FOR COMMUNITY MEMBERS AT ALL STAGES OF LIFE

BY 2034, WENHAM HAS WORKED TO BE AN INCLUSIVE PLACE TO LIVE BY MAKING INVESTMENTS TO IMPROVE THE QUALITY OF LIFE FOR COMMUNITY MEMBERS AT ALL STAGES OF LIFE. WE ACTIVELY SEEK TO CULTIVATE COMMUNITY CONNECTIONS AND DIVERSIFY OUR HOUSING STOCK TO PROMOTE MORE AFFORDABLE AND ATTAINABLE HOUSING OPTIONS. OUR LOCAL ZONING REGULATIONS ARE KEPT MODERN TO PRIORITIZE SUSTAINABLE LAND USES AND ENCOURAGE AND STREAMLINE RESPONSIBLE HOUSING DEVELOPMENT TO ENSURE OUR HOUSING STOCK PROVIDES A VARIETY OF OPTIONS FOR RESIDENTS. WE CONTINUE TO THRIVE ON STRONG TRANSPORTATION AND SOCIAL NETWORKS. COMMUNITY MEMBERS ENJOY SAFE TRANSPORTATION INFRASTRUCTURE DESIGNED TO ENHANCE OPTIONS FOR PEOPLE TO WALK AND BIKE TO LOCAL DESTINATIONS. WENHAM'S WALKABILITY AND BIKEABILITY EXTEND INDEPENDENT LIVING, BUILD SOCIAL CAPITAL, AND FACILITATE RESIDENT INTERACTION. RESIDENTS FEEL A SENSE OF PRIDE IN THE COMMUNITY BY KNOWING ONE ANOTHER AND HAVING SUPPORTIVE INTERGENERATIONAL NETWORKS.

GOALS AND STRATEGIES FOR WORKING TO BE INCLUSIVE FOR COMMUNITY MEMBERS AT ALL STAGES OF LIFE

GOAL ONE: ENCOURAGE THE CREATION OF INTERGENERATIONAL AND GENERATION SPECIFIC RECREATION AND ENTERTAINMENT EVENTS, PROGRAMMING, AND GATHERING SPACES.

Strategy 3A: Install "happy to chat" benches in public open spaces to encourage conversations and help combat isolation.

Strategy 3B: Promote and encourage community connections, such as through the use of "Blue Zone" strategies (areas globally where residents live significantly longer due to life style and environmental factors) and prioritizing social infrastructure in Wenham's built environment.

GOAL TWO: FACILITATE DIVERSE AND AFFORDABLE HOUSING OPTIONS THAT ARE APPROPRIATE IN SCALE, DESIGN, AND LOCATION TO ENHANCE WENHAM AS A WELCOMING, SUPPORTIVE, AND LIVABLE COMMUNITY.

Strategy 3C: Consider amending the zoning bylaw to include provisions for development of housing options, including affordable housing, through means such as adaptive reuse of appropriate buildings.

Strategy 3D: Consider crafting a zoning overlay district that is appropriate in scale and location for Wenham.

Strategy 3E: Consider amending the zoning bylaw to include a provision to encourage the development of smaller, more compact "starter" homes possibly on portions of Gordon College or other appropriate areas.

Strategy 3F: Consider amending the zoning bylaw to allow Accessory Dwelling Units by right.

Strategy 3G: Consider amending the zoning bylaw to change dimensional requirements that control the shape, size, height, and floor area ratios to ensure construction of smaller, more compact housing that are naturally less expensive to buy, rent, and maintain.

Strategy 3H: Consider amendments to the Subdivision Rules and Regulations to reduce costs for new homebuyers, such as updates to stormwater infrastructure requirements and allowing shared drive-ways.

GOAL THREE: ACHIEVE AND MAINTAIN THE STATE'S AFFORDABLE HOUSING GOAL OF TEN PERCENT OF YEAR-ROUND HOUSING STOCK BEING INCLUDED IN THE SUBSIDIZED HOUSING INVENTORY.

Strategy 3I: Update the Town's 2008 Housing Production Plan and 2017 Housing Needs Assessment Report to reflect Wenham's current housing needs and updated strategies to increase diverse, affordable housing options.

Strategy 3J: Maintain an updated inventory of tax title (and tax foreclosed) and town-surplus property to identify properties that may have potential to foster appropriate-scaled and designed

affordable and mixed-use housing, particularly to support family housing needs.

Strategy 3K: Consider adopting an Inclusionary Zoning bylaw to require the provision of affordable units in larger multi-unit housing developments.

GOAL FOUR: PROMOTE ALTERNATIVES TO SINGLE-OCCUPANCY VEHICLE USE FOR LOCAL AND REGIONAL TRIPS BY EXPANDING PEDESTRIAN AND BIKING INFRASTRUCTURE, UP-DATING PARKING REQUIREMENTS AND CURB MANAGEMENT TECHNIQUES, AND IN-CREASING LOCAL TRANSIT OPTIONS.

Strategy 3L: Reestablish the Walk Wenham Pedestrian and Bicycle Committee to assist with identifying sidewalk improvements and securing funding.

Strategy 3M: Develop a phased, integrated network of bike and pedestrian routes, connected with existing routes, including scenic byways, to increase connectivity between open spaces, schools, neighborhoods, and other major destinations in Wenham to regional bike routes.

Strategy 3N: Continue to monitor areas with recent transportation improvement investments to evaluate effectiveness and ensure multimodal, including pedestrian, safety.

Strategy 3O: Consider options for increasing shuttle services in Wenham, such as expanding the hours of operation for the COA van and working with the MBTA to establish connections between key locations such as to the Hamilton-Wenham Commuter Rail, Gordon College, and the Logan Express transportation service.

Strategy 3P: Support expanding efforts to create a North Shore Regional Transit Authority to provide regional public transit options.

Strategy 3Q: Work with MassDOT to adopt and implement a Complete Streets Policy and Prioritization Plan for transportation infrastructure improvements, particularly for areas of neighborhood concern and top crash locations such as protected bike lanes, sidewalks, traffic calming measures, and lighted crosswalks.

Strategy 3R: Work with Hamilton-Wenham Public Schools to establish all schools as Safe Routes to Schools Partners and develop a Safe Routes to Schools Action Plan to implement pedestrian infra-structural improvements such as wayfinding for existing walking trails, additional safe walking trails, streetlights, and crosswalks near and around Wenham Schools.

Strategy 3S: Update Parking and Loading Requirements to include provisions for electric vehicle charging stations, bicycle parking infrastructure, and no-idling rules.

Strategy 3T: Assess and improve parking in Town Center to accurately address town parking needs and implement parking strategies.

GOAL FIVE: EXPLORE REGIONAL OPTIONS TO ENHANCE AGE-FRIENDLY PUBLIC HEALTH AND WELLNESS RESOURCES.

Strategy 3U: Fund a wayfinding project to identify local businesses, recreation areas, and cultural sites, as well as encourage biking and walking as ways for residents and visitors to navigate the community, socialize, and encourage healthy lifestyle opportunities.

Strategy 3V: Continue to implement the Age Friendly Action Plan recommendations for Wenham, and reinstitute the Wenham Connects committee (dissolved in June 2020 due to the COVID lockdown).

Strategy 3W: Update and expand the Wenham Connects Information and Resource Guide.

Strategy 3X: Support ongoing efforts to create and sustain a local newspaper and/or local media to ensure sustainability and longevity such as by publishing public hearing notices.

GOAL SIX. INCREASE THE USE AND VISIBILITY OF OUTDOOR RECREATION SPACES AND ADD MORE PUBLIC AMENITIES.

Strategy 3Y: Explore opportunities to create teen-centered outdoor spaces in central locations, such as a skate park, pump track, or plaza-style outdoor seating areas.

Strategy 3Z: Create and implement a plan to beautify and maintain public streetscapes, open spaces, and recreation areas, with landscaping, unified signage, and the like.

METRICS FOR MEASURING SUCCESS

1. THE NUMBER OF INTERGENERATIONAL SPACES AND/OR EVENTS PLANNED, IN PROGRESS, AND COMPLETED.
2. THE NUMBER OF AFFORDABLE* AND FINANCIALLY ATTAINABLE HOMES** FOR MIDDLE INCOME HOUSEHOLDS, IN PROGRESS, COMPLETED, AND NOT YET STARTED.
3. PERCENT OF HOUSING UNITS LISTED ON THE SUBSIDIZED HOUSING INVENTORY.***
4. PERCENT OF STREET MILEAGE WITH BIKE LANES AND SIDEWALKS.
5. NUMBER OF HEALTH AND WELLNESS PROGRAMS AVAILABLE TO YOUTH, SENIORS, AND RESIDENTS OF ALL AGES.



“[WENHAM SHOULD] BRING IN STARTER HOMES AND DOWNSIZING OPPORTUNITIES, CONDOS AND MULTI-FAMILY HOUSING.”

- WENHAM COMMUNITY MEMBER

* Affordable Housing is housing that is considered affordable by households that meet specific income eligibility levels, typically households earning below 80% of the metropolitan area's median income (or AMI). See the Glossary for more information.

**Financially attainable homes are market rate homes that are naturally affordable to middle income families.

*** Subsidized Housing inventory measures stock of low-or moderate-income housing for the purposes of M.G.L. C 40B



Photo by The Town of Wenham



CORE THEME FOUR: SUSTAINABLY PROTECT WENHAM'S RESOURCES

BY 2034, WENHAM IS A SUSTAINABLE COMMUNITY THAT FOSTERS COMMUNITY STEWARDSHIP OF OUR NATURAL AND WATER RESOURCES. OUR COMMUNITY FOCUSES LOCAL EFFORTS ON PROTECTING AND RESTORING NATURAL LANDSCAPES, BIODIVERSITY, AND WILDLIFE HABITAT TO PRESERVE OPEN AND GREEN SPACES. WENHAM IS A LEADER IN LOCAL SUSTAINABILITY INITIATIVES AND HAS IMPLEMENTED RESILIENCE INTERVENTIONS TO MITIGATE CLIMATE IMPACTS.

GOALS AND STRATEGIES FOR SUSTAINABLY PROTECTING WENHAM’S RESOURCES

GOAL ONE. INCREASE PROTECTIONS FOR OPEN SPACE AND THE PERCENTAGE OF TOTAL LAND AREA IN WENHAM THAT IS PERMANENTLY PROTECTED OPEN SPACE BY 2034.

- Strategy 4A:** Adopt a Low Impact Development (LID)* Bylaw.
*LID refers to development practices that seek to mimic natural processes of water infiltration to reduce the overall impact a development will have on surrounding watersheds.
- Strategy 4B:** Work with eligible private landowners to enroll in Chapter 61 programs to protect undeveloped land, which provides a right of first refusal option to the Town.
- Strategy 4C:** Explore partnerships and funding opportunities to fund conservation of priority open space properties as recommended in the 2019 Open Space and Recreation Plan (OSRP), or most recent OSRP while considering opportunities for a balance of conservation and development.
- Strategy 4D:** Work with landowners to identify private properties with public walking trails and install clear signage to indicate accessibility.
- Strategy 4E:** Explore building bioswales and bioretention facilities in high flood zones and near public facilities to support filtration and drainage.
- Strategy 4F:** Identify locations and strategically plant native pollination gardens on public land.
- Strategy 4G:** Expand installation of green infrastructure* in prime areas, such as Buker School, Pleasant Pond, and West Wenham Park, among others.
*Green infrastructure is infrastructure that, unlike typical gray infrastructure, facilitates the filtration and absorption of stormwater to prevent flooding and pollution from runoff.

GOAL TWO. EXCEED RELEVANT STATE AND FEDERAL SURFACE WATER QUALITY STANDARDS FOR WENHAM’S LAKES, PONDS, AND OTHER SURFACE WATER BODIES.

- Strategy 4H:** Explore opportunities to acquire the three private properties in Zone I, land within the protective radius around a public water supply well or wellfield, and/or negotiate Conservation Restrictions on all Zone I lands to protect the municipal water supply.



“WETLANDS AND CONSERVATION IS NEEDED AND IMPORTANT IN WENHAM.”

“BALANCE GROWTH WITH OPEN SPACE.”

- WENHAM COMMUNITY MEMBERS

- Strategy 4I:** Consider updating town policies regulating water usage to curb high water usage, particularly from residential water users through fee increases and imposing use fees on new and existing users.

- Strategy 4J:** Review and update the water resources protection bylaw and corresponding regulations as warranted per the Supreme Court ruling in Sackett v. EPA.

GOAL THREE. PROTECT VERNAL POOLS AND WILDLIFE ACCESS CORRIDORS TO ENSURE SUSTAINABLE HABITAT.

- Strategy 4K:** Continue to proactively submit required documentation through the MA Natural Heritage and Endangered Species Program’s Heritage Hub to ensure all vernal pools in Wenham are certified, including those located on private properties.
- Strategy 4L:** Work with the DPW to Develop an invasive species plant management plan on town-owned land including a public education component to increase awareness and knowledge of how to identify and deal with invasive species.

GOAL FOUR. PROMOTE SUSTAINABLE LANDSCAPING AND TREE-PLANTING PRACTICES ON PUBLIC AND PRIVATE PROPERTY TO INCREASE POLLINATOR HABITAT AND MAINTAIN A ROBUST TREE CANOPY TOWN-WIDE.

- Strategy 4M:** Increase funding for the Town’s tree-planting program to increase tree coverage in high-need areas as identified in the tree inventory.
- Strategy 4N:** Strengthen the Wenham Tree Policy, adopted in 2023, to incorporate penalties.
- Strategy 4O:** Continue to inventory and designate eligible trees, which are significantly large, old, rare, interesting, or have documented history, as Heritage Trees per the Wenham Heritage Tree Program to protect trees from removal.

- Strategy 4P:** Consider Adopting a Native Plant policy that encourages new plantings on town-owned non-agricultural lands be composed of plants native to the area, to promote biodiversity, meet water conservation goals, and restore native habitat loss.

GOAL FIVE. EXPLORE OPPORTUNITIES TO RESPONSIBLY EXPAND RESIDENT ACCESS TO PUBLIC AND PRIVATE OPEN SPACES SUCH AS NEIGHBORHOOD POCKET PARKS AND THE WENHAM CANAL.

- Strategy 4Q:** Explore approaches to reopening the Salem-Beverly Water Supply Board properties, including the Wenham Canal, Wenham Lake, and Longham Reservoir for passive recreation use.
- Strategy 4R:** Identify strategic locations for increasing walkable access to open spaces/parks, including building pocket parks in neighborhoods.

GOAL SIX. PROVIDE ALTERNATIVES FOR SOLID WASTE DISPOSAL, INCLUDING RECYCLING, COMPOSTING, AND HAZARDOUS WASTE DISPOSAL.

- Strategy 4S:** Participate in the United States Environmental Protection Agency’s SepticSmart Week to educate residents about the importance of properly maintaining septic systems.

Strategy 4T: Establish a Solid Waste Advisory Committee to explore municipal programs for reducing solid waste including regular yard-waste collection, composting programs, increased recycling opportunities, and hazardous waste disposal.

Strategy 4U: Update and publicize the Town's yard waste collection program including leaves, grass clippings, shrubs, trees, etc.

GOAL SEVEN. EXPAND LOCAL KNOWLEDGE ABOUT CONSERVATION AND SUSTAINABILITY BENEFITS THROUGH EDUCATIONAL PROGRAMMING AND SIGNAGE.

Strategy 4V: Install educational signage and wayfinding in open spaces to inform the public about local wildlife, sustainable landscaping practices, and general conservation knowledge.

Strategy 4W: Promote a library speaker series on environmental issues pertinent to the Town and region, such as climate change, PFAS, or others.

GOAL EIGHT. WORK TO IMPROVE CLIMATE RESILIENCE IN WENHAM THROUGH SUPPORTING SUSTAINABILITY INITIATIVES AND POLICIES.

Strategy 4X: Create a Climate Action and Sustainability Committee to support the achievement of Wenham's Climate Action Resolution of net zero by 2040 and lead the way in implementing sustainable practices and community resilience.

Strategy 4Y: Promote incentives for renewable energy options for Wenham homeowners.

METRICS FOR MEASURING SUCCESS

1. THE PERCENTAGE OF TOTAL LAND AREA IN WENHAM THAT IS PERMANENTLY PROTECTED OPEN SPACE.
2. THE NUMBER OF DAYS ANNUALLY THAT WATER BODIES IN WENHAM ARE SAFE FOR SWIMMING, FISHING, AND RECREATION AND/OR RECEIVE AN "A" GRADE FROM THE EPA WATER QUALITY REPORT CARD.
3. THE INCREASE IN THE NUMBER OF PROTECTED TREES IN THE WENHAM HERITAGE TREE PROGRAM* AND/OR NUMBER OF NEW TREES PLANTED ANNUALLY BY THE TOWN.
4. THE INCREASE IN RESILIENCE AND/OR SUSTAINABILITY MEASURES IMPLEMENTED IN COMMERCIAL, RESIDENTIAL, AND PRIVATE PROPERTIES.
5. TOTAL INCREASE THE THE POUNDS OF COMPOST AND TOTAL REDUCTION IN THE POUNDS OF SOLID WASTE PRODUCED IN WENHAM.
6. NUMBER OF ADOPTED AND IMPLEMENTED CLIMATE RESILIENCE POLICIES AND/OR INITIATIVES IN WENHAM.

*The Wenham Heritage Tree Program is part of the Town's plan for climate resilience and designated Heritage Trees cannot be cut down without special permission from several town boards and committees. More information on the Wenham Heritage Tree Program can be found on the Town of Wenham's website.



Photo by The Town of Wenham



CORE THEME FIVE: WORK TO INCREASE APPRECIATION AND PRESERVATION OF WENHAM'S HISTORY

BY 2034, WENHAM HAS WORKED TO INCREASE COMMUNITY APPRECIATION OF LOCAL AND REGIONAL HISTORY AND PRESERVATION OF OUR HISTORIC RESOURCES. WE WORK TO MAINTAIN AND ACTIVATE OUR HISTORIC SPACES THROUGH MARKETING AND EXPOSURE AS WELL AS CONSIDERATIONS FOR SUSTAINABLE, ADAPTIVE REUSE THAT ALIGNS WITH THE TOWN'S GOALS. WE RECOGNIZE THAT OUR TOWN'S STORY BEGINS WITH INDIGENOUS PEOPLES, AND OUR HISTORICAL NARRATIVES INCLUDE DIVERSE EXPERIENCES.

Photo by Steve Rosenthal

GOALS AND STRATEGIES FOR WORKING TO INCREASE APPRECIATION AND PRESERVATION OF WENHAM'S HISTORY

GOAL ONE: BUILD AND MAINTAIN A PUBLICLY ACCESSIBLE INVENTORY OF LOCAL HISTORICAL RESOURCES TO ENCOURAGE LOCAL INTEREST IN WENHAM'S STORY.

Strategy 5A: Update the local historic resources inventory to include places identified in the 2017 Wenham Community-wide Historic Properties Survey.

Strategy 5B: Consider funding options to support new signage and markers for historic properties.

Strategy 5C: Consider conducting an archaeology study, including identifying sites of Indigenous history and other priority sites for conservation, and listing these areas on the National Register of Historic Places.

Strategy 5D: Conduct a First Period Houses Study to document the history of these places as a supplement to the First Period Thematic Resource nomination.

Strategy 5E: Inventory historic burial grounds, including those of enslaved persons and those of Indigenous peoples.

GOAL TWO: PROMOTE OPPORTUNITIES FOR ADAPTIVE REUSE THAT CONTINUE TO HONOR OUR HISTORY.

Strategy 5F: Adopt a Historic Preservation Special Permit process to encourage adaptive reuse of historic resources including to promote diverse housing options (see related strategy per Core Theme 3).

Strategy 5G: Review and update Local Historic District guidelines to embrace accessibility improvements and renewable energy.

GOAL THREE: BOLSTER HISTORIC PROGRAMMING TO INCLUDE DIVERSE HISTORIES AND INTERESTS FOR PARTICIPANTS OF ALL AGES.

Strategy 5H: Work collaboratively with the Wenham Museum to create a guided historic tour of First Period houses and historic neighborhoods (e.g., audio, live tours, web map, brochure, etc.).

Strategy 5I: Work in collaboration with the Wenham Museum to expand events that promote broader understanding of local and regional history.

Strategy 5J: Partner with neighboring communities to sponsor events that celebrate local history.



“[I WOULD LIKE WENHAM TO] MAINTAIN THE RURAL
AND HISTORIC CHARACTER OF THE TOWN.”
- WENHAM COMMUNITY MEMBER



Photo by Steve Rosenthal

GOAL FOUR. PROTECT AND PRESERVE PUBLIC AND PRIVATE HISTORIC RESOURCES TO ENSURE THEY REMAIN PART OF OUR COMMUNITY'S-BUILT FABRIC AND STORY.

Strategy 5K: Prepare a Historic Conditions Report of existing historic monuments and areas, and create a plan for restoration, including funding through the Community Preservation Act funds.

Strategy 5L: Prepare National Register nominations for resources identified in the 2017 Wenham Community-Wide Historic Properties Survey, such as the Wenham Neck area, expansions of Wenham Village area, Greek Revival buildings, Henry Alley Sr. house, Currier-Hayes Farm, and Iron Rail Vacation home.

Strategy 5M: Reconsider adopting a Demolition Delay bylaw and procedures therein to promote preservation during the delay period.

Strategy 5N: Create a five-year Historic Preservation Action Plan to address recommendations of the 2017 Wenham Community-Wide Historic Properties Survey and identify priority sites for preservation initiatives.

METRICS FOR MEASURING SUCCESS

1. THE NUMBER OF AGE INCLUSIVE HISTORIC PROGRAMMING EVENTS PLANNED AND EXECUTED.
2. TOTAL ATTENDANCE AT AGE INCLUSIVE HISTORIC PROGRAMMING EVENTS.
3. THE INCREASE IN THE NUMBER OF HISTORIC RESOURCES IN WENHAM THAT ARE INVENTORIED AND/OR PROTECTED THROUGH A PRESERVATION RESTRICTION, ACQUISITION, DEMOLITION DELAY BYLAW, OR LOCAL HISTORIC DISTRICT DESIGNATION.



Photos by The Town of Wenham



IMPLEMENTATION

The Master Plan is a community’s guiding document for the next ten years. Each year will require significant decisions and actions in order to successfully achieve the community’s vision. The studies, regulatory changes, programs, and infrastructure projects outlined in this document will require significant coordination across staff, boards, and commissions and ongoing communication with residents and Town Meeting members.

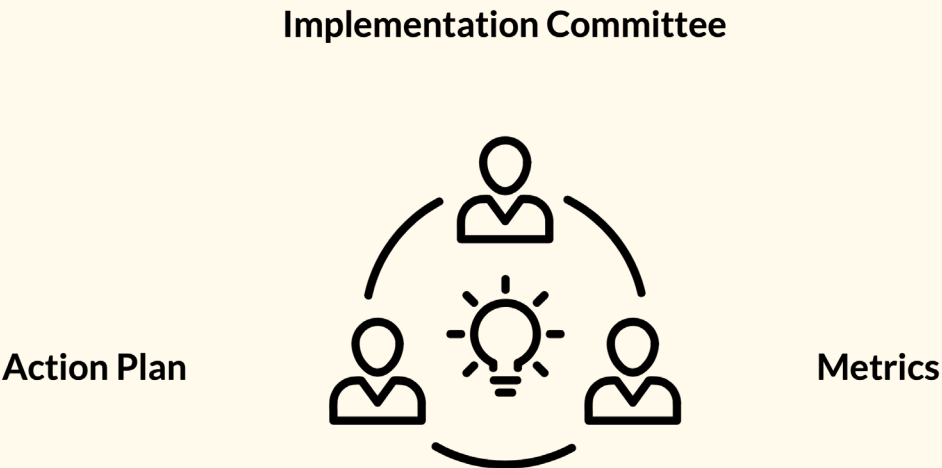
Accountable implementation can be supported through three main systems:

- A Master Plan Implementation Committee
- Tracking measurable metrics
- A modifiable Action Plan (or implementation matrix)

An Implementation Committee would be tasked with the following:

- As part of an annual review, the Planning Board should coordinate to select a few actions to focus on each year and departments should integrate this plan’s priorities and objectives within their budgets.
- Tracking Progress in meeting their goals using the Implementation Spreadsheet, which is a living document that outlines strategies and the actions needed to implement each one.
- Work with responsible parties to implement each strategy and facilitate their success.
- Meet regularly to discuss progress and update the Select Board on the implementation process.
- Maintain clear communication with the public on the ongoing implementation efforts and progress made towards the Master Plan goals, strategies, and metrics.

More information on each of the strategies—including proposed implementing parties, broad cost estimates, potential funding sources, and a suggested time frame for implementation—can be found in the Action Plan for Wenham’s Master Plan.



IMPLEMENTATION COMMITTEE



Wenham’s Master Plan Implementation Committee is established and populated by the Planning Board and is responsible for coordinating and monitoring implementation of the Master Plan. It is tasked with:

- Meeting regularly.
- Measuring progress toward achieving the goals and metrics.
- Liaising with town boards and commissions.
- Providing regular updates and prepare annual reports.
- Maintaining an updated live Action Plan spreadsheet for a high level of public transparency.
- Making document modifications when needed.

METRICS



Wenham’s metrics are listed at the end of each Core Theme chapter after the strategies.

- Metrics measure quantitative progress toward achieving goals.
- Metrics should be tracked annually on the Implementation Spreadsheet

ACTION PLAN



The Action Plan and Implementation Spreadsheet details individual strategies needed to meet community goals. It is meant to be regularly updated and put on the Town’s website.

It includes items such as:

- Strategy type (Programmatic; Regulatory and Policy; Capacity Building; Design, Physical, and Acquisition)
- Responsible parties (Town Departments, Boards/Committees, Local Organizations)
- Funding Opportunities (Municipal, State, Federal, Non-Profit)
- Logistics (Approximate Cost, Timing)
- Examples and Case Studies



GLOSSARY

ADAPTIVE REUSE	Adaptive reuse refers to the process of reusing an existing building or structure for something other than the originally intended purpose.
AFFORDABLE HOUSING	Housing targeted to and affordable by households that meet specific income eligibility levels, typically households earning below 80% of the metropolitan area’s median income (or AMI). “Affordable housing” does not refer to the design, type, or method of construction of a housing unit or development, but to the cost of the housing to the consumer. Housing is generally considered affordable if the household pays less than 30 percent of its monthly income to secure the housing.
BIORETENTION PONDS AND BIOSWALES	Bioretention Ponds and Bioswales are both examples of Green Infrastructure, which is infrastructure that uses natural elements, such as plants and soil, to infiltrate and collect pollution from stormwater runoff.
BY-RIGHT	Development that may proceed under a zoning ordinance or by-law without the need for a special permit, variance, zoning amendment, waiver or other discretionary zoning approval.
CHAPTER 30B	Chapter 30B outlines procedures for local municipal government during the process of buying or disposing of supplies, services, or real estate.
CHAPTER LANDS	Commonwealth of Massachusetts land classification and tax program that incentivizes landowners to maintain their property as forest, agriculture, or recreation areas in exchange for reduced property taxes and providing the Town a right of first refusal but does not guarantee conservation. Chapter 60 applies to forestry land; Chapter 61A applies to agricultural and horticultural land; and Ch. 61B applies to recreational land, including golf courses, and trails for horseback riding, hiking, and nature study and observation.
COMPLETE STREETS	Streets designed and operated to enable safe use and support mobility for all users. Those include people of all ages and abilities, regardless of whether they are travelling as drivers, pedestrians, bicyclists, or public transportation riders. MassDOT offers a program through which registered municipalities can apply for funding towards eligible projects prioritized by the community.

DEMOLITION DELAY BYLAW	A regulation that protects historically significant buildings (75 years old or older) by requiring a demolition permit that can be subject to a 12-month waiting period if the Historical Commission determines the structure to be historically significant.
ECOSYSTEM SERVICES	<p>The many benefits humans and other species obtain from natural systems, including:</p> <ul style="list-style-type: none">• Provisioning services, such as food production, pollination, and clean water;• Regulating services, such as flood control, temperature reduction, and carbon sequestration (also called carbon capture);• Cultural services, including spiritual, aesthetic, and recreational benefits; and,• Supporting services, such as photosynthesis, soil formation, and habitat.
FEASIBILITY STUDY	A feasibility study is an analysis that looks at all aspects of a proposed project to determine the likelihood of success and the best path forward.
GREEN BUILDING	The practice of designing and building structures using environmentally responsible practices throughout the process.
HISTORIC RESOURCE	A building, structure, document, or artifact that is listed on the state register of historic places or National Register of Historic Places or has been determined by the Historic Commission to be significant in the town’s history, archeology, architecture or culture.
INCLUSIONARY ZONING	Zoning policies and practices that mandate or incentivize the creation of affordable and financially attainable housing for low- and middle-income households.
INFRASTRUCTURE	The basic equipment and structures that are needed for a community to function properly. These include roads, sidewalks, bike lanes, bridges, drinking water, wastewater systems, and more. These are generally government-built and publicly owned.
LOCAL HISTORIC DISTRICT	An area or group of historic structures that are deemed significant to a town’s history, archeology, architecture, or culture and protected by public review.
MARKET-READY SITES	Commercial sites that are ready to be developed. Also sometimes called “shovel ready” sites.
MIXED-USE DEVELOPMENT	Development containing a mix of residential uses and non-residential uses, including, without limitation, commercial, institutional, industrial or other uses.

MULTIFAMILY HOUSING	A building with 3 or more residential dwelling units or 2 or more buildings on the same lot with more than 1 residential dwelling unit in each building.
NET-ZERO CARBON EMISSIONS	Net-Zero Carbon Emissions means that the amount of carbon emitted is equal to the amount of carbon captured or removed in order to offset the emissions.
PAYMENT IN LIEU OF TAXES	Payment in lieu of taxes (PILOT) agreements are made between local governments and large tax-exempt entities. This is a voluntary agreement intended to make up some of the lost revenue from property taxes.
SUBSIDIZED HOUSING INVENTORY	A list of housing units in each municipality that count toward the affordable housing stock under Chapter 40B.
SUSTAINABLE DEVELOPMENT	Sustainable development refers to development that works to balance economic, social, and environmental priorities in the present and future.
ZONING	Ordinances and by-laws, adopted by cities and towns to regulate the use of land, buildings and structures to the full extent of the independent constitutional powers of cities and towns to protect the health, safety and general welfare of their present and future inhabitants.



Photo by Steve Rosenthal

