

MASTER PLAN

FOR THE TOWN OF

MARION, MASSACHUSETTS



2017



Land Use



Economic Development



Housing



Services & Facilities



Transportation



Resilience to Climate Change



Open Space



Natural & Cultural Resources



Implementation

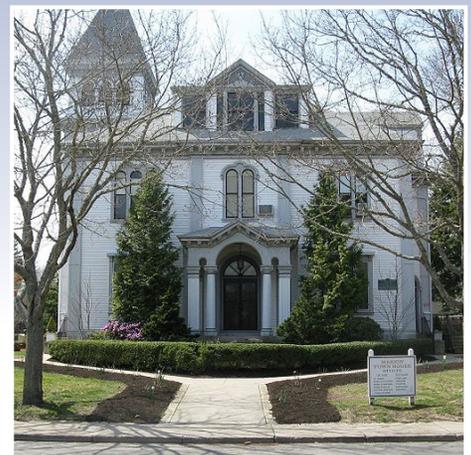


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I INTRODUCTION TO THE MASTER PLAN

“Using extensive public input and clear, current information makes the plan transparent and accurate. Designing the plan to progress from ‘Key Planning Information’ to related ‘Goals’ and ‘Strategies’ allows the document to read like simple instructions. And making the plan concise and graphically engaging encourages residents and elected and appointed officials to read the plan and to use it to guide important decisions about the future of Marion.”

INTRODUCTION TO THE MASTER PLAN

From the beginning of the planning process in 2014, Marion designed the 2017 Master Plan to be a concise, user-friendly document. It consists of 11 chapters, or elements¹:

- I** INTRODUCTION TO THE MASTER PLAN
- V** MARION'S VISION
- LU** LAND USE
- ED** ECONOMIC DEVELOPMENT
- H** HOUSING
- SF** SERVICES AND FACILITIES
- T** TRANSPORTATION AND CIRCULATION
- R** RESILIENCE TO CLIMATE CHANGE
- OS** OPEN SPACE AND RECREATION
- NR** NATURAL AND CULTURAL RESOURCES
- I** IMPLEMENTATION

¹ According to M.G.L. c. 41, s. 81D, the main Master Plan sections are called "elements." The remainder of this plan uses both of these words interchangeably.

The "Resilience to Climate Change" chapter is unique to this plan, specifically added to the elements required to be in a Master Plan. The Planning Board contracted with SRPEDD to provide the technical expertise to guide them through the Master Plan process. The town hired a part-time planner to provide the Planning Board with expert, independent help working with SRPEDD.

Each Master Plan chapter contains all the main information needed to explore and address its subject matter. This begins by introducing "**KEY PLANNING INFORMATION**" that explains the topic at hand and identifies relevant issues and opportunities for Marion.

Next, each chapter proposes "**GOALS**" that can solve problems and promote opportunities.

Finally, each chapter presents "**STRATEGIES**" to achieve its goals. Each Strategy contains important details, including the main steps to take, the lead party ("who's in charge"), state and federal programs to pursue, required time and resources, and recommended partnerships.

All of these details are summarized again in the Master Plan's "Implementation" element, which explores and organizes each Strategy in a user-friendly table.



PHOTOS FROM TWO OF THE SEVEN MASTER PLAN WORKSHOPS

Throughout, the Master Plan also highlights “**COMPLEMENTARY ACTIONS**,” which are areas where two or more elements have shared activities. These areas are marked with the icon of the relevant elements.

In addition to using current and accurate data, this document responds directly to public input. Marion’s residents and Master Plan Advisors contributed these invaluable ideas at numerous meetings and at seven public workshops. These events took place over three years and are described in detail in the next chapter - **MARION’S VISION**. Without this essential participation by Marion residents, the plan would not reflect an understanding of the Town as a community and as a place.

In summary, using extensive public input and clear, current information makes the plan transparent and accurate. Designing the plan to progress from “Key Planning

Information” to related “Goals” and “Strategies” allows the document to read like simple instructions. And making the plan concise and graphically engaging encourages residents and elected and appointed officials to read the plan and to use it to guide important decisions about the future of Marion.

V MARION'S VISION

“Use historical information, public participation, current socioeconomic and demographic data, and anticipated future challenges to identify guiding principles that will protect Marion’s traditional, seaside character and natural resources while managing change.”

MARION'S VISION

This chapter briefly describes the planning process that created the Master Plan's guiding principles – its Vision. First, the Planning Board and its support staff studied previous planning documents and policies. This allowed the current Master Planning efforts to be firmly based in existing knowledge. It also permitted Master Plan staff to review and confirm long-standing priorities for the town. Staff thoroughly reviewed several major planning documents, including the Marion Master Plan (1974), the Marion Land Use Plan (1988), the Marion Growth Management Committee's Status Report of Planning Recommendations (1996), the Marion Open Space and Recreation Plan (1998), the Marion 2015 Plan (2005), Marion's Priority Area Update Report (2013), and the recent Housing Production Plan (2014). Major findings of these documents were summarized and many were included in handouts for the Master Plan Discovery Workshop (see details below); these handouts are available in the [APPENDIX](#) and served as conversation starters for several "break-out groups" during events (see more details below). Staff also reviewed numerous other planning-related works that are featured in this plan using various [HYPERLINKS](#) and [REFERENCES](#).

Second, Master Plan staff gathered current demographic and socioeconomic information. The Planning Board wanted the Master Plan to identify and respond to major trends; during public workshops, Marion residents also emphasized the importance of using accurate data to inform the plan. Many of the major findings from the U.S. Census, the American Community Survey, the Division of Local Services, MassGIS, and town records are presented in the "Key Planning Information" sections of relevant Master Plan chapters. Many are also available for review in the [APPENDIX](#). Demographic data tell the story of Marion as a relatively affluent residential community with an increasing share of older residents and smaller households. Economic information points to the need for an expanded tax base and policies to support Marion's Health Care, Manufacturing, and Education job sectors.

Last, and most importantly, Master Plan staff listened to the comments and observations of Marion residents. This took place at seven public workshops over the course of the Master Plan process:

SEPTEMBER 27, 2014 – Master Plan Discovery Workshop: This introductory workshop presented the summaries of previous planning documents and basic



PHOTOS FROM TWO OF THE SEVEN MASTER PLAN WORKSHOPS

maps (current versions of which are featured throughout the Master Plan). The event also featured break-out groups that discussed each Master Plan element in detail.

These discussions resulted in numerous comments and culminated in a voting exercise that identified themes. A complete report on this workshop – which was instrumental in developing the main Vision statements – is available in the [APPENDIX](#).

AUGUST 1, 2015 – Land Use, Economic Development, and Climate Change: This workshop presented more mapping and extensive demographic and economic information. The discussions focused on three Master Plan elements. Staff solicited and recorded numerous comments that directly influenced the creation of these chapters. A report on this workshop is available in the [APPENDIX](#).

OCTOBER 24, 2015 – Services & Facilities and Transportation & Circulation: Much like the August 1 workshop, Master Plan staff presented more information and solicited and recorded input on two chapters. available in the [APPENDIX](#).

JANUARY 4, 2016 – Open House and Presentation of Draft Master Plan Elements. This meeting was designed to be a “half time” break in the planning process to update the public and to solicit even more input. Master Plan staff made themselves available to discuss drafts of the Land Use, Economic Development, Housing (which was adapted from the recent Housing Production Plan), Transportation, Services and Facilities, and Climate Change Resilience chapters.

MAY 14, 2016 – Open Space & Recreation and Natural & Cultural Resources: Once again, staff presented specialized information and solicited and recorded input on these important Master Plan elements.

SEPTEMBER 18, 2017 and **OCTOBER 14, 2017**– Open Houses and Presentations of Final Draft Plan. Master Plan staff made themselves available to discuss all elements, including Implementation.

Additionally, Master Plan staff heard from numerous stakeholders throughout the planning process including, but not limited to representatives and members of: the Board of Selectmen, the Planning Board, the Conservation Commission, the Open Space Acquisition Committee, Old Rochester Regional High School and Tabor Academy, the Town Administrator, the Harbormaster, the Department of Public Works, the Police Department and Fire Department, the Town House Building Committee, the Sippican Historical Society, the Buzzards Bay Coalition, the Sippican Land Trust, and the Council on Aging.

This public, data-driven, and creative planning process led to the following Vision statements:

ALL TYPES OF USERS NEED IMPROVED APPEARANCE, SAFETY, AND CONNECTIVITY IN THE TRANSPORTATION NETWORK.

ZONING REFORM SHOULD ALLOW DESIRED DEVELOPMENT IN THE RIGHT LOCATIONS.

THERE SHOULD BE MORE ORGANIZATION AND COLLABORATION WITHIN THE TOWN AND BETWEEN PARTNERS.

DEMOGRAPHIC, MARKET, AND DATA TRENDS SHOULD DRIVE DECISIONS.

MARION MUST PROTECT AND ENHANCE THE HARBOR AND COASTLINE AND PLAN FOR CLIMATE CHANGE.

IT IS ESSENTIAL TO ASSESS THE EFFECT THAT SEWER AND WATER SERVICE CAPACITY HAVE ON THE TYPE, LOCATION, AND COST OF FUTURE GROWTH.

TIMELY, ACTIVE, AND ACCOUNTABLE IMPLEMENTATION OF THIS PLAN IS NECESSARY TO ACHIEVE GOALS.

As draft Master Plan elements were completed, Planning Board members reviewed and commented on the content. This took place on a rolling basis and allowed for significant and thorough feedback from the Town. Lastly, some comments and questions were received via the Master Plan website (www.srpedd.org/marion-master-plan) and Facebook page. Without this invaluable public input – both in person and in written form – the 2017 Marion Master Plan would not have been possible. Moreover, the participation of residents enabled this plan to strike the important balance between protecting Marion’s traditional, seaside character and natural resources while also encouraging desired growth in appropriate locations.

LU LAND USE

“Marion residents identified mixed-use, ‘Village-Style’ land uses as the kind of development patterns they want in town. However, traditional New England building types (with small site plans, moderate densities, diverse housing options, and a mix of uses) are difficult to build under existing zoning.”

KEY PLANNING DATA

Basic land use information is key to understanding a community’s built and natural environments. Marion’s land uses are predominantly residential (37%), tax exempt institutional (31%), and Chapter 61, 61A, and 61B (22%). The latter two categories reveal the successful and **ACTIVE LAND CONSERVATION TRADITION** in town, where 4,477 acres (or 49% of Marion’s total land area) are protected by a conservation easement or the conditional protection of the Chapter 61 tax programs. The presence of Tabor Academy contributes to a relatively high proportion of institutional properties in town. Commercial and industrial uses, while concentrated on Route 6 and in the Sippican Office Park, account for only 2% and 1% of the Town’s land area, respectively.

Marion residents identified mixed-use, “Village-Style” land uses as the kind of development patterns they want in town. However, this type of development is only allowed in the General Business and Limited Business districts, which cover 2% and 0.2% of Marion, respectively. Moreover, under Marion’s **CURRENT ZONING**, the Residence C and Residence D districts have 2-acre minimum lot sizes; these districts cover nearly 90% of the Town’s land area. In other words, the traditional New England building types (with

small site plans, moderate densities, diverse housing options, and a mix of uses) are difficult to build in town.

During the Master Plan public input process, Marion residents also described several neighborhoods, business nodes, and natural resource areas that represented the way they experience their town. This collective mapping exercise created a **VISION OF MARION** diagram, available in the Appendix. The Master Plan’s Goals and Strategies will attempt to build upon the character of these areas, which also largely correspond to the Town’s 2013 **PRIORITY DEVELOPMENT AREA AND PRIORITY PROTECTION AREA MAPPING**.

LAND USE GOAL 3-1: INCENTIVIZE VILLAGE -STYLE DEVELOPMENT IN KEY AREAS

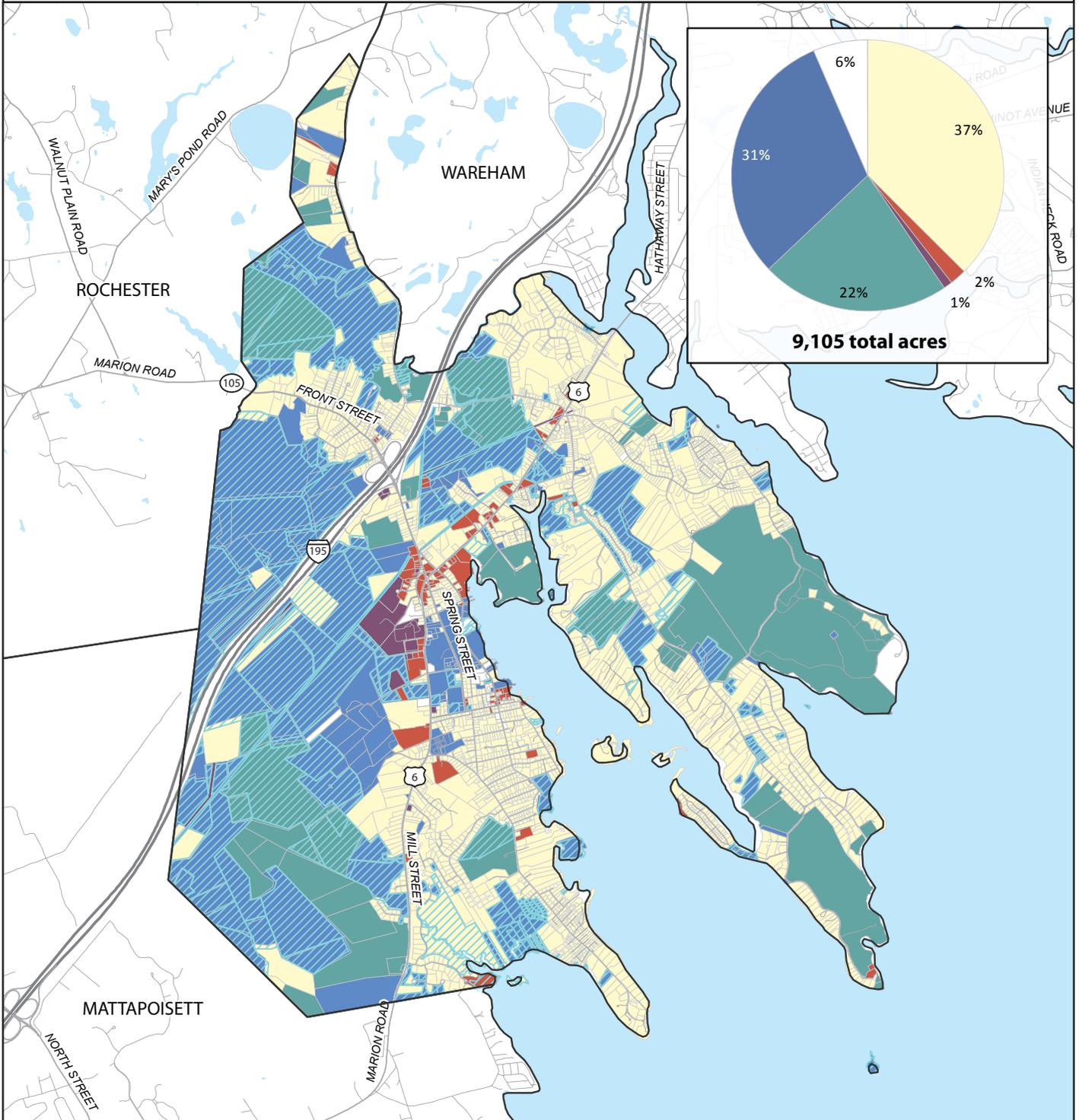
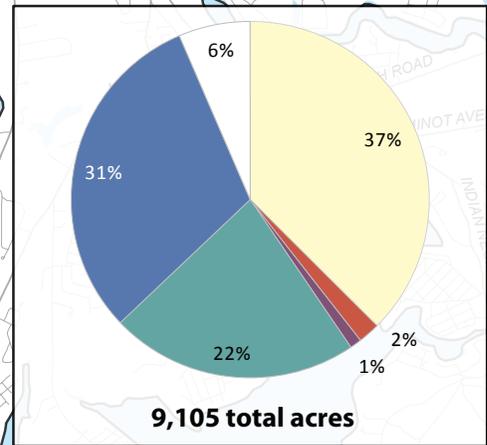
BOTTOM LINE: THE TOWN’S ZONING BYLAWS SHOULD BE UPDATED TO ENCOURAGE MIXED-USE DEVELOPMENT

During public workshops, residents identified specific areas in Marion where “Village-Style” development – including market rate housing units for seniors looking to downsize – should take place; these are (1) the Route 6 and 105 Gateway, (2)

Town of Marion Parcel Land Uses (Based on Tax Assessor Data)

- Residential
- Commercial
- Industrial
- Chapter 61, 61A, and 61B
- Tax-Exempt (such as the Town, Churches, Land Trusts, and Schools)
- Permanent Conservation Restriction. Please note that 3,091 acres of land are permanently protected, according to MassEOEEA data depicted here. This is approximately 34% of the Town.
- No data
- Interstates
- Arterials and Collectors
- Local Roads

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 07.21.15



the Point Road Commercial Area, and (3) Marion Village. Village-Style development is characterized by traditional New England building patterns already present in many Marion locations. These patterns include small building setbacks, moderate building heights and lot coverage, traditional architecture, and clustering of amenities within a walkable area.

LAND USE STRATEGY 3-1-1: ENSURE THAT ZONING ENCOURAGES MIXED-USE, MODERATE DENSITY DEVELOPMENT IN APPROPRIATE LOCATIONS

Outreach to property owners (using clear educational documents and neighborhood meetings) should demonstrate that the current zoning bylaw’s allowable densities and uses differ from the Village-Style development described by the Town. Civic engagement to educate residents, stakeholders, and community leaders is essential to successfully amending the zoning bylaw to implement Village-Style development.

EXAMPLE BYLAWS that enable Village-Style development are available throughout Massachusetts. The Purpose and Intent sections of these bylaws clearly state that they seek “to encourage these traditional development patterns,” “to manage growth,” and “to allow residential, commercial,

recreational, and institutional uses within close proximity” – both of which were clear goals identified by the Marion residents. Some of these bylaws also provide incentives (such as density bonuses or reduced requirements) for the provision of traditional design, affordable or senior housing, or **LOW IMPACT DEVELOPMENT (LID) STORMWATER MANAGEMENT**. Higher density zoning changes can also expand the **LOCAL TAX BASE** while preserving open space; in other words, by absorbing development demand, these Village-Style areas provide an alternative to sprawl development and the costs it imposes on town services.

COMPLEMENTARY ACTIONS:

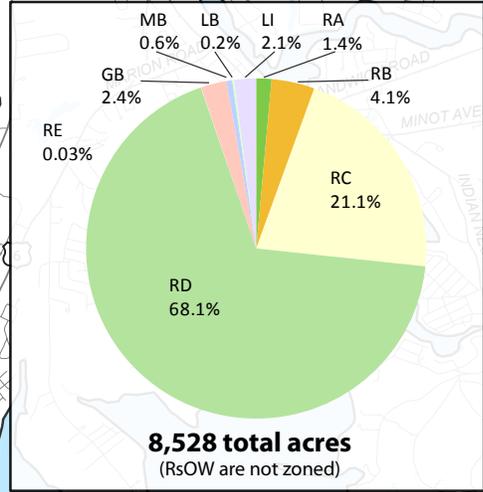
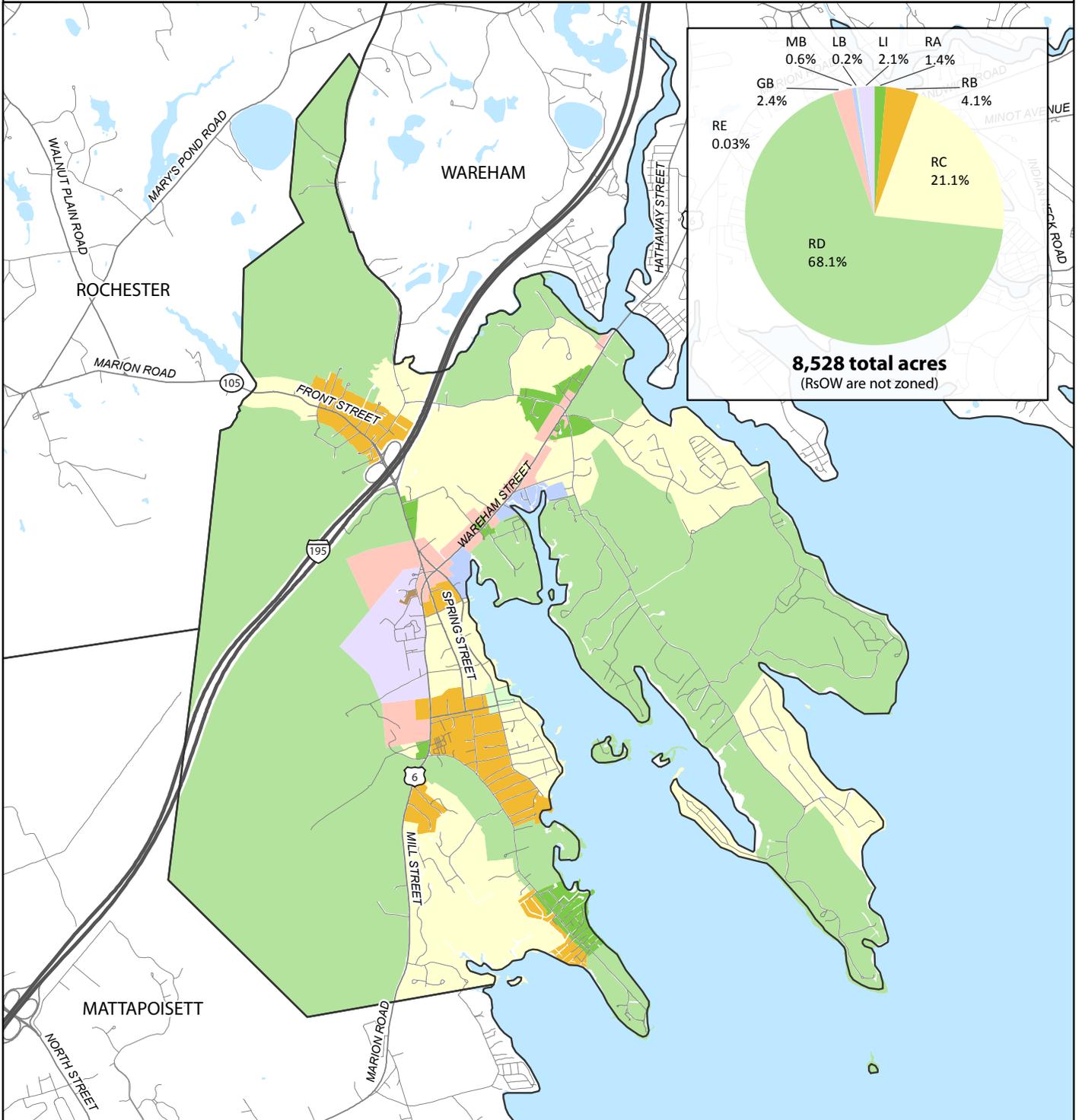
ED **ECONOMIC DEVELOPMENT GOAL 4-4: PURSUE HIGH-VALUE, MIXED-USE DEVELOPMENT IN THE ROUTE 6 AND ROUTE 105 GATEWAY**

H **HOUSING STRATEGY 5-1-3: ALLOW MULTIFAMILY HOUSING IN VILLAGE-STYLE DEVELOPMENT AREAS AND OTHER APPROPRIATE LOCATIONS**

Town of Marion Zoning

- Residence A
- Residence B
- Residence C
- Residence D
- Residence E
- General Business
- Marine Business
- Limited Business
- Limited Industrial
- Water
- Interstates
- Arterials and Collectors
- Local Roads

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LAND USE STRATEGY 3-1-2: ADOPT DESIGN GUIDELINES THAT CREATE PLACES THAT HARMONIZE WITH MARION'S CHARACTER

Design guidelines use images and text to describe numerous site and building characteristics ranging from architecture and materials to site planning and stormwater management (LID); in so doing, they provide clear and predictable expectations for development in certain areas (such as any future Village-Style districts) or under certain conditions. Guidelines are typically included in Planning Board Rules and Regulations governing Site Plan Review. The Planning Board can adopt and subsequently amend design guidelines at public hearings. Numerous municipalities, such as nearby Westport, have **EXAMPLE GUIDELINES** that can be adapted to meet Marion's needs. It is also important to note that Design Guidelines can improve visual street appeal, minimize entry/exit points on Route 6, create more usable internal circulation on parcels (including pedestrian and bike access), and encourage high-quality development that increase the local tax base.

COMPLEMENTARY ACTIONS:

H **HOUSING STRATEGY 5-1-3: ALLOW MULTIFAMILY HOUSING IN VILLAGE-STYLE DEVELOPMENT AREAS AND OTHER APPROPRIATE LOCATIONS**

LAND USE STRATEGY 3-1-3: PURSUE TRANSPORTATION STRATEGIES THAT COMPLEMENT VILLAGE-STYLE DEVELOPMENT

The key to being able to develop the types of mixed-use, Village-Style areas that Marion residents want (especially around the Route 6 and 105 Gateway) will be to rework the roadways to slow traffic, improve designs and access management (reduce curb cuts), and make the area more pedestrian friendly. In other words, if Route 6 remains inaccessible to pedestrians and bicyclists, the properties along and north of Route 6 will never become more connected to the Village, the Harbor, and the "look and feel" of Marion. On the other hand, if Route 6 could become more of a New England "main street" instead of only a state highway, these and many other aspects of the Master Plan can be realized. "**COMPLETE STREETS**" policies and programs seek to do just this – to provide accommodations for all users and modes, to create safer and more livable neighborhoods, and to encourage healthy transportation alternatives. Safe and attractive roadways that include a combination of landscaping and streetscaping and bicycle and pedestrian facilities are essential to transforming areas such as the Route 6 and 105 Gateway into

Town Vision vs. Existing Zoning

Traditional Village Design



- Buildings are near the sidewalk and frame the street (0'-20' setback)
- Village mixed uses; walk between shops and from residences
- Narrower façades with windows create visual interest and variety
- Moderate on-site parking

Existing Zoning on Route 6 / Front Street



- Buildings must be at least 50' from Route 6 and 35' from other streets
- No multi-family housing; contractor's yards, auto repair, etc. allowed
- 100' minimum frontage width; long, monotonous façades allowed
- Significant parking dominates parcels and further separates buildings

Good right-of-way design is also key to a pedestrian-friendly space.

Village-Style, mixed-use neighborhoods. Modern engineering and planning practices, including the MassDOT Complete Streets initiative and the Community Compact Cabinet, have come to acknowledge the merits of more traditional and multimodal circulation systems – particularly in village centers. Moreover, these transportation investments dovetail and support related zoning initiatives that encourage small

building setbacks and moderate building heights - features of the built environment that slow down driving behavior.

COMPLEMENTARY ACTIONS:

T **TRANSPORTATION GOAL 7-2:** WORK WITH MASSDOT AND THE COMMUNITY COMPACT CABINET TO CREATE "COMPLETE STREETS" IN MARION

LAND USE GOAL 3-2: PURSUE ECONOMIC DEVELOPMENT IN STRATEGIC SITES

BOTTOM LINE: LARGE-SCALE COMMERCIAL AND INDUSTRIAL ECONOMIC DEVELOPMENT BELONGS IN APPROPRIATE LOCATIONS

Traditional economic development seeks to create high-wage jobs and expand a municipality's tax base through various infrastructure and policy initiatives that help to create large-scale commercial projects. These initiatives typically seek to build upon a community's strengths and competitive advantages. For Marion, these strengths include the existing Sippican Office Park and underutilized properties along Route 6. These sites are appropriate for larger scale future development that expand the commercial tax base. Rezoning to expand potential sites may also be an option.

COMPLEMENTARY ACTIONS:

ED **ECONOMIC DEVELOPMENT GOAL 4-2:** FOCUS TRADITIONAL ECONOMIC DEVELOPMENT TO THE SIPPICAN OFFICE PARK AND OTHER KEY SITES

LAND USE GOAL 3-3: CONTINUE EFFORTS TO PRESERVE OPEN SPACE AND MANAGE GROWTH

BOTTOM LINE: MARION'S LAND CONSERVATION PRACTICES CAN BE EVEN MORE SUCCESSFUL BY COORDINATING THE EFFORTS OF VARIOUS ENTITIES ALREADY AT WORK IN TOWN

Marion can build upon its successful tradition of land conservation efforts. In order to maintain the rural and seaside landscapes that are so highly valued in town, Marion should continue to actively pursue coordinated land conservation and consolidation of natural resource areas. This can be done through the newly formed "Stewards of Community Open Space" (SoCOS) and by creating a Marion Open Space and Recreation Plan (OSRP). These efforts must recognize that the Town needs a balanced approach between conservation and growth.

COMPLEMENTARY ACTIONS:

OS **OPEN SPACE GOAL 9-1:** COORDINATE CONSERVATION GROUPS BY FORMALLY SUPPORTING THE "STEWARDS OF COMMUNITY OPEN SPACE (SoCOS)"

OS **OPEN SPACE GOAL 9-2:** COMPLETE, PUBLICIZE, AND IMPLEMENT A MARION OPEN SPACE AND RECREATION PLAN

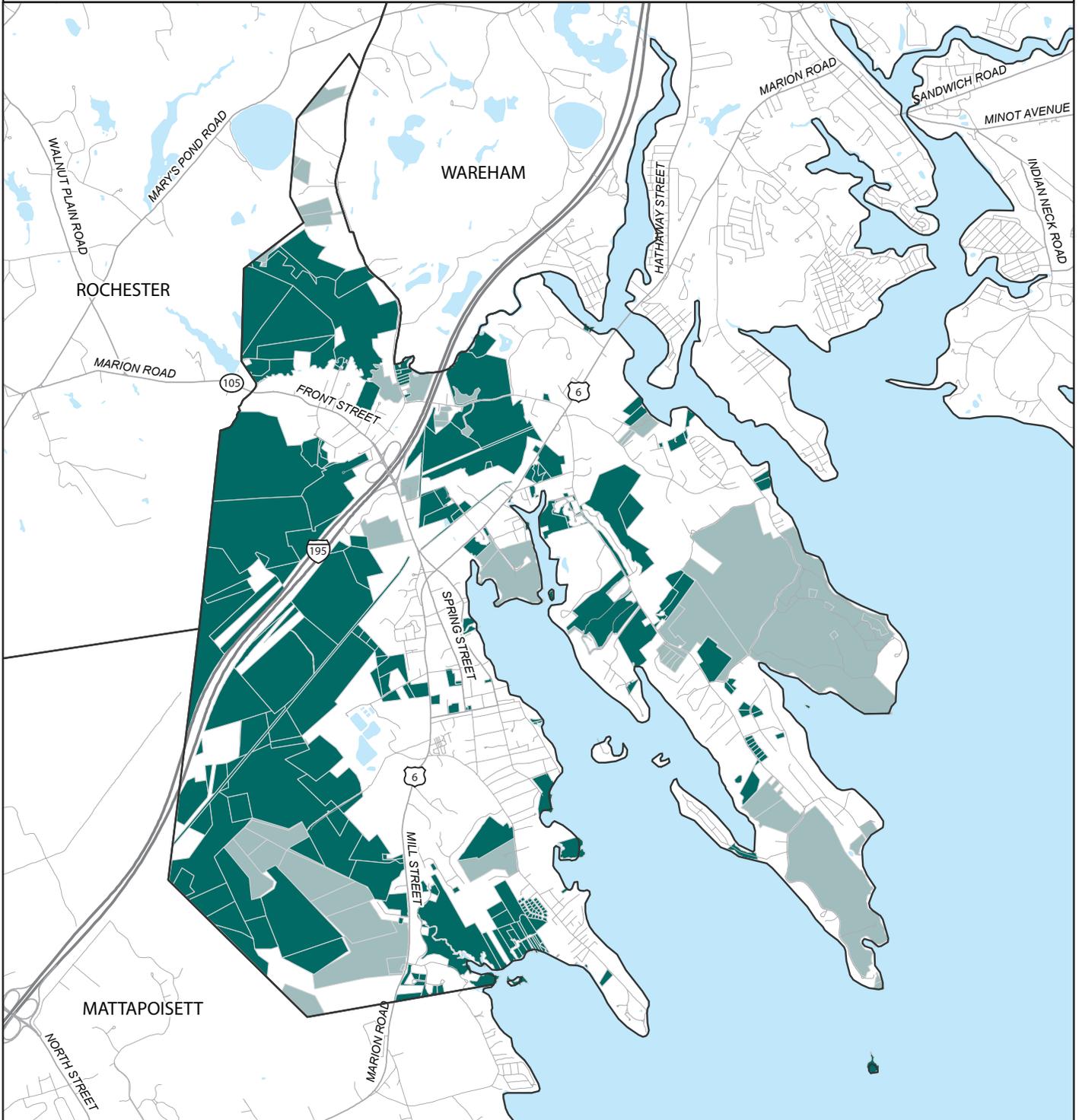
Town of Marion Protected Land: 4,477 acres or 49% of the Town's 9,105 acres

Permanent Conservation Restriction. Please note that 3,091 acres of land are permanently protected, according to MassEOEEA data depicted here.

Chapter 61, 61A, and 61B. Please note that an additional 1,386 acres have conditional protection under these statutes (and do not also have a Conservation Restriction).

- Interstates
- Arterials and Collectors
- Local Roads

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 07.21.15





ECONOMIC DEVELOPMENT

“The Master Plan public input process identified the Sippican Office Park, existing Village-Style development, and Marion’s attractive, seaside character as the Town’s principal competitive advantages for future growth and economic development. This blended approach is appropriate for a small, coastal town such as Marion.”

KEY PLANNING DATA

Traditional economic development seeks to create high-wage jobs and expand a municipality's tax base through various infrastructure and policy initiatives. The Master Plan public input process identified the Sippican Office Park, existing Village-Style development, and Marion's attractive, seaside character as the Town's principal competitive advantages for future growth and economic development. This blended approach is appropriate for a small, coastal town such as Marion. It is also supported by several data points and the desires Marion residents identified during public workshops.

In 2013, there were 2,022 jobs in town. Marion's two largest sectors in terms of employment were Health Care (20%) and Manufacturing (17%).¹ Between 2001 and 2013, Marion lost 20 jobs overall. This minor decline (1%) mirrored the region's 1% job loss over the same period. The Health Care sector saw healthy growth, expanding 46% from 275 to 401 jobs, more than the 36% growth rate in the region as a whole. The Manufacturing sector declined by 23% from 439 jobs to 339 jobs; this compares to a 39% decline in the region and a 17% increase in neighboring Wareham. These

¹ The third largest sector is Education (15%).

two sectors should be directly targeted in economic development strategies in order to maintain job growth (in the case of Health Care) and retain remaining jobs (in the case of Manufacturing). This can be done by removing impediments to growth (such as the moratorium on new sewer hook-ups) and by marketing development opportunities in appropriate areas (such as the Sippican Office Park).

Job Growth in all Sectors

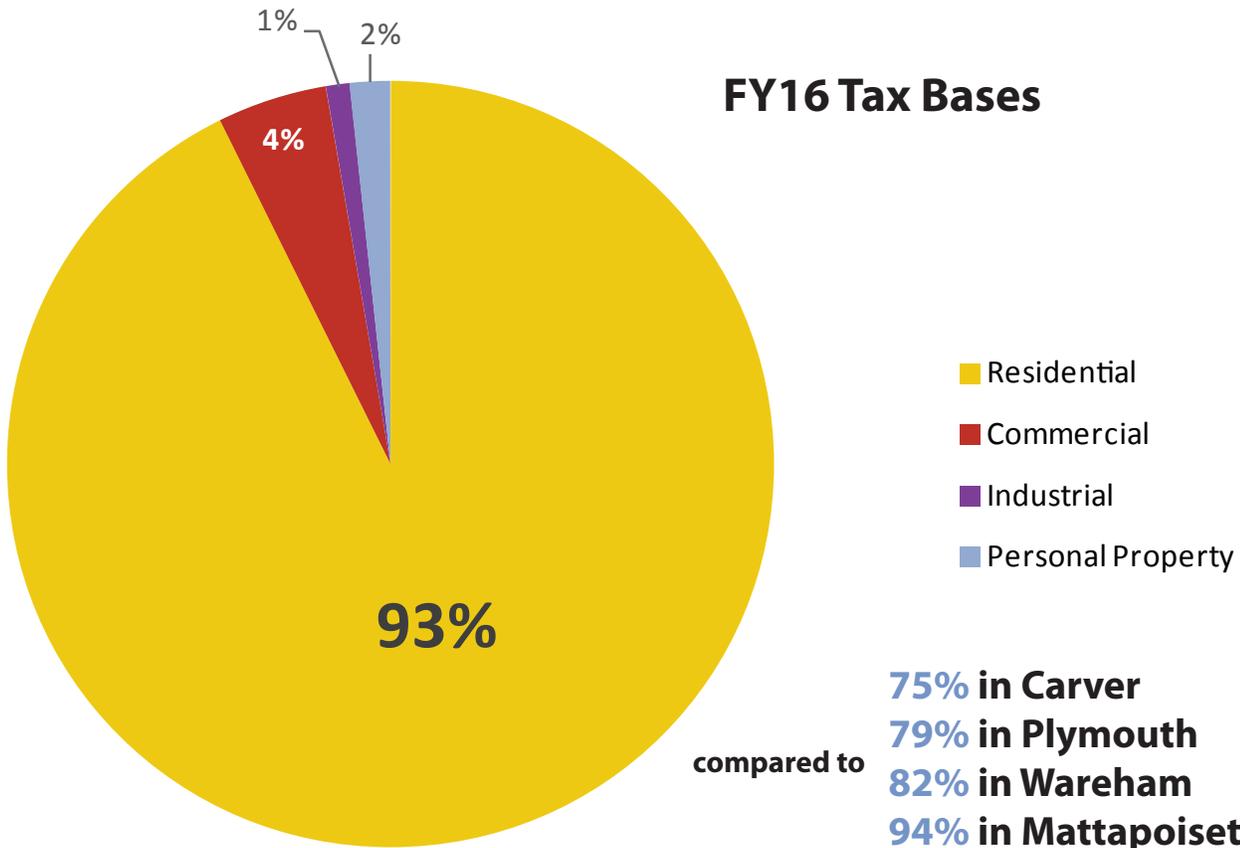
	2001	2013	Percent change
SRPEDD Region	236,627	234,286	-1.0%
Wareham	6,794	8,629	27.0%
Marion	2,042	2,022	-1.0%

Job Growth in the Health Care Sector (NAICS Code 62)

	2001	2013	Percent change
SRPEDD Region	33,114	44,982	35.8%
Wareham	1,186	1,519	28.1%
Marion	275	401	45.8%

Job Growth in the Manufacturing Sector (NAICS Codes 31-33)

	2001	2013	Percent change
SRPEDD Region	44,222	26,845	-39.3%
Wareham	587	687	17.0%
Marion	439	339	-22.8%



Lastly, Marion’s tax base is 93% residential; this compares to 75% in Carver, 79% in Plymouth, 82% in Wareham, 86% in Rochester, and 94% in Mattapoisett. From one perspective, Marion’s predominant residential tax base can be seen as a problem to overcome; on the other hand, the seaside village character it reflects is highly valued by Marion residents. In order to encourage growth that “belongs in Marion,” zoning amendments should incentivize mixed-use development in the areas such as the Route 6 and Route 105 Gateway. Future

“Village-Style” growth in these locations can complement Marion’s traditional seaside character while also expanding the Town’s tax base.

**ECONOMIC DEVELOPMENT
 GOAL 4-1: ENSURE
 SUFFICIENT CAPACITY IN ALL
 UTILITY INFRASTRUCTURE
 - ESPECIALLY WASTEWATER
 TREATMENT**

BOTTOM LINE: IN ORDER TO ENABLE GROWTH AND TO PROTECT NATURAL RESOURCES, MARION'S INFRASTRUCTURE MUST BE ABLE TO PROVIDE ADEQUATE WASTEWATER TREATMENT

According to the Federal Environmental Protection Agency (EPA), the Town's sewer system and wastewater treatment plant (WWTP) have significant deficiencies. This infrastructure issue – and the associated moratorium on new sewer connections – is a serious impediment to current and future economic development and Marion's growth in general. Marion must use the best available data to negotiate a resolution to the issue and to continue to make any necessary repairs to its system. Additionally, other aspects of infrastructure also need to be assessed and pursued by the Town; these include (1) the need for gas lines in east Marion, (2) ensuring final hook-up (to the electrical grid) for the municipal solar field on the capped land fill, and (3) maintaining the water system.

COMPLEMENTARY ACTIONS:

SF SERVICES AND FACILITIES
GOAL 6-1: WORK TO ESTABLISH SUFFICIENT CAPACITY IN THE WASTEWATER TREATMENT SYSTEM TO SUPPORT GROWTH

SF SERVICES AND FACILITIES STRATEGY
6-2-4: PURSUE VARIOUS PUBLIC AND PRIVATE FUNDING SOURCES

ECONOMIC DEVELOPMENT GOAL 4-2: FOCUS TRADITIONAL ECONOMIC DEVELOPMENT TO THE SIPPICAN OFFICE PARK AND OTHER KEY SITES

BOTTOM LINE: ALL LARGE SCALE COMMERCIAL AND INDUSTRIAL DEVELOPMENT SHOULD TAKE PLACE IN AND AROUND THE EXISTING SIPPICAN OFFICE PARK AND OTHER APPROPRIATE SITES

Marion's local economy is part of a larger regional market. As such, its largest competitive advantage for attracting additional high-value economic development is the existing Sippican Office Park and other appropriate vacant and underutilized locations on Route 6. New research, engineering, and manufacturing jobs available in firms such as Lockheed Martin, Sippican's main tenant, can be encouraged through participation in state economic development programs. New health care jobs, similar to those found in the Whittier Sippican Health Care Facility, can also be encouraged through these initiatives.

Local initiatives are also vital to creating a business-friendly community that attracts high-wage job producers and influences the types of firms that make Marion home.

ECONOMIC DEVELOPMENT STRATEGY **4-2-1: PARTICIPATE IN CHAPTER 43D** **EXPEDITED PERMITTING IN THESE AREAS**

While much of the Sippican Office Park is built-out, there is significant remaining upland area within and abutting the Park. The Massachusetts Executive Office of Housing and Economic Development (EOHED) Chapter 43D program should be used to designate these and other areas (such as the DPW garage) for local expedited permitting. The program is enabled by M.G.L.c. 43D and “provides a transparent and efficient process for municipal permitting, guarantees local permitting decisions on priority development sites within 180 days, [and] increases visibility of your community and target development site(s).”² The program also provides “(1) priority consideration for the MassWorks Infrastructure Program grants, brownfields remediation assistance, and other financing through quasi-public organizations, (2) online marketing of your site and promotion of your pro-business regulatory climate,

2 Executive Office of Housing and Economic Development (EOHED) Chapter 43D Program

(3) improved municipal planning and permitting efficiencies, [and] (4) collection of special fees for priority development site permit applications.”³ The process for participating in Chapter 43D involves two steps. First, Marion must identify eligible sites and obtain the written buy-in of all affected property owners. Next, participation requires a successful Town Meeting vote to approve the site and to accept the program’s provisions, including the creation of a **PERMITTING GUIDE**; this Master Plan strategy and a supporting civic engagement effort by the Planning Board can facilitate Town Meeting approval.

ECONOMIC DEVELOPMENT STRATEGY **4-2-2: UTILIZE TAX INCREMENT FINANCING** **(TIF) WITH PRIVATE SECTOR PARTNERS**

Once Marion identifies a business partner that can advance a specific economic development project, the Town can work with the Massachusetts Office of Business Development (MOBD) to implement Tax Increment Financing (TIF) under the Economic Development Incentive Program (EDIP)⁴. TIF is authorized by M.G.L.c. 40§59; it is “a local real estate property tax exemption negotiated and executed between a host

3 Ibid.

4 All MA communities may participate with eligible projects.

FY16 Tax Rates (per \$1,000 of Value)

City/Town	Residential	Commercial
Carver	\$17.03	\$26.26
New Bedford	\$16.49	\$35.83
Plymouth	\$16.27	\$16.27
Middleborough	\$15.77	\$16.77
Acushnet	\$14.53	\$18.60
Rochester	\$14.39	\$14.39
Mattapoisett	\$13.20	\$13.20
Fairhaven	\$12.18	\$24.45
Wareham	\$11.36	\$11.36
Marion	\$11.31	\$11.31
Dartmouth	\$9.84	\$15.01

split rates

municipality and an expanding or relocating company. The business must create new employment opportunities and make significant private investment that increases the base assessed value of the property as the tax abatement is given only on the incremental increase in the property value.”⁵ Once the tax abatement expires, the Town collects all applicable property taxes. This strategy has been employed to attract businesses to towns across Massachusetts.

5 **EOHED** TIF Program

ECONOMIC DEVELOPMENT STRATEGY 4-2-3: EMPOWER THE PLANNING BOARD TO CONTROL DERELICT COMMERCIAL PROPERTIES

Commercial properties that have exclusive use restrictions placed on them create vacancies and derelict properties that affect all commercial property values and the character of the commercial areas such as the Route 6 and Route 105 Gateway. To improve the conditions of these properties, the Planning Board should explore the legal authority for bylaws related to abandonment and dereliction of commercial uses. The Planning Board can also consider the option for sunset provisions on exclusive use restrictions for commercial properties. If applied, these techniques could help spur needed redevelopment in Marion.

ECONOMIC DEVELOPMENT

GOAL 4-3: ESTABLISH A LOCAL BUSINESS DEVELOPMENT COMMISSION (BDC)

BOTTOM LINE: A BDC WOULD IMPROVE THE LIKELIHOOD OF HIGH VALUE COMMERCIAL GROWTH IN MARION

A local Business Development Commission (BDC) could be created by the Board of Selectmen to advise them on economic development strategies including business retention, recruitment, permitting, marketing, infrastructure creation, and funding resources. Some BDCs are staffed by either the Town Planner, others by a dedicated staff member. BDCs undertake various state and local initiatives as well as marketing local strengths such as Sippican Office Park, Marion Village, boating-related tourism, and the Town's charming seaside character.

ECONOMIC DEVELOPMENT STRATEGY

4-3-1: CREATE A LOCAL PERMITTING GUIDE TO FACILITATE BUSINESS

Many communities have created user-friendly "How to Do Business in Town" permitting guides. These can be concise handbooks, topic-specific brochures,

marketing campaigns, E-Government webpages, or all of the above.⁶ Permitting guides use flow charts and simple diagrams to help describe required procedures, to identify departmental points of contact, and to highlight fees, resources, and timelines needed to obtain various permits (including 43D permits). Additionally, some communities, such as nearby Dartmouth, hold regular meetings between department heads to coordinate projects and overlapping departmental efforts; this type of low-cost administrative change can further streamline permitting and improve Marion's interactions with local businesses and property owners.

COMPLEMENTARY ACTIONS:

SF

SERVICES AND FACILITIES GOAL

6-3: IMPROVE INTRA-GOVERNMENTAL COMMUNICATION AND EFFICIENCY WITH LOW-COST ADMINISTRATIVE CHANGES

⁶ For examples, see the [ATTLEBORO BUSINESS AND PERMITTING GUIDE](#) and the [DEDHAM BUSINESS GUIDE](#)

ECONOMIC DEVELOPMENT STRATEGY

4-3-2: FUND INFRASTRUCTURE AND FACILITY IMPROVEMENTS THAT SUPPORT ECONOMIC DEVELOPMENT

Numerous public and private funding sources are available – albeit under highly competitive conditions – to construct facilities, improve services, and pursue economic development. In 2012, Marion received a \$1,000,000 MassWorks award for the reconstruction of Ryder Lane and South Street. The new BDC and its staff can pursue similar funding sources, including Massachusetts CDBG grants, United States Department of Agriculture (USDA) Rural Development programs, MassDevelopment funding, and private trust and foundation funding. Marion has a competitive advantage in seeking private partnerships due to its status as a relatively affluent community and the presence of institutions such as Tabor Academy.

COMPLEMENTARY ACTIONS:



SERVICES AND FACILITIES STRATEGY

6-2-4: PURSUE VARIOUS PUBLIC AND PRIVATE FUNDING SOURCES

ECONOMIC DEVELOPMENT STRATEGY

4-3-3: APPLY TO THE COMMUNITY COMPACT CABINET TO ADVANCE ECONOMIC DEVELOPMENT PLANNING

In January 2015, Governor Charlie Baker created the **COMMUNITY COMPACT CABINET**. This program allows a “voluntary, mutual agreement . . . between the Commonwealth and the Baker-Polito Administration and individual cities and towns of the Commonwealth. In a Community Compact, a community will agree to implement at least one best practice that they select from across a variety of areas.”⁷ One such best practice area is “Housing and Economic Development.” Participation in this program would provide technical assistance in focus areas such as “Preparing for Success (which encourages public-private partnerships),” “Infrastructure (which focuses on readying sites for development), and “Job Creation and Retention (which creates a documented economic development plan).” Marion should participate in this program to support this and other Master Plan Goals and Strategies.

⁷ **COMMUNITY COMPACT CABINET** website

ECONOMIC DEVELOPMENT STRATEGY 4-3-4: APPLY FOR MASSACHUSETTS SEAPORT ECONOMIC COUNCIL GRANTS

Under the Baker-Polito administration, the former Massachusetts Seaport Advisory Committee is now known as the **SEAPORT ECONOMIC COUNCIL**. The Council, administered by the Executive Office of Housing and Economic Development (EOHED) and the Executive Office of Energy and Economic Affairs (EOEEA), accepts grant applications for projects that “empower communities to bring forward the best ideas and projects for cultivating and stimulating the maritime economic sector and growing jobs.”⁸ Of the five grant types, “Local Maritime Economic Development Planning Grants” or “Innovation Grants” are likely the most appropriate for Marion as it continues to support its marine businesses. Preference will be given to those applications that demonstrate collaboration and joint applications are encouraged from entities with a proven track record in maritime sector strategy, maritime economic development, and the development of economically supportive and resilient coastal assets in a sustainable fashion. Matching funds of 20% of overall project funding are necessary.”⁹

8 **SEAPORT ECONOMIC COUNCIL** website

9 Ibid.

ECONOMIC DEVELOPMENT GOAL 4-4: PURSUE HIGH-VALUE, MIXED-USE DEVELOPMENT IN THE ROUTE 6 AND ROUTE 105 GATEWAY

BOTTOM LINE: VILLAGE-STYLE DEVELOPMENT ENVISIONED FOR THIS AREA CAN EXPAND THE TAX BASE

In the Land Use element, this Master Plan advocates for bylaw amendments that encourage moderate density mixed-use development in this key area in town. In addition to creating “Village-Style” development that belongs in Marion, these bylaw changes can support economic development by creating high-value projects that expand the tax base. These higher densities also help to attract development demand away from open spaces. By absorbing – and even incentivizing – development demand, these Village-Style areas provide an alternative to sprawl development.

COMPLEMENTARY ACTIONS:

LU **LAND USE GOAL 3-1:** INCENTIVIZE VILLAGE-STYLE DEVELOPMENT IN KEY AREAS

H **HOUSING STRATEGY 5-1-3:** ALLOW MULTIFAMILY HOUSING IN VILLAGE-STYLE DEVELOPMENT AREAS AND OTHER APPROPRIATE LOCATIONS

T **TRANSPORTATION GOAL 7-2:** WORK WITH MASSDOT AND THE COMMUNITY COMPACT CABINET TO CREATE “COMPLETE STREETS” IN MARION

H HOUSING

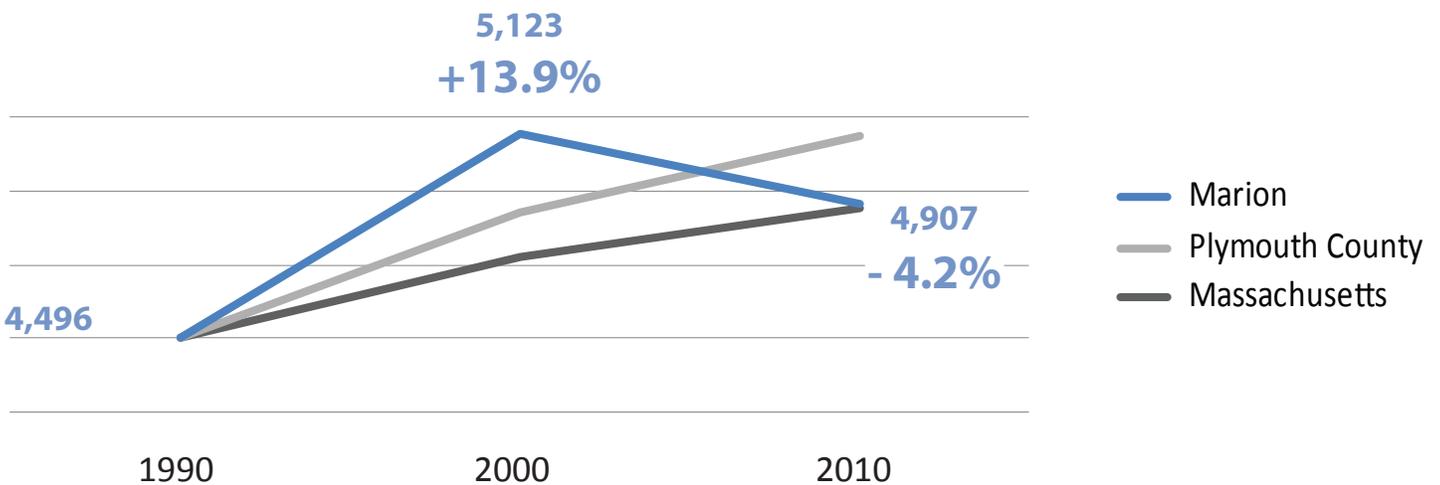
“Many Marion residents - particularly those who are over 55 - want smaller, more affordable units that are close to amenities. Housing initiatives should meet the needs of a broad spectrum of Marion residents, including local employees.”

KEY PLANNING DATA

Marion’s housing policy should directly address the needs and desires of its residents; these were identified at Master Plan workshops and by a review of current data. The main demographic trends of note are a recent loss in population and number of households, an aging population that includes fewer families with children, and smaller household sizes including more seniors living alone. These factors are associated with a greater demand for smaller housing types, rental housing, and supportive housing, which was a main theme of the Master Plan workshops.

Several factors impact Marion’s ability to produce these housing types demanded by Marion seniors who are looking to “down-size.” The Town contains very little undeveloped land that is not constrained by environmental factors such as wetlands or protected by conservation easements or conditional programs such as Chapter 61. Moreover, Residence C and Residence D zoning districts cover nearly 90% of the Town’s land area and have 2-acre minimum lot sizes. The large lot sizes in these zones make it difficult to build smaller, traditional New England building types that include modest site plans, higher densities, and diverse housing options.

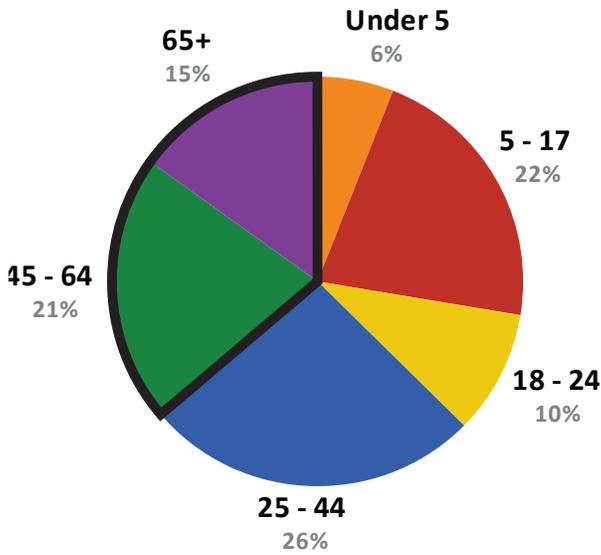
Population Change since 1990



Please note that the U.S. Census counts the number of persons in residence “most of the time” on April 1 of the Census year. Residents respond in person or by mail.

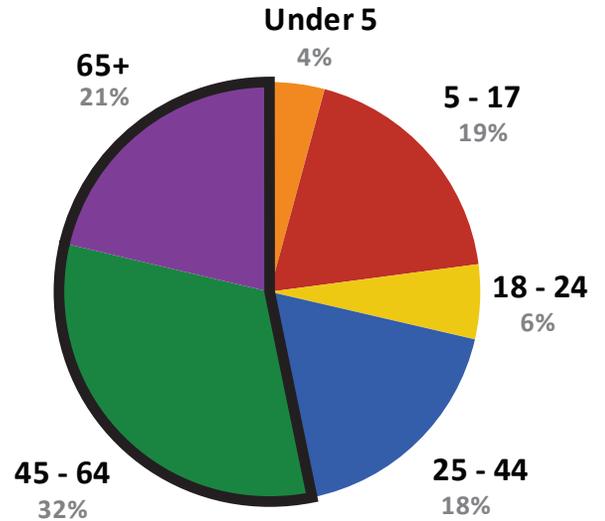
Age Distribution

1990



Median Age: 36.4

2010



Median Age: 46.1

Households

Average household size is decreasing.



36% of Marion households include a person age **65+** (up from 30% in 2000)

31% of households include children under 18 (down from 33% in 2000).



Nonetheless, there is clear demand to live in Marion’s charming, seaside neighborhoods; this demand creates high prices relative to the state and county, reflected in a continuous increase in sale prices since 2000. According to local real estate professionals and public input, there is a shortage of year-round rental options and rising demand for them – especially among seniors whose current homes are too large, too expensive, or both. A third of Marion households are cost-burdened (which means they are spending over 30% of their income on housing); 15% spend over half their income on housing. When transportation costs associated with housing location are taken into account, Marion is classified as unaffordable and car-dependent.¹ All of these data points reinforce the need for smaller units to be built in close to amenities in town.

From the perspective of subsidized housing for low- and moderate income households, affordability analyses show that very few homeowner units are affordable to households earning less than 80% of the area-median income, which is the affordability standard for units on the state Subsidized Housing Inventory (SHI).

1 2015 Marion Housing Production Plan, pp. 46 -47

According to M.G.L.c. 40B, a municipality that has 10% of its year-round housing on SHI (or is making steady progress toward that goal) is successfully meeting the affordable housing needs of these moderate- and low-income residents. This enables a community, through its Zoning Board of Appeals, to deny Chapter 40B comprehensive permit applications. Marion’s subsidized housing inventory (SHI) percentage is 7.6%.

Through the actions described below, Marion can expand both market-rate and subsidized housing opportunities and continue to build its capacity to produce needed housing types in town. This capacity includes gaining access to greater resources – financial and technical – as well as building local political support, developing partnerships with public and private developers and lenders, and creating and augmenting local organizations and systems that will support new housing production.

HOUSING GOAL 5-1: CREATE A GREATER VARIETY OF HOUSING TYPES CONCENTRATING ON VILLAGE-STYLE AREAS AND EXISTING STRUCTURES

BOTTOM LINE: MANY MARION RESIDENTS – PARTICULARLY THOSE WHO ARE OVER 55 – WANT SMALLER, MORE AFFORDABLE UNITS THAT ARE CLOSE TO AMENITIES

The Master Plan’s public participation process identified Village-Style development as an important theme. This type of development is characterized by traditional New England building patterns already present in many Marion locations; these patterns include a clustering of housing and amenities within a walkable area. Moreover, the public also identified specific areas in Marion where it thought Village-Style development – including market rate, multi-family housing for seniors and smaller households – should take place; these are (1) the Route 6 and 105 Gateway, (2) the Point Road Commercial Area, and (3) Marion Village. The Town should increase the proportion of senior-friendly housing types in these and other locations by developing zoning that allows smaller units, accessible

units, housing with supportive services, units without substantial maintenance requirements, and year-round rental options. Moreover, by making strategic zoning changes and promoting Village-Style development in appropriate areas (such as existing previously developed land), more green space can be preserved and more existing structures can be adapted to meet housing needs while continuing to match the Town’s character; these have beneficial effects on the Town’s tax base by avoiding sprawl development and the cost it imposes on the Town.

HOUSING STRATEGY 5-1-1: STUDY THE ACCESSORY BYLAW TO ALLOW MORE HOUSING UNITS IN EXISTING STRUCTURES

Accessory apartments provide an excellent way to add a smaller unit to an existing property without changing the character of the neighborhood. Marion’s zoning bylaw allows new accessory apartments in single-family homes by special permit in order “to provide additional dwelling units to rent without adding to the number of buildings in town or substantially altering the appearance of the Town.” The unit must either be occupied by an immediate family member of the owner or comply with state requirements for SHI eligibility. Additionally, the building must have been

in existence before the date the bylaw was adopted, meet Title V requirements, and not be significantly altered in appearance from the existing single-family structure. Finally, the bylaw also requires that the property owner reside in the principal or accessory unit and provide an affidavit affirming this circumstance; one additional off-street parking space is also required.

All of the new accessory apartments that have been created since the bylaw was adopted were for family members. No accessory units have been added that meet SHI affordability requirements (which are stringent, including deed restrictions, affirmative fair-housing marketing, and other features). While the Marion Planning Board is reluctant to remove the restriction to immediate family members, removing other restrictions may lead to the creation of more accessory units; for example, the additional parking space requirement is one such change that could also help protect the existing character of properties. The other existing standards, particularly the requirement for the property owner to reside in one unit or the other, should be sufficient to maintain the character of single-family neighborhoods.

HOUSING STRATEGY 5-1-2: INCENTIVIZE SENIOR HOUSING DEVELOPMENT

Marion could pursue the adoption of a new zoning amendment modeled on the Town of Sudbury's Incentive Senior Development, adopted in 1998 to provide discounted housing development opportunities for seniors. It allows for up to four dwelling units per buildable lot in exchange for dedicated open space, occupancy requirements (age 55+), and unit resale and price restrictions. Projects must not alter the character of the zoning district. Since its inception in Sudbury, 96 units have been approved. If modeled closely on Sudbury, this zoning change could produce a significant number of discounted, smaller units desired by Marion's seniors; it should be noted, however, that these units do not qualify for the SHI and will therefore not advance Marion's Chapter 40B goals.

HOUSING STRATEGY 5-1-3: ALLOW MULTIFAMILY HOUSING IN VILLAGE-STYLE DEVELOPMENT AREAS AND OTHER APPROPRIATE LOCATIONS

Zoning amendments should also allow small-scale, well-designed multifamily housing in the areas where the Town desires “Village-Style Development;” these are: (1) the Route 6 and 105 Gateway, (2) the Point Road Commercial Area, and (3) Marion Village. Multifamily housing units, if constructed with the [DESIGN GUIDELINES DESCRIBED IN STRATEGY 3-1-3](#) and as a comprehensive mixed-use program, will produce diverse housing types that match Marion’s character and serve the needs of Marion’s seniors. At present, the three-acre Marconi Village site, zoned Residence E, is the only area in town that allows multifamily housing; this site is already largely built-out.

Should Marion choose to amend the existing Residence E zoning (rather than create new Village-Style districts), it can add additional districts in areas served by municipal water and sewer and/or owned by the Town. Under Residence E inclusionary zoning provisions, developments with at least six units must include 10% subsidized affordable units. Residence E rezoning should target areas where projects of at least six units are feasible. In short, if multi-family housing zoning is expanded, Section 5.3 of Marion’s

zoning bylaws needs to be better written with more specific criteria. Section 5.3 speaks of the intent to create “low density multi-family housing compatible with neighborhood;” however, this is inconsistent with the idea of higher density development practices that will achieve Marion’s goals for housing. Alternatively, should the Town seek to create the new mixed-use, moderate density, Village-Style zoning districts envisioned above (rather than rewriting Section 5.3), it should ensure that sufficient housing diversity and density is permitted.

COMPLEMENTARY ACTIONS:



LAND USE GOAL 3-1: INCENTIVIZE VILLAGE-STYLE DEVELOPMENT IN KEY AREAS

HOUSING STRATEGY 5-1-4: MODIFY MULTIPLE UNIT RENTAL HOUSING PROVISIONS

Marion’s zoning currently allows upper story apartments in existing buildings – a hallmark of Village-Style development – but with strict limitations. The Town could remove requirements for historic significance or a pre-1931 building date and for a pre-existing upper story. This would increase the likelihood of producing upper story rental units. Additionally, in an effort to promote smart growth and mixed-use, mixed-income development in Marion, the Planning Board and Marion Affordable Housing Trust can explore the adoption of **CHAPTER 40R**, which encourages communities to create “mixed-use smart-growth zoning districts, including a high percentage of affordable housing units, to be located near transit stations, in areas of concentrated development such as existing city and town centers, and in other highly suitable locations.”² Representatives from the Commonwealth Housing Task Force are available to make presentations to communities on 40R.

2 MA SMART GROWTH AND SMART ENERGY TOOLKIT

HOUSING GOAL 5-2: GAIN MORE CONTROL OVER CHAPTER 40B COMPREHENSIVE PERMIT APPLICATIONS BY INCREASING THE NUMBER OF UNITS ELIGIBLE FOR THE SUBSIDIZED HOUSING INVENTORY (SHI)

BOTTOM LINE: WORKING IN PARTNERSHIP WITH 40B DEVELOPERS WILL LEAD TO BETTER DEVELOPMENT OUTCOMES AND MORE CONTROL FOR MARION

By reaching annual subsidized housing production goals, Marion can achieve and maintain certification of its 2015 Housing Production Plan and, in turn, 40B Comprehensive Permit denials by the Town’s Zoning Board of Appeals may be upheld by the state Housing Appeals Committee. If 10 or 20 SHI units are produced in any given year, Marion will be certified for one or two years respectively. The Town should work collaboratively with affordable housing developers – a “friendly 40B” guided by Zoning Board of Appeals Rules and Regulations for Comprehensive Permits – to generate desired unit types in desired locations.

Specifically, the Master Plan’s public input process identified housing for town employees as a major housing need. Municipal employees, when they meet project eligibility requirements, are among the categories of those who can receive preference for new subsidized units, and can be notified of all affordable housing opportunities as they arise – these are known as Local Preference Units.³ According to the Town Administrator’s office, Marion

3 Up to 70% of units in an affordable housing development may be set-aside as “local or community preference units” in its Affirmative Fair Housing Marketing Plan (AFHMP). Under fair housing laws, an AFHMP is required when marketing and selecting residents for affordable units. The AFHMP must be approved by DHCD (please see [DHCD’s AFFIRMATIVE FAIR HOUSING MARKETING AND RESIDENT SELECTION PLAN GUIDELINES](#)) and not have the effect of excluding, denying, or delaying participation of groups of persons protected under the fair housing laws. Allowable preference categories can include Marion residents; employees of the Town, such as teachers, janitors, firefighters, police officers, librarians, town hall employees, employees of businesses located in town, or households with children attending Marion schools. Therefore, in lotteries for affordable units, those that meet these local preference criteria may be placed in a separate pool, and the purchasers or tenants of 70% of the affordable units can come from this local preference pool. Those in the local preference pool that are not selected, as well as all other applicants, are placed in an open pool from which the tenants of the remaining units will be drawn.

town employees live increasingly far away and outside Marion due to housing costs.⁴ Previous planning work, such as the “Marion 2015” plan, found that 80% of the DPW staff who lived in town worked two or more jobs in order to pay for their housing. The Affordable Housing Trust reports that many municipal employees fall into the 60%-80% AMI income range and as such are eligible for subsidized housing, but are excluded from subsidized Marion Village Estates units which serve households earning no more than 60% AMI.

HOUSING STRATEGY 5-2-1: CREATE ZONING BOARD OF APPEALS RULES AND REGULATIONS FOR 40B COMPREHENSIVE PERMITS AND DEVELOP “FRIENDLY 40B” HOUSING ON APPROPRIATE TOWN-OWNED LAND

The Planning Board should work with the Marion Zoning Board of Appeals to develop Rules and Regulations for Comprehensive Permits. These guidance documents establish procedures for an application to the Zoning Board for permits granted under Massachusetts General Laws (“M.G.L.”) Chapter 40B. Moreover, they are required by 40B and by 760 CMR 56.00 to facilitate the development of affordable housing. Their purpose is also to protect the health,

4 2015 Marion Housing Production Plan, p 57

safety, and welfare of the present and future inhabitants of the proposed development and the Town of Marion, including but not limited to, the following purposes and local concerns: to protect drinking water; to maintain open spaces by recognizing the concern for irretrievable loss of farmlands, wetlands, and woodlands while respecting the rights of property owners; to encourage the most appropriate uses of land through a proper balance of development and preservation given the Town’s limited natural resources and infrastructure constraints;



to preserve the historic and cultural characteristics of Marion; to provide a mix of housing types and a range of housing costs; and to enable long-term residents of Marion to remain in the Town, providing a sense of history and continuity. Using these Rules (and from this new position of strength), Marion can also explore potential affordable housing reuse opportunities for municipally owned land that does not have high conservation value.

COMPLEMENTARY ACTIONS:

LU **LAND USE STRATEGY 3-1-1:** ENSURE THAT ZONING ENCOURAGES MIXED-USE, MODERATE DENSITY DEVELOPMENT IN APPROPRIATE LOCATIONS

HOUSING STRATEGY 5-2-2: PURSUE “FRIENDLY 40B” PARTNERSHIPS TO CREATE SHI UNITS IN TRADITIONAL DEVELOPMENT TYPES

The Town is open to smaller-scale, “friendly 40B” development that closely matches traditional housing types when seen from the street. Examples include two projects in Bridgewater where historic homes were converted to condominiums or rental units (left).

HOUSING GOAL 5-3: EASE COST BURDENS FOR SENIOR HOMEOWNERS

BOTTOM LINE: MARION CAN PURSUE FUNDING THAT ENABLES SENIOR RESIDENTS TO IMPROVE AND CONTINUE TO LIVE IN THEIR HOMES

Necessary home improvements may include correcting code violations, lead and asbestos removal, handicapped accessibility, and septic repairs for units occupied by low- and moderate-income households, particularly seniors living on fixed incomes. About half of Marion's housing stock was built prior to 1970 and is likely to have some of these deferred maintenance needs. Because parts of Marion still lack sewer services, it is also likely that there are septic systems in town that require repairs to avoid negative water quality impacts. Retrofitting more units with handicapped accessibility may also be required due to the increasing population of older adults. Various programs and funding sources to assist with these improvements are explored here.

HOUSING STRATEGY 5-3-1: PARTNER WITH THE TOWN OF WAREHAM TO SUBMIT MASSACHUSETTS COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) APPLICATIONS THAT "BUNDLE" SERVICES FOR SENIORS

The neighboring town of Wareham has a successful history of Massachusetts Community Development Block Grant (CDBG) awards; as a Community Development Fund I (CDF I) community, Wareham has a high indication of need based on various statistical measures and therefore has priority status for grant funding. Marion, a CDF II community that does not indicate as much need, is nonetheless also eligible to receive project funding.⁵ Any Marion CDBG application would be made more competitive by partnering with Wareham to provide services such as housing rehabilitation funding for seniors living in housing with code violations

⁵ Please note that as of the publication of this plan, the Baker administration is in the process of restructuring the CDBG program to potentially remove Tier I and Tier II designations from consideration during the funding process. This would likely make any application from Marion even more difficult, due to its relative affluence as a community; in other words, it cannot demonstrate as much need as other communities across the Commonwealth. These changes would also likely increase the importance of partnering with Wareham.

and needed improvements, construction of community facilities for seniors and other residents, and increased transit access for seniors. Wareham would benefit from participation in new eligible activities.

HOUSING GOAL 5-4: WORK WITH PARTNERS TO INCREASE CAPACITY AND FUNDING FOR AFFORDABLE HOUSING PRODUCTION

BOTTOM LINE: IN ADDITION TO WORKING WITH FRIENDLY 40B DEVELOPERS, MARION CAN PURSUE PARTNERSHIPS WITH RELEVANT REGIONAL PARTIES TO WORK TOWARDS CREATING HOUSING UNITS

HOUSING STRATEGY 5-4-1: PURSUE REGIONAL PARTNERSHIPS TO PRODUCE AFFORDABLE HOUSING

Marion can explore partnering with neighboring communities or regional entities in an effort to maximize professional support towards implementation of all types of affordable housing strategies. Possibilities include:

- Wareham Office of Community and Economic Development (OCED): There may be further opportunities for Marion to partner with the Wareham’s OCED to

file joint CDBG applications (as noted above) and/or secure part-time services from Wareham’s housing consultant

- Fairhaven Office of Planning and Economic Development (OPED): Marion can reach out to the OPED to look into partnership opportunities based on the OPED’s experience with CDBG grant projects, education and outreach, first time homebuyers’ programs, and housing rehabilitation.
- New Bedford Office of Housing and Community Development (OHCD): OHCD housing staff may also have regional initiatives that could involve Marion.
- South Shore Housing Development Corporation (SSHDC): SSHDC is the region’s nonprofit housing organization and has decades of experience managing various housing services, developing affordable housing, and managing real estate. SSHDC has helped many communities in Plymouth and Bristol counties address their affordable housing needs; they may be helpful in providing support for rental housing, marketing, and outreach for lotteries, etc.

In addition to these existing entities,

Marion can explore participation in a Regional Affordable Housing Trust. Some municipalities in the state participate in a HOME consortium. Community Preservation Act funding can be a resource to pay for consultant services.

HOUSING STRATEGY 5-4-2: CONTINUE HOUSING-AND ENERGY-THEMED OUTREACH AND EDUCATION

Marion can enhance community education by updating and redistributing the existing housing brochure. Certain strategies in this plan, for example zoning changes, may benefit from specific outreach efforts to build community support and to communicate the merits of the strategy. The Town can also collect and disseminate information on available programs to support renters and homeownership – particularly with regards to their home’s energy costs. These programs include DHCD’s:

- Free energy audits.
- Weatherization Assistance Program (WAP), which provides eligible households with full-scale home energy conservation services.
- Heating System Repair and Replacement Program (HEARTWAP), which provides emergency resources to low-income

households.

- Cold Relief Program, which assists low income households with the cost of heating.
- Low Income Home Energy Assistance Program (LIHEAP), known as Fuel Assistance, which provides eligible households with a portion of their winter heating costs.

HOUSING GOAL 5-5: ADVANCE LEADERSHIP TRAINING FOR HOUSING GOALS

BOTTOM LINE: CURRENT INFORMATION AND BEST PRACTICES ARE ESSENTIAL TO HOUSING PRODUCTION

Marion should promote opportunities for members of the Marion Affordable Housing Trust as well as other relevant Town boards and committees to take advantage of ongoing training and educational programs related to housing production.

- The University of Massachusetts Extension's Citizen Planner Training Collaborative (CPTC) offers classes periodically throughout the year and may provide customized training sessions to individual communities.
- The Massachusetts Housing Partnership conducts the annual Massachusetts Housing Institute training program and also has many technical guides for municipalities.
- Other organizations such as DHCD, MHP, CHAPA, and the Community Preservation Coalition also provide conferences, training sessions, and publications.

SF SERVICES AND FACILITIES

“Towns across the Commonwealth struggle to balance the competing needs for increased services with fiscally responsible budgeting. Several grant programs and local and regional partnerships offer strategies to meet the community’s needs in a cost-effective manner.”

KEY PLANNING DATA

The Town of Marion is well served by core municipal services and facilities. A state of good repair is present in most facilities; however, the Town House, Taber Library, and the main Fire Station have notable desired and needed upgrades that came to light during the Master Plan process. The **Town House Building Committee** is actively investigating options to renovate or replace the Town House. Other potential projects include a new Town Senior Center and the relocation of the Department of Public Works (DPW) Garage from Route 6 to the main (DPW) site on Benson Brook Road.

Marion's municipal water system – part of the **MATTAPOISETT RIVER VALLEY WATER DISTRICT** – is in good condition. Its capacity is 400,000 gallons per day. It currently uses approximately 210,000 gallons per day, leaving nearly half of its capacity remaining. Ongoing maintenance of the system should continue to be prioritized by capital planning.

Conversely, the Town's sewer system and wastewater treatment plant (WWTP) may have significant issues that need to be resolved in order to continue to operate the system. Resolving these issues will also remove major impediments (most notably,

Town Hall (2 Spring Street)

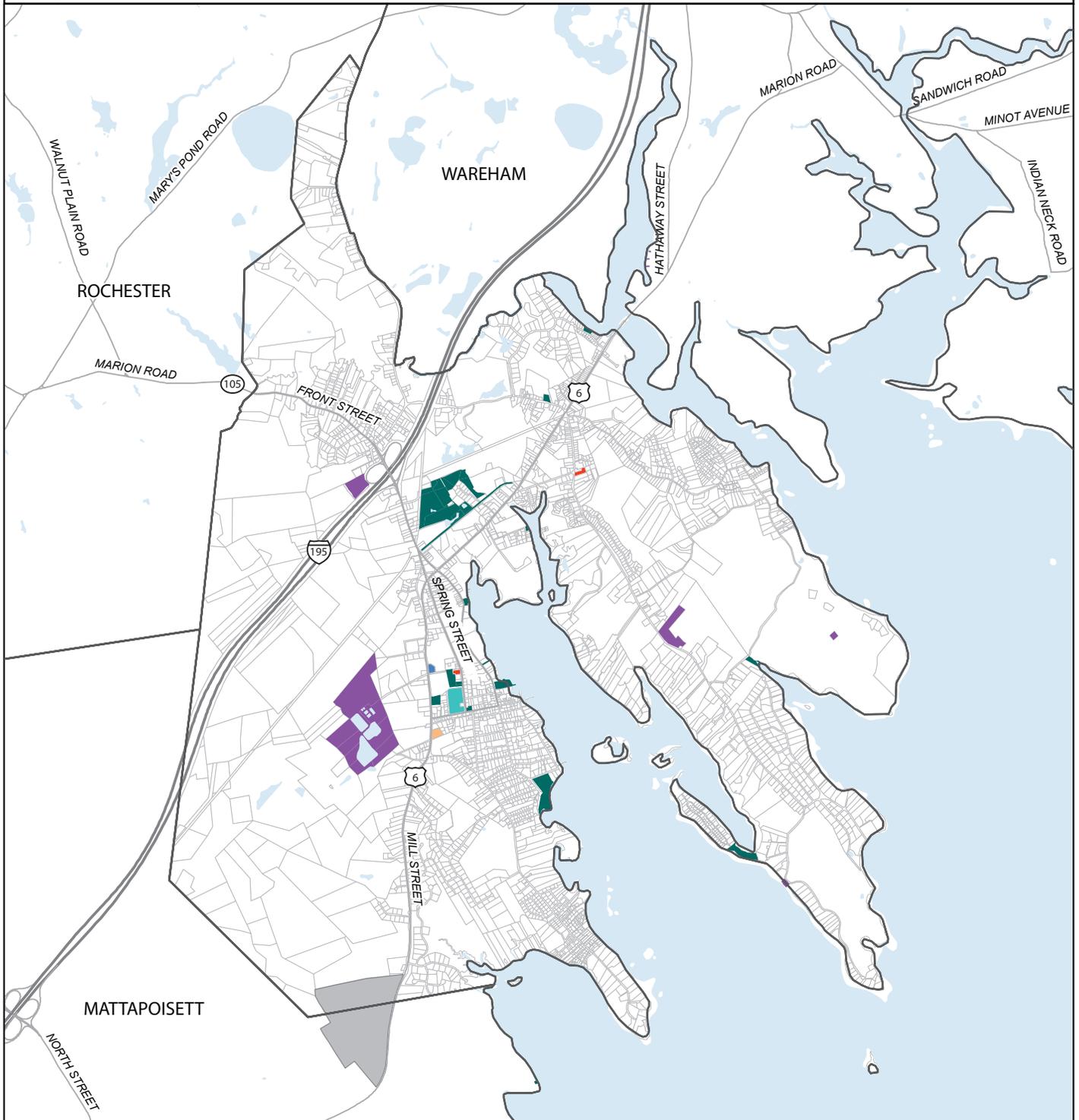
- Built in 1876
- Condition: Fair; facility needs renovation and expansion
- Proposals/Plans:
 - \$8 M in modernizations and repairs
 - Potential alternative of new building on VFW lot



Town of Marion Public Facilities

- Recreational
- Fire Department
- Police Department
- Water and Sewer
- Town Hall, School, Library
- DPW Garage
- Old Rochester Regional High School
- Interstates
- Arterials and Collectors

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 07.21.15



the moratorium on sewer hook-ups) to future economic development and mixed-use growth envisioned in this Master Plan. A range of options – including upgrading the existing system (in whole or in part) and regional sewer service with neighboring communities – are available to Marion and are explored below.

SERVICES AND FACILITIES

GOAL 6-1: WORK TO ESTABLISH SUFFICIENT CAPACITY IN THE WASTEWATER TREATMENT SYSTEM TO SUPPORT GROWTH

BOTTOM LINE: IN ORDER TO ENABLE GROWTH AND PROTECT WATER RESOURCES, MARION'S SEWER SYSTEM MUST BE IN A STATE OF GOOD REPAIR

According to the United States Environmental Protection Agency (EPA), the Town's sewer system and wastewater treatment plant (WWTP) have significant deficiencies that limit future growth. These findings are presented in the EPA Draft National Pollutant Discharge Elimination System (NPDES) permit to operate the

WWTP.¹ The Marion DPW and Town Engineer continue to evaluate the extent of potential issues, which appear to include inflow and infiltration (I/I) in sewer infrastructure and groundwater contamination from unlined storage lagoons at the WWTP. Marion must use the best available data to resolve to the NPDES issue, continue to make any necessary repairs to its system of sewer pipes, and explore regionalization opportunities. These repairs will not only improve the quality of local water resources, but will free up needed wastewater capacity for future growth.

SERVICES AND FACILITIES STRATEGY 6-1-1: CONSIDER A RANGE OF RESOLUTIONS TO EXISTING SEWER ISSUES

The Master Plan Services and Facilities advisory group identified a wide range of possible solutions to the NPDES permit issues. The Marion DPW and the Town's Administration should explore the costs and benefits of all these solutions:

- Prioritize correction of sewer I/I issues: I/I is burdening the Marion system with an estimated 300,000 gal/day of flow. Problems with these pipes will need to be resolved regardless of the ultimate solution for the WWTP, itself.

¹ NPDES Permit # MA0100030

Town of Marion Sewer Lines

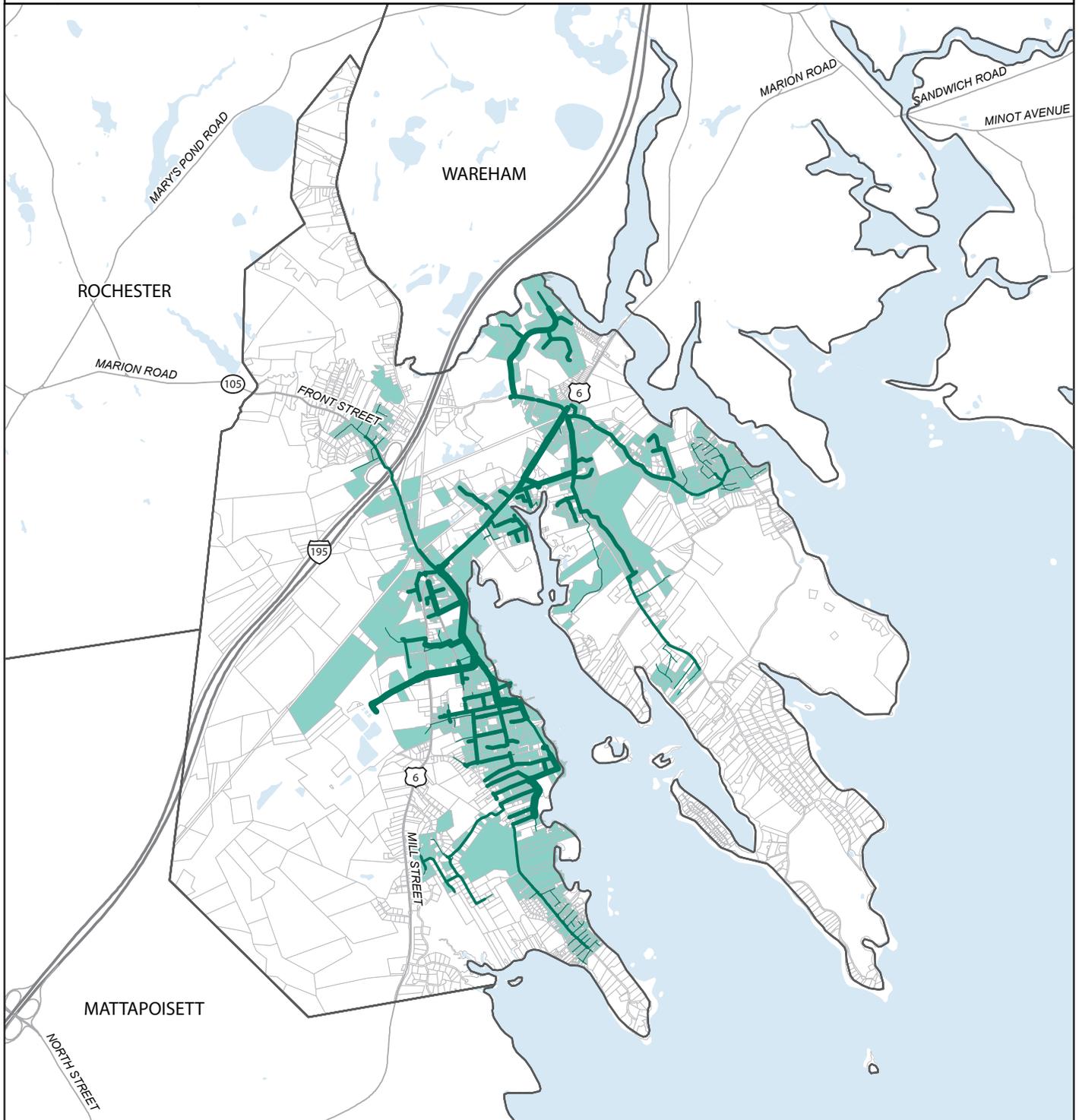
Diameter

- ≤ 2"
- 2.01" - 5"
- 5.01" - 8"
- 8.01" - 12"
- 12.01" - 18"

■ Parcels with Sewer Service

- Interstates
- Arterials and Collectors

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 10.21.15



- Upgrade the current WWTP to reach higher levels of treatment: Deploy more advanced treatment technologies to lower total nitrogen, total phosphorus, copper, and total suspended solids. New technologies at the existing plant may help attain EPA goals.
- Line the current settling basins (“lagoons”): Lining the current clay-bottom lagoons with impervious membranes will stop any groundwater contamination. However, this appears to be an extremely costly solution.
- Decentralize wastewater treatment: Marion should also explore options for decentralized placement of alternative, biologically-based treatment technologies. Decentralized placement moves treatment closer to the point source, typically performs at higher levels than large centralized systems, and is less costly. The cost of installation can also be assessed across the specific user base or be a public/private partnership associated with larger scale commercial or mixed-use development projects.
- Regionalized sewer service: The Buzzards Bay Coalition, through a Multi-Community Partnership Grant, is leading a study to determine the feasibility of regionalizing wastewater treatment in

Southeastern Massachusetts. The study encompasses the communities of South Plymouth, Bourne, and Wareham. It also includes the Mass Maritime Academy, which currently runs its own treatment facility. The goal is to combine resources and sewer infrastructure across town and watershed boundaries in order to develop a regional wastewater solution that reduces nitrogen loading in two upper Buzzards Bay estuaries (the Agawam/Wareham River and Buttermilk and Little Buttermilk Bays). Marion should participate in the study. The Baker Administration’s Community Compact Cabinet’s “Regionalization” Best Practice may also provide guidance for this solution and can support other Master Plan Goals. This approach may be costly and logistically challenging.

- Work with Mattapoissett to sewer Indian Cove in Marion and Harbor Beach in Mattapoissett to reduce nitrogen loading into Aucoot Cove.

COMPLIMENTARY ACTION:



SERVICES AND FACILITIES STRATEGY

6-2-3: ENGAGE IN REGIONAL

SOLUTIONS THROUGH THE COMMUNITY COMPACT CABINET

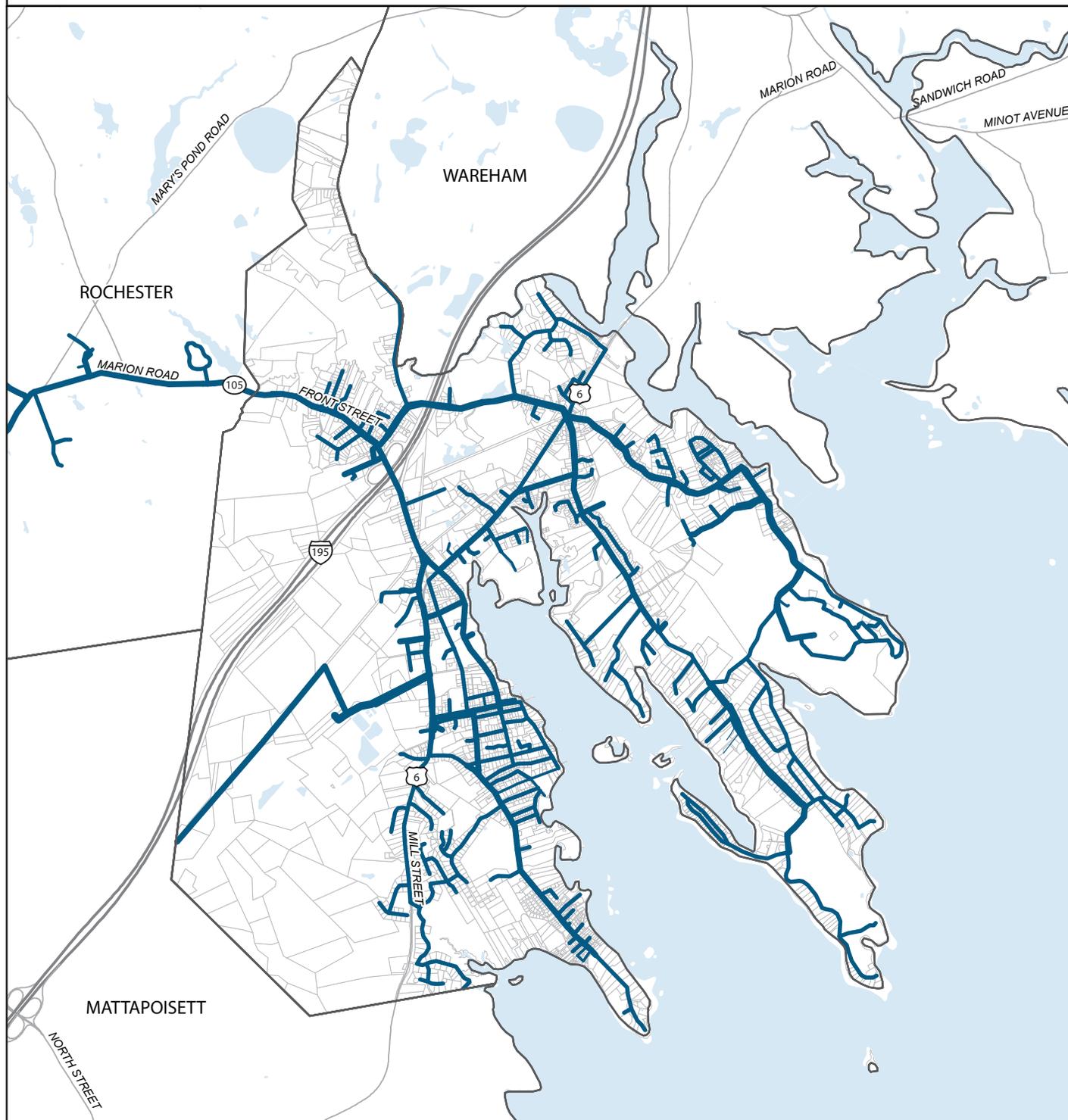
Town of Marion Water Lines

Diameter

- ≤ 2"
- 2.01" - 5"
- 5.01" - 8"
- 8.01" - 12"
- 12.01" - 16"

- Interstates
- Arterials and Collectors

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 10.21.15



SERVICES AND FACILITIES STRATEGY

6-1-2: POSITION THE TOWN FOR PARTICIPATION IN THE MASSDEP CLEAN WATER STATE REVOLVING FUND PROGRAM TO UPGRADE THE EXISTING WASTEWATER TREATMENT PLANT

Should Marion decide to upgrade its existing WWTP, it should position itself to receive capital assistance from the Commonwealth. MassDEP's State Revolving Fund provides low-interest loans for infrastructure projects that improve water quality. This is the most likely source for any potential work on the WWTP, itself. To participate, towns first submit potential projects to

an "Annual Priority List;" these projects are rated and ranked by MassDEP based on several factors including anticipated environmental improvements, readiness to proceed, and appropriations of local funds. Fundable projects are then listed on an "Intended Use Plan;" once a project is on this list, a community can submit an "Application for Financial Assistance" to begin the final financial, legal, administrative, and environmental engineering evaluations needed to enter into the funding agreement with MassDEP. This process requires a collaborative working partnership between the Town, its engineers and consultants, and MassDEP.

Taber Library (8 Spring Street)

- Built in 1872
- Condition: Good, facility needs IT upgrades and expansion



**SERVICES AND FACILITIES
GOAL 6-2: PURSUE COST-EFFECTIVE IMPROVEMENTS TO SERVICES AND FACILITIES THROUGH GRANT APPLICATIONS AND PARTNERSHIPS**

BOTTOM LINE: VARIOUS FUNDING SOURCES ARE AVAILABLE TO HELP MARION IMPROVE SERVICES AND FACILITIES

Towns across the Commonwealth struggle to balance the competing needs to maintain or increase services with fiscally responsible

budgeting. Marion’s public outreach process highlighted the needs of seniors, the facilities they use (such as Taber Library and Music Hall), and the need for a Senior Center as primary concerns for the Town. The public also expressed a strong desire to keep Marion on sound financial footing. In addition to the Master Plan’s assessment of Marion’s public facilities, the Town can undertake a comprehensive, coordinated “needs assessment” study; this type of planning document is often conducted by an academic institution or engineering consultant and attempts to determine a community’s long term facility, equipment, and staffing needs. Whether Marion chooses

Police Department (550 Mill Street)

- Built in 2010
- Condition: Excellent
- Proposals/Plans: None



to focus on the principal near-term needs identified in the Master Plan process or to address longer-term items, there are several grant programs and local and regional partnerships that offer strategies to meet the community's needs in a cost-effective manner.

SERVICES AND FACILITIES STRATEGY

6-2-1: PARTNER WITH THE TOWN OF WAREHAM

Any Marion Community Development Block Grant (CDBG) application would be made more competitive by partnering with Wareham to provide services such as

increased transit access for seniors, housing rehabilitation funding for seniors living in housing with code violations, and construction of community facilities for seniors and other residents. Wareham would benefit from participation in new eligible activities.

COMPLEMENTARY ACTIONS:

H HOUSING STRATEGY 5-3-1: PARTNER WITH THE TOWN OF WAREHAM TO SUBMIT MASSACHUSETTS COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) APPLICATIONS THAT "BUNDLE" SERVICES FOR SENIORS

Fire Department (50 Spring Street, 871 Point Road)

- Built in 1970 (Main Station) and 1996 (Station #2)
- Condition: Good
- Proposals/Plans: None; Town's Capital Improvement Plan has placeholder for eventual upgrades



SERVICES AND FACILITIES STRATEGY

6-2-2: EXPAND COUNCIL ON AGING (COA) TRANSIT SERVICES TO SENIORS

Southeastern Regional Transit Authority (SRTA) and Greater Attleboro Taunton Regional Transit Authority (GATRA) serve communities throughout Southeastern MA with fixed route and on-demand transit service. Marion is not served by SRTA or GATRA. The Town should explore membership with one of the RTAs, both of which serve neighboring communities (SRTA serves Mattapoisett while GATRA serves Wareham). Benefits of RTA membership include financial and technical assistance

to the Council on Aging. Any membership agreement with an RTA should – at a minimum – enable the COA to actively improve the mobility of both its disabled and senior citizens in a cost effective manner.

COMPLEMENTARY ACTIONS:

- T TRANSPORTATION GOAL 7-3:**
EXPLORE MEMBERSHIP IN A REGIONAL TRANSIT AGENCY (RTA)

Sippican Elementary School (16 Spring Street)

- Built in 1934 (significantly updated in 2002)
- Condition: Good
- Proposals/Plans: Ongoing maintenance under the Town’s Capital Improvement Plan



SERVICES AND FACILITIES STRATEGY

6-2-3: ENGAGE IN REGIONAL SOLUTIONS THROUGH THE COMMUNITY COMPACT CABINET

In January 2015, Governor Charlie Baker created the “Community Compact Cabinet.” This program allows a “voluntary, mutual agreement . . . between the Commonwealth and the Baker Administration and individual cities and towns of the Commonwealth. In a Community Compact, a community will agree to implement at least one best practice that they select from across a variety

of areas.”² One such best practice area is “Regionalization and Shared Services.” “In an era of shrinking budgets, loss of seasoned employees to retirement, and increased need for service improvements, productive partnerships between municipalities make sense for some communities. This best practice encourages regionalization of some services and sharing resources among municipalities. Technical assistance is available to help your community and potential municipal partners determine if

² [COMMUNITY COMPACT CABINET](#) website

DPW Facilities (50 Benson Brook Road)

- Wastewater Treatment Plan and DPW Offices
- Condition: Good (facility was upgraded in approximately 2005)
- Proposals/Plans:
 - Preliminary planning to locate all DPW activities at Benson Brook Road, thereby consolidating all facilities



regionalizing is the path to take.”³ Marion should consider “Regionalization” among the other Community Compact Best Practices relevant to this implementing this plan.

SERVICES AND FACILITIES STRATEGY 6-2-4: PURSUE VARIOUS PUBLIC AND PRIVATE FUNDING SOURCES

Numerous public and private funding sources are available – albeit under highly competitive conditions – to construct facilities and improve services. The Town

can establish a local Business Development Commission to pursue Massachusetts CDBG funding, United States Department of Agriculture (USDA) Rural Development programs (such as Section 515 rural rental housing loans), the Massachusetts Libraries Grants program, MassDevelopment funding, and private trust and foundation funding. In terms of private funding sources, Marion has a competitive advantage in seeking partnerships due to its status as a relatively affluent community and the presence of institutions such as Tabor Academy, with which an active relationship is developing. A successful model

3 Ibid.

DPW Facilities (630 Mill Street)

- DPW Garage
- Condition: Fair
- Proposals/Plans:
 - Preliminary planning to locate all DPW activities at Benson Brook Road, thereby consolidating all facilities



of a local private foundation can be found in Grafton, VT, where [THE WINDHAM FOUNDATION](#) has a 50-year history of promoting and funding local projects. “Particular emphasis is given to projects which enhance the unique qualities of Vermont’s small town life, support its natural and working landscape, sustain Vermont’s social, cultural, and natural resources or preserve Vermont’s history and traditions while enhancing day-to-day community life.”⁴ Marion’s own historic, natural, and cultural profile would be an excellent fit for such an organization.

SERVICES AND FACILITIES

GOAL 6-3: IMPROVE INTRA-GOVERNMENTAL COMMUNICATION AND EFFICIENCY WITH LOW-COST ADMINISTRATIVE CHANGES

BOTTOM LINE: SMALL, STRATEGIC ADJUSTMENTS CAN HELP TOWN GOVERNMENT WORK MORE EFFICIENTLY

Small changes and modernizations can create new efficiencies in the practice of local government. For example, once every week, the Town Administrator and Department Heads in the nearby Town of Dartmouth assemble for a “Reviewer’s

Meeting,” where major projects are discussed, news is shared, and outside professionals present information. This weekly practice enables all departments to “be on the same page,” coordinate actions, and increase efficiency. Similarly, many towns have reduced costs, increased timeliness of decisions, and improved their public presence by adopting modern online practices such as an improved website, E-Government permitting, and social media campaigns. These relatively low-cost new practices can yield notable improvements to the provision of local services. The Town should assemble a similar “Reviewer’s Meeting” to explore these and other administrative initiatives appropriate for Marion.

COMPLEMENTARY ACTIONS



ECONOMIC DEVELOPMENT

STRATEGY 4-3-1: CREATE A LOCAL PERMITTING GUIDE TO FACILITATE BUSINESS

⁴ [THE WINDHAM FOUNDATION](#) website

T TRANSPORTATION AND CIRCULATION

“One of the central themes identified during the Master Plan public input process was the need for improved appearance, safety, and connectivity in the Town’s transportation network.”

KEY PLANNING DATA

The Marion roadway system includes U.S. Route 6, the MassDOT-owned arterial, which parallels Interstate I-195 and which serves as the main non-interstate through route between the neighboring towns of Mattapoissett and Wareham. Intersecting this are major secondary streets: (a) Front Street (Route 105 north of Route 6), which connects to I-195 at Exit 20 and serves North Marion and Marion Village; (b) Point Road, which serves East Marion and connects to County Road; (c) Converse Road, which serves southern Marion and Aucoot Cove; and (d) Main Street, which serves Marion Village. The Front Street and Route 6 intersection has come to be called the “Gateway” because it establishes a traveler’s initial view of Marion (for those exiting from I-195 and for those entering from other directions).

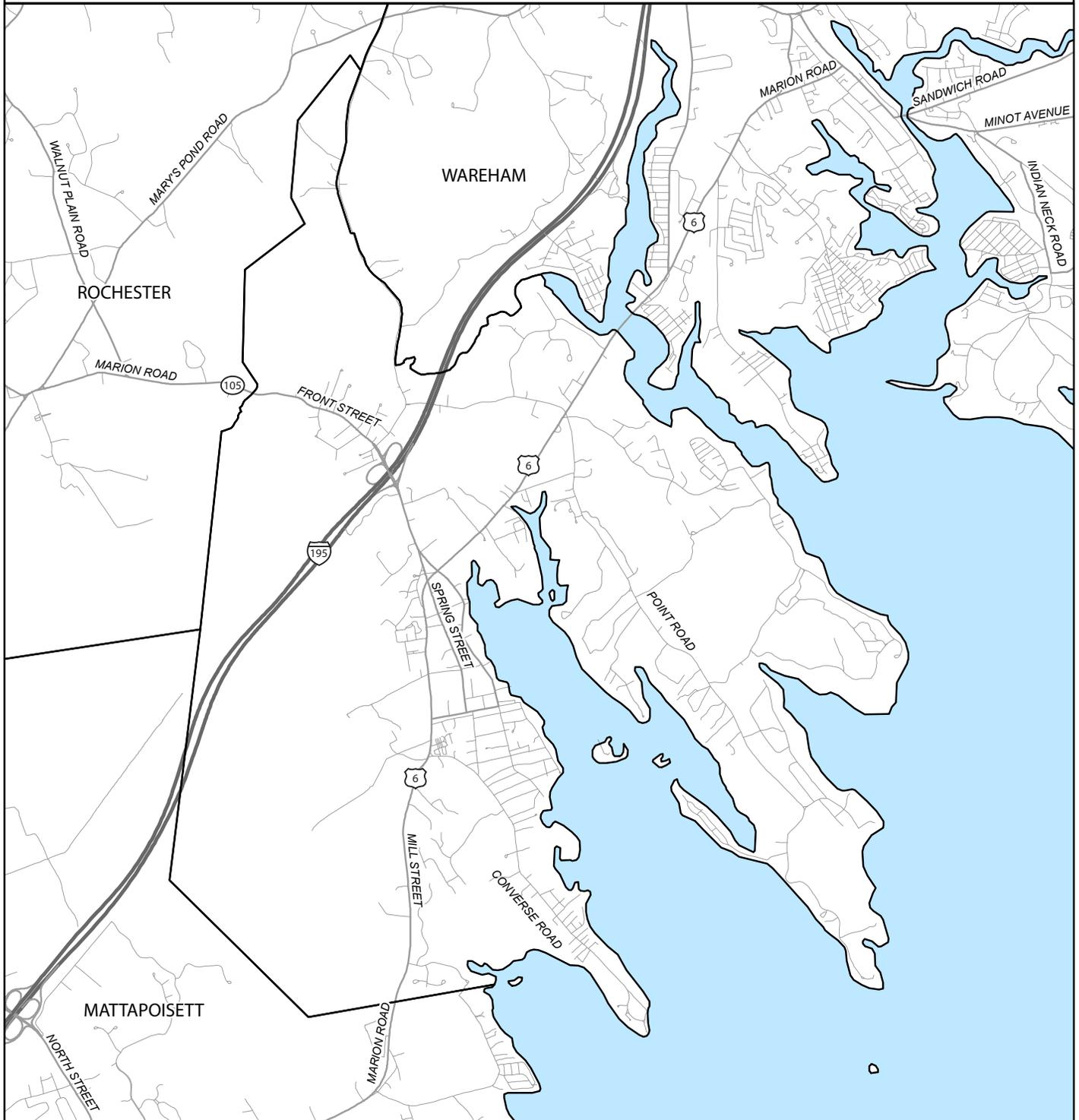
From the perspective of automobile drivers, Marion’s roadway system is operating efficiently. Analysis of transportation safety data (vehicle, pedestrian, and bike crash data) revealed only minor safety and no congestion issues; those safety issues that were identified are concentrated on the three Route 6 corridor intersections (Route 6 & Point Road, Route 6 & Front Street, and Route 6 & Spring Street). Most crashes (60%) at Marion’s major intersections were

“property damage only (PDO)” with no fatalities reported. The volume to capacity (v/c) ratio on Route 6 is 0.3, whereas a v/c ratio of 0.8 indicates a congested roadway. Despite this relatively healthy assessment, the need for comprehensive improvements to Route 6 and Complete Streets designs throughout Marion were major themes of the Master Plan’s public input process.

From the perspective of pedestrians and bicyclists, Marion’s facilities could be improved – particularly if these improvements are part of Complete Streets designs that serve and facilitate the Village-Style development desired in key locations in Town. While parts of Marion are served by sidewalks (with the major exceptions being Converse Road, Point Road, and portions of Route 6), a recent survey indicated that some did not meet American with Disabilities Act (ADA) standards and that 67% were in poor or failing condition. While the Town currently lacks bicycle facilities, several credible projects (including the Marion Pathway, Phase I) are in the planning phases. Additionally, low-cost improvements such as “sharrow” (roadway markings that direct automobiles to share the road with bicycles) are also possible on appropriate roadways in Town.

Town of Marion Major Roadways

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 10.13.15



Marion is not served by a regional transit agency (RTA). The closest fixed route bus service is in neighboring Wareham. However, the Marion Council on Aging (COA) offers transit services to seniors (ages 60 and over). In FY 2013, the COA provided 6,900 rides to approximately 200 eligible riders. The Town can pursue several options to expand this well-used service to continue to meet the needs of Marion’s seniors.

TRANSPORTATION GOAL 7-1: DEVELOP A ROUTE 6 CORRIDOR PLAN

BOTTOM LINE: THE ROUTE 6 CORRIDOR AND RELATED LAND USE INITIATIVES NEED A DEDICATED PLAN

Route 6 is a state highway owned and maintained by MassDOT. It is central to the Town’s transportation network and has a major impact on the way Marion “looks and feels” as a community. The importance of this roadway and the Route 6 and 105 “Gateway” area has been clear from the beginning of the Master Plan process and from previous planning documents. Partnerships with MassDOT’s Complete Streets program and participation in the Baker Administration’s **COMMUNITY COMPACT CABINET** “Complete Streets” Best Practice are essential to creating a Route 6 that serves all users; this collaboration is also essential to creating the

mixed-use, Village-Style character described as desirable for the Gateway and Marion Village. A Route 6 Corridor Plan would be another essential guiding document for these efforts. This type of corridor-specific plan is common in transportation and land use planning; it allows for in-depth exploration of access management, safety, and maintenance concerns, identification of areas in need of improvements, and a thorough implementation strategy. It should focus on roadway and intersection safety and congestion and be supported by engineering and traffic studies. It is important to note that this Corridor Plan is a comprehensive examination of a particular facility, while the Complete Streets Program is a multi-modal examination and implementation plan for the entire town.

TRANSPORTATION STRATEGY 7-1-1: IDENTIFY KEY INTERSECTIONS AND CONNECTIONS FOR IMPROVEMENT

The Master Plan analysis identified key intersections and connections along Route 6 – particularly in and near the Gateway area. While this area represents the most visible and active section of Route 6, the entire corridor should also be examined for improvements. For example, in the spring of 2016, as part of the Master Plan process, SRPEDD gathered current mainline roadway traffic data as well as intersection turning

Town of Marion Intersection Crashes (2009-2013)

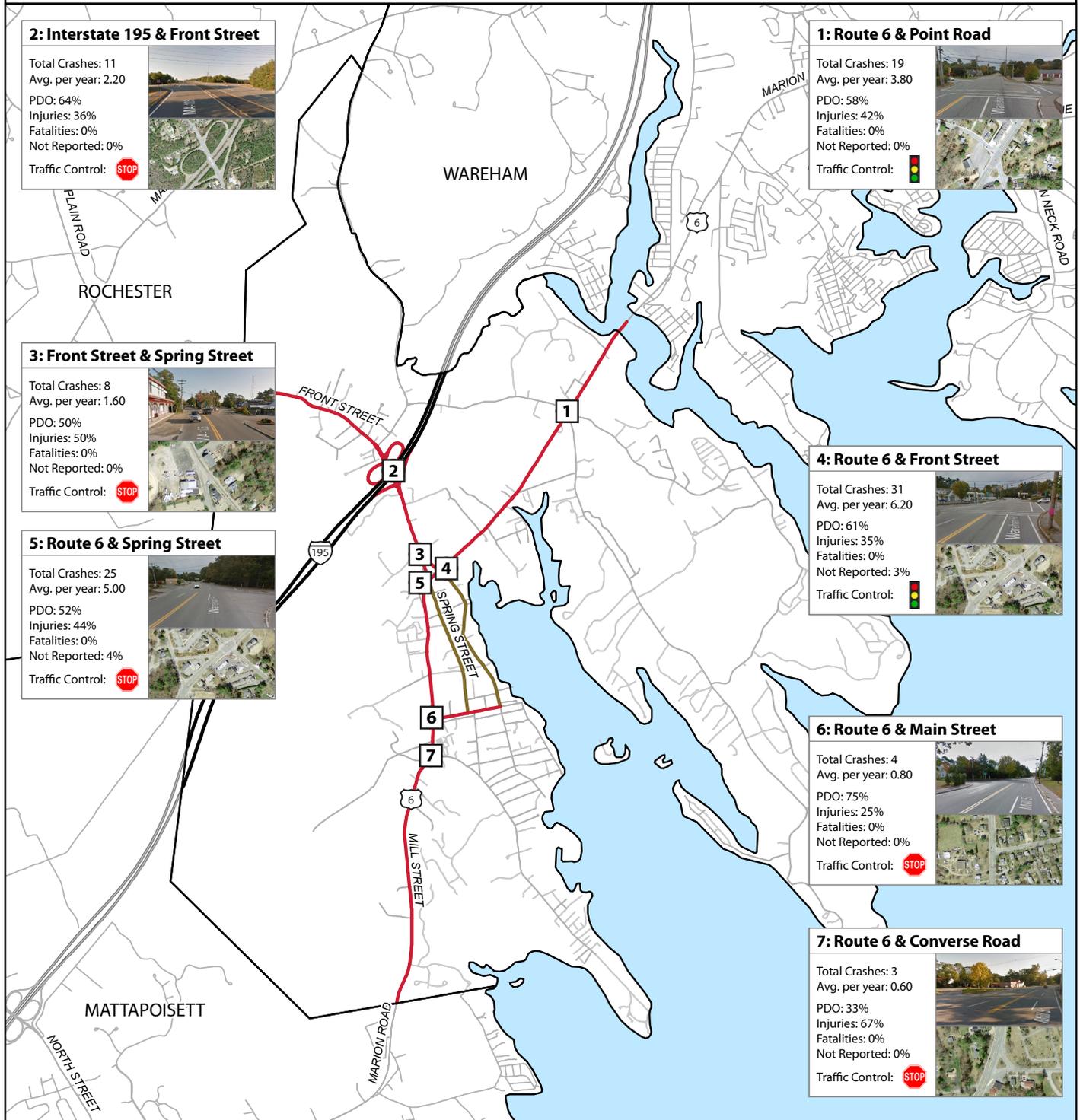
Roadway Functional Classification

-  Interstate
-  Urban Minor Arterial
-  Urban Collector
-  Local Roads

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 10.13.15



Crash Severity Categories: Proper Damage Only (PDO), Non-Fatal Injury, Fatal Injury, Unknown, Not Reported



movement count data to provide a more detailed analysis of the corridor. These data points provided current traffic volumes on Route 6 and confirmed that there are currently no congestion issues on the corridor; however, there are some areas that have safety issues – such as Route 6 & Point Road, Route 6 & Front Street, and Route 6 & Spring Street. The calculated crash rates (number of crashes per million entering vehicles) at these intersections indicate the need to conduct further and more in-depth analyses of these facilities – typically a component of a transportation corridor plan, as described here.

TRANSPORTATION STRATEGY 7-1-2: INVESTIGATE A TRANSFER OF ROUTE 6 OWNERSHIP FROM MASSDOT TO THE TOWN TO SEE IF THE BENEFITS OUTWEIGH THE COSTS

In the course of developing a corridor plan for Route 6, Marion may decide that the benefits of Town ownership (more control over maintenance and improvements) outweigh the costs (increased financial and regulatory responsibility).¹ Numerous

1 In general, the “Pros” of ownership include (1) increased Chapter 90 funding, (2) more control over administrative decisions such as approvals for driveways/curb cuts and new signage or pavement markings, and (3) more control of the nature and

examples exist for this type of transfer; these include Route 6 in downtown Wareham, Route 6 in New Bedford, and Routes 138, 140, and 44 in Taunton (Taunton Green). Town officials can consult with counterparts in these and other municipalities to better understand the benefits and costs of such a transfer. Similarly, it will be essential to meet with MassDOT in order to present Marion’s proposals for Route 6 – in particular, Complete Streets improvements in the Gateway area – to ensure that the full extent of the Town’s vision meets MassDOT’s standards for a numbered highway. At a minimum, should Marion decide against direct ownership of Route 6, the Town can work directly with MassDOT under its Complete Streets policies to implement improvements that will reduce travel speeds, provide consolidated access, and accommodate all users.

scope of capital projects along the roadway. “Cons” include (1) increased annual maintenance costs, (2) increased annual ‘snow & ice’ budget, (3) increased need to issue debt for capital improvements, and (4) increased cost of administrative functions.

TRANSPORTATION GOAL 7-2: WORK WITH MASSDOT AND THE COMMUNITY COMPACT CABINET TO CREATE “COMPLETE STREETS” IN MARION

BOTTOM LINE: MARION’S TRANSPORTATION NETWORK CAN BE IMPROVED TO ENCOURAGE DESIRED VILLAGE-STYLE DEVELOPMENT AND TO BETTER SERVE ALL RESIDENTS

One of the central themes identified during the Master Plan public input process was the need for improved appearance, safety, and connectivity in the transportation network for all types of users. “Complete Streets” policies and programs provide accommodations for all users and modes, create safer and more livable neighborhoods, and encourage healthy transportation alternatives.² Aspects of Complete Streets include consistent signage and wayfinding, bike and pedestrian improvements, landscaping and streetscaping, and building and design features that improve driver behavior. The Town should participate in various Complete Streets initiatives – especially (a) designating “Complete Streets” as a Best Practice under

the Community Compact Cabinet and (b) participating in MassDOT’s Complete Streets Funding Program by creating a policy and prioritization plan. Through these documents, Marion can identify and prioritize which investments to pursue in specific locations in Marion. It is important to note that Complete Streets is not a one-size-fits-all approach; rather, it is about finding what interventions might fit in specific areas in Town, which range from rural to suburban to urban in character.

Additionally, the key to being able to develop the types of mixed-use, Village-Style areas that many Marion residents want (especially around the “Gateway”) will be to rework the roadways to slow traffic, improve designs and access management (reduce curb cuts), and make the area more pedestrian- and bike-friendly. *In other words, if Route 6 remains inaccessible to pedestrians and bicyclists, the properties north of Route 6 will always be disconnected from the village.* Conversely, if Route 6 could become more of a New England “main street” than a state highway, many other aspects of the master plan can be realized.

2 COMMUNITY COMPACT CABINET Best Practices

TRANSPORTATION STRATEGY 7-2-1: PLAN FOR AND IMPLEMENT SELECT COMPLETE STREET DESIGNS APPROPRIATE FOR THE ROUTE 6 AND 105 GATEWAY

The Route 6 and Route 105 “Gateway” area is the main point of entry into Marion; it is the literal crossroads where modern highway development patterns meet Village-Style features of Marion’s past. Signage and wayfinding, development patterns that improve driver behavior, landscaping and streetscaping, and “sharrows” (roadway markings that direct automobiles to share the road with bicycles) are appropriate for this area. Another key idea for this area is “traffic-calming”. Traffic-calming measures include low-cost and appealing visual enhancements like trees, flowers, sculpture, and changes in pavement color and texture. Traffic-calming makes streets safer for both drivers and pedestrians.

COMPLEMENTARY ACTIONS



LAND USE STRATEGY 3-1-3: PURSUE TRANSPORTATION STRATEGIES THAT COMPLEMENT VILLAGE-STYLE DEVELOPMENT

TRANSPORTATION STRATEGY 7-2-2: PLAN FOR AND IMPLEMENT SELECT COMPLETE STREET DESIGNS APPROPRIATE FOR POINT ROAD AND CONVERSE ROAD

Point Road and Converse Road are two main roadways that serve two of Marion’s major residential neighborhoods. Complete Streets designs should be pursued here in order to better serve bicyclists and pedestrians who live in these areas. Sharrows, signage, and even separated multi-use paths (especially on Point Road) would improve bicycle and pedestrian conditions on these roadways. Other factors to consider with Point Road and Converse Road include: design speed, lines of sight, drainage, cultural areas and features, and accessibility for people with disabilities.

TRANSPORTATION STRATEGY 7-2-3: PLAN FOR AND IMPLEMENT SELECT COMPLETE STREET DESIGNS APPROPRIATE FOR MARION VILLAGE – INCLUDING IMPROVED PARKING FACILITIES

Marion Village presents the broadest potential application of Complete Streets designs and traffic-calming in Town; this is due to its existing compact, mixed-use development patterns and a relative concentration of bicyclists and pedestrians. Signage, wayfinding, improved sidewalks to comply with the Americans with Disabilities Act (ADA) and Massachusetts Architectural

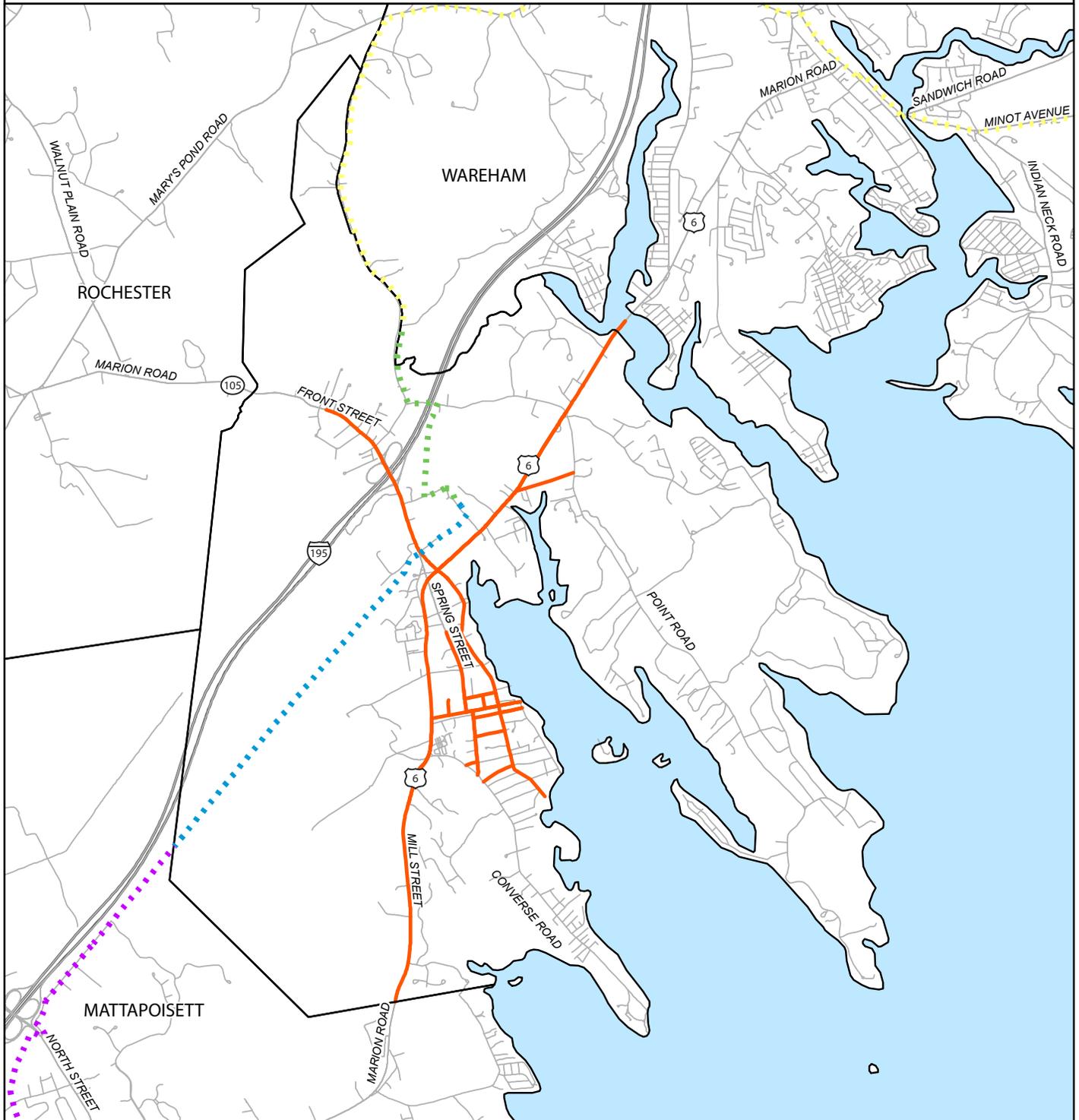
Town of Marion Bicycle & Pedestrian Network

- Interstates
- Arterials and Collectors
- Local Roads
- Existing Sidewalk Network
- Marion Pathway Phase I (Proposed Off Road)
- Marion Pathway Phase II (Proposed Off Road)
- Mattapoissett Rail-Trail (Proposed Off Road)
- Wareham Bikeway (Proposed Off Road)

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 10.13.15



Existing sidewalk network data source: 2014 MassDOT Road Inventory File



Access Board standards, sharrows, and built features such as crosswalk bump-outs and textured crosswalks are all appropriate for Marion Village. Additionally, improved parking facilities – including structured and shared public and private parking – would support tourism and local businesses as well as increase revenue. A detailed, engineered parking plan would support these efforts. The need for additional, well-designed parking was identified by both the Planning Board and the public during Master Plan workshops.

TRANSPORTATION STRATEGY 7-2-4: COMPLETE THE PROPOSED MARION BICYCLE AND PEDESTRIAN PLAN

Marion has several planned bicycle path segments. Phase I of the “Marion Pathway” – in the pre-25% design phase – has a MassDOT project number (607979) and is a credible project that is eligible to receive State and Federal funding. This path is a segment of the larger South Coast Bikeway project in Mattapoisett, Wareham, and beyond. As part of an existing, draft Bicycle and Pedestrian Plan, the Marion Pathway and other projects should be reviewed for consistency with this Master Plan. Additionally, the Marion bike project will become part of the South Coast Bikeway, a component of SRPEDD’s Southeastern Massachusetts Bicycle and Transportation

Plan, consisting of a 50-mile continuous system of bike paths (multi-use paths) and bike lanes connecting Rhode Island to Cape Cod. Swansea, Fall River, Dartmouth, New Bedford, Fairhaven, and Mattapoisett already host sections of the bikeway. The importance of the Marion portion of this project should also figure prominently in the Marion Bicycle and Pedestrian Plan. A plan to get bicycles from the Pathway to the Village should also be considered.

TRANSPORTATION GOAL 7-3: EXPLORE MEMBERSHIP IN A REGIONAL TRANSIT AGENCY (RTA)

BOTTOM LINE: THE TOWN CAN IMPROVE AND EXPAND ON-DEMAND TRANSIT SERVICES BY JOINING A RTA

Southeastern Regional Transit Authority (SRTA) and Greater Attleboro Taunton Regional Transit Authority (GATRA) serve communities throughout Southeastern MA with fixed route and on-demand transit service. Marion is not served by SRTA or GATRA. The Town should explore membership with one of the RTAs, both of which serve neighboring communities (SRTA serves Mattapoisett while GATRA serves Wareham). Benefits of RTA membership include financial and technical assistance to the Council on Aging (COA). Any

membership agreement with an RTA should – at a minimum – enable the COA actively improve the mobility of both its disabled and senior citizens in a cost effective manner.

**TRANSPORTATION STRATEGY 7-3-1:
ENGAGE IN CONCURRENT MEMBERSHIP
NEGOTIATIONS WITH GATRA AND SRTA**

GATRA and SRTA have expanded service to communities in the past. Marion should establish concurrent negotiations with each RTA to better understand membership fee structures and key features of desired transit service (such as demand-response, dial-a-ride service for seniors, which is a priority for Marion). Marion officials may also consult counterparts in neighboring communities to obtain more information.

**TRANSPORTATION GOAL
7-4: IMPROVE TRAFFIC
SAFETY THROUGH LOW-
COST INTERVENTIONS**

**BOTTOM LINE: ENFORCEMENT, SIGNAGE,
AND SMALL-SCALE INVESTMENTS CAN
MAKE A BIG DIFFERENCE**

Several low-cost initiatives, similar to those advanced in the Economic Development and Services and Facilities elements, are available to improve traffic safety. Consistent and active enforcement of speed limits in key locations (such as on Route 6 and in Marion Village) can lead to a significant decline in vehicular speeding. Low-cost signage and roadway markings (such as sharrows) also contribute to safety improvements for all users. Crosswalk bump-outs and speed humps are other fairly low-cost traffic-calming designs that contribute to roadway safety. Supporting the Marion Police Department in their traffic safety program and annual capital requirements will be essential to achieving this goal.



RESILIENCE TO CLIMATE CHANGE AND EXTREME EVENTS

“More than one third of Marion is located in the FEMA-designated flood plain, underscoring the Town’s vulnerability to storm surges and sea level rise. Marion’s hazard mitigation planning should not only account for storms and flooding, but should also consider all risks to lives, property, and infrastructure/ utilities. It should inform all aspects of planning covered in this Master Plan; in other words, a Hazard Mitigation Plan, a Climate Action Plan, and this Master Plan can be used as companion documents to guide Marion into a safer and more successful future.”

KEY PLANNING DATA

As a seaside town, Marion has a close connection to the ocean. This relationship has influenced Marion's history, its neighborhoods, and its community character. Town beaches, marine habitats, and the scenic and recreation value of the ocean are all highly valued by Marion residents. Marine businesses and boating play an important role in the Town's culture and economy.

During the Master Plan process and public workshops, many Marion residents and Planning Board members noted that this close connection comes with risks as well as benefits. Hurricanes and coastal storms have affected Marion in the past and will do so in the future. The added impact of sea level rise and increased high-tide events also pose risks to infrastructure and natural resources. The direction of change in these events is clear, but the future severity and pace of change is uncertain. The Planning Board agrees that near-term resilience and hazard mitigation are important considerations for this plan. Therefore, for the purposes of this element, "resilience" will mean "the Town's ability – through infrastructure modifications, emergency procedures, and reconstruction policies – to minimize damage and to recover from disruption

caused by climate change and/or extreme events."

This additional Master Plan element explores resilience solutions to risks posed by flooding and storm events, drought, fire, heat waves, and cold spells. By advocating for general Hazard Mitigation Planning, it also proposes to examine the full range of natural and man-made hazards that may affect Marion. It attempts to be pro-active by identifying near- and mid-term initiatives that focus on the general health and safety of Marion residents, their property, and Town infrastructure. A starting point for this process can be examining assets that are in the current **FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) FLOOD ZONES**; these mapped areas are periodically updated based on new data and can serve as an indicator of land that is most at risk to storm surges and extreme rain events. Approximately 39% of Marion's area is in FEMA flood plains, underscoring Marion's vulnerability to storm surge and sea level rise. This compares to 34% in Wareham, 29% in Mattapoisett, and 22% in Rochester.

Another indicator of risk is this Master Plan's initial analysis of **NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION (NOAA) SEA LEVEL RISE DATA**, town parcel information, MassGIS building footprints, Infogroup Firm data, and the MassDOT roadway inventory. The

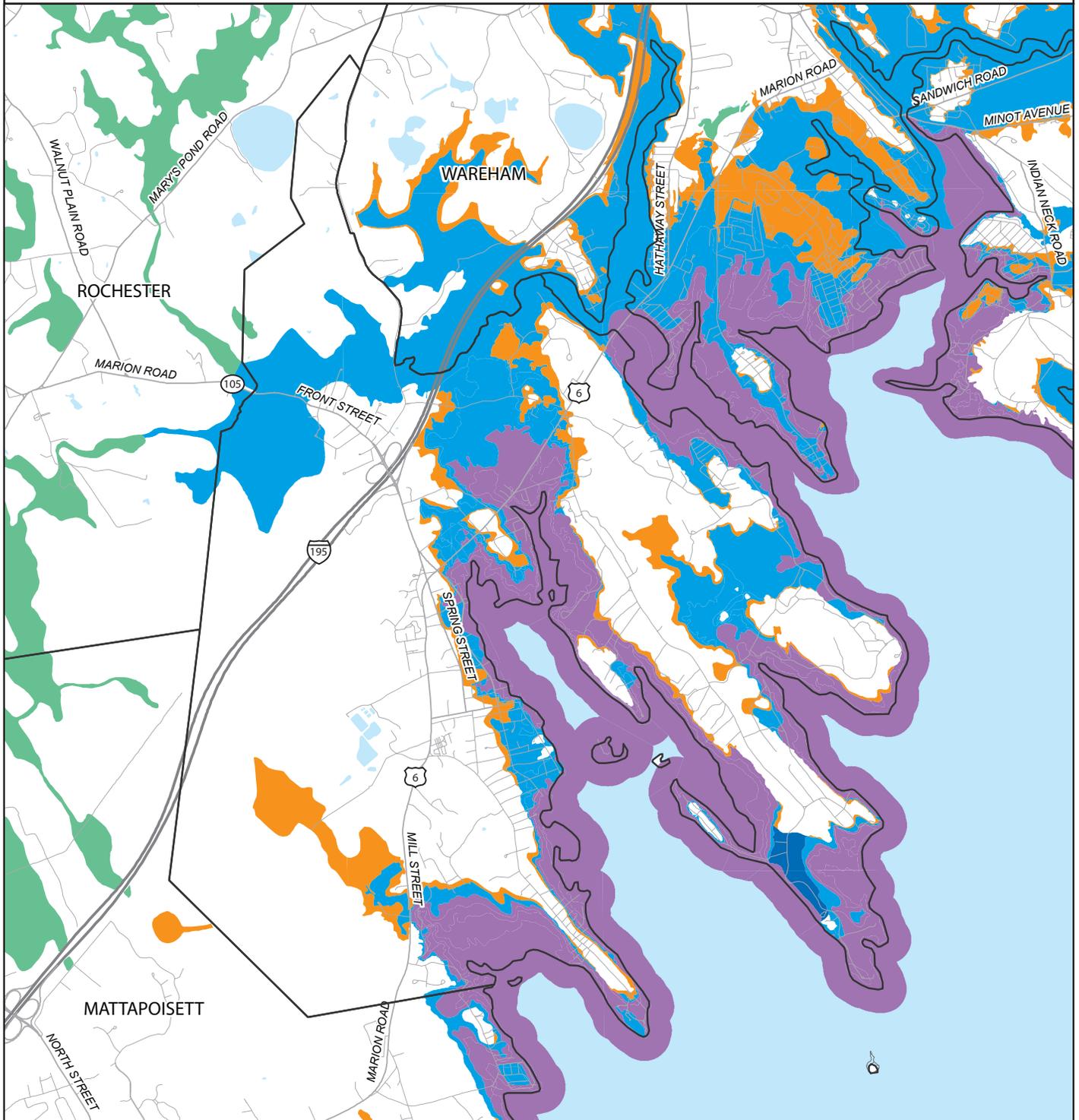
Town of Marion FEMA Flood Zone Designations

- A: 1% Annual Chance of Flooding, no BFE / "100-year flood"
- AE: 1% Annual Chance of Flooding, with BFE / "100-year flood"
- VE: High Risk Coastal Area
- X: 0.2% Annual Chance of Flooding / "500-year flood"
- Water

BFE = "Base Flood Elevation"

- Interstates
- Arterials and Collectors
- Local Roads

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Town identified six geographic areas for close examination. These “Priority Locations” are (1) South Front Street (centered on the intersection of Cottage Street), (2) North Front Street (between Route 6 and Holmes Lane), (3) Route 6 at Front Street, (4) Route 6 at Creek Road, (5) Planting Island Causeway, and (6) Silvershell Beach. Using GIS data, the analysis examined properties, businesses, households, and roadways at “High Risk” (0’ - 3.99’ of sea level rise) and “Moderate Risk” (4’ - 6.99’ of sea level rise). In “High Risk” areas alone, 45 households, 7 businesses, 3.8 miles of roads, and approximately \$54,000,000 of property value (and \$600,000 of related annual tax revenue) are vulnerable. [DETAILED MAPS ARE AVAILABLE IN THE APPENDIX.](#)

RESILIENCE GOAL 8-1: USE MARION’S INITIAL VULNERABILITY ASSESSMENT TO PRIORITIZE NEAR-TERM RESILIENCE

BOTTOM LINE: SEVERAL LOW-COST, NEAR-TERM ACTIONS CAN HELP MARION FOCUS ON THE GENERAL HEALTH AND SAFETY OF MARION RESIDENTS, THEIR PROPERTY, AND TOWN INFRASTRUCTURE

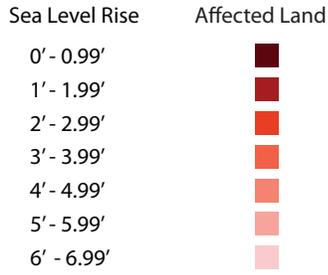
The risk assessment presented in this Master Plan represents a preliminary understanding of the places, buildings, and infrastructure

that may be impacted by flooding, sea level rise, or storms. By using the “Moderate Risk” and “High Risk” categories, the plan basically states “the closer you are to the water, the more risk you may experience.” In turn, this simple, common sense conclusion points to the strategies described below. If the Town chooses to pursue these strategies, they can set the table for longer-term actions that will help Marion manage its close relationship to the ocean and the risk of increasingly strong and/or frequent coastal storms.

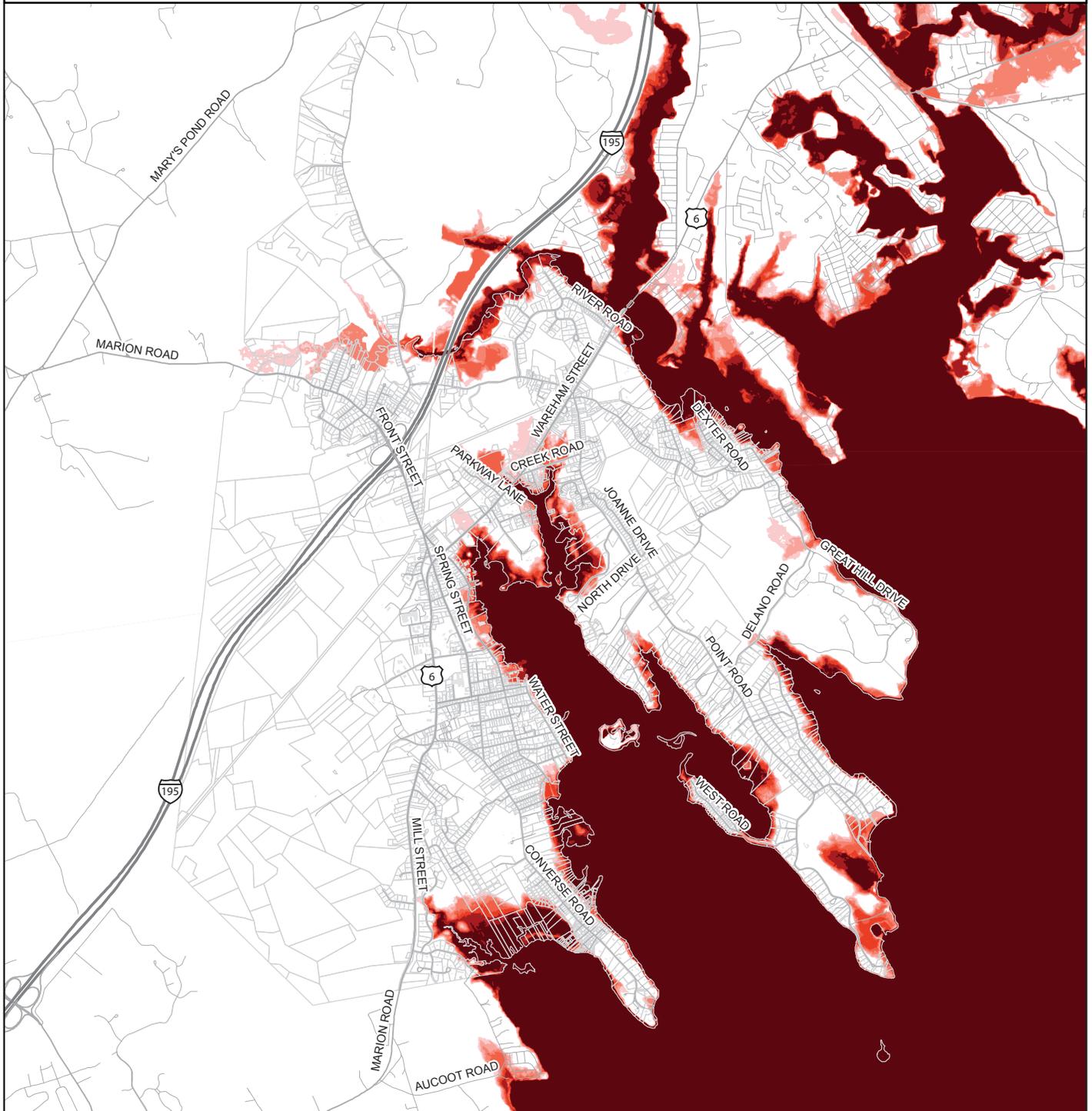
RESILIENCE STRATEGY 8-1-1: ESTABLISH A TOWN RESILIENCE COMMITTEE TO CONDUCT A POLICY REVIEW AND TO REACH CONSENSUS ON ACTIONS

It is essential that chief elected and appointed officials and the majority of Marion residents reach consensus on the issue of resilience to climate change and extreme events. All parties should feel comfortable having an ongoing conversation where questions can be comfortably raised, doubts expressed, and appropriate science-based answers provided. The forum for this conversation should be a Town Resilience Committee authorized by the Board of Selectmen. The Committee can be formed in conjunction with partners from various regional agencies, academic institutions, and environmental, economic development, and planning organizations. Precedents for such

Town of Marion Climate Change / NOAA Sea Level Rise Analysis



This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 07.01.15



committees are available in the Towns of **READING**, **WINCHESTER**, and **BROOKLINE**.

A model for beginning this process can be found in the nearby town of Norton, which recently held a “resilience roundtable;” this meeting was “a cross departmental conversation” facilitated by representatives from The Nature Conservancy, Mass Audubon, the U.S. Environmental Protection Agency, and SRPEDD. A summary document describing the roundtable states that “a resilient community has the ability to withstand, respond and adapt to challenges. Challenges can include anything that makes a community vulnerable – from natural disasters to economic, social, and political upheaval.”¹ Marion can begin by agreeing on this type of mission statement and documenting the community’s understanding of the issue. Once it has been organized, the Town Resilience Committee can address possible future municipal actions and by answering some of the following questions: (1) How is resilience planning reflected in town policy documents and action plans? (2) Has resilience planning been integrated into any planning cycles? (3) Is resilience considered in development planning, site plan review, and infrastructure

investments? And (4) have resilience interventions been costed and integrated into Marion’s investment and development priorities and budgets? Answering these and other questions may set the table for further action and resilience-related discussions.

RESILIENCE STRATEGY 8-1-2: PARTNER WITH TABOR ACADEMY TO MONITOR FLOODING

It is essential to document and record flooding events associated with high tides, “King Tides,” and storms. If these events continue to become more common and more intrusive, they can be tracked to generate valuable data for resilience planning. This data should be recorded in a GIS database for use alongside historic storm and flood reporting. The aforementioned Resilience Committee should develop or identify a monitoring methodology and organize a group of volunteers to record this valuable information. One such possibility is to partner with Tabor Academy’s Marine Studies Program to seek grant funding to locate a tide gage at their facility. Tabor students can assist with collecting and analyzing this valuable data within the academic setting.

1 Resilience Roundtable Final Report, Norton, MA July 15, 2016.

Property At Risk Due to Sea Level Rise (SLR)

	SLR	Building Area (S.F.)	Land Area (Acres)	Total Property Value
High Risk	0 - 3.99	212,559	69	\$53,686,985
Moderate Risk	4 - 6.99	990,140	261	\$216,268,680
Total	0 - 6.99	1,202,699	329	\$269,955,665

Businesses At Risk Due to SLR

	SLR	Businesses	Jobs	Annual Sales
High Risk	0 - 3.99	7	54	\$10,596,000
Moderate Risk	4 - 6.99	18	119	\$34,255,000
Total	0 - 6.99	25	173	\$44,851,000

Households At Risk Due to SLR

	SLR	Households	Persons
High Risk	0 - 3.99	45	88
Moderate Risk	4 - 6.99	87	188
Total	0 - 6.99	132	276

Roads At Risk Due to SLR

	SLR	Roadway Miles	Estimated Value ¹
High Risk	0 - 3.99	3.8	\$11,374,570
Moderate Risk	4 - 6.99	5.6	\$16,735,519
Total	0 - 6.99	9.4	\$28,110,088

¹ Assumes \$3,000,000 per mile of 2-lane suburban roadway construction per the American Road and Transportation Builders Association (ARTBA)

RESILIENCE STRATEGY 8-1-3: PRIORITIZE GEOGRAPHIC LOCATIONS FOR FURTHER STUDY THROUGH THE TOWN RESILIENCE COMMITTEE

The initial vulnerability assessment identified six geographic areas of particular concern; they are (1) South Front Street, (2) North Front Street, (3) Route 6 at Front Street, (4) Route 6 at Creek Road, (5) Planting Island Causeway, and (6) Silvershell Beach. These locations were chosen due to their concentration of impacted assets or for their prominence in Marion. [DETAILED MAPS ARE AVAILABLE IN THE APPENDIX.](#) The Resilience Committee should examine these and other potential areas in more depth and with other data sets (such as FEMA Flood Zone maps); this will allow further study and prioritization of specific strategies the Town can pursue in each location.

In exploring resilience, the Committee should identify flooding, sea level rise, and storm responses that are financially and ecologically sustainable for these “Priority Locations”. A broad toolbox of resilience responses is available. These include strategies ranging from protection (construction techniques such as beach nourishment, levees, and seawalls) to accommodation (a short-term strategy that allows vulnerable areas to succumb naturally, eventually becoming part of a

managed retreat strategy). The right strategy or combination of strategies should be identified for each location. For example, reinforcing the Planting Island Causeway is likely a workable strategy for preserving the viability of structures there; on the other hand, it is very unlikely that extensive protection projects (such as sea walls) will be practicable or necessary for the entire stretch of coast line along Front Street.

RESILIENCE GOAL 8-2: ADVANCE HAZARD MITIGATION PLANNING

BOTTOM LINE: PLANS DEDICATED TO RESILIENCE AND HAZARD MITIGATION CAN INFORM POLICY AND INVESTMENT DECISIONS

Adequately addressing weather and climate risks in a seaside community requires detailed engineering, policy analysis, and financial planning that goes beyond the scope of a Master Plan element. Coastal communities across the Massachusetts have developed Hazard Mitigation and Climate Action Plans to meet this need. Marion should pursue these plans in order to shape local policy and to protect the near- and long-term health and safety of its residents and businesses.

RESILIENCE STRATEGY 8-2-1: WORK WITH THE MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY (MEMA) TO DEVELOP A LOCAL HAZARD MITIGATION PLAN

According to the Massachusetts Executive Office of Public Safety and Security (EOPSS), “Hazard Mitigation Plans form the foundation for a community’s long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. The planning process is important as it creates a framework for risk-based decision making to reduce damages to lives, property, and the economy from future disasters.”² Disasters can include man-made events (such as infrastructure failure, terrorism, and technological hazards) and weather events (such as storms, droughts, and climate events). In other words, Marion’s hazard mitigation planning should not only account for storms and flooding, but should also consider all plausible risks to lives, property, and infrastructure/utilities. It should also inform all aspects of planning covered in this Master Plan; in other words, the Hazard Mitigation Plan and the Master Plan can be used as

.....
2 [EOPSS HAZARD MITIGATION PLANNING](#) website

companion documents to guide Marion more safely and successfully into the future.

MEMA provides Massachusetts communities with numerous “How-To” guides to facilitate hazard mitigation planning. Several of these guides will be particularly pertinent to Marion; these include, but are not limited to (1) guidance on understanding risks and estimating losses, (2) using benefit-cost review in mitigation planning, and (3) integrating historic property and cultural resource considerations. The first step to creating a Hazard Mitigation Plan for Marion would be to request the Town Emergency Management Director (the Police Chief) to convene and coordinate representatives from the Town’s existing Emergency Management Committee. This group would form the membership of the Local Emergency Planning Committee (LEPC), which develops the plan as a group or with the aid of a consultant. For more information see the [FEMA LOCAL MITIGATION HANDBOOK](#). In Fiscal Year 2016, MEMA and the Department of Conservation and Recreation (DCR) created a pilot 2016 Pre-Disaster Mitigation (PDM) grant program to fund hazard planning. Marion should monitor this source of funding to determine if moneys are available in FY17 and beyond. Other sources of funding for planning activities include FEMA’s Hazard Mitigation Assistance (HMA) and [PRE-DISASTER MITIGATION GRANT PROGRAM](#).

RESILIENCE STRATEGY 8-2-2: APPLY TO THE MASSACHUSETTS COASTAL RESILIENCE GRANT PROGRAM TO DEVELOP A CLIMATE RESILIENCE PLAN

The Massachusetts Office of Coastal Zone Management (CZM) offers a **COSTAL RESILIENCE GRANT PROGRAM** to fund resilience planning through its StormSmart Coasts Program. Additionally, **FEMA'S CLIMATE RESILIENT MITIGATION ACTIVITIES** program provides competitive funding for planning efforts. Several communities, including **HINGHAM**, **SWAMPSCOTT**, and **BELMONT**, have also created detailed Climate Action Plans. In most cases, Massachusetts municipalities have engaged engineering firms to conduct the analysis needed to fully understand the needs of climate resilience. This detailed engineering work should be coupled with policy and financial analysis in order to create a comprehensive and actionable plan. Moreover, a full Climate Resilience Plan can determine what long-term strategies (ranging from construction projects to managed retreat and buy-out programs) are appropriate for Marion; it can also augment and/or be created in conjunction with a more general Hazard Mitigation Plan.

RESILIENCE STRATEGY 8-2-3: CREATE MORE "GREEN ARMATURE" AND NATURAL FLOOD STORAGE AREAS THROUGH OPEN SPACE PLANNING AND "CLIMATE RESILIENCE MITIGATION ACTIVITIES"

Green armature – a community's network of open spaces, wetlands and forests, and flood plains and waterways – will necessarily be part of a well-rounded and financially practicable Climate Resilience Plan. The Town can work to create more flood storage and floodplain area through acquisition, donation, and set asides of land during the development process. It should target these efforts to areas that already provide the most flood hazard mitigation thanks to existing, intact, and contiguous natural barriers such as wetlands and marshes (a strategy of "greening our gray infrastructure").

COMPLEMENTARY ACTIONS:

OS **OPEN SPACE STRATEGY 9-2-1: CREATE OPEN SPACE AND HABITAT NETWORKS BY EXPANDING CONSERVATION AREAS AND COLLECTIVELY IDENTIFYING THE ROLE THEY PLAY IN MARION**

Town of Marion Climate Change / NOAA Sea Level Rise Analysis: South Front Street

Sea Level Rise	Affected Land	Affected Structures
0' - 0.99'		
1' - 1.99'		(none)
2' - 2.99'		
3' - 3.99'		
4' - 4.99'		
5' - 5.99'		
6' - 6.99'		

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PLEASE NOTE: The entire Town of Marion Climate Change / NOAA Sea Level Rise map series is available in the Appendix. It includes detailed maps for the following six locations: South Front Street (*pictured here*), North Front Street, Route 6 at Creek Road, Route 6 at Front Street, Silvershell Beach, and Planting Island.

OS OPEN SPACE AND RECREATION

“Public workshops throughout the Master Plan process emphasized the importance of continuing to maintain open space networks – particularly in areas with strategic habitat, recreational, and resilience roles for Marion’s residents and Marion’s natural systems. Marion residents also focused on the need to better know where open space and recreation areas are and how best to manage them.”

KEY PLANNING DATA

The Massachusetts Department of Conservation Services (DCS) defines “open space” as “conservation land, forested land, recreation land, agricultural land, corridor parks, and amenities such as small parks, green buffers along roadways, or any open area that is owned by an agency or organization dedicated to conservation;” additionally, the term can also refer to undeveloped or underutilized parcels “with particular conservation or recreation interest.”¹ For the purposes of this Master Plan, “open space” will be used with this broad meaning, referring to existing conservation areas as well as to land with future conservation potential.

Marion has a proud and successful tradition of land conservation efforts. This is clearly visible by traveling local roads and visiting the coastline, by listening to Marion residents describe their community, and by reviewing [OPEN SPACE MAPS](#) (see page 9). An estimated 3,091 acres of land in town is permanently protected; a further 1,386 acres have temporary reduced taxes under the Chapter 61, 61A, and 61B programs (which encourage land to remain as forest, agriculture, and recreation uses,

respectively). This means that approximately 49% of the Town’s 9,105 acres has either permanent (34%) or temporary (15%) open space status.

It is also important to acknowledge the seaside nature of Marion and the vital recreational and scenic aspects that this brings to town – even beyond the shorelines. Town beaches and marine habitats for fish, shellfish, vegetation, and birds are important open space assets in town. They are viewed or accessed by many Marion residents who consider them to be extremely valuable to the preservation and enjoyment of their charming town.

Public workshops throughout the Master Plan process emphasized the importance of continuing to expand open space networks – particularly in areas with strategic habitat, recreational, and resilience roles to play in Marion and Marion’s natural systems. Marion residents also focused on the need to better know where open space and recreation areas are and how best to manage them. Finally, citizens and local officials alike expressed a desire for increased coordination between various conservation groups active in Marion; this appeal was quickly headed by the “Stewards of Community Open Space,” discussed below.

1 [DCS OPEN SPACE AND RECREATION PLANNER’S WORKBOOK](#)

OPEN SPACE GOAL 9-1: COORDINATE CONSERVATION GROUPS BY SUPPORTING THE “STEWARDS OF COMMUNITY OPEN SPACE (SOCOS)”

BOTTOM LINE: MARION’S LAND CONSERVATION PRACTICES CAN BE EVEN MORE SUCCESSFUL THROUGH IMPROVED COMMUNICATION AND BY COORDINATING THE EFFORTS OF VARIOUS ENTITIES ALREADY AT WORK IN TOWN

Thanks to the community organization that took place to support this Master Plan, numerous conservation-related groups in Marion – both from town government and from the private sector – have organized as the “Stewards of Community Open Space,” or SoCOS. This new group seeks to coordinate activities and to “develop, maintain, and advocate for a comprehensive, integrated open space plan for the community.”² The member organizations of SoCOS are the Marion Conservation Commission, the Marion Open Space Acquisition Commission (MOSAC), the Marion Tree and Parks Committee, the Marion Marine Resources Commission, the Marion Recreation

2 SoCOS presentation at the May 14, 2016 Master Plan Workshop. Please see the Appendix.

Department, the Marion Planning Board, the Washburn Trust, and the Sippican Lands Trust.

OPEN SPACE STRATEGY 9-1-1: OBTAIN FORMAL DESIGNATION FOR SOCOS FROM THE BOARD OF SELECTMEN

SoCOS has formal designation from the Marion Board of Selectmen whereby each constituent organization will appoint one representative to the group. The group’s charter documents can spell out its mission and activities, including but not necessarily limited to “(a) coordinating acquisitions, maintenance, and activities programming, (b) promoting public use of open spaces, and (c) working with the Board of Selectmen, town departments, committees and commissions, and other relevant agencies, to promote safe multimodal (including walking and biking) access to open spaces dedicated to recreational use.”³ Formal designation significantly improves the group’s standing and visibility in Marion.

3 Ibid.

OPEN SPACE STRATEGY 9-1-2:
COORDINATE THE EFFORTS OF THE
SIPPICAN LAND TRUST AND MOSAC IN
ORDER TO BENEFIT FROM THE FULL RANGE
OF CONSERVATION PROGRAMS AND
ACTIVITIES

The Sippican Lands Trust owns or holds conservation restrictions on over a thousand acres of land in Marion. Supporting the continued efforts of the local, private conservation trust and MOSAC should be one of the primary strategies of SoCOS. Both entities are experts at fee simple land acquisition, Agricultural Preservation Restrictions, and Chapter 61 participation. Moreover, due to different project sizes, available funding sources, and other organizational differences, the efforts of these groups already complement each other.

OPEN SPACE GOAL 9-2:
COMPLETE, PUBLICIZE, AND
IMPLEMENT A MARION OPEN
SPACE AND RECREATION
PLAN (OSRP)

BOTTOM LINE: SOCOS SHOULD
COMPLETE AN OSRP

The information gathering and public input process for this Master Plan revealed a wealth of data and planning with regards

to open space and recreation in Marion. The development of an Open Space and Recreation Plan (OSRP) is the next step of this process. Drafting an OSRP should be the responsibility of SoCOS, with all participating members contributing to the document. A draft plan should be presented to the general public and adopted as the Town's official OSRP by meeting Executive Office of Energy and Environmental Affairs (EOEEA) and Division of Conservation Services (DCS) requirements.

COMPLEMENTARY ACTIONS:



LAND USE GOAL 3-3: CONTINUE
EFFORTS TO PRESERVE OPEN SPACE
AND MANAGE GROWTH

OPEN SPACE STRATEGY 9-2-1: CREATE OPEN SPACE AND HABITAT NETWORKS BY EXPANDING CONSERVATION AREAS AND COLLECTIVELY IDENTIFYING THE ROLE THEY PLAY IN MARION

Significant contiguous open space networks already exist in Marion. These networks can be linked and expanded by focusing future land acquisitions and conservation restrictions to strategic abutting properties. GIS mapping and analysis – combined with public input – can identify areas where special consideration should be given to conservation; this “layering of information” can also identify the main role a given open space asset plays in town and how that role can shift or evolve over time. For example, a property originally acquired for passive recreation (walking paths or scenic value) may now be more valuable because of the role it plays in protecting drinking water resources or mitigating flooding or storms. MOSAC’s expertise, SoCOS’s analysis, and the opinions of Marion residents are key to these aspects of the OSRP – specifically Section 4, Environmental Inventory and Analysis, and Section 5, Inventory of Lands of Conservation and Recreation Interest.

OPEN SPACE STRATEGY 9-2-2: COMPLETE A CURRENT MASTER DATABASE AND MAP OF PERMANENT CONSERVATION LANDS HELD BY SOCOS MEMBERS AND OTHER PUBLIC AND PRIVATE ENTITIES

There is some disagreement with regards to how much conservation land currently exists in Marion. SoCOS can help resolve this confusion during the creation of the OSRP. A final product of the plan should be both a GIS-based parcel database and graphic map that conclusively identify the ownership of open space properties, their protection mechanism (such as fee simple ownership, conservation easement, etc.), and other important property attributes including primary conservation role (e.g. “recreation,” “habitat corridor,” or “climate resilience”) as described above.

COMPLEMENTARY ACTIONS:



NATURAL AND CULTURAL RESOURCES STRATEGY 10-2-1:

THE MARION PLANNING BOARD AND CONSERVATION COMMISSION SHOULD CONVENE JOINT MEETINGS TO UPDATE THE TOWN’S PDAs AND PPAs

OPEN SPACE GOAL 9-3: ENCOURAGE ACCESS TO EXISTING OPEN SPACE AND RECREATION AREAS

BOTTOM LINE: IN ORDER FOR THE PUBLIC TO ENJOY OPEN SPACE AND RECREATION AREAS, THEY NEED TO KNOW WHERE THEY ARE, HOW TO SAFELY AND COMFORTABLY ACCESS THEM, AND THEIR IMPORTANCE BEYOND RECREATION

The Sippican Lands Trust holds numerous events to bring the public to their open spaces throughout the year; MOSAC also maps open spaces in town. Despite these successful efforts, Marion residents expressed a desire to know more about the open space and recreation areas already present in town. They also requested help with knowing how best to access them. To increase accessibility and visibility, SoCOS can create a new, user-friendly website. The site can include maps with easy to understand icons that identify open spaces, clarify their level of public access, describe activities allowed there, and educate about their other important attributes and roles, such as climate change resilience. Links to SoCOS member organizations' webpages should also be included. The site can also be a centralized source of information on how to get to open space areas, available parking,

and the presence (or absence) of safe bike and pedestrian routes. Additionally, the website can serve as a forum for discussion of open space ideas and can highlight opportunities such as volunteering, events such as work parties, and information on land donation and easements.

COMPLEMENTARY ACTIONS:

LU **LAND USE GOAL 3-3:** CONTINUE EFFORTS TO PRESERVE OPEN SPACE AND MANAGE GROWTH

NR NATURAL AND CULTURAL RESOURCES

“Marion has a rich history and culture. During Master Plan workshops, citizens were proud to discuss their Town’s many cultural assets. In terms of natural resources, Marion’s coastline and water resources are of particular importance to its residents.”

KEY PLANNING DATA

Marion has a rich history and culture. During Master Plan workshops, citizens were proud to discuss their Town's cultural assets; on the other hand, they also frequently stated that the Town could do more to actively promote events and historic locations so that they would be more widely accessible and attended. Residents also emphasized the desire to reproduce the traditional building patterns in and around Marion Village as a means of protecting the Town's character. Marion's "Cultural Inventory" includes, but is not limited to:

CULTURAL SITES

- Historic Society Museum
- Music Hall and on-site statue
- Tabor Academy
- Natural History Museum
- Art Center
- Bandstand
- Congregational Community Center
- Marconi Site
- Village Business Center

- Taber Library and Town Hall
- Sparrow Mill
- Train Depot
- Stone Studio
- Memorial Park, Old Landing, and the Town Landing
- Minister's Rock
- Bird Island Lighthouse
- (Various) Church spaces and cemeteries

CULTURAL EVENTS

- Summer Music Festival
- Arts in the Park
- Christmas Stroll and Home Tour
- Halloween Parade
- 4th of July
- Sippican Lands Trust Walks and Events
- Annual Town Party
- Garden Tour
- Ardor Day

Marion's residents also noted that natural and cultural resources are finite. The manner in which the Town plans for and conserves open land and historic sites while providing space for homes, commercial and industrial places, and community and transportation facilities will have a profound impact on future generations. Local planning efforts are the most important way in which open space planning and cultural preservation can take place.

In terms of natural resources, Marion's coastline and water resources are of particular importance to its citizens. Open spaces and wetlands provide areas for environmental education. Forests are a primary source of clean water. Undeveloped land protects the quality and integrity of habitats. These habitats sustain the many species that exist in Marion and help to achieve biological diversity. In addition to pursuing the recommendations of the preceding Open Space and Recreation element, which presents several strategies for preserving open space, the community expressed interest in updating its Community Priority Protection Areas (PPAs). Much like the most recent effort to update these PPAs (which took place in 2013), this update should continue to emphasize protection of habitat areas (such as **BioMAP2** Core Habitats) including those within the harbor and along the coastline;

these efforts should be closely coordinated with any ongoing or future Open Space and Recreation Plan updates.

NATURAL AND CULTURAL RESOURCES GOAL 10-1: CONTINUE TO PROMOTE MARION'S "CULTURAL INVENTORY"

BOTTOM LINE: MARION HAS A VALUABLE SET OF CULTURAL EVENTS AND HISTORICAL/HISTORIC SITES THAT CAN BE MORE WIDELY ATTENDED AND PUBLICIZED THROUGH OUTREACH AND COLLABORATION

Thanks to representatives from the Sippican Historical Society and public workshop participants, this Master Plan element contains the preceding Cultural Inventory for Marion. These well-known and well-used assets can be promoted through a few simple strategies that can help ensure their continued success and maintenance.

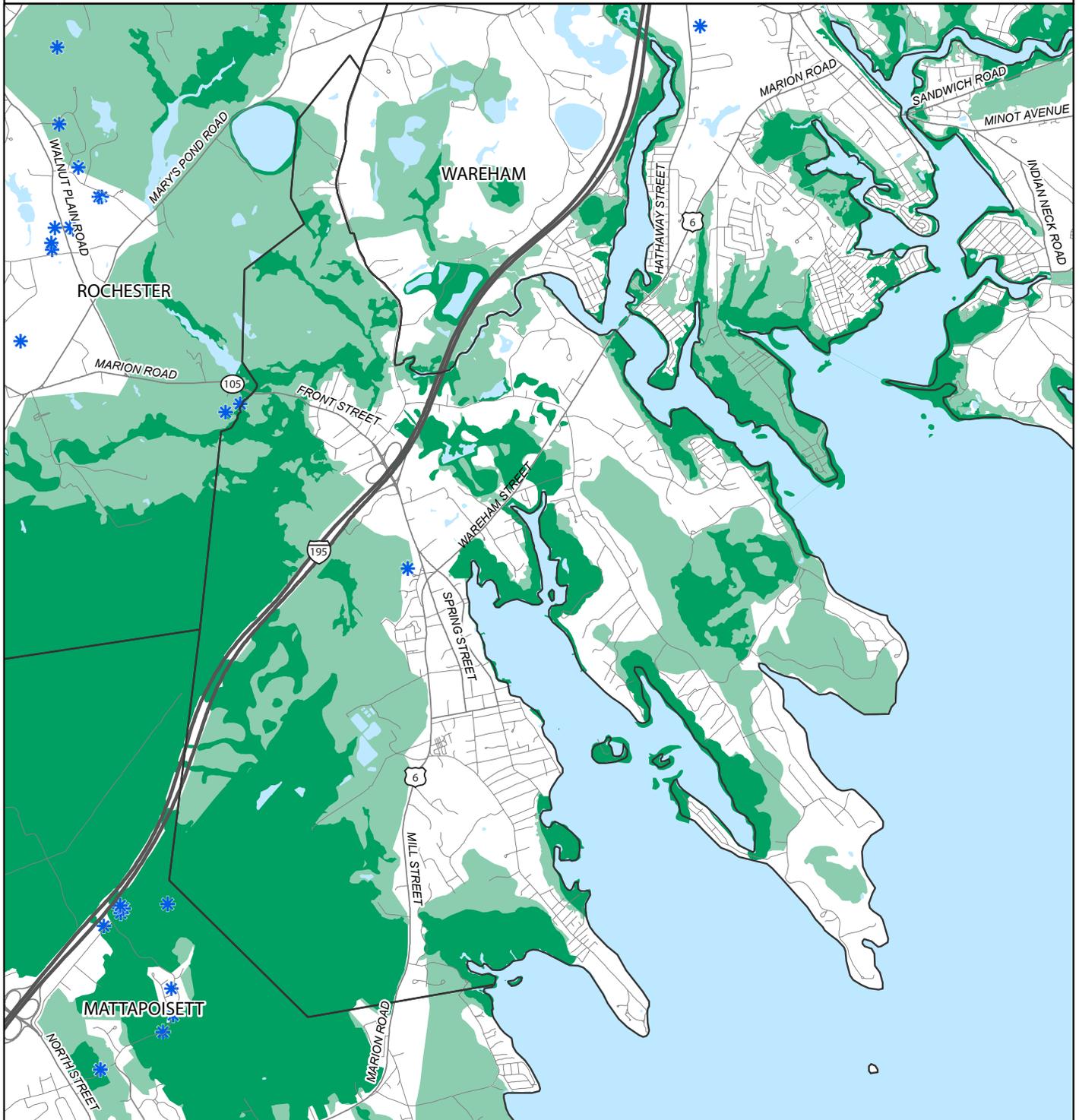
NATURAL AND CULTURAL RESOURCES STRATEGY 10-1-1: WORK WITH THE SIPPICAN HISTORICAL SOCIETY TO UPDATE ITS WEBPAGE

During the Master Plan process, representatives from the Sippican Historical Society indicated that it is currently updating

Town of Marion Habitat Areas

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 09.10.14

- BioMap 2 Core Habitat
- BioMap 2 Critical Landscape
- NHESP Certified Vernal Pool
- Water
- Interstates
- Arterials and Collectors
- Local Roads



its website. This update can increase the visibility of Marion’s history and culture. Much like recommendations for the SoCOS website, the Historical Society’s website can include features that invite more use of historical sites by more of Marion’s residents. The page can include features such as interactive maps, site descriptions, events targeted to families, and shared links with other organizations such as SoCOS, Tabor Academy, and Elizabeth Taber Library. The more visible and widely circulated the website, the more likely it is to attract new users – such as Tabor students and young Marion households – to events and locations.

NATURAL AND CULTURAL RESOURCES STRATEGY 10-1-2: PROTECT CULTURAL RESOURCES BY CONSIDERING A HISTORIC DISTRICT DESIGNATION AND/OR ARCHITECTURALLY APPROPRIATE SIGNAGE AND WAYFINDING

Many cities and towns designate historic districts with varying levels of regulatory protection (from zoning and demolition delay bylaws to form-based codes overseen by a Local Historic District Commission). Marion currently has a municipal Historical Commission that could consider various levels of initiatives based on the efforts of other communities across the Commonwealth. While public input agreed that Marion Village, its history, and its

character were key assets to be protected and promoted, workshops also revealed disagreement over past efforts to create a Historic District in town. Regardless of past efforts, Marion’s Historical Commission can work with the Sippican Historical Society and the Planning Board to consider historic district designations and/or zoning amendments. Any such work should be guided by **LAND USE GOAL 3-1**, which seeks to encourage development characterized by small building setbacks, moderate building heights and lot coverage, small site plans, and traditional architecture similar to what is already found in Marion Village. It should also consider the Massachusetts Historical Commission’s Establishing Local Historic Districts guidebook, the Massachusetts Historic Commission Inventory and the **VISION OF MARION** diagram; these efforts should also involve significant public input from affected property owners and businesses.¹

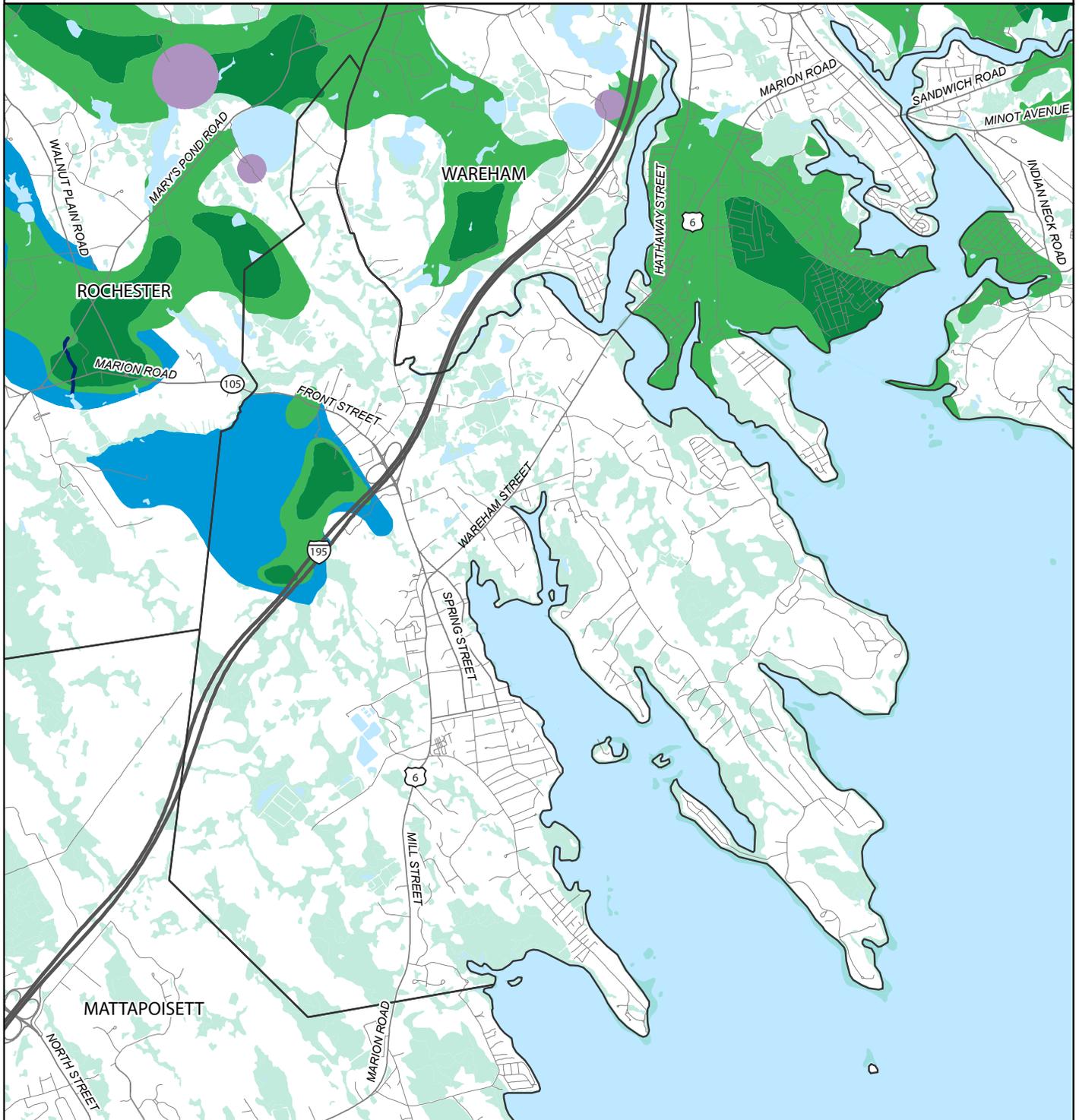
Short of formal historic district designation, some communities have simply implemented a series of signs, sidewalk trails, and other “wayfinding” initiatives to guide residents and visitors around the cultural assets in town. For example, simple signs and path markings could bring to life the

¹ Massachusetts Historical Commission, **ESTABLISHING LOCAL HISTORIC DISTRICTS**, 2003. Please note that individual buildings can be designated as historical without being within a district.

Town of Marion Water Resources

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 09.10.14

- MassDEP Zone II Aquifers
- MassDEP High-Yield Aquifers
- MassDEP Medium-Yield Aquifers
- MassDEP Interim Wellhead Protection Area (IWPA)
- MassDEP Wetland Bodies
- Water
- Interstates
- Arterials and Collectors
- Local Roads



already excellent Sippican Historical Society document entitled, **WHARVES, WOOD SHINGLES, AND WHALING CAPTAINS: SIPPICAN VILLAGE FROM THE 17TH TO THE EARLY 20TH CENTURY**. For an example of many of these types of initiatives all at work in one community (from formal design guidelines to wayfinding strategies), please see the Town of **CONCORD HISTORIC DISTRICT**, its **CONCORD CENTER CULTURAL DISTRICT**, and the Concord Center Massachusetts Downtown Initiative's **A SIGNAGE AND WAYFINDING STRATEGY FOR THE CONCORD CENTER CULTURAL DISTRICT**

COMPLEMENTARY ACTIONS:

LU **LAND USE STRATEGY 3-1-2: ADOPT DESIGN GUIDELINES THAT CREATE PLACES THAT HARMONIZE WITH MARION'S CHARACTER**

NATURAL AND CULTURAL RESOURCES GOAL 10-2: UPDATE MARION'S PRIORITY PROTECTION AREAS WITH PARTICULAR EMPHASIS ON HABITATS, COASTLINES, AND NATURAL RESOURCES – INCLUDING THE HARBOR

BOTTOM LINE: PUBLIC MEETING PARTICIPANTS EXPRESSED A DESIRE TO UPDATE THE TOWN'S PRIORITY

PROTECTION AREAS (PPAS) AND PRIORITY DEVELOPMENT AREAS (PDAS) ON AN ONGOING BASIS

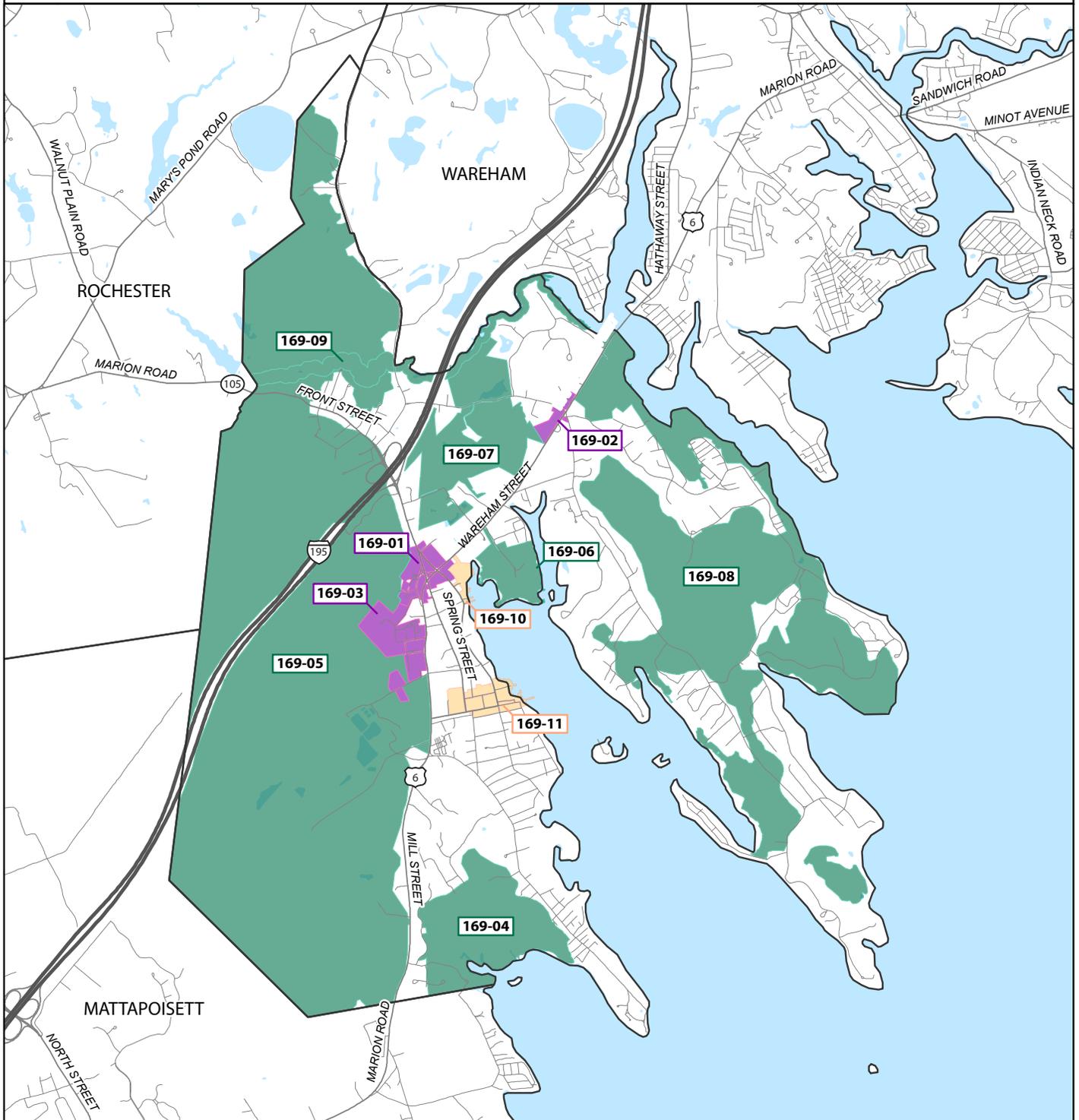
Cities and towns across Massachusetts have designated PDAs and PPAs as simple mapped areas describing where (and how) they would like to develop land and where (and why) they would like to protect land. In turn, the Commonwealth considers these priority areas when reviewing various grant applications (such as MassWorks and LAND grants). Marion first completed this work in 2008 and updated it in 2013; for more information, please see the South Coast Rail Corridor Plan: Five-Year Update of Community Priority Areas, Marion document available in the Appendix.² In 2013, the Town used geographic information systems (GIS) data (such as BioMap2 Habitats, zoning districts, and parcels) to make precise and accurate PDA and PPA boundaries and to

² Please see [HTTP://WWW.SRPEDD.ORG/SCR-UPDATE](http://www.srpedd.org/scr-update) for more information on this process and how it relates to the proposed South Coast Rail (SCR) project. The land use planning for the SCR began by considering all communities affected by all project alternatives; for a community like Marion, which is far removed from any SCR station site under current consideration, the land use planning took place independent of considerations of future commuter rail service. This is particularly true for Marion's 2013 update, which did not consider proposed transit service to Taunton, Fall River, and New Bedford when making Marion's PDA and PPA designations.

Town of Marion Community Priority Areas, 2013

- Priority Development Areas (PDAs)
- Priority Protection Areas (PPAs)
- Combined PDA/PPA
- Interstates
- Arterials and Collectors
- Local Roads
- Water

This map is for the sole purpose of aiding regional planning decisions and is not warranted for any other use. 05.21.15



clarify the purpose of their designations; all of these characteristics can be updated using new data and insights from new participants (such as SoCOS and the Marine Resources Commission).

NATURAL AND CULTURAL RESOURCES STRATEGY 10-2-1: THE MARION PLANNING BOARD AND CONSERVATION COMMISSION SHOULD CONVENE JOINT MEETINGS TO UPDATE THE TOWN'S PDAs AND PPAs

As Marion completes development projects, infrastructure investments, and zoning changes in and around PDAs, it makes sense to adjust their boundaries to reflect the new “reality on the ground;” similarly, as land conservation is advanced within and around PPAs, their boundaries should also change. As was this case in both 2008 and 2013, the Planning Board and Conservation Commission should partner to update the PDAs and PPAs. These two entities should also solicit active participation and substantive input from businesses, Master Plan Advisors and Subcommittees, SoCOS, public and private partners, and the general public. Natural resources that deserve further attention for priority protection and associated policy action include Marion Harbor, Minister’s Rock, Charles’s Rock, and remaining Native American artifacts and features such as shell heaps and remaining trails.

COMPLEMENTARY ACTIONS:



OPEN SPACE STRATEGY 9-2-1:

CREATE OPEN SPACE AND HABITAT NETWORKS BY EXPANDING CONSERVATION AREAS AND COLLECTIVELY IDENTIFYING THE ROLE THEY PLAY IN MARION

I IMPLEMENTATION

“This plan’s organization is designed for implementation; it proposes ‘Goals’ and immediately lists the ‘Strategies’ needed to make them happen. It also highlights ‘Complementary Actions;’ these are ‘two birds with one stone’ activities that help identify priorities.”

Implementation helps a plan become a living, breathing document. It takes the Town’s ideas and puts them into action. This plan’s organization is designed for implementation; it proposes “Goals” and immediately lists the “Strategies” needed to make them happen. It also highlights “Complementary Actions;” these are “two birds with one stone” activities that help identify priorities.

This element includes an **IMPLEMENTATION MATRIX** that presents each of the Master Plan’s Goals and Strategies in a user-friendly table. It clearly lists complementary actions, main steps, responsible parties, state and federal support programs, resources required, and partnerships needed. It is designed to be a quick reference resource (ideally used electronically, in spreadsheet form) for town officials and employees as you work with the citizens of Marion and local, regional, and state partners to implement this plan over the next ten years.

While the implementation matrix summarizes all Goals and Strategies, there are several near-term, high priority activities that Marion should immediately pursue. These actions set the table for longer term implementation of the plan and are described here:

PARTICIPATE IN THE COMMUNITY COMPACT CABINET

One of the Commonwealth’s main outreach programs to its 351 municipalities is the **COMMUNITY COMPACT CABINET**. This program allows a “voluntary, mutual agreement . . . between the Commonwealth and the Baker-Polito Administration and individual cities and towns of the Commonwealth. In a Community Compact, a community will agree to implement at least one best practice that they select from across a variety of areas.”¹ In 2017, when this plan was completed, over 80% of communities in MA have completed the simple application process and entered into a Compact.

Several Goals and Strategies of this Master Plan would be advanced by pursuing a Community Compact Cabinet Best Practice; these are listed below with their relevant Master Plan action(s):

1 **COMMUNITY COMPACT CABINET** website

IMPLEMENT THE COMPLETE STREETS PROGRAM

LU **LAND USE STRATEGY 3-1-3:** PURSUE TRANSPORTATION STRATEGIES THAT COMPLEMENT VILLAGE-STYLE DEVELOPMENT

T **TRANSPORTATION GOAL 7-2:** WORK WITH MASSDOT AND THE COMMUNITY COMPACT CABINET TO CREATE “COMPLETE STREETS” IN MARION

ALIGN LAND USE REGULATIONS

LU **LAND USE STRATEGY 3-1-1:** ENSURE THAT ZONING ENCOURAGES MIXED-USE, MODERATE DENSITY DEVELOPMENT IN APPROPRIATE LOCATIONS

LU **LAND USE STRATEGY 3-1-2:** ADOPT DESIGN GUIDELINES THAT CREATE PLACES THAT HARMONIZE WITH MARION’S CHARACTER

ED **ECONOMIC DEVELOPMENT GOAL 4-2:** FOCUS TRADITIONAL ECONOMIC DEVELOPMENT TO THE SIPPICAN OFFICE PARK AND OTHER KEY SITES

H **HOUSING STRATEGY 5-1-3:** ALLOW MULTIFAMILY HOUSING IN VILLAGE-STYLE DEVELOPMENT AREAS AND OTHER APPROPRIATE LOCATIONS

H **HOUSING STRATEGY 5-2-1:** CREATE ZONING BOARD OF APPEALS RULES AND REGULATIONS FOR 40B COMPREHENSIVE PERMITS AND DEVELOP “FRIENDLY 40B” HOUSING ON APPROPRIATE TOWN-OWNED LAND

REGIONALIZE SERVICES AND SHARE RESOURCES AMONG MUNICIPALITIES

SF **SERVICES AND FACILITIES STRATEGY 6-1-1:** CONSIDER A RANGE OF RESOLUTIONS TO EXISTING SEWER ISSUES

SF **SERVICES AND FACILITIES STRATEGY 6-2-3:** ENGAGE IN REGIONAL SOLUTIONS THROUGH THE COMMUNITY COMPACT CABINET

H **HOUSING STRATEGY 5-3-1:** PARTNER WITH THE TOWN OF WAREHAM TO SUBMIT MASSACHUSETTS COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) APPLICATIONS THAT “BUNDLE” SERVICES FOR SENIORS

SECURE BOARD OF SELECTMEN AUTHORIZATION OF SOCOS, THE BDC, AND THE RESILIENCE COMMITTEE

The Master Plan proposes several “specialized” groups that will be key to implementing several near- and long-term strategies in this plan. SoCOS is already organized for formal recognition by the Marion Board of Selectmen. While the BDC and Resilience Committee require more “start-up” time and resources, successful examples are available for reference in communities throughout the Commonwealth. The following Goals (and their implementation Strategies) would be significantly advanced by formal authorization of these groups.

ED ECONOMIC DEVELOPMENT GOAL 4-3: ESTABLISH A LOCAL BUSINESS DEVELOPMENT COMMISSION (BDC)

R RESILIENCE STRATEGY 8-1-1: ESTABLISH A TOWN RESILIENCE COMMITTEE TO CONDUCT A POLICY REVIEW AND TO REACH CONSENSUS ON ACTIONS

OS OPEN SPACE GOAL 9-1: COORDINATE CONSERVATION GROUPS BY FORMALLY SUPPORTING THE “STEWARDS OF COMMUNITY OPEN SPACE (SOCOS)”

DRAFT ZONING CHANGES AND NEW RULES AND REGULATIONS

Several of the main “starting points” of the Master Plan require direct Planning Board action. In particular, amending bylaws and creating rules and regulations. As the principal sponsors of this plan, the Board is in a position of strength to implement these key strategies.

LU LAND USE STRATEGY 3-1-1: ENSURE THAT ZONING ENCOURAGES MIXED-USE, MODERATE DENSITY DEVELOPMENT IN APPROPRIATE LOCATIONS

ED ECONOMIC DEVELOPMENT GOAL 4-2-3: EMPOWER THE PLANNING BOARD TO CONTROL DERELICT COMMERCIAL PROPERTIES

LU LAND USE STRATEGY 3-1-2: ADOPT DESIGN GUIDELINES THAT CREATE PLACES THAT HARMONIZE WITH MARION’S CHARACTER

H **HOUSING STRATEGY 5-1-3:** ALLOW MULTIFAMILY HOUSING IN VILLAGE-STYLE DEVELOPMENT AREAS AND OTHER APPROPRIATE LOCATIONS

H **HOUSING STRATEGY 5-2-1:** CREATE ZONING BOARD OF APPEALS RULES AND REGULATIONS FOR 40B COMPREHENSIVE PERMITS AND DEVELOP "FRIENDLY 40B" HOUSING ON APPROPRIATE TOWN-OWNED LAND

COMPLETE SPECIALIZED PLANS

For a municipality, creating a Master Plan is like going to your doctor for an annual physical. Most of the exam is a general discussion of your wellbeing and recommendations on how to stay healthy. These are usually simple things, such as "exercise a little more" or "lay off the sweets." For Marion, these are the broad Goals of a Master Plan – "organize conservation efforts" or "improve your zoning to incentivize growth in village areas" – and the straightforward Strategies to get them done.

Occasionally, your doctor may need help to understand an aspect of your health. She may decide you need to see an orthopedist for your back or a cardiologist for your heart. For Marion, these "specialist visits" are key

ideas or needs that are explored by the Master Plan process, but that also deserve further study. The Town should advance this more specialized planning by creating the documents listed below.

T **TRANSPORTATION GOAL 7-1:** DEVELOP A ROUTE 6 CORRIDOR PLAN

R **RESILIENCE GOAL 8-2:** ADVANCE HAZARD MITIGATION PLANNING

OS **OPEN SPACE GOAL 9-2:** COMPLETE, PUBLICIZE, AND IMPLEMENT A MARION OPEN SPACE AND RECREATION PLAN (OSRP)

GOAL	STRATEGY	COMPLEMENTARY ACTIONS	MAIN STEPS	LEAD PARTY	OTHER RESPONSIBLE PARTIES	STATE AND FEDERAL SUPPORT PROGRAMS	TIME AND ADMINISTRATIVE RESOURCES REQUIRED	NEEDED OR RECOMMENDED PARTNERSHIPS
LAND USE GOAL 3-1: INCENTIVIZE VILLAGE -STYLE DEVELOPMENT IN KEY AREAS	LAND USE STRATEGY 3-1-1: ENSURE THAT ZONING ENCOURAGES MIXED-USE, MODERATE DENSITY DEVELOPMENT IN APPROPRIATE LOCATIONS	ECONOMIC DEVELOPMENT GOAL 4-4: PURSUE HIGH-VALUE, MIXED-USE DEVELOPMENT IN THE ROUTE 6 AND ROUTE 105 GATEWAY HOUSING STRATEGY 5-1-3: ALLOW MULTIFAMILY HOUSING IN VILLAGE-STYLE DEVELOPMENT AREAS AND OTHER APPROPRIATE LOCATIONS	Consult model zoning bylaws. Engage stakeholders. Draft bylaw. Ensure property-owner support. Annual Town Meeting vote.	Planning Board			Planning Board consensus and support. Town Planner time and energy.	Businesses and affected property owners.
LAND USE GOAL 3-1: INCENTIVIZE VILLAGE -STYLE DEVELOPMENT IN KEY AREAS	LAND USE STRATEGY 3-1-2: ADOPT DESIGN GUIDELINES THAT CREATE PLACES THAT HARMONIZE WITH MARION'S CHARACTER	HOUSING STRATEGY 5-1-3: ALLOW MULTIFAMILY HOUSING IN VILLAGE-STYLE DEVELOPMENT AREAS AND OTHER APPROPRIATE LOCATIONS	Research example guidelines. Develop guidelines. Adopt into Planning Board Rules and Regulations at a Public Hearing.	Planning Board			Planning Board consensus and support. Town Planner time and energy.	
LAND USE GOAL 3-1: INCENTIVIZE VILLAGE -STYLE DEVELOPMENT IN KEY AREAS	LAND USE STRATEGY 3-1-3: PURSUE "COMPLETE STREETS" TRANSPORTATION STRATEGIES THAT COMPLEMENT VILLAGE-STYLE DEVELOPMENT	TRANSPORTATION GOAL 7-2: WORK WITH MASSDOT AND THE COMMUNITY COMPACT CABINET TO CREATE "COMPLETE STREETS" IN MARION	See Complementary Actions	Planning Board	DPW Board of Selectmen	MassDOT Complete Streets Funding Program Community Compact Cabinet	Town Planner and DPW consensus on MassDOT Program Application. BOS Adoption of Community Compact Cabinet "Complete Streets" Best Practice.	MassDOT Baker-Polito Administration
LAND USE GOAL 3-2: PURSUE ECONOMIC DEVELOPMENT IN STRATEGIC SITES		ECONOMIC DEVELOPMENT GOAL 4-2: FOCUS TRADITIONAL ECONOMIC DEVELOPMENT TO THE SIPPICAN OFFICE PARK AND OTHER KEY SITES	See Complementary Actions	Business Development Commission (Proposed)	Board of Selectmen	Chapter 43D EOHED TIF Program Community Compact Cabinet	Town Meeting Chapter 43D Vote. BOS Adoption of Community Compact Cabinet "Preparing for Success" Best Practice.	EOHED Baker-Polito Administration
LAND USE GOAL 3-3: CONTINUE EFFORTS TO PRESERVE OPEN SPACE AND MANAGE GROWTH		OPEN SPACE GOAL 9-1: COORDINATE CONSERVATION GROUPS BY FORMALLY SUPPORTING THE "STEWARDS OF COMMUNITY OPEN SPACE (SoCOS)" OPEN SPACE GOAL 9-2: COMPLETE, PUBLICIZE, AND IMPLEMENT A MARION OPEN SPACE AND RECREATION PLAN	See Complementary Actions	SoCOS	MOSAC Conservation Commission		BOS authorization of SoCOS.	SoCOS member organizations

GOAL	STRATEGY	COMPLEMENTARY ACTIONS	MAIN STEPS	LEAD PARTY	OTHER RESPONSIBLE PARTIES	STATE AND FEDERAL SUPPORT PROGRAMS	TIME AND ADMINISTRATIVE RESOURCES REQUIRED	NEEDED OR RECOMMENDED PARTNERSHIPS
ECONOMIC DEVELOPMENT GOAL 4-1: ENSURE SUFFICIENT CAPACITY IN ALL UTILITY INFRASTRUCTURE - ESPECIALLY THE WASTEWATER TREATMENT PLANT		SERVICES AND FACILITIES GOAL 6-1: WORK TO ESTABLISH SUFFICIENT CAPACITY IN THE WASTEWATER TREATMENT SYSTEM TO SUPPORT GROWTH SERVICES AND FACILITIES STRATEGY 6-2-4: PURSUE VARIOUS PUBLIC AND PRIVATE FUNDING SOURCES	See Complementary Actions	Town Administration	DPW Board of Selectmen	Massachusetts State Revolving Fund Community Compact Cabinet	Reach consensus on which solutions (from capital improvements to regionalization) should be pursued.	Neighboring communities, regional entities such as BBC, Baker-Polito Administration
ECONOMIC DEVELOPMENT GOAL 4-2: FOCUS TRADITIONAL ECONOMIC DEVELOPMENT TO THE SIPPICAN OFFICE PARK AND OTHER KEY SITES	ECONOMIC DEVELOPMENT STRATEGY 4-2-1: PARTICIPATE IN CHAPTER 43D EXPEDITED PERMITTING IN THESE AREAS		Identify PDSs. Secure property-owner buy-in. Town Meeting adoption of program and sites.	Business Development Commission (Proposed)	Planning Board Board of Selectmen	Chapter 43D	Property-owner partnerships. Civic engagement to ensure successful Town Meeting.	EOHED
ECONOMIC DEVELOPMENT GOAL 4-2: FOCUS TRADITIONAL ECONOMIC DEVELOPMENT TO THE SIPPICAN OFFICE PARK AND OTHER KEY SITES	ECONOMIC DEVELOPMENT STRATEGY 4-2-2: UTILIZE TAX INCREMENT FINANCING (TIF) WITH PRIVATE SECTOR PARTNERS		Identify a business partner and eligible project. Work with MOBD to negotiate terms and to implement TIF.	Business Development Commission (Proposed)	Planning Board Board of Selectmen	TIF is authorized by M.G.L.c. 40§59	Property-owner partnerships.	MOBD
ECONOMIC DEVELOPMENT GOAL 4-2: FOCUS TRADITIONAL ECONOMIC DEVELOPMENT TO THE SIPPICAN OFFICE PARK AND OTHER KEY SITES	ECONOMIC DEVELOPMENT STRATEGY 4-2-3: EMPOWER THE PLANNING BOARD TO CONTROL DERELICT COMMERCIAL PROPERTIES		Research similar regulations and legal authority. Draft bylaw. Ensure community support. Annual Town Meeting vote.	Planning Board			Planning Board consensus and support. Town Planner time and energy.	Businesses and affected property owners.
ECONOMIC DEVELOPMENT GOAL 4-3: ESTABLISH A LOCAL BUSINESS DEVELOPMENT COMMISSION (BDC)	ECONOMIC DEVELOPMENT STRATEGY 4-3-1: CREATE A LOCAL PERMITTING GUIDE TO FACILITATE BUSINESS	SERVICES AND FACILITIES GOAL 6-3: IMPROVE INTRA-GOVERNMENTAL COMMUNICATION AND EFFICIENCY WITH LOW-COST ADMINISTRATIVE CHANGES	Choose templates to model. Summarize and streamline information across all departments. Make attractive and user-friendly deliverable.	Business Development Commission (Proposed)	Planning Board		BOS authorization of BDC. Interdepartmental cooperation.	Business community
ECONOMIC DEVELOPMENT GOAL 4-3: ESTABLISH A LOCAL BUSINESS DEVELOPMENT COMMISSION (BDC)	ECONOMIC DEVELOPMENT STRATEGY 4-3-2: FUND INFRASTRUCTURE AND FACILITY IMPROVEMENTS THAT SUPPORT ECONOMIC DEVELOPMENT	SERVICES AND FACILITIES STRATEGY 6-2-4: PURSUE VARIOUS PUBLIC AND PRIVATE FUNDING SOURCES	See Complementary Actions	Business Development Commission (Proposed)	Board of Selectmen Town Administration	Massachusetts CDBG grants, United States Department of Agriculture (USDA) Rural Development programs, MassDevelopment funding, and private trust and foundation funding.	Significant, ongoing partnership-building and grant writing.	Tabor Academy
ECONOMIC DEVELOPMENT GOAL 4-3: ESTABLISH A LOCAL BUSINESS DEVELOPMENT COMMISSION (BDC)	ECONOMIC DEVELOPMENT STRATEGY 4-3-3: APPLY TO THE COMMUNITY COMPACT CABINET TO ADVANCE ECONOMIC DEVELOPMENT PLANNING		Identify CCC Best Practices. Apply to Program.	Board of Selectmen	Planning Board	Community Compact Cabinet	Consensus of BOS and PB.	Baker-Polito Administration
ECONOMIC DEVELOPMENT GOAL 4-3: ESTABLISH A LOCAL BUSINESS DEVELOPMENT COMMISSION (BDC)	ECONOMIC DEVELOPMENT STRATEGY 4-3-4: APPLY FOR MASSACHUSETTS SEAPORT ECONOMIC COUNCIL GRANTS		Identify eligible projects and appropriate grant types. Monitor for future funding years.	Board of Selectmen	Marine Resources Commission/Harbor master	Seaport Economic Council	Identifying projects. Submitting Application.	EOHED EOEEA

GOAL	STRATEGY	COMPLEMENTARY ACTIONS	MAIN STEPS	LEAD PARTY	OTHER RESPONSIBLE PARTIES	STATE AND FEDERAL SUPPORT PROGRAMS	TIME AND ADMINISTRATIVE RESOURCES REQUIRED	NEEDED OR RECOMMENDED PARTNERSHIPS
ECONOMIC DEVELOPMENT GOAL 4-4: PURSUE HIGH-VALUE, MIXED-USE DEVELOPMENT IN THE ROUTE 6 AND ROUTE 105 GATEWAY		LAND USE GOAL 3-1: INCENTIVIZE VILLAGE-STYLE DEVELOPMENT IN KEY AREAS HOUSING STRATEGY 5-1-3: ALLOW MULTIFAMILY HOUSING IN VILLAGE-STYLE DEVELOPMENT AREAS AND OTHER APPROPRIATE LOCATIONS TRANSPORTATION GOAL 7-2: WORK WITH MASSDOT AND THE COMMUNITY COMPACT CABINET TO CREATE "COMPLETE STREETS" IN MARION	Consult model zoning bylaws. Engage stakeholders. Draft bylaw. Ensure property-owner support. Annual Town Meeting vote.	Planning Board			Planning Board consensus and support. Town Planner time and energy.	Businesses and affected property owners.
HOUSING GOAL 5-1: CREATE A GREATER VARIETY OF HOUSING TYPES CONCENTRATING ON VILLAGE-STYLE AREAS, EXISTING STRUCTURES, AND UNDERUTILIZED LAND	HOUSING STRATEGY 5-1-1: STUDY THE ACCESSORY BYLAW TO ALLOW MORE HOUSING UNITS IN EXISTING STRUCTURES		Consult model zoning bylaws. Engage stakeholders. Draft bylaw.	Planning Board	Affordable Housing Trust		Planning Board consensus and support. Town Planner time and energy.	Housing Advocates Housing Developers
HOUSING GOAL 5-1: CREATE A GREATER VARIETY OF HOUSING TYPES CONCENTRATING ON VILLAGE-STYLE AREAS, EXISTING STRUCTURES, AND UNDERUTILIZED LAND	HOUSING STRATEGY 5-1-2: INCENTIVIZE SENIOR HOUSING DEVELOPMENT		Consult model zoning bylaws. Engage stakeholders. Draft bylaw.	Planning Board	Affordable Housing Trust		Planning Board consensus and support. Town Planner time and energy.	Housing Advocates Housing Developers
HOUSING GOAL 5-1: CREATE A GREATER VARIETY OF HOUSING TYPES CONCENTRATING ON VILLAGE-STYLE AREAS, EXISTING STRUCTURES, AND UNDERUTILIZED LAND	HOUSING STRATEGY 5-1-3: ALLOW MULTIFAMILY HOUSING IN VILLAGE-STYLE DEVELOPMENT AREAS AND OTHER APPROPRIATE LOCATIONS	LAND USE GOAL 3-1: INCENTIVIZE VILLAGE-STYLE DEVELOPMENT IN KEY AREAS	See Complementary Actions	Planning Board			Planning Board consensus and support. Town Planner time and energy.	Businesses and affected property owners.
HOUSING GOAL 5-1: CREATE A GREATER VARIETY OF HOUSING TYPES CONCENTRATING ON VILLAGE-STYLE AREAS, EXISTING STRUCTURES, AND UNDERUTILIZED LAND	HOUSING STRATEGY 5-1-4: MODIFY MULTIPLE UNIT RENTAL HOUSING PROVISIONS		Consult model zoning bylaws. Engage stakeholders. Draft bylaw.	Planning Board	Affordable Housing Trust		Planning Board consensus and support. Town Planner time and energy.	Housing Advocates Housing Developers
HOUSING GOAL 5-2: GAIN MORE CONTROL OVER CHAPTER 40B COMPREHENSIVE PERMIT APPLICATIONS BY INCREASING THE NUMBER OF UNITS ELIGIBLE FOR THE SUBSIDIZED HOUSING INVENTORY (SHI)	HOUSING STRATEGY 5-2-1: CREATE ZONING BOARD OF APPEALS RULES AND REGULATIONS FOR 40B COMPREHENSIVE PERMITS AND DEVELOP "FRIENDLY 40B" HOUSING ON APPROPRIATE TOWN-OWNED LAND	LAND USE STRATEGY 3-1-1: ENSURE THAT ZONING ENCOURAGES MIXED-USE, MODERATE DENSITY DEVELOPMENT IN APPROPRIATE LOCATIONS	Consult example rules and regulations, Chapter 40B, and 760 CMR 56. Work with ZBA to draft and adopt new rules at a public hearing.	Planning Board	Zoning Board of Appeals	Chapter 40B and 760 CMR 56	Planning Board and ZBA consensus and support. Town Planner time and energy.	DHCD

GOAL	STRATEGY	COMPLEMENTARY ACTIONS	MAIN STEPS	LEAD PARTY	OTHER RESPONSIBLE PARTIES	STATE AND FEDERAL SUPPORT PROGRAMS	TIME AND ADMINISTRATIVE RESOURCES REQUIRED	NEEDED OR RECOMMENDED PARTNERSHIPS
HOUSING GOAL 5-2: GAIN MORE CONTROL OVER CHAPTER 40B COMPREHENSIVE PERMIT APPLICATIONS BY INCREASING THE NUMBER OF UNITS ELIGIBLE FOR THE SUBSIDIZED HOUSING INVENTORY (SHI)	HOUSING STRATEGY 5-2-2: PURSUE “FRIENDLY 40B” PARTNERSHIPS TO CREATE SHI UNITS IN TRADITIONAL DEVELOPMENT TYPES		Identify a portfolio of example housing developments that fit in Marion. Reach consensus on Town-owned land available for projects. Reach out to affordable housing developers.	Planning Board	Zoning Board of Appeals	Chapter 40B and 760 CMR 57	Significant, ongoing partnership-building and civic engagement.	DHCD South Shore Housing Affordable Housing Developers
HOUSING GOAL 5-3: EASE COST BURDENS FOR SENIOR HOMEOWNERS	HOUSING STRATEGY 5-3-1: PARTNER WITH THE TOWN OF WAREHAM TO SUBMIT MASSACHUSETTS COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) APPLICATIONS THAT “BUNDLE” SERVICES FOR SENIORS		Participate in CDBG Program.	Business Development Commission (Proposed)	Planning Board Affordable Housing Trust	Community Development Block Grant	Application process.	Town of Wareham Office of Community and Economic Development
HOUSING GOAL 5-4: WORK WITH PARTNERS TO INCREASE CAPACITY AND FUNDING FOR HOUSING PRODUCTION	HOUSING STRATEGY 5-4-1: PURSUE REGIONAL PARTNERSHIPS TO PRODUCE AFFORDABLE HOUSING		Explore options with regional entities.	Planning Board	Affordable Housing Trust		Significant, ongoing partnership-building.	Wareham OCED, Fairhaven OPED, New Bedford OHCD, South Shore Housing Development Corporation
HOUSING GOAL 5-4: WORK WITH PARTNERS TO INCREASE CAPACITY AND FUNDING FOR HOUSING PRODUCTION	HOUSING STRATEGY 5-4-2: CONTINUE HOUSING-AND ENERGY-THEMED OUTREACH AND EDUCATION		Revise brochure. Increase educational outreach.	Affordable Housing Trust	Planning Board	Weatherization Assistance Program (WAP), Heating System Repair and Replacement Program (HEARTWAP), Cold Relief Program, Low Income Home Energy Assistance Program (LIHEAP).	Staff time. Program participation.	DHCD
HOUSING GOAL 5-5: ADVANCE LEADERSHIP TRAINING FOR HOUSING GOALS			Take advantage of ongoing training and educational programs related to affordable housing.	Affordable Housing Trust	Planning Board	The University of Massachusetts Extension’s Citizen Planner Training Collaborative (CPTC), The Massachusetts Housing Partnership.		CHAPA, DHCD, CPC, MHP
SERVICES AND FACILITIES GOAL 6-1: WORK TO ESTABLISH SUFFICIENT CAPACITY IN THE WASTEWATER TREATMENT SYSTEM TO SUPPORT GROWTH	SERVICES AND FACILITIES STRATEGY 6-1-1: CONSIDER A RANGE OF RESOLUTIONS TO EXISTING SEWER ISSUES	SERVICES AND FACILITIES STRATEGY 6-2-3: ENGAGE IN REGIONAL SOLUTIONS THROUGH THE COMMUNITY COMPACT CABINET	Consider all possible solutions to the NPDES issues.	Town Administration	DPW Board of Selectmen	Massachusetts State Revolving Fund Community Compact Cabinet	Reach consensus on which solutions (from capital improvements to regionalization) should be pursued.	Neighboring communities, regional entities such as BBC, Baker-Polito Administration

GOAL	STRATEGY	COMPLEMENTARY ACTIONS	MAIN STEPS	LEAD PARTY	OTHER RESPONSIBLE PARTIES	STATE AND FEDERAL SUPPORT PROGRAMS	TIME AND ADMINISTRATIVE RESOURCES REQUIRED	NEEDED OR RECOMMENDED PARTNERSHIPS
SERVICES AND FACILITIES GOAL 6 1: WORK TO ESTABLISH SUFFICIENT CAPACITY IN THE WASTEWATER TREATMENT SYSTEM TO SUPPORT GROWTH	SERVICES AND FACILITIES STRATEGY 6-1-2: POSITION THE TOWN FOR PARTICIPATION IN THE MASSDEP CLEAN WATER STATE REVOLVING FUND PROGRAM TO UPGRADE THE EXISTING WASTEWATER TREATMENT PLANT		Submit potential projects to an "Annual Priority List;" Fundable projects are then listed on an "Intended Use Plan;" once a project is on this list, a community can submit an "Application for Financial Assistance" to begin the final financial, legal, administrative, and environmental engineering evaluations needed to enter into the funding agreement with MassDEP.	Town Administration	DPW Board of Selectmen	MassDEP's State Revolving Fund	Application process. Town engineer and consultant time.	This process requires a collaborative working partnership between the town, its engineers and consultants, and MassDEP.
SERVICES AND FACILITIES GOAL 6 2: PURSUE COST-EFFECTIVE IMPROVEMENTS TO SERVICES AND FACILITIES THROUGH GRANT APPLICATIONS AND PARTNERSHIPS	SERVICES AND FACILITIES STRATEGY 6-2-1: PARTNER WITH THE TOWN OF WAREHAM	HOUSING STRATEGY 5-3-1: PARTNER WITH THE TOWN OF WAREHAM TO SUBMIT MASSACHUSETTS COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) APPLICATIONS THAT "BUNDLE" SERVICES FOR SENIORS	Participate in CDBG Program.	Business Development Commission (Proposed)	Planning Board Affordable Housing Trust	Community Development Block Grant	Application process.	Town of Wareham Office of Community and Economic Development
SERVICES AND FACILITIES GOAL 6 2: PURSUE COST-EFFECTIVE IMPROVEMENTS TO SERVICES AND FACILITIES THROUGH GRANT APPLICATIONS AND PARTNERSHIPS	SERVICES AND FACILITIES STRATEGY 6-2-2: EXPAND COUNCIL ON AGING (COA) TRANSIT SERVICES TO SENIORS	TRANSPORTATION GOAL 7-3: EXPLORE MEMBERSHIP IN A REGIONAL TRANSIT AGENCY (RTA)	Work with SRPEDD's Transit Planning Department to contact both SRTA and GATRA to initiate membership negotiations.	Town Administration	Council on Aging		Negotiations with RTAs.	SRPEDD
SERVICES AND FACILITIES GOAL 6 2: PURSUE COST-EFFECTIVE IMPROVEMENTS TO SERVICES AND FACILITIES THROUGH GRANT APPLICATIONS AND PARTNERSHIPS	SERVICES AND FACILITIES STRATEGY 6-2-3: ENGAGE IN REGIONAL SOLUTIONS THROUGH THE COMMUNITY COMPACT CABINET		Identify CCC Best Practices. Apply to Program.	Board of Selectmen	DPW Planning Board	Community Compact Cabinet	BOS Adoption of Community Compact Cabinet "Regionalization/Shared Services" Best Practice.	Neighboring communities, regional entities such as BBC, Baker-Polito Administration
SERVICES AND FACILITIES GOAL 6 2: PURSUE COST-EFFECTIVE IMPROVEMENTS TO SERVICES AND FACILITIES THROUGH GRANT APPLICATIONS AND PARTNERSHIPS	SERVICES AND FACILITIES STRATEGY 6-2-4: PURSUE VARIOUS PUBLIC AND PRIVATE FUNDING SOURCES		Match various facility and service needs to grant programs.	Business Development Commission (Proposed)	Board of Selectmen Town Administration	Massachusetts CDBG grants, United States Department of Agriculture (USDA) Rural Development programs, MassDevelopment funding, and private trust and foundation funding.	Significant, ongoing partnership-building and grant-writing.	Tabor Academy

GOAL	STRATEGY	COMPLEMENTARY ACTIONS	MAIN STEPS	LEAD PARTY	OTHER RESPONSIBLE PARTIES	STATE AND FEDERAL SUPPORT PROGRAMS	TIME AND ADMINISTRATIVE RESOURCES REQUIRED	NEEDED OR RECOMMENDED PARTNERSHIPS
SERVICES AND FACILITIES GOAL 6-3: IMPROVE INTRA-GOVERNMENTAL COMMUNICATION AND EFFICIENCY WITH LOW-COST ADMINISTRATIVE CHANGES		ECONOMIC DEVELOPMENT STRATEGY 4-3-1: CREATE A LOCAL PERMITTING GUIDE TO FACILITATE BUSINESS	Organize regular meetings between department heads (modeled on the Dartmouth "Reviewers" Meetings.	Business Development Commission (Proposed)	Planning Board		BOS authorization of BDC. Interdepartmental cooperation.	Business community
TRANSPORTATION GOAL 7-1: DEVELOP A ROUTE 6 CORRIDOR PLAN	TRANSPORTATION STRATEGY 7-1 1: IDENTIFY KEY INTERSECTIONS AND CONNECTIONS FOR IMPROVEMENT		Work with a consultant to develop a Route 6 Corridor Plan. Use the traffic MP analysis to prioritize future study of key intersections.	Planning Board	DPW		Consultant fees. Town Planner time and energy.	Consultant and/or SRPEDD
TRANSPORTATION GOAL 7-1: DEVELOP A ROUTE 6 CORRIDOR PLAN	TRANSPORTATION STRATEGY 7-1 2: INVESTIGATE A TRANSFER OF ROUTE 6 OWNERSHIP FROM MASSDOT TO THE TOWN TO SEE IF THE BENEFITS OUTWEIGH THE COSTS		Contact MassDOT District 5 to begin discussion of transfer.	Town Administration	DPW Board of Selectmen		Negotiations with MassDOT. BOS and DPW consensus on benefits and costs of transfer.	MassDOT SRPEDD
TRANSPORTATION GOAL 7-2: WORK WITH MASSDOT AND THE COMMUNITY COMPACT CABINET TO CREATE "COMPLETE STREETS" IN MARION	TRANSPORTATION STRATEGY 7-2 1: PLAN FOR AND IMPLEMENT SELECT COMPLETE STREET DESIGNS APPROPRIATE FOR THE ROUTE 6 AND 105 GATEWAY	LAND USE STRATEGY 3-1-3: PURSUE TRANSPORTATION STRATEGIES THAT COMPLEMENT VILLAGE-STYLE DEVELOPMENT	Attend a MassDOT Complete Streets Training. Adopt a Complete Streets Policy – basically says that the town will include Complete Streets components in the planning, design, and construction phases of a project. Develop a Prioritization Plan – this documents your Town’s needs and outlines a plan to address those needs – basically where in Town Complete Street’s initiatives would be appropriate. Both the Complete Streets Policy and the Prioritization Plan make you eligible to apply for construction funding.	Planning Board and DPW	Board of Selectmen	MassDOT Complete Streets Funding Program Community Compact Cabinet	BOS Adoption of Community Compact Cabinet "Complete Streets" Best Practice.	MassDOT SRPEDD
TRANSPORTATION GOAL 7-2: WORK WITH MASSDOT AND THE COMMUNITY COMPACT CABINET TO CREATE "COMPLETE STREETS" IN MARION	TRANSPORTATION STRATEGY 7-2 2: PLAN FOR AND IMPLEMENT SELECT COMPLETE STREET DESIGNS APPROPRIATE FOR POINT ROAD AND CONVERSE ROAD		See TRANSPORTATION STRATEGY 7-2-1	Planning Board and DPW	Board of Selectmen	MassDOT Complete Streets Funding Program Community Compact Cabinet	BOS Adoption of Community Compact Cabinet "Complete Streets" Best Practice.	MassDOT SRPEDD
TRANSPORTATION GOAL 7-2: WORK WITH MASSDOT AND THE COMMUNITY COMPACT CABINET TO CREATE "COMPLETE STREETS" IN MARION	TRANSPORTATION STRATEGY 7-2 3: PLAN FOR AND IMPLEMENT SELECT COMPLETE STREET DESIGNS APPROPRIATE FOR MARION VILLAGE – INCLUDING IMPROVED PARKING FACILITIES		See TRANSPORTATION STRATEGY 7-2-1	Planning Board and DPW	Board of Selectmen	MassDOT Complete Streets Funding Program Community Compact Cabinet	BOS Adoption of Community Compact Cabinet "Complete Streets" Best Practice.	MassDOT SRPEDD

GOAL	STRATEGY	COMPLEMENTARY ACTIONS	MAIN STEPS	LEAD PARTY	OTHER RESPONSIBLE PARTIES	STATE AND FEDERAL SUPPORT PROGRAMS	TIME AND ADMINISTRATIVE RESOURCES REQUIRED	NEEDED OR RECOMMENDED PARTNERSHIPS
TRANSPORTATION GOAL 7-2: WORK WITH MASSDOT AND THE COMMUNITY COMPACT CABINET TO CREATE "COMPLETE STREETS" IN MARION	TRANSPORTATION STRATEGY 7-2-4: COMPLETE THE PROPOSED MARION BICYCLE AND PEDESTRIAN PLAN		Complete the plan.	Planning Board			Town Planner and DPW time.	MassDOT SRPEDD
TRANSPORTATION GOAL 7-3: EXPLORE MEMBERSHIP IN A REGIONAL TRANSIT AGENCY (RTA)	TRANSPORTATION STRATEGY 7-3-1: ENGAGE IN CONCURRENT MEMBERSHIP NEGOTIATIONS WITH GATRA AND SRTA		Work with SRPEDD's Transit Planning Department to contact both SRTA and GATRA to initiate membership negotiations.	Town Administration	Council on Aging		Negotiations with RTAs.	SRPEDD
TRANSPORTATION GOAL 7-4: IMPROVE TRAFFIC SAFETY THROUGH LOW-COST INTERVENTIONS			Supporting the Marion Police Department in their traffic safety program and annual capital requirements will be essential to achieving this goal.	Marion Police Department	Board of Selectmen		Officer time.	
RESILIENCE GOAL 8-1: USE MARION'S INITIAL VULNERABILITY ASSESSMENT TO PRIORITIZE NEAR-TERM RESILIENCE	RESILIENCE STRATEGY 8-1-1: ESTABLISH A TOWN RESILIENCE COMMITTEE TO CONDUCT A POLICY REVIEW AND TO REACH CONSENSUS ON ACTIONS		Assemble diverse, representative members. Create charter documents. Obtain formal designation from the Board of Selectmen	Planning Board	Board of Selectmen		BOS authorization of Resilience Committee. Interdepartmental cooperation.	Significant, ongoing partnership-building
RESILIENCE GOAL 8-1: USE MARION'S INITIAL VULNERABILITY ASSESSMENT TO PRIORITIZE NEAR-TERM RESILIENCE	RESILIENCE STRATEGY 8-1-2: PARTNER WITH TABOR ACADEMY TO MONITOR FLOODING		Work with Tabor Academy's Marine Studies Program.	Resilience Committee (proposed)	Planning Board		Town Planner and Committee member time.	Tabor Academy
RESILIENCE GOAL 8-1: USE MARION'S INITIAL VULNERABILITY ASSESSMENT TO PRIORITIZE NEAR-TERM RESILIENCE	RESILIENCE STRATEGY 8-1-3: PRIORITIZE GEOGRAPHIC LOCATIONS FOR FURTHER STUDY THROUGH THE TOWN RESILIENCE COMMITTEE		In exploring resilience, the Committee should identify flooding, sea level rise, and storm responses that are financially and ecologically sustainable for these "Priority Locations".	Resilience Committee (proposed)	Planning Board		Town Planner and Committee member time.	Tabor Academy
RESILIENCE GOAL 8-2: ADVANCE HAZARD MITIGATION PLANNING	RESILIENCE STRATEGY 8-2-1: WORK WITH THE MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY (MEMA) TO DEVELOP A LOCAL HAZARD MITIGATION PLAN		Request the Town Emergency Management Director to convene and coordinate representatives from the Town's existing Emergency Management Committee. This group would form the membership of the Local Emergency Planning Committee (LEPC), which develops the plan as a group or with the aid of a consultant. Consult MEMA "How-To" guides.	Town Administration	Planning Board	Pre-Disaster Mitigation (PDM) grant program FEMA's Hazard Mitigation Assistance (HMA) and Pre-Disaster Mitigation Grant Program.	LEPC creation of the plan as a group or with a consultant.	MEMA FEMA DCR

GOAL	STRATEGY	COMPLEMENTARY ACTIONS	MAIN STEPS	LEAD PARTY	OTHER RESPONSIBLE PARTIES	STATE AND FEDERAL SUPPORT PROGRAMS	TIME AND ADMINISTRATIVE RESOURCES REQUIRED	NEEDED OR RECOMMENDED PARTNERSHIPS
RESILIENCE GOAL 8-2: ADVANCE HAZARD MITIGATION PLANNING	RESILIENCE STRATEGY 8-2-2: APPLY TO THE MASSACHUSETTS COASTAL RESILIENCE GRANT PROGRAM TO DEVELOP A CLIMATE RESILIENCE PLAN		Apply to the program to create the plan.	Town Administration	Resilience Committee (proposed) Planning Board	The Massachusetts Office of Coastal Zone Management (CZM)'s Costal Resilience Grant Program, StormSmart Coasts Program; FEMA's Climate Resilient Mitigation Activities program.	Consultant fees. Town Planner time and effort.	CZM MEMA FEMA DCR
RESILIENCE GOAL 8-2: ADVANCE HAZARD MITIGATION PLANNING	RESILIENCE STRATEGY 8-2-3: CREATE MORE "GREEN ARMATURE" AND NATURAL FLOOD STORAGE AREAS THROUGH OPEN SPACE PLANNING AND "CLIMATE RESILIENCE MITIGATION ACTIVITES"	OPEN SPACE STRATEGY 9-2-1: CREATE OPEN SPACE AND HABITAT NETWORKS BY EXPANDING CONSERVATION AREAS AND COLLECTIVELY IDENTIFYING THE ROLE THEY PLAY IN MARION	See Complementary Actions	SoCOS	MOSAC Conservation Commission		BOS authorization of SoCOS.	SoCOS member organizations
OPEN SPACE GOAL 9-1: COORDINATE CONSERVATION GROUPS BY FORMALLY SUPPORTING THE "STEWARDS OF COMMUNITY OPEN SPACE (SoCOS)"	OPEN SPACE STRATEGY 9-1-1: OBTAIN FORMAL DESIGNATION FOR SOCOS FROM THE BOARD OF SELECTMEN		Create charter documents. Obtain formal designation from the Board of Selectmen	SoCOS	MOSAC Conservation Commission		BOS authorization of SoCOS.	SoCOS member organizations
OPEN SPACE GOAL 9-1: COORDINATE CONSERVATION GROUPS BY FORMALLY SUPPORTING THE "STEWARDS OF COMMUNITY OPEN SPACE (SoCOS)"	OPEN SPACE STRATEGY 9-1-2: COORDINATE THE EFFORTS OF THE SIPPICAN LAND TRUST AND MOSAC IN ORDER TO BENEFIT FROM THE FULL RANGE OF CONSERVATION PROGRAMS AND ACTIVITIES		SoCOS facilitates regular meetings to identify strategic activities.	SoCOS	MOSAC Sippican Land Trust		BOS authorization of SoCOS.	Sippican Land Trust SoCOS member organizations
OPEN SPACE GOAL 9-2: COMPLETE, PUBLICIZE, AND IMPLEMENT A MARION OPEN SPACE AND RECREATION PLAN (OSRP)	OPEN SPACE STRATEGY 9-2-1: CREATE OPEN SPACE AND HABITAT NETWORKS BY EXPANDING CONSERVATION AREAS AND COLLECTIVELY IDENTIFYING THE ROLE THEY PLAY IN MARION	LAND USE GOAL 3-3: CONTINUE EFFORTS TO PRESERVE OPEN SPACE AND MANAGE GROWTH	Update OSRP. GIS mapping and analysis – combined with public input – can identify areas where special consideration should be given to conservation; this "layering of information" can also identify the main role a given open pace asset plays in town and how that role can shift or evolve over time	SoCOS	Planning Board		Town Planner time and effort.	DCS EOEEA
OPEN SPACE GOAL 9-2: COMPLETE, PUBLICIZE, AND IMPLEMENT A MARION OPEN SPACE AND RECREATION PLAN (OSRP)	OPEN SPACE STRATEGY 9-2-2: COMPLETE A CURRENT MASTER DATABASE AND MAP OF PERMANENT CONSERVATION LANDS HELD BY SOCOS MEMBERS AND OTHER PUBLIC AND PRIVATE ENTITIES	NATURAL AND CULTURAL RESOURCES STRATEGY 10-2-1: THE MARION PLANNING BOARD AND CONSERVATION COMMISSION SHOULD CONVENE JOINT MEETINGS TO UPDATE THE TOWN'S PDAS AND PPAS	Create a GIS-based parcel database and graphic map that conclusively identify the ownership of open space properties, their protection mechanism (such as fee simple ownership, conservation easement, etc.), and other important property attributes including primary conservation role	SoCOS	Planning Board		Town Planner time and effort.	SoCOS member organizations

GOAL	STRATEGY	COMPLEMENTARY ACTIONS	MAIN STEPS	LEAD PARTY	OTHER RESPONSIBLE PARTIES	STATE AND FEDERAL SUPPORT PROGRAMS	TIME AND ADMINISTRATIVE RESOURCES REQUIRED	NEEDED OR RECOMMENDED PARTNERSHIPS
OPEN SPACE GOAL 9-3: ENCOURAGE ACCESS TO EXISTING OPEN SPACE AND RECREATION AREAS		LAND USE GOAL 3-3: CONTINUE EFFORTS TO PRESERVE OPEN SPACE AND MANAGE GROWTH	Create a SoCOS website.	SoCOS	Planning Board		Town Planner time and effort.	SoCOS member organizations
NATURAL AND CULTURAL RESOURCES GOAL 10-1: CONTINUE TO PROMOTE MARION'S "CULTURAL INVENTORY"	NATURAL AND CULTURAL RESOURCES STRATEGY 10-1-1: WORK WITH THE SIPPICAN HISTORICAL SOCIETY TO UPDATE ITS WEBPAGE		Integrate recommendations in to the Sippican Historical Society website.	Planning Board			Town Planner time and effort.	Sippican Historical Society
NATURAL AND CULTURAL RESOURCES GOAL 10-1: CONTINUE TO PROMOTE MARION'S "CULTURAL INVENTORY"	NATURAL AND CULTURAL RESOURCES STRATEGY 10-1-2: PROTECT CULTURAL RESOURCES WITH A HISTORIC DISTRICT DESIGNATION AND/OR ARCHITECTURALLY APPROPRIATE SIGNAGE AND WAYFINDING	LAND USE STRATEGY 3-1-3: ADOPT DESIGN GUIDELINES THAT CREATE PLACES THAT HARMONIZE WITH MARION'S CHARACTER	Consider various levels of initiatives based on the efforts of other communities across the Commonwealth. Short of formal historic district designation, some communities have simply implemented a series of signs, sidewalk trails, and other "wayfinding" initiatives to guide residents and visitors around the cultural assets in town.	Historical Commission	Planning Board	Massachusetts Historical Commission	Town Planner time and effort.	Sippican Historical Society
NATURAL AND CULTURAL RESOURCES GOAL 10-2: UPDATE MARION'S PRIORITY PROTECTION AREAS WITH PARTICULAR EMPHASIS ON HABITATS, COASTLINES, AND NATURAL RESOURCES – INCLUDING THE HARBOR	NATURAL AND CULTURAL RESOURCES STRATEGY 10-2-1: THE MARION PLANNING BOARD AND CONSERVATION COMMISSION SHOULD CONVENE JOINT MEETINGS TO UPDATE THE TOWN'S PDAS AND PPAS	OPEN SPACE STRATEGY 9-2-1: CREATE OPEN SPACE AND HABITAT NETWORKS BY EXPANDING CONSERVATION AREAS AND COLLECTIVELY IDENTIFYING THE ROLE THEY PLAY IN MARION	Assemble relevant and updated GIS data to create maps similar to those that informed the 2013 process. Convene public workshops to make designations.	Planning Board	Conservation Commission Marine Resources Commission		Town Planner time and effort. Public workshops.	Town Departments. Marion residents.

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