

## Part IV: Implementation



*Rowley Master Plan  
Final Report*

*June 2003*

## 17. IMPLEMENTATION PLAN

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The Rowley Implementation Plan is a five-year plan that outlines the actions Rowley should implement to achieve its vision for the future. These actions include changes to the Town's regulatory structure to make it consistent with the Master Plan; capital outlays for municipal improvement projects; as well as other measures. Most of the actions discussed in the Implementation Plan will be the responsibility of the Town, acting through its Planning Board, Town Meeting, and other elected and appointed boards, commissions, and officials. However, some actions will be the responsibility of private citizens, volunteers, and outside agencies or groups. After the adoption of the Master Plan, the Master Plan Committee should continue to meet on a regular basis to oversee the implementation of the Master Plan recommendations.

The Implementation Plan is based on a calendar year and organized year-by-year, from 2004 through 2008. In addition, the "On-going Actions" table identifies measures that will require continual (as opposed to one-time) action by the Town. Several actions have already been implemented in the course of preparing the Master Plan. These are listed as "Actions Achieved". Within each year, actions are assigned to one or more local bodies that will be responsible for implementation.

All of the Master Plan recommendations are important. However, the Town has limited resources and cannot immediately implement all of the recommendations. The following tables describe the implementation items that the community expressed the greatest desire to advance. The first column lists the action the Town should undertake and refers to the section of Part III – Recommendations - where the item is described in detail. The second column lists the groups or organizations responsible for implementing the action items. The third column assigns a level of priority to each item. The priority level is based on the level of interest expressed through the planning process by the community on the various planning issues. The last column provides a brief explanation of each action item. The last page of the Implementation Plan lists several actions that were not assigned a priority, but which the Town may wish to implement in future years.

## 17.1 Actions Achieved

<b>Actions Achieved</b>	<b>Lead Responsibility</b>	<b>Priority Level</b>	<b>Explanation</b>
<b>Create Separate Business/Light Industry and Retail Districts (Sections 10.1.6 &amp; 10.1.7)</b>	Planning Board, Town Meeting	Completed	<i>To prevent excessive retail development, Town Meeting designated land along the Route 1 corridor solely for business and light industrial uses.</i>
<b>Extend the Term of the New Dwelling Unit Limitation (Section 10.2.2)</b>	Planning Board, Town Meeting	Completed	<i>Allows the Town to continue to moderate future year-to-year swings in development.</i>
<b>Adopt Water Conservation Bylaw (Section 15.7)</b>	Water Commissioners, Town Meeting	Completed	<i>The Town's water supply is not adequate to address the long-term needs of the community. The adoption of a water conservation bylaw will help conserve this limited resource.</i>
<b>Exempt Affordable Housing Units from the Terms of the New Dwelling Unit Limitation (Section 10.2.2)</b>	Planning Board, Town Meeting	Completed	<i>Provides an incentive to developers to create affordable housing.</i>

## 17.2 On-going Activities

On-going Actions	Lead Responsibility	Priority Level	Explanation
<b>Monitor Implementation of the Master Plan</b>	Master Plan Committee	High	<i>The Master Plan Committee should continue to advocate for the implementation of the Master Plan recommendations and serve as a resource for the groups and agencies responsible for implementing various policies, regulations, and bylaws.</i>
<b>Land Conservation Priorities (Section 11.1)</b>	Open Space Committee, Conservation Commission, Community Preservation Committee	High	<i>Section 11.1 identifies conservation priorities for land acquisition and protection. Funding amounts and funding sources will vary from project to project.</i>
<b>Community Preservation Funds (Sections 11.1, 12.1, and 14.1)</b>	Community Preservation Committee, Town Meeting	High	<i>The Community Preservation Fund will serve as a source of funding for a number of community resource protection projects. However, each year funding resources are limited. The Town should identify additional funding sources to leverage CPA funds.</i>
<b>Land Protection Partnerships (Section 11.1)</b>	Open Space Committee, private non-profits, State agencies, Federal agencies	Medium	<i>As noted in Section 11.1, the Town should leverage local land acquisition funds through grants and partnerships with other private groups and government agencies.</i>
<b>Trail Development and Mapping (Section 11.2)</b>	Open Space Committee, Planning Board, Zoning Board of Appeals	Medium	<i>Whenever possible, develop trails on key public parcels and continue to work with property owners to develop a unified trail system throughout the Town.</i>
<b>Essex National Heritage Area (Section 12.6)</b>	Historical Commission, Essex County National Heritage Commission	Medium	<i>Install signage along the corridor identifying significant historic sites.</i>
<b>Identify &amp; Protect Critical Habitat Areas (Section 11.4.1)</b>	Open Space Committee, Town volunteers	Medium	<i>Continue identifying and protecting important habitat such as vernal pools and rare species habitat.</i>

<b>On-going Actions</b>	<b>Lead Responsibility</b>	<b>Priority Level</b>	<b>Explanation</b>
<b>Promote Design of Subdivision Roads Consistent with Existing Town Roads (Section 10.3.3)</b>	Planning Board	Medium	<i>Current road widths for new subdivision roads are not consistent with existing road widths in Town. The Planning Board should encourage road designs and layouts that are more in keeping with the surrounding neighborhood.</i>
<b>Natural Resource Education (Section 11.2)</b>	School Department, Conservation Commission	Medium	<i>Continue to work with the school system to develop a natural resource education curriculum.</i>
<b>Management Plan for Town Owned Land (Section 11.4.2)</b>	Conservation Commission	Medium	<i>Continue to develop management plans for existing Town-owned conservation lands.</i>

### 17.3 Recommended Actions for 2004

2004 Recommended Actions	Lead Responsibility	Priority Level	Explanation
<b>Hire a Town Planner (Section 15.3)</b>	Planning Board, Board of Selectmen, Town Meeting	High	<i>A professional planner can assist the Town with day-to-day planning activities as well as long range planning issues. To attract a qualified candidate, the Town should appropriate \$50,000 per year.</i>
<b>Create a Coastal Conservation District (Section 10.1.5)</b>	Planning Board, Town Meeting	High	<i>Rowley's coastal salt marshes are critical environmental resources that need additional protection.</i>
<b>Board and Commission Communication and Coordination (Section 15.1)</b>	Board of Selectmen	High	<i>Master Plan participants stressed the need for Town boards and commissions to communicate better. Boards and commissions should meet at least annually to discuss townwide goals and issues of common concern. Boards should also coordinate their review of large or significant projects proposed in Town.</i>
<b>Identify Needs for a Public Safety Facility (Section 15.4)</b>	Public Safety Committee, Town Meeting, voters	High	<i>Continue to explore options to address the immediate and long-term public safety facilities needs of the community.</i>
<b>Develop Active Recreation Opportunities (Section 11.5)</b>	Recreation Committee	High	<i>Develop a 5-year action plan for the renovation of existing recreation facilities and the creation of new facilities.</i>
<b>Wetlands Protection Bylaw (Section 11.3.1)</b>	Conservation Commission, Town Meeting	High	<i>Previously, the Conservation Commission submitted a bylaw for Town Meeting adoption. However, Town Meeting did not adopt it. The Commission is revising the bylaw, which Town Meeting should adopt.</i>

<b>2004 Recommended Actions</b>	<b>Lead Responsibility</b>	<b>Priority Level</b>	<b>Explanation</b>
<b>Increase Minimum Lot Size in the Outlying Residential Districts &amp; Revise the Open Space Residential Development Bylaw (Sections 10.1.4 &amp; 10.2.2)</b>	Planning Board, Town Meeting	Medium	<i>Increase the minimum lot size for the Outlying Residential Districts. Revise the Open Space Residential Development Bylaw to encourage its use and to encourage the development of senior and affordable housing.</i>
<b>Adopt a Reduced Frontage Lot Provision (Section 10.2.2)</b>	Planning Board, Town Meeting	Medium	<i>Provide a low-density alternative to conventional subdivision development.</i>
<b>Develop Land Management Plans (Section 11.2)</b>	Open Space Committee	Medium	<i>Continue to develop and implement management plans for Town conservation properties.</i>
<b>Create the Rowley Housing Committee (Section 14.1)</b>	Board of Selectmen	Medium	<i>Create a Housing Committee charged with expanding housing opportunities for Rowley residents by using existing funds (e.g., Community Preservation Funds and North Shore HOME funds) as well as other initiatives.</i>
<b>Encourage Common Driveways (Section 10.2.2)</b>	Planning Board	Medium	<i>Common driveways can avoid the visual and traffic impacts created by multiple driveways.</i>

## 17.4 Recommended Actions for 2005

2005 Recommended Actions	Lead Responsibility	Priority Level	Explanation
<b>Initiate a Charter Review Process (Section 15.1)</b>	Board of Selectmen, Town Meeting, voters	High	<i>The Town has never reviewed its basic governmental framework. The charter review process will allow the Town to review various town functions. The adoption of the charter requires voter approval in a townwide election.</i>
<b>Limit the Size of All Non-Residential Uses in the Town Center (Section 10.2.1)</b>	Planning Board, Town Meeting	High	<i>Town Meeting recently adopted provisions to limit the size of retail development in the town center. However, the maximum size of other commercial uses is not limited in the center.</i>
<b>Demolition Delay Bylaw (Section 12.2)</b>	Historical Commission, Town Meeting	Medium	<i>Provides a 90 to 120 day demolition delay period to give the Town the ability to work with the building owner on a mutually-acceptable alternative to demolition.</i>
<b>Divide the Central District into a Central Business District and a Central Residential District (Sections 10.1.1 &amp; 10.1.2)</b>	Planning Board, Town Meeting	Medium	<i>As noted in Sections 10.1.1 &amp; 10.1.2 of the recommendations, limiting the extent and type of business uses in the town center is needed to protect the historic look and quaintness of that area.</i>
<b>Implement the Five-Year Recreation Plan Developed in 2004 (Section 11.5)</b>	Recreation Committee, Community Preservation Committee, Town Meeting	Medium	<i>The Recreation Committee should implement its five-year action plan prepared in 2003 and 2004.</i>
<b>Create a Roadway Infrastructure Program (Section 16.1)</b>	Highway Department, Town Meeting	Medium	<i>The Highway Department should retain the services of an engineering firm to review, rank, and prepare a multi-year roadway infrastructure improvement program.</i>
<b>Adopt Multi-Family Housing Provisions (Section 14.4)</b>	Planning Board	Medium	<i>The Town's zoning bylaw offers few viable options for building such housing. The Town should modify the multi-family zoning provisions to provide a viable alternative to Comprehensive Permit projects.</i>



<b>2005 Recommended Actions</b>	<b>Lead Responsibility</b>	<b>Priority Level</b>	<b>Explanation</b>
<b>Adopt Landscaping and Erosion Control Provisions in the Subdivision Rules and Regulations (Section 10.3.3)</b>	Planning Board	Medium	<i>These provisions will create more aesthetically-pleasing development in the Town and help to protect Rowley's natural resources.</i>
<b>Create a Rowley Beautification Committee (Section 15.9)</b>	Board of Selectmen, Highway Department	Medium	<i>Volunteers have expressed a willingness to participate in roadside litter pick-up programs, roadside beautification projects, and landscape projects on municipal property. A beautification committee can coordinate such activities with the Highway Department and other Town departments.</i>

## 17.5 Recommended Actions for 2006

2006 Recommended Actions	Lead Responsibility	Priority Level	Explanation
<b>Designate Scenic Roads (Section 10.1.8)</b>	Planning Board, Town Meeting	High	<i>Under State law, Rowley can designate roads as scenic, which gives the Planning Board the authority to review work within the roadway.</i>
<b>Create a Scenic Overlay District (Section 10.1.8)</b>	Planning Board, Town Meeting	High	<i>The overlay district is related to the scenic road bylaw, but includes additional development guidelines and review standards for scenic areas.</i>
<b>Revise the Definition of Home Occupations (Section 13.3)</b>	Planning Board, Town Meeting	Medium	<i>Allow home occupations with up to four employees.</i>

## 17.6 Recommended Actions for 2007

2007 Recommended Actions	Lead Responsibility	Priority Level	Explanation
<b>Designate the Business/Light Industry District Adjacent to I-95 for Adult Uses (Section 10.2.1)</b>	Planning Board, Town Meeting	High	<i>The Town allows adult uses by special permit in the entire Retail District. The Town should direct these uses away from the center of Rowley's retail activities to the Business/Light Industry District near I-95.</i>
<b>Develop and Adopt a Capital Improvement Program (Section 15.4)</b>	Board of Selectmen, Finance Committee, Town Meeting	High	<i>Retain a municipal financial consultant to prepare a Capital Improvement Program.</i>
<b>Create and Adopt a Senior Housing Bylaw (Section 14.5)</b>	Planning Board, Town Meeting	Medium	<i>Adopt provisions to allow for the development of age-restricted housing for Rowley's seniors.</i>
<b>Allow Bed and Breakfast Establishments in Town (Section 13.2)</b>	Planning Board, Town Meeting	Medium	<i>Allow bed and breakfast establishments in the Central Business District and the Central Residential District. Designate bed and breakfast establishments as special permit uses in the Outlying and Residential districts.</i>
<b>Change the Special Permit Granting Authority Designation for Several Land Uses (Section 10.4)</b>	Planning Board, Town Meeting	Medium	<i>Designate the Planning Board as the SPGA for certain uses. These changes will streamline the permitting process and eliminate duplicate meetings and review processes.</i>

## 17.7 Recommended Actions for 2008

2008 Recommended Actions	Lead Responsibility	Priority Level	Explanation
<b>Create a Design Review Board and Establish an Appearance Code (Section 10.3.1)</b>	Planning Board, Town Meeting	High	<i>Adopt a process that allows for the architectural and landscape review of new non-residential development in the Town.</i>
<b>Establish a Maximum Front Yard Setback in the Central Business District (Section 10.2.1)</b>	Planning Board, Town Meeting	Medium	<i>Establish zoning provisions to encourage development consistent with historical development patterns in the town center.</i>
<b>Acquire Land for Future Cemetery Use and Water Supply Protection (Sections 15.5 and 15.6)</b>	Board of Selectmen, Cemetery Commission, Town Meeting, Water Board	Medium	<i>Secure land to provide space for Rowley's future cemetery needs and land to buffer potential future well sites.</i>
<b>Promoting Tourism (Section 13.2)</b>	Board of Selectmen, Rowley Chamber of Commerce, Greater Newburyport Chamber of Commerce.	Medium	<i>In conjunction with regional tourism efforts, promote Rowley as a tourist destination.</i>

## **17.8 Additional Recommendations**

The following recommendations are important and should be pursued as time allows.

- Limit automobile-related uses in the Central Business District (Section 10.2.1)
- Adopt Zoning Landscaping Provisions (10.3.2)
- Adopt Erosion Control Measures in Zoning Bylaw (Section 10.3.3)
- Identify the Delineation of the Flood Plain and Watershed Protection District (Section 11.3.2)
- Address Nonpoint Source Pollution (Section 11.3.3)
- Develop Septic System Management Plan (Section 11.3.4)
- Institute Historic Preservation Tax Incentives (Section 12.3)
- Adopt Signage Design Criteria (Section 12.4)
- Protect Historic Sites on Private Property (Section 12.5)
- Identify Additional Historic Resources (Section 12.7)
- Utilize the Local Initiative Program for Housing (Section 14.4)
- Adopt Attached Housing Provisions (Section 14.7)
- Designate Uses for Tax Title Properties (Section 14.8)
- Monitor and Expand the Water Supply (Section 15.7)
- Negotiate with Developers for Sidewalks (Section 16.5)