

# Implementation Plan

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The Hamilton Master Plan promotes many techniques to achieve Hamilton's long-term planning goals. Some of the plan's recommendations are designed for immediate or near-term implementation; others must occur later because they require additional planning, public investments, or time to build adequate local capacity. Throughout, the Master Plan is integrated by the following principles:

- Agriculture and Open Space. Hamilton wants to retain the presence of farming, equitation and large, contiguous open space areas, for all of their attendant public and private benefits: protected land and water resources, wildlife corridors, scenic beauty, and heritage. Meeting these goals requires a better toolbox for regulating development and financial resources to purchase land for open space and other public purposes.
- A Community of Families. Hamilton will remain a small suburb attractive to families. Residents value the town's historic preference for single-family residential development. Many people move to Hamilton because it offers so many amenities for children: a well-respected suburban school system, outdoor recreation areas, safe neighborhoods and a pleasant place to live. Land use alternatives must, by design, complement and respect this tradition.
- Economic and Fiscal Management. Maximizing the value of commercial property and reducing the rate of growth in residential service costs are essential to keeping Hamilton a place that provides excellent schools, public safety and public works services without losing its traditional mix of people. These outcomes require a controlled mix of land uses, variable density, and targeted public investment.
- Feasibility. Hamilton needs to focus on attainable actions, considering local capacity and demands placed on the town's financial and human resources. Over time, the town will need to build its capacity to manage growth and change by providing local officials with the information and staff support they need to make the best possible choices for Hamilton's future.



## Summary of Master Plan Recommendations and Implementation Sequence

TIMELINE	MASTER PLAN ELEMENTS	ACTION SUMMARY	COORDINATED BY
2004	Land Use	<u>Appoint a Master Plan Implementation Committee</u> to assist the Planning Board/Board of Selectmen with first-year Master Plan implementation.	Planning Board
2004	Land Use	<u>Appoint an inter-departmental Land Use Committee or Development Cabinet</u> to strengthen and sustain coordination between the Planning Board, Zoning Board of Appeals, Conservation Commission, Board of Health, Historic District Commission, and DPW.	Board of Selectmen, Planning Board
2004-2005	Land Use, Open Space & Resource Protection, Housing	<u>Amend the Zoning Bylaw</u> by adding a new special permit provision, <u>Open Space Design Standards for Residential Development</u> . Purposes: to require open space preservation in all new residential developments over a specified size threshold, e.g., 5 or more units or lots, in order to protect natural resources and contiguous, usable open space, provide for a broader mix of housing, and reduce road maintenance costs.	Planning Board
2004-2005	Land Use, Housing, Agricultural & Economic Development	<u>Amend the Zoning Bylaw</u> by adding a new special permit provision, <u>Elderly Independent and Assisted Living Communities</u> , in all residential districts. Purposes: to provide for a broader mix of housing, reduce community service costs and increase revenue from new development, and protect open space where applicable.	Planning Board
2004-2005	Land Use, Housing, Agricultural & Economic Development, Open Space & Resource Protection	<u>Amend the Zoning Bylaw</u> by adding a new section, <u>Mixed-Use Planned Development</u> , as a special permit option for larger parcels, e.g., 10-12 or more acres, in the R-A and R-1B Districts. Purposes: to protect contiguous open space, allow for a mix of residential, agricultural and compatible commercial uses in areas currently restricted to single-family homes, to reduce community service costs and increase revenue from new development.	Planning Board

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2004-2005	Community Facilities & Services	Amend the <u>General Bylaws</u> by establishing a permanent <u>Capital Planning and Asset Management Committee</u> , and require the preparation of a five-year capital improvements plan, updated annually, including a clear definition of capital projects, short- and long-term financing strategies, fiscal policies, and a process for developing, overseeing and reviewing the plan.	Board of Selectmen, Planning Board
2004-2005	Agricultural & Economic Development, Community Facilities & Services	Appoint an <u>Economic Development Commission</u> for an initial three-year period and consider instituting it as a standing committee of the town. Purposes: to promote economic development in Hamilton, including agricultural and in-home businesses, and commercial and industrial activity where allowed by zoning; advocate to town boards selected projects.	Board of Selectmen
2004-2005	Agricultural & Economic Development, Community Facilities & Services	Appoint an <u>Agriculture and Equestrian Committee</u> for an initial three-year period and consider instituting it as a standing committee of the town. Purposes: to advocate for agriculture and equestrian activities and to coordinate Hamilton's regulation of the same, to promote farm-friendly policies and represent agricultural interests inside town government.	Board of Selectmen
2004-2005	Community Facilities & Services	Amend the <u>General Bylaws</u> by adding a new section, <u>Community-Wide Goals and Performance Review</u> , to be directed and coordinated annually by the Board of Selectmen.	Board of Selectmen

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TIMELINE	MASTER PLAN ELEMENTS	ACTION SUMMARY	COORDINATED BY
2004-2005	Land Use, Open Space & Resource Protection, Housing	<p>Revitalize the <u>Community Preservation Act Study Committee</u> and consider adopting the <u>Community Preservation Act</u>. Purpose: to secure funds for Hamilton's open space, affordable housing and historic preservation needs.</p>	Board of Selectmen
2004-2005	Agricultural & Economic Development, Community Facilities & Services	<p>Retain the services of a qualified engineering firm to conduct a <u>wastewater disposal feasibility study</u> and analysis of options for the <u>Business District</u>. Purposes: to identify alternatives to individual on-site wastewater disposal systems and support future development needs in the downtown area.</p>	Economic Development Commission
2004-2006	Land Use, Agricultural & Economic Development	<p><u>Amend the Zoning Bylaw</u> by revising the use, dimensional and site plan regulations that apply in the <u>Business District</u>. Purposes: to increase the value of commercial property, provide for a mix of uses consistent with traditional downtown development, and institute a combined site plan and design review process.</p>	Planning Board, Economic Development Commission (proposed)
2004-2006	Housing	<p><u>Amend the General Bylaws</u> to establish a <u>Housing Partnership Committee</u>. Purposes: to advise the town on housing policy, promote development of elderly and affordable housing, and assist with comprehensive permit review and developer negotiations.</p>	Board of Selectmen
2004-2006	Housing	<p>Prepare and adopt an <u>Affordable Housing Production Plan</u> to create permanent affordable housing units in Hamilton. Purposes: to increase the Town's supply of housing units eligible for listing on the Subsidized Housing Inventory, to protect Hamilton from large, unwanted comprehensive permits, and to identify realistic local initiatives that the Town may pursue on its own or in conjunction with qualified developers.</p>	Housing Partnership, Planning Board, Board of Selectmen

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TIMELINE	MASTER PLAN ELEMENTS	ACTION SUMMARY	COORDINATED BY
2004-2006	Land Use, Open Space & Resource Protection, Community Facilities & Services	Authorize a <u>general obligation bond issue</u> for agricultural, conservation, park and recreation land purchases, and finance bond repayments with Community Preservation Act (CPA) revenue and/or other available funds.	Board of Selectmen, Conservation Commission, Planning Board
2004-2009	Open Space & Resource Protection	<u>Maintain</u> timely five-year updates of the <u>Open Space and Recreation Plan</u> so that Hamilton is eligible to apply for and receive Self-Help grants; submit to the Division of Conservation Services for approval.	Conservation Commission
2005-2006	Land Use, Housing	<u>Amend the Zoning Bylaw</u> by adding a new section, <u>Inclusionary Housing</u> , in all residential districts. Purposes: to require developments over a specified size threshold, e.g., 5 or more units or lots, to provide affordable housing units or contribute to an Affordable Housing Trust Fund, and thereby offer more housing choices in Hamilton.	Planning Board
2005-2006	Agricultural & Economic Development, Land Use	Establish an <u>Inter-Local Planning Committee</u> with the <u>Town of Manchester</u> to evaluate the potential and feasibility for rezoning Hamilton's former landfill area for limited industrial or research & development uses. (Note: this action may result in additional implementation measures, the nature of which will depend on the planning committee's recommendations.)	Planning Board, Economic Development Commission
2005-2006	Community Facilities & Services	Complete a review of <u>regional and municipal building reuse and shared services options</u> for the present public safety building on Bay Road (in coordination with the same activity in Wenham), and move forward with design plans and financing options for voter consideration.	Board of Selectmen

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TIMELINE	MASTER PLAN ELEMENTS	ACTION SUMMARY	COORDINATED BY
2005-2006	Land Use, Community Facilities & Services, Open Space & Resource Protection	<p>Petition the General Court to establish three special revenue accounts for developer contributions to meet local needs identified in the Master Plan: a <u>Land and Water Conservation Fund</u>, an <u>Affordable Housing Trust Fund</u>, and a <u>Community Improvements Fund</u>. Purpose: to create a legal mechanism for dedicating voluntary developer payments that result from negotiated special permits.</p>	Board of Selectmen, Planning Board
2005-2006	Land Use, Open Space & Resource Protection	<p><u>Amend the Zoning Bylaw</u> by adding two new sections (a) <u>Demolition Delay</u> and (b) <u>Regulations for Conversion or Redevelopment of Structures Subject to Demolition Delay</u>. Purposes: to review proposed demolition activity, provide a process for protecting older residential, non-residential and accessory structures, facilitate conversions and redevelopment of structures with reuse potential by making new investment economically feasible, reduce solid waste, and encourage a mix of compatible land uses.</p>	Planning Board, Historic District Commission, Historical Society
2005-2006	Land Use, Open Space & Resource Protection, Transportation	<p><u>Amend the Zoning Bylaw</u> by adding a new section, <u>Resource Management Regulations</u>, in order to provide comprehensive environmental performance standards for <u>Scenic Corridors</u>, <u>Ridgelines</u> and <u>Hillside</u>, <u>Wetlands</u> and <u>Water Resources</u>, and <u>Farmland</u> development. Purposes: to supplement the town's jurisdiction under the Scenic Roads Act with design criteria for undeveloped or underdeveloped areas along priority streets, encourage conservation restrictions over roadside open space, protect higher elevations and hillside, and ground and surface water resources. (The proposed Resource Management Regulations should incorporate Hamilton's existing Conservancy District requirements.)</p>	Planning Board, DPW, Conservation Commission

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TIMELINE	MASTER PLAN ELEMENTS	ACTION SUMMARY	COORDINATED BY
2005-2009	Land Use, Housing, Open Space & Resource Protection	Negotiate with <u>Asbury Grove Camp Meeting Association</u> to explore opportunities for affordable housing development in conjunction with resolving wastewater treatment problems. Purposes: to use existing built assets as a source of permanent affordable housing in Hamilton, to preserve an important source of small dwelling units, and protect water quality.	Planning Board, Housing Partnership (proposed)
2006-2007	Land Use, Transportation	Conduct a <u>Street Classification Study</u> to identify and distinguish roads for higher volumes of traffic from roads that should serve primarily local needs. Purposes: to engage local officials and residents in a community-based transportation analysis, set criteria for prioritizing annual transportation expenditures such as paving, road maintenance, sidewalk or bike path construction, and formulate a consistent policy for unpaved roadways.	Board of Selectmen, DPW, Police Department, Planning Board
2006-2007	Housing	<u>Petition the General Court</u> to establish a non-profit development corporation for the Town. Purpose: to provide a locally controlled vehicle for affordable housing development.	Housing Partnership, Board of Selectmen
2006-2007	Land Use, Housing	<u>Amend the Zoning Bylaw</u> by adopting a new section, <u>Accessory Dwelling Units and Residence Conversions</u> . Purposes: to encourage small, affordable multi-unit dwellings, subject to a cap on the total number of accessory or conversion units per year.	Planning Board, Housing Partnership
2006-2007	Land Use, Open Space & Resource Protection	<u>Amend the Zoning Bylaw</u> by adopting a new section, <u>Land Clearing and Grading</u> , to require all non-agricultural clearances of 20,000-30,000 ft <sup>2</sup> or more to obtain prior review and approval by the Planning Board. Purposes: to protect natural resources and prevent erosion and sedimentation.	Planning Board

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TIMELINE	MASTER PLAN ELEMENTS	ACTION SUMMARY	COORDINATED BY
2006-2008	Agricultural & Economic Development	Negotiate shared parking agreements with commercial property owners in the Business District in order to increase public access to existing parking areas.	Board of Selectmen, Economic Development Commission
2006-2008	Open Space & Resource Protection	Amend Board of Health regulations by adding a new section, <u>Mandatory Septic System Maintenance in Critical Resource Areas</u> . Purpose: to require periodic septic system maintenance (pumping) for all systems located around Chebacco Lake, the School Street wellfield, Beck and Pleasant Ponds, and within the Groundwater Protection Overlay District.	Board of Health
2007-2008	Land Use, Community Facilities & Services	Seek funds to hire a full-time <u>Town Planner</u> . Purposes: to assist the Planning Board and other town officials with development review responsibilities, prepare or arrange for the preparation of zoning bylaws, coordinate site plan review, provide technical support for the development of five-year capital plans, and provide technical assistance to residents, property owners and prospective developers.	Planning Board
2007-2008	Land Use, Open Space & Resource Protection	<u>Review the Planning Board's Subdivision Control Regulations</u> for potential inconsistencies between roadway design and construction standards and the preservation of Hamilton's scenic character. Consider allowing narrower streets, a smaller cul-de-sac, and no sidewalks to minimize unnecessary paving/loss of open space.	Planning Board
2007-2008	Housing	<u>Evaluate the feasibility and policy implications of an affordable housing program</u> to allow Hamilton to enter into " <u>right-of-first-refusal</u> " agreements with homeowners, purchase homes at a fixed price in exchange for property tax reductions, and sell the units with affordability restrictions to moderate-income homebuyers.	Housing Partnership, Board of Selectmen, Board of Assessors



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TIMELINE	MASTER PLAN ELEMENTS	ACTION SUMMARY	COORDINATED BY
2007-2008	Open Space & Resource Protection, Community Facilities & Services	Form an inter-departmental working group to evaluate the need for regulations to reduce non-agricultural water consumption, e.g., by restricting or banning new underground sprinkler systems, requiring all new construction and significant rehabilitation projects to use water-conserving fixtures.	Board of Selectmen, DPW
2007-2008	Agricultural & Economic Development	<u>Amend the Zoning Bylaw</u> by adding new <u>Home Occupation</u> regulations. Purposes: to clarify the definition of “home occupation” by classifying home-based businesses on the basis of impact criteria, encourage low-impact home-based businesses by allowing them as of right, and provide for special permit review of higher-impact businesses.	Planning Board, Economic Development Commission
2007-2008	Community Facilities & Services, Land Use	Conduct a <u>Town Buildings Study</u> in order to establish and implement a process for identifying, selecting and pursuing opportunities to reuse obsolete or decommissioned public buildings.	Board of Selectmen, DPW, Town Planner (proposed)
2007-2008	Community Facilities & Services, Open Space & Resource Protection	Commission the services of a preservation architect to conduct a code analysis of <u>Hamilton Town Hall</u> and recommend alternatives to addressing space configuration, accessibility and storage needs in the context of the building’s historic character.	Board of Selectmen, Capital Planning and Asset Management Committee
2007-2008	Housing	Establish a <u>non-profit housing development corporation</u> to acquire, renovate, or build permanent affordable housing.	Board of Selectmen, Housing Partnership
2007-2008	Community Facilities & Services, Land Use	Appoint a <u>Town Government Study Committee</u> to evaluate Hamilton’s form of government, including but not limited to strengthening the role of Town Administrator and consolidating employees of the Planning, Conservation, Zoning Board of Appeals, Health Board, and Historic District Commission offices under a Department of Planning & Community Development.	Board of Selectmen

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TIMELINE	MASTER PLAN ELEMENTS	ACTION SUMMARY	COORDINATED BY
2007-2009	Land Use, Community Facilities & Services	Finance, initiate and complete a <u>GIS installation</u> at Town Hall. Purposes: to use GIS technology to estimate development impacts on surrounding areas, evaluate developments for consistency with the Master Plan, and integrate all spatial or address-based databases in town departments.	Planning Board, DPW, Board of Assessors
2007-2009	Open Space & Resource Protection	Finance, initiate and complete a <u>Comprehensive Cultural Resources Inventory</u> . Purposes: to update the Town's existing historic property survey, to provide sufficient data to determine the need for more local historic districts in Hamilton, including single-property districts, and to nominate additional districts and properties for listing on the National Register of Historic Places or the State Register.	Historic District Commission, Historical Society
2008-2009	Land Use, Open Space & Resource Protection	<u>Evaluate</u> the need for a <u>Transfer of Development Rights (TDR)</u> bylaw. Purposes: to protect high-priority open space parcels by transferring development rights to other locations where there is capacity to absorb higher-density development, to promote compact development in established areas. Designate "sending" (open space) and "receiving" (development) areas that complement the Master Plan.	Agriculture & Equestrian Committee, Conservation Commission, Planning Board
2008-2009	All Elements	Evaluate and update the Master Plan Goals and Implementation Plan.	Planning Board