

Chapter 13 Implementation Plan

Key Findings

The recommendations of the Envision Duxbury Comprehensive Master Plan have been developed by the Town of Duxbury with the support of the Metropolitan Area Planning Council (MAPC) and under the direction of the Duxbury Planning Director, Planning Board, and a group of dedicated local volunteers called Master Plan Ambassadors.

The vision, goals, and objectives outlined in the Master Plan are the voice of the residents of Duxbury compiled from one-on-one conversations, community meetings, resident connections, online surveying, and meetings with boards and committees. Duxbury wrote this plan with the involvement of an estimated 1,500 participants who shared their time, expertise, and ideas through this process.

The recommendations outlined in the plan frame a variety of efforts that the Town should undertake over the next 10 years to align the Town more closely with the community vision that was articulated through this process. None of the actions in this plan are required to be performed, some may not occur, but the more progress that can be made consistent with the recommendations, the more proactive the Town will be in defining the future that it wants. Processes of change will continue within Duxbury and outside of Duxbury. The Master Plan and its recommendations and actions represent a way to guide that change proactively instead of reacting to changes as they happen or after they have already created an issue.

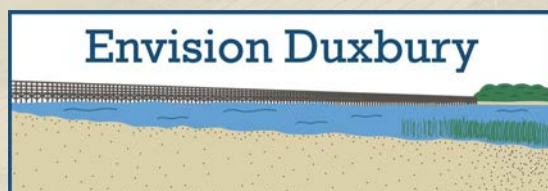




Image: Duxbury Town Hall Source: MAPC

Introduction

The following implementation tables are organized in the same order as the Master Plan document with the recommendations, including goals and strategies, repeated for each element in the Master Plan. New information in the implementation tables includes actions, responsibilities (lead and support), timeframe and potential resources.

Implementation Plan Table

The following table identifies the specific actions that are recommended to implement the Master Plan. Each recommended goal and strategy is paired with an action. The Town may decide to advance these actions, or other actions relative to a goal or strategy. The action provided are offered as a viable starting point for implementation.

For the responsibilities, both lead and support roles, are populated with a party or parties that have been identified as the best positioned to undertake the activities for the Town. The responsibilities for implementation are no different than in past town activity - Town

Meeting, Town Officials, partnerships with other organizations, and the residents, whether through volunteer efforts or through official committees, all as dictated where finances allow. The parties with responsibilities are listed below in alphabetical order, for Town Boards or Committees:

- Agricultural Commission
- Alternative Energy Committee
- Assessing Department
- Board of Health
- Board of Selectmen
- Building Department
- Community Preservation Committee
- Conservation Agent
- Conservation Commission
- Council on Aging
- DPW
- Duxbury Affordable Housing Trust
- Duxbury arts and culture organizations
- Duxbury Bay Management Committee
- Duxbury Cultural Council
- Duxbury Design Review Board
- Duxbury Rural and Historical Society

Implementation

- Duxbury Town Meeting
- Economic Advisory Committee
- Facilities Department
- Facilities Manager
- Finance Committee
- Fiscal Advisory Committee
- Harbormaster
- Highway Safety Advisory Committee
- Historical Commission
- Information Technology
- Local Historic Districts Commission
- Municipal Services Department
- Open Space Committee
- Planning Board
- Planning Department
- Recreation Activities Committee
- Seawall Committee
- Sidewalk and Bike Path Committee
- Shellfish Committee
- Town Manager
- Water and Sewer Advisory Board
- Water Department
- Wildlands Trust
- Zoning Board of Appeals
- Zoning Bylaw Review Committee

For each action, a timeframe for when the proposed action should be taken is listed. Short-term actions fall within the 2019-2021 timeframe, mid-term actions fall within the 2022-2024 timeframe, and long-term actions fall within the 2025-2030 timeframe. Recommendations that are ongoing are marked accordingly.

For each action, a potential external funding source is given, if available. Not all actions will be pursued by the Town and staff time, funds available, and prioritization of Town resources will all contribute to the actions that are pursued.

The external parties with responsibilities are listed below in alphabetical order:


- Duxbury Bay Maritime School
- Duxbury Beach Reservation, Inc.
- Duxbury Business Association
- GATRA
- Historic O’Neil Farm
- Island Creek Oysters
- Local Architects and Architectural Historians
- MA EOHHS
- MAPC
- Mass. Audubon Society
- MassDOT
- Old Colony Planning Council (OCPC)
- South Shore Economic Development Corporation
- South Shore Chamber of Commerce

Implementation Tables

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Duxbury Master Plan Implementation Table of Goals, Strategies and Actions

 = Duxbury Planning Board Implementation Priority

OPEN SPACE AND RECREATION RECOMMENDATIONS


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
O1: Support the implementation and ongoing updates of the Open Space and Recreation Plan	O1.1: Actively implement, and support ongoing updates of, the Open Space and Recreation Plan	1. Strive to implement the recommendations in the Open Space and Recreation Plan as described in implementation tables.	Land Use Department Heads, Committees, Commissions and Boards as described in the Open Space and Recreation Plan and periodically assess progress	Mass Audubon Society, Duxbury Beach Reservation, Wildlands Trust, O'Neil Farm, Duxbury Rural and Historic Society, Duxbury Bay Maritime School, others	Ongoing	Varies - see Open Space and Recreation Plan
		2. Support efforts by the Water Department to update the Water Master Plan.	Duxbury Water Department	Land Use Department Heads, Committees, Commissions and Boards	Ongoing	None
O2: Protect Duxbury's water resources.	O2.1: Protect surface water and drinking water quality by preventing contamination, runoff, and diversion of water that directly contributes to aquifer recharge.	1. Continue to monitor and assess nitrogen loading and contamination in surface and groundwater.	Duxbury Water Department, Conservation	Health, Land Use Department Heads, Committees, Commissions and Boards, Massachusetts Audubon Society	Ongoing	None
		2. Request appropriation from Town Meeting to support land stewardship activities for aquifer and surface water protection on town owned conservation and water supply lands, such as through funding to the Conservation Fund or eligible CPC projects.	Conservation Commission, Community Preservation Committee, Water Department	Land Use Department Heads, Committees, Commissions and Boards	Ongoing	Grant funds from the MA Division of Conservation Services, MVP Program
	O2.3: Continue to pursue a variety of land acquisition strategies for sensitive groundwater recharge areas and contributing watersheds to surface waters.	1. Continue to focus on acquisition and protection priorities based on their ability to protect water resources, habitat, wildlife migration, conservation resiliency and climate resiliency.	Conservation Commission, Community Preservation Committee, Water Department	Land Use Department Heads, Committees, Commissions and Boards	Ongoing	Grant funds from the MA Division of Conservation Services, MVP Program
		2. Increase CPA surcharge from 1% to fund historic preservation, open space and recreation, and affordable housing priorities.	Duxbury Community Preservation Committee	Duxbury Town Meeting	Short-term	Duxbury Community Preservation Committee

OPEN SPACE AND RECREATION RECOMMENDATIONS *(continued)*

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) O2: Protect Duxbury's water resources.	O2.4: Develop and implement stormwater management strategies such as low-impact development (LID).	1. Develop a town-wide Stormwater Management Bylaw and Stormwater Design Guidelines that encourage small-scale hydrologic controls such as rain gardens, green roofs, or porous pavement, among others.	Planning Department	Land Use Department Heads, Committees, Commissions and Boards	Short-term	None
		2. Explore opportunities to improve water quality and habitat in Duxbury and Plymouth Bays	Conservation and Planning	Land Use Department Heads, Committees, Commissions and Boards, neighboring towns	Ongoing	Grant funds from the MA Division of Conservation Services, DLTA Assistance, MVP
		3. Support implementation of the Duxbury Beach Management and Habitat Conservation Plan to protect the beach's dune, intertidal areas, and wildlife habitat.	Duxbury Beach Reservation, Inc.	Land Use Department Heads, Committees, Commissions and Boards	Ongoing	Duxbury Beach Reservation
	O2.5: Evaluate climate change impacts on both surface waters and the aquifer, and develop long-term strategies to protect these resources.	1. Identify proper monitoring technique to prepare for monitoring if sea level rise increases concern for intrusion in terms of salinity interface with existing infrastructure, septic function, and other public safety issues.	Planning, DPW, Conservation	Land Use Department Heads, Committees, Commissions and Boards	Long-term	None
		2. Explore adapting the Wetlands Protection Overlay District (WPOD) into a climate resilience district.	Conservation Commission, Conservation, Planning Departments	Land Use Department Heads, Committees, Commissions and Boards	Mid-term	Grant funding from MVP program or DLTA assistance
	O2.6: Evaluate street drainage systems that discharge into Duxbury Bay and other surface waters of the Town.	1. Monitor and identify discharge locations that contain fecal coliform or other contaminants into Duxbury Bay and surface waters.	Land Use Department Heads, Committees, Commissions and Boards	Land Use Department Heads, Committees, Commissions and Boards	Short-term	None
		2. Identify repairs or improvements necessary to eliminate contaminant discharge.	DPW, Conservation and Planning	Land Use Department Heads, Committees, Commissions and Boards	Short-term	None
		3. Prioritize repairs and identify capital improvement funds for projects.	DPW, Conservation and Planning	Land Use Department Heads, Committees, Commissions and Boards	Mid-term	MVP Implementation Grant Program

OPEN SPACE AND RECREATION RECOMMENDATIONS *(continued)*

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) O2: Protect Duxbury's water resources.	O2.7: Identify natural resources in Duxbury that are vulnerable to the effects of climate change, and develop long-term strategies to protect those resources including the potential creation of shoreline development guidelines to protect the waterfront and Duxbury Bay.	1. Support implementation of the recently completed Duxbury Climate Vulnerability Assessment and Action Plan.	Planning, DPW and Conservation	Land Use Department Heads, Committees, Commissions and Boards	Short-term	MVP Action Grant
		2. Explore shoreline development guidelines to improve the resilience of coastal development including shoreline treatments, natural flood mitigation techniques, increased building setbacks and elevated buildings.	Planning, DPW and Conservation	Land Use Department Heads, Committees, Commissions and Boards	Mid-term	MVP Action Grant
O3: Preserve the unique, semi-rural character of Duxbury.	O3.1: Continue to identify and protect the aesthetic character and important areas of Duxbury, including vistas, scenic roads, landscapes, historic buildings, archaeological sites, and open spaces that contribute to Duxbury's character.	1. Continue to provide support for Community Preservation Act (CPA) projects.	Community Preservation Committee	Conservation Commission	Ongoing	None
		2. Identify CPA projects consistent with Town planning documents.	Community Preservation Committee	Conservation Commission, Conservation Department	Ongoing	None
		3. Identify locations of scenic roads, landscapes, or features that may be at risk.	Community Preservation Committee, Planning, Conservation, Open Space Committee	Planning Board and Conservation Commission, Historical Commission	Short-term	None
		4. Explore ways to protect scenic vistas through zoning, Conservation Restrictions, or easements.	Planning Board and Conservation Commission	Open Space Committee, Community Preservation Committee, Historical Commission	Mid-term	None
	O3.2: Preserve, protect, and support agriculture, horticulture, silviculture, and aquaculture in Duxbury.	1. Promote permanent protection of farmland as an ongoing town-wide objective and support owners in providing protection assistance and guidance.	Agricultural Commission	Conservation Commission	Ongoing	None
		2. Promote farm-related events and publicize ways local residents can support local growers.	Agricultural Commission	Historic O'Neil Farm, Island Creek Oysters, others	Ongoing	None

OPEN SPACE AND RECREATION RECOMMENDATIONS *(continued)*

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
O3: Preserve the unique, semi-rural character of Duxbury.	(Continued) O3.2: Preserve, protect, and support agriculture, horticulture, silviculture, and aquaculture in Duxbury.	3. Encourage local growers to participate in Chapter 61 programs or Agricultural Preservation Restrictions.	Agricultural Commission	None	Mid-term	None
	O3.3: Educate town residents on how the CPA contributes to and protects Duxbury's unique characteristics.	1. Provide inventory of CPA funded projects with project location, description, and community benefits.	Community Preservation Committee	None	Short-term, ongoing	None
		2. Improve public access and signage identification of projects funded with CPA funds.	Community Preservation Committee	DPW	Short-term, ongoing	None
O4: Provide recreational opportunities with minimal impact to the environment.	O4.1: Maintain, improve, and expand the recreational and athletic facilities and programs, such as playing fields and playgrounds, as needs expand and resources become available.	1. Develop Recreational Facilities Plan that will analyze current use patterns and determine future needs, such as investigating additional fields and/or field upgrades.	DPW, Facilities, Recreation and School Recreation Facilities Departments	Planning	Mid-term	DLTA Assistance
		2. Continue to implement the town athletic fields maintenance and improvement plans, and to periodically update inventory of needed improvements.	DPW, Facilities, Recreation and School Recreation Facilities Departments	Land Use Department Heads, Committees, Commissions and Boards	Short-term	None
		3. Identify coastal properties which, if abandoned due to increased impacts of sea level rise, the Town could prioritize for public use and/or coastal resilience in keeping with the overall climate resiliency planning efforts.	Planning, DPW and Conservation Recreation	Land Use Department Heads, Committees, Commissions and Boards	Long-term	None
	O4.2: Increase awareness of passive and active recreational opportunities.	1. Continue to work with nonprofit partners to design public programs and events to highlight recreational resources offered in the Town.	Recreation	Duxbury Bay Maritime School, Recreation Activities Committee, schools, youth athletic leagues, other	Short-term	None

OPEN SPACE AND RECREATION RECOMMENDATIONS *(continued)*

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) O4: Provide recreational opportunities with minimal impact to the environment.	(Continued) O4.2: Increase awareness of passive and active recreational opportunities.	2. Continue to enhance efforts to inventory and publicly share information about access to recreational resources offered in the Town.	Recreation	Duxbury Bay Maritime School, others	Short-term	None
	O4.3: Strive to improve access for the physically challenged to Duxbury's recreational facilities and natural resources, where feasible and appropriate.	1. Implement the ADA Transition Plan of the Open Space and Recreation Plan to make town recreation facilities fully ADA-compliant. In selected conservation areas, implement ADA access.	DPW, Recreation and Facilities (both school and town) Field Maintenance Departments; Conservation only for Conservation Land	Recreation Activities Committee, Planning (on lands other than Conservation) Conservation Commission	Short-term	None
		2. Expand on-the-water programs for people with disabilities and provide opportunities for seniors.	Council on Aging; Recreation	Duxbury Bay Maritime School	Short-term	None
		3. Study parking use and needs at Town recreation facilities. Consider improvements where needs are identified (additional parking, parking management, resident permit/parking fee programs, etc.) to appropriately manage parking and access.	DPW, Planning, Facilities, Recreation and School Recreation Facilities Departments	Land Use and School Committees, Boards, Commissions and Departments, Harbormaster and Duxbury Bay Management Commissions at coastal access points; Snug Harbor includes residents, businesses, non-profits, recreational users, fishing industry	Mid-term	None
	O4.4: Continue working with local nonprofits in Duxbury to provide high-quality recreational opportunities.	1. Continue partnerships and support for educational programming, local events, and summer education programs as part of the network of recreation resources in Duxbury.	Duxbury Bay Maritime School, Duxbury Beach Reservation, Mass Audubon Society, others	Open Space Committee, Recreation Activities Committee	Ongoing	None

OPEN SPACE AND RECREATION RECOMMENDATIONS *(continued)*

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) O4: Provide recreational opportunities with minimal impact to the environment.	O4.5: Improve appropriate public access to Duxbury's waterfront to add opportunities for water-based recreation in Duxbury Bay and in other surface waterways while mitigating potential negative impacts through potential land acquisitions and improved signage.	1. Continue partnerships and support for water-based programming including the Adult Sailing Program, on-the-water programs for people with disabilities, and opportunities for boaters of all ages.	Duxbury Bay Maritime School	Open Space Committee, Recreation Activities Committee	Ongoing	None
		2. Identify and implement locations for improved signage and wayfinding to increase awareness of publicly-accessible areas along the waterfront for residents and visitors.	Conservation Commission, Duxbury DPW, Planning	Open Space Committee	Ongoing	None

SUSTAINABILITY - CLEAN ENERGY RECOMMENDATIONS

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
SE1: Develop a community-wide Climate Action Plan that sets the community on a path towards becoming net-zero, including buildings, transportation, and waste sectors.	SE1.1: Conduct a feasibility analysis of potential net-zero commitments and supporting a long-term green house gas (GHG) reduction plan and establish a GHG baseline for the community to better understand usage across residential, commercial and industrial, transportation and waste sectors.	1. Update Alternative Energy Committee goals to include net-zero feasibility and long-term GHG reduction planning.	Facilities, Planning	Alternative Energy Committee	Mid-term	None
		2. Identify funding to hire a consultant to conduct the GHG baseline and inventory.	Facilities, Planning	Alternative Energy Committee	Mid-term	None
	SE1.2: Explore targets for GHG reductions and Net-Zero goals, including interim targets for every decade (i.e. 2030 and 2040) and near-term targets for reduction, and develop a strategy for reaching GHG reductions and launch projects and initiatives that balance greatest impact and costs.	1. Identify funding to hire a consultant to create net-zero or climate action plan.	Facilities, Planning	Alternative Energy Committee	Mid-term	MA Department of Energy Resources (DOER) Pathways to Zero Net Energy Program
SE2: Support local residents and business in reducing their fossil fuel use through energy efficiency programs and access to clean energy.	SE2.1: Educate property owners about the benefits and programs to conduct a home energy audit and partner with existing programs through Eversource and MassSave.	1. Host local educational events, link information on municipal website, and explore mailers/social media to residents.	Alternative Energy Committee	Planning, Facilities, Municipal Services	Mid-term	Mass Save resources
	SE2.2: Support a weatherization program for home-owners and business owners, or explore partnerships with existing programs.	1. Host local educational events, link information on municipal website, and explore mailers/social media to residents.	Alternative Energy Committee	Planning, Facilities, Municipal Services	Mid-term	Mass Save resources and MA Weatherization Assistance Program (WAP)
	SE2.3: Host a Solarize plus or Heat Smart campaign to promote and reduce costs of air source heat pumps and the electrification of heating/cooling systems, while also reducing costs for solar through bulk purchasing of rooftop solar (Solarize).	1. Explore grant funding from the state to run a solarize campaign.	Alternative Energy Committee	Planning, Facilities, Municipal Services	Short-term	MA Clean Energy Center and MA Department of Energy Resources (DOER) Solarize Massachusetts programs
		2. Establish group of volunteers to run campaign.	Alternative Energy Committee	None	Short-term	

SUSTAINABILITY - CLEAN ENERGY RECOMMENDATIONS *(continued)*

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
SE3: Reduce municipal greenhouse gas emissions.	SE3.1: Continue projects to reduce energy usage at municipally-owned buildings by implementing the Energy Reduction Plan and by updating this plan as needed.	1. Maintain Green Communities designation annually and apply for competitive grants to reach 20% reduction goal.	Facilities and Planning Departments	Board of Selectmen	Ongoing	None
		2. Track costs savings from energy efficiency projects to establish funding for future projects and/or staff time.	Facilities and Planning Departments	Board of Selectmen	Ongoing	None
	SE3.2: Continue to reduce energy use from municipally-owned vehicles including investing in fuel efficient and alternative fuel vehicles, and tracking vehicle usage.	1. Maintain Green Communities designation and consider state grants for EV charging stations and fuel efficient vehicles.	DPW, Facilities and Planning	Alternative Energy Committee, Board of Selectmen	Mid-term	None
	SE3.3: Continue to install and purchase renewable energy for municipal use, such as through direct ownership or power purchase agreements (PPAs) with solar and wind sources nearby.	1. Assess town owned buildings and properties for suitability of additional roof-top and/or new ground mounted solar, including parking canopies.	Facilities, School Administration, Planning, Conservation and DPW	Alternative Energy Committee, Board of Selectmen, Planning Board	Mid-term	None
	SE3.4: While a majority of the streetlights in Duxbury are owned by Eversource, the Town should continue working towards retrofitting streetlights to LEDs and/or dimming lights where appropriate (as identified in the 2017 Energy Reduction Plan).	1. Identify additional municipal facilities to retrofit to LEDs, including recreation areas. Streetlights owned by the private sector can be encouraged to switch to LEDs.	Facilities Department, Planning Board, Planning	Alternative Energy Committee	Mid-term	MA Department of Energy Resources (DOER) grant funding for 30% cost of LED streetlight materials and installation
SE4: Increase energy resilience at critical facilities and public safety buildings.	SE4.1: Identify improvements needed for critical facilities for items such as resilient energy systems, including facilities that may be used as emergency shelters or command centers.	1. Review Comprehensive Emergency Management Plan and Hazard Mitigation Plans for critical facilities used as shelters and command centers (ideally out of the flood plain) that would be appropriate for energy resilience upgrades.	Facilities, DPW, Public Safety and Planning Departments	Alternative Energy Committee, Board of Selectmen	Short-term	None
	SE4.2: Explore the technical and financial feasibility of installing islanding capabilities at municipally-owned solar energy systems to be used during power outages (such as at the schools).	1. Conduct study for high school and performing arts center, which have existing solar for possible islanding abilities.	Facilities, DPW, Public Safety	Planning, Alternative Energy Committee, Board of Selectmen	Long-term	MA Community Clean Energy Resiliency Initiative (CCERI)
	SE4.3: Explore the technical and financial feasibility of installing battery storage with solar either at existing solar arrays, or building a new solar array plus storage.	1. Include schools, Town Hall (DPW) and Fire and Safety buildings as part of the study to install additional solar and storage projects.	Alternative Energy Committee, Facilities, DPW, Public Safety	Board of Selectmen	Long-term	State grant money may apply, including MVP Action grants. Utilize state incentives including SMART to finance project.

HISTORIC AND CULTURAL RESOURCES RECOMMENDATIONS

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
<p>HC1: Preserve the historic character of Duxbury.</p>	<p>HC1.1: Record inventories for structures that retain historic character and significance, document histories, and establish a validation program for historic structures.</p>	<p>1. Based on analysis of MACRIS Inventory in HC1.1.3, establish plan for inventory efforts that address gaps in existing inventory. Analyze existing inventory of structures in MACRIS to identify gaps in historic eras represented and gaps in geographic areas of town, designated properties, preservation restrictions, and group inventory entries by era of potential historic significance and designation.</p>	<p>Duxbury Historical Commission</p>	<p>Duxbury Rural and Historical Society - advisory only</p>	<p>Mid-term</p>	<p>MHC Survey and Planning Grants</p>
		<p>2. Establish historic character and significance validation program within the Duxbury Historical Commission, adopt criteria for inclusion and application process, and establish local preservation funding program opportunities applicable to validated properties.</p>	<p>Duxbury Historical Commission</p>	<p>None</p>	<p>Long-term</p>	<p>None</p>
		<p>3. Adopt use of historic context statements for consistent documentation of historic character and significance to be used by the Duxbury Historical Commission in prioritizing preservation efforts and identifying appropriate preservation approaches.</p>	<p>Duxbury Historical Commission</p>	<p>Duxbury Rural and Historical Society</p>	<p>Mid-term</p>	<p>None</p>
		<p>4. Prioritize properties listed on the National Register of Historic Places for preservation restriction and eligibility for tax credit and other funding programs.</p>	<p>Duxbury Historical Commission</p>	<p>Duxbury Local Historic District Commission</p>	<p>Mid-term</p>	<p>CPA, Historic Preservation Tax Credits, MCC Cultural Fund</p>
	<p>HC1.2: Create a historic preservation plan for the town of Duxbury.</p>	<p>1. Identify funding sources to hire a historic preservation consultant to facilitate creation of a historic preservation plan for the town and potential funding for a staffer to support the recommendations for the role of the Historical Commission and other agencies tasked with implementation of this plan and the future Historic Preservation Plan.</p>	<p>Duxbury Historical Commission and Planning, Consultant</p>	<p>Local architects, historians, and the Duxbury Rural and Historical Society as advisory</p>	<p>Mid-term</p>	<p>Mass Historical Commission planning grants</p>
		<p>2. Prioritize tasks for Duxbury Historical Commission over the next five years.</p>	<p>Duxbury Historical Commission</p>	<p>Duxbury Local Historic District Commission</p>	<p>Short-term</p>	<p>MHC Survey and Planning Grants</p>

HISTORIC AND CULTURAL RESOURCES RECOMMENDATIONS *(continued)*

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) HC1: Preserve the historic character of Duxbury.	HC1.3: Incentivize preservation of historic structures that relate directly to historic narratives of the Town (e.g. on the waterfront to enhance Duxbury's identity as a maritime and shipbuilding center).	1. Using data collected during documentation, establish preferred ranges to maintain compatibility with historic fabric in new construction.	Duxbury Historical Commission, Duxbury Local Historic Districts Commission, Planning	Duxbury Planning Board	Mid-term	None
		2. Review zoning in Old Shipbuilders Historic District and other National Historic Districts to evaluate whether current requirements respect historic building form, lot size, and lot layout.	Duxbury Historical Commission, Duxbury Planning Department	Duxbury Planning Board	Mid-term	None
		3. Document lot sizes, setbacks, and building envelopes for contributing historic structures within Old Shipbuilder's Historic District and other National Historic districts.	Duxbury Historical Commission, Planning Department	Duxbury Assessing Department	Mid-term	None
	HC1.4: Develop specific and precise design guidelines for Local Historic Districts.	1. Define architectural elements that determine historic building character in Duxbury Local Historic Districts.	Duxbury Local Historic Districts Commission	Local Architects and Architectural Historians, Planning	Short-term	None
		2. Use drawings to illustrate critical design elements and restrictions for Local Historic District Properties.	Duxbury Local Historic Districts Commission	Planning	Short-term	None
		3. Amend design guidelines to include narrative descriptions and illustrations of design elements.	Duxbury Local Historic Districts Commission	Planning Board, Planning	Short-term	DLTA funding
	HC1.5: Encourage private land conservation in support of semi-rural heritage and economic activities including agriculture, horticulture, and aquaculture.	1. Conserve open space for agriculture, horticulture, and aquaculture activities.	Agricultural Commission, Conservation Commission, Community Preservation Committee	Conservation Department, Wildlands Trust, Massachusetts Audubon Society, others	Ongoing	None
		2. Support local agriculture, horticulture, and aquaculture through local food systems planning.	Agricultural Commission	Duxbury Bay Management Commission, Duxbury Shellfish Advisory Committee	Mid-term	None

HISTORIC AND CULTURAL RESOURCES RECOMMENDATIONS *(continued)*

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Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) HC1: Preserve the historic character of Duxbury.	(Continued) HC1.5: Encourage private land conservation in support of semi-rural heritage and economic activities including agriculture, horticulture, and aquaculture.	3. Explore economic development strategies that highlight local artists, history, and food producers.	Economic Advisory Committee, Agricultural Commission	Duxbury Bay Management Committee; Duxbury Shellfish Committee; Plymouth Center for the Arts, others	Mid-term	None
		HC2: Develop local capacity to manage and enhance historic and cultural resources.	HC2.1: Expand and strengthen partnerships among historic and cultural organizations through development of a Historic Preservation Plan and among organizations within historic and cultural asset clusters.	1. Establish narrative of Duxbury history from Native settlement to present day with eras delineated by key changes in economic activity and development patterns.	Duxbury Historical Commission, town historian	Duxbury Rural and Historical Society as a resource
2. Establish narrative of history and historic preservation in Duxbury, documenting significant preservation accomplishments and challenges.	Duxbury Historical Commission, town historian	Duxbury Rural and Historical Society as a resource, Local Historic District Commission		Short-term	None	
3. Conduct public outreach as part of municipal preservation plan to identify residents' concerns and priorities related to historic preservation.	Duxbury Historical Commission, town historian, Planning	Duxbury Rural and Historical Society as advisory resource		Short-term	None	
4. Adopt guiding principles for preservation in Duxbury, potentially using or combining with the Design Review Board's new Guidelines.	Duxbury Historical Commission	Duxbury Local Historic District Commission, Planning, local architects and designers		Short-term	None	
5. Develop set of criteria for evaluating inventoried properties for application of preservation tools using historic documentation and civic priorities as well as other potential factors.	Duxbury Historical Commission	Duxbury Local Historic District Commission, town historian		Short-term	None	
6. Publicize principles, tools and plan through Duxbury Town Website.	Duxbury Historical Commission	Planning Department		Short-term	None	

HISTORIC AND CULTURAL RESOURCES RECOMMENDATIONS *(continued)*

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) HC2: Develop local capacity to manage and enhance historic and cultural resources.	(Continued) HC2.1: Expand and strengthen partnerships among historic and cultural organizations through development of a Historic Preservation Plan and among organizations within historic and cultural asset clusters.	7. Develop clear language available in print and on Town website to explain the roles and responsibilities of the Historical Commission as the public body charged with preservation planning and demolition delay vs. the Local Historic District Commission as the public body charged with regulatory review within local historic districts.	Duxbury Historical Commission, Duxbury Local Historic District Commission	Planning Department	Short-term	None
	HC2.2: Support resident and municipal efforts to maintain historic assets and other cultural resources through strategic maintenance planning, improved access and signage and recognition of volunteer efforts, including periodic clean-ups.	1. Initiate program to recognize outstanding volunteer efforts to maintain and preserve historic sites and assets.	Duxbury Historical Commission	None	Short-term	Duxbury Cultural Council
		2. Establish preservation and maintenance protocol for Town landings and other publicly owned historic properties.	Facilities, Conservation, DPW and Planning	Duxbury Rural and Historical Society as advisory	Short-term	None
		3. Install interpretive signage to educate residents about historic resources and encourage local stewardship.	Duxbury Historical Commission, Duxbury Local Historic District Commission	None	Mid-term	None
	HC2.3: Expand CPA and other funding mechanisms for the maintenance, preservation, and/or acquisition of historic properties and resources.	1. Review accomplishments of CPA Funding for preservation of Duxbury historic buildings and open space resources.	Duxbury Community Preservation Committee	Duxbury Historical Commission, Duxbury Local Historic District Commission	Short-term	None
		2. Increase CPA surcharge from 1% to fund historic preservation, open space and recreation, and affordable housing priorities.	Duxbury Community Preservation Committee	Duxbury Town Meeting	Mid-term	None

HISTORIC AND CULTURAL RESOURCES RECOMMENDATIONS *(continued)*

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) HC2: Develop local capacity to manage and enhance historic and cultural resources.	(Continued) HC2.3: Expand CPA and other funding mechanisms for the maintenance, preservation, and/or acquisition of historic properties and resources.	3. Explore options for establishing a Preservation Loan Fund for owner-occupied historic properties.	Duxbury Historical Commission; Finance Department	None	Short-term	None
		4. Continue to enhance potential for historic home tours and local history tours to fund preservation of historic homes.	Duxbury Historical Commission; Duxbury Rural and Historic Society	None	Short-term	None
	HC2.4: Provide information through the Town's Historical Commission about how to research house histories, and strategies for preserving and restoring historic character.	1. Review web pages of Arlington Historical Commission, Hingham Historical Commission for examples of homeowner resources.	Duxbury Historical Commission	None	Short-term	None
		2. Develop web content for Duxbury homeowner building on Duxbury Historic Preservation Plan; historic character and significance evaluation, and provide links to web-based resources for maintenance and preservation of historic homes.	Duxbury Historical Commission	None	Mid-term	None

SUSTAINABILITY - CLIMATE RECOMMENDATIONS

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
<p>SC1: Incorporate climate resiliency into all local and regional planning efforts.</p>	<p>SC1.1: Continue to leverage local funds with state and federal climate resilience and natural hazard mitigation funding opportunities to implement resilience measures across the Town to align capital and infrastructure improvements to mitigate climate change impacts and strengthen resiliency.</p>	<p>1. Identify locally funded or planned projects that advance climate resilience and natural hazard mitigation. Seek supplemental funding through state and federal programs.</p>	<p>Land Use Department Heads, Committees, Commissions and Boards, Public Safety (Police and Fire)</p>	<p>Fiscal Advisory and Finance Committees</p>	<p>Short-term and Ongoing</p>	<p>EEA MVP Action Grant</p>
		<p>2. Add climate change and resilience to review and prioritization of capital improvements.</p>	<p>Land Use Department Heads, Committees, Commissions and Boards, Public Safety (Police and Fire)</p>	<p>Fiscal Advisory and Finance Committees</p>	<p>Short-term</p>	<p>None</p>
	<p>SC1.2: Engage in community-led district resilience planning and development efforts for specific areas, such as Snug Harbor, that include resilience zoning, development, migration (where applicable), and resilience project prioritization.</p>	<p>1. Pursue grant and perform study for Snug Harbor.</p>	<p>Duxbury Planning Department</p>	<p>Land Use Department Heads, Committees, Commissions and Boards, non-profits and businesses, recreational users, fishermen, DYC, DBMS, others</p>	<p>Short-term</p>	<p>Metropolitan Area Planning Council</p>
	<p>SC1.3: Explore resilient zoning or bylaws related to resiliency to create climate resiliency regulations or incentives related to increasing safety and minimizing damage related to coastal storms.</p>	<p>1. Review Duxbury wetland bylaw and/or zoning to create greater buffers between coastal and inland wetlands and shorelines.</p>	<p>Conservation Commission, Conservation Department, Planning Board and Planning Department</p>	<p>Land Use Department Heads, Committees, Commissions and Boards</p>	<p>Ongoing</p>	<p>MA Coastal Erosion Commission, MA Emergency Management, MA Association of Conservation Commissions; Office of Coastal Zone Management</p>
		<p>2. Identify locations and types of recurring damage related to coastal storms and the types of regulations that could increase safety and prevent loss.</p>	<p>Land Use Department Heads, Committees, Commissions and Boards, Public Safety</p>	<p>None</p>	<p>Short-term and Ongoing</p>	<p>Metropolitan Area Planning Council, Green Communities, MA Clean Energy Council</p>
	<p>SC1.4: Create a plan to manage sea walls. Plan sea wall investments to be able to withstand future sea level rise and coastal inundation for the projected lifetime of the sea wall (approximately 30-50 years).</p>	<p>1. Continue to perform a structural, maintenance, restoration, and/or replacement assessment and inventory on the public sea walls.</p>	<p>DPW, Town Manager</p>	<p>None</p>	<p>Ongoing</p>	<p>MVP Action Grant, FEMA, DCR Dam and Seawall Program</p>

SUSTAINABILITY - CLIMATE RECOMMENDATIONS *(continued)*

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
<p>(Continued) SC1: Incorporate climate resiliency into all local and regional planning efforts.</p>	<p>(Continued) SC1.4: Create a plan to manage sea walls. Plan sea wall investments to be able to withstand future sea level rise and coastal inundation for the projected lifetime of the sea wall (approximately 30-50 years).</p>	<p>2. Create a plan for cost-sharing sea wall maintenance and restoration with coastal landowners.</p>	<p>Finance and Seawall Committees</p>	<p>Board of Selectmen</p>	<p>Short-term and Ongoing</p>	<p>MVP Action Grant</p>
	<p>SC2: Position Duxbury's coastal economy to remain vibrant and resilient through climate change.</p>	<p>SC2.1: Work with the commercial fishing and shellfish industries and other coastal organizations (Duxbury Yacht Club, Duxbury Bay Maritime School, etc.) to create a sustainable coastal access area resilient to sea level rise and coastal flooding.</p>	<p>1. Identify shared goals, potential partnerships to implement strategic planning efforts to maintain sustainable coastal access.</p>	<p>DPW, Planning, Duxbury Bay Management Commission, Shellfish Advisory, Harbormaster</p>	<p>Land Use Department Heads, Committees, Commissions and Boards, DYC, DBMS</p>	<p>Long-term</p>
<p>SC2.2: Explore opportunities to acquire and protect land along the shoreline to enhance coastal flood management, increase public access to the shoreline, and reduce infrastructure vulnerability, including investigating the use of earthen berms along coastal roads.</p>		<p>1. Identify risk levels relative to sea level rise predictions and coastal storm damage models for various town owned infrastructure.</p>	<p>Land Use Department Heads</p>	<p>Land Use Department Heads, Committees, Commissions and Boards</p>	<p>Mid-term</p>	<p>MVP Action Grant</p>
<p>SC2.3: Explore voluntary coastal buy-back programs for residences and businesses in high hazard or repetitive loss areas. Utilize state funding through the Environmental Bond Bill H.4835 or FEMA Coastal Buy Back program (when active).</p>		<p>1. Perform community outreach and engagement with residents in coastal zones on planning for the future.</p>	<p>Planning Department</p>	<p>Land Use Department Heads, Committees, Commissions and Boards</p>	<p>Long-term</p>	<p>MVP Action Grant, Metropolitan Area Planning Council, Consensus Building Institute, CZM Coastal Resiliency Grants</p>
		<p>2. Perform a cost/benefit analysis of coastal buy backs.</p>	<p>Finance, Planning</p>	<p>Land Use Department Heads, Committees, Commissions and Boards</p>	<p>Long-term</p>	<p>MVP Action Grant, Metropolitan Area Planning Council, Consensus Building Institute, CZM Coastal Resiliency Grants</p>

SUSTAINABILITY - CLIMATE RECOMMENDATIONS *(continued)*

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
<p>SC3: Protect Duxbury's water resources from the impacts of climate change.</p>	<p>SC3.1: Reduce stormwater runoff into Duxbury's waterways by using and encouraging green infrastructure and other natural filtration systems.</p>	<p>1. Improve stormwater management by adopting strategic design guidelines to improve onsite stormwater capture with new and redevelopment using natural infiltration, and Low Impact Development in site plan approvals.</p>	<p>Land Use Department Heads</p>	<p>Land Use Committees, Commissions and Boards</p>	<p>Short-term and Ongoing</p>	<p>MA DEP MS4 Municipal Assistance Grant Program</p>
		<p>2. Participate in regional stormwater management partnerships and infrastructure improvements.</p>				
	<p>SC3.2: Ensure that wastewater systems are climate resilient to prevent contamination of Duxbury's waterways from storm surge, coastal flooding and riverine flooding.</p>	<p>1. Evaluate efficacy of onsite wastewater treatment during coastal storms and periods of extreme precipitation - assess risk as data becomes available.</p>	<p>Land Use Department Heads</p>	<p>Land Use Committees, Commissions and Boards</p>	<p>Long-term</p>	<p>MA Department of Public Health</p>
		<p>2. Consider wastewater treatment alternatives such as septic and regional management.</p>				
	<p>SC3.3: Promote actions for sustaining and improving water quality in Duxbury Bay to ensure healthy marine ecosystems such as salt marshes, eel grass beds, and marine life habitat. Participate in restoration projects that enable ecosystem services and adaptive capacity of living shorelines.</p>	<p>1. Prepare and distribute a best practices guide for local land owners, residents, and businesses.</p>	<p>DPW through MS4 permitting and work with North and South River Watershed Association</p>	<p>Conservation Commission</p>	<p>Short-term</p>	<p>None</p>
		<p>2. Perform a study on existing salt marshes-geographic extent, species composition, erosion/growth, and stressors. Monitor over five year period to determine loss and/or need for restoration.</p>	<p>Conservation</p>	<p>Conservation Commission</p>	<p>Ongoing</p>	<p>The Nature Conservancy Massachusetts, MassBays, Coastal Zone Management, MA DEP</p>

SUSTAINABILITY - CLIMATE RECOMMENDATIONS (continued)

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) SC3: Protect Duxbury's water resources from the impacts of climate change.	SC3.3: Promote actions for sustaining and improving water quality in Duxbury Bay to ensure healthy marine ecosystems such as salt marshes, eel grass beds, and marine life habitat. Participate in restoration projects that enable ecosystem services and adaptive capacity of living shorelines.	3. Work with MA DEP on restoring eel grass beds.	Conservation	Conservation Commission	Ongoing	The Nature Conservancy Massachusetts, MassBays, Coastal Zone Management, MA DEP
	SC3.4: Practice and/or support beach nourishment, beach profile maintenance, and dune nourishment opportunities to increase the resiliency of coastal infrastructure protection, wildlife habitat, and recreation opportunities.	1. Identify beach nourishment and sacrificial dune opportunities annually.	Duxbury Beach Reservation, Conservation	Duxbury Planning Department	Ongoing	Duxbury Beach Reservation, Office of Coastal Zone Management. NOAA Coastal Resilience Grants, NFWF National Coastal Resilience Fund
	SC3.5: Explore salt water intrusion vulnerability of Duxbury's surface waters and aquifers with sea level rise.	1. Identify proper monitoring technique to prepare for monitoring if sea level rise increases concern for intrusion in terms of salinity interface with existing infrastructure, septic function, water quality, habitat and other public safety issues.	Planning, DPW, Conservation, Health	Land Use Department Heads, Committees, Commissions and Boards	Long-term	None

TRANSPORTATION AND CONNECTIVITY RECOMMENDATIONS

 = Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
<p>T1: Develop a town-wide multi-modal network and traffic safety prioritization plan.</p>	<p>T1.1: Study high crash locations to develop a safety prioritization plan that includes vehicular traffic calming measures to reduce speeds and coordination with pedestrian and bicycle priorities.</p>	<p>1. Conduct Road Safety Audits and Bicycle and Pedestrian Audits for high crash locations.</p>	<p>Duxbury Planning Department, DPW, Highway Safety, Public Safety</p>	<p>Old Colony Planning Council, Open Space Committee</p>	<p>Short-term</p>	<p>FHWA Road Safety Audit guidelines: https://safety.fhwa.dot.gov/rsa/resources/ Bicycle and pedestrian safety audit and other resources: http://www.pedbikeinfo.org/resources/pbic_resources.cfm</p>
		<p>2. Incorporate findings into the town wide multimodal network planning and the street improvement prioritization.</p>	<p>Duxbury Planning Department, DPW, Highway Safety Committee</p>	<p>None</p>	<p>Short-term</p>	
	<p>T1.2: Create a policy and prioritization plan for multi-modal and safety improvements that reflects and maintains the rural and small town character and current activity, such as "safe routes to schools" efforts.</p>	<p>1. Conduct a multi-modal street improvement plan effort and explore adopting a complete streets policy, as outlined by the MassDOT guidelines, with an emphasis on maintaining the small town and rural character of Duxbury. Passing a complete streets policy will make the Town eligible to receive funds from the state for roadway improvements.</p>	<p>Duxbury Planning Department, consultant, DPW</p>	<p>Planning Board, Town Highway Safety Advisory Committee</p> <p>Town Sidewalk and Bike Path Advisory Committee</p> <p>MAPC*</p>	<p>Short-term</p>	<p>MassDOT complete streets portal, including training, guidance, and funding: https://masscompletestreets.com/ MAPC's Local Access Score website (localaccess.mapc.org) includes tools that can help in prioritizing routes. FHWA Small Town and Rural Multimodal Network Guide: https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/small_towns/</p>
		<p>2. Develop a multi-modal streets prioritization plan.</p>	<p>Planning Board, consultant, DPW, Planning</p>	<p>Public Safety, MAPC*, Town Sidewalk and Bike Path Advisory Committee, Highway Safety Committee</p>	<p>Short-term</p>	
		<p>3. Consider a benefits improvement district to implement recommendations in key nodes and other additional local funds, to also match state and federal funding.</p>	<p>Duxbury Planning Board</p>	<p>Planning Department</p> <p>MAPC*</p>	<p>Mid-term</p>	

TRANSPORTATION AND CONNECTIVITY RECOMMENDATIONS (continued)

 = Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) T1: Develop a town-wide multi-modal network and traffic safety prioritization plan.	T1.3: Evaluate roadway and streets for pedestrian and bicycle improvements, such as wide shoulders, shared-use paths, roadside paths, or traffic calming, and develop specific projects to create the network, including pilot projects to test new ideas.	1. Create a single town map of existing town trails.	Conservation	Planning Department, Conservation Commission	Short-term	MAPC Trail Implementation Toolkit; Shared Use Path Planning and Design Guide
		2. Create map showing key nodes such as schools, economic centers, etc. that need connectivity as identified in the Master Plan. New paths or improvements to existing sidewalks that help connect to these key nodes should be given priority.	Planning Board and Duxbury Planning Department	DPW, Open Space Committee, Facilities, Sidewalk and Bike Committee	Short-term	
		3. For Bay Circuit Trail, develop action plan to add sidepaths or expanded shoulders, and marking on segments of trail along Town Streets.	Planning Board, Duxbury Planning Department, DPW	Town Sidewalk and Bike Path Advisory Committee, Town Open Space Committee MAPC* and MassDOT	Short-term	The LandLine; MAPC Trail Implementation Toolkit; Shared Use Path Planning and Design Guide; MassTrails Grants:
		4. Hold planning workshop with MAPC and MassDOT to develop preferred alignment of LandLine trail, and develop action plan to construct trail.	Planning Board, Duxbury Planning Department	Town Sidewalk and Bike Path Advisory Committee, Town Open Space Committee, DPW, MAPC* and MassDOT	Mid-term	

TRANSPORTATION AND CONNECTIVITY RECOMMENDATIONS (continued)

 = Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) T1: Develop a town-wide multi-modal network and traffic safety prioritization plan.	T1.4: Plan for potential bicycle share programs and other “micro-mobility” travel options, such as e-bicycles, scooters, or Segways, and how the Town’s transportation infrastructure could accommodate them safely.	1. Work with adjacent municipalities (e.g., Marshfield, Pembroke, Kingston) on developing a multi-town bicycle share agreement that promotes connectivity.	Duxbury Planning Department, Sidewalk and Bike Path Advisory Committee	Open Space Committee, Highway Safety Committee	Long-term (should be implemented only when a larger bicycle infrastructure network is in place)	MAPC can provide examples of similar inter-municipal agreements and contracts with vendors
		2. If desired, work with cost-free bicycle share vendor on a pilot program to collect data on usage and origins/destinations.	Duxbury Planning Department	Town Sidewalk and Bike Path Advisory Committee, Highway Safety Committee	Long-term (should be implemented only when a larger bicycle infrastructure network is in place)	MAPC can provide examples of similar inter-municipal agreements and contracts with vendors
		3. Follow statewide efforts of other municipalities on adopting ordinances whether to allow scooters and other micro-mobility options on Town sidewalks, or streets, and off-road trails.	Duxbury Planning Department, DPW	Town Sidewalk and Bike Path Advisory Committee, Highway Safety Committee	Short-term	MAPC can provide with examples of ordinances, multi-municipality agreements and vendor contracts
T2: Create walkable economic centers.	T2.1: Design safe pedestrian and bicycle connections in key neighborhood business districts including Snug Harbor and Millbrook, similar to recent designs being discussed for Hall’s Corner.	1. Conduct planning and visioning efforts for neighborhood business districts, working with businesses and residents.	Duxbury Planning Department	Economic Development Advisory Committee, DPW, Sidewalk and Bike Path Advisory Committee and Highway Safety Committee OCPC and MAPC*	Short-term	MassDOT complete streets portal, including training, guidance, and funding: https://masscompletestreets.com/

TRANSPORTATION AND CONNECTIVITY RECOMMENDATIONS (continued)

= Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) T2: Create walkable economic centers.	(Continued) T2.1: Design safe pedestrian and bicycle connections in key neighborhood business districts including Snug Harbor and Millbrook, similar to recent designs being discussed for Hall's Corner.	2. These planning efforts should include elements of Road Safety Audits and Bicycle/Pedestrian safety audits, as outlined by MassDOT's Complete Street Guidelines and FHWA's Safety Audit Guidelines; they should also evaluate where there is excess pavement that encourages speeding, and how the areas can be redesigned to encourage slower driving speeds with sidewalk and crosswalk extensions, better lighting, and on-street parking.	Planning Department	Economic Development Advisory Committee, DPW, Sidewalk and Bike Path Advisory Committee and Highway Safety Committee OCPC and MAPC*	Short-term	FHWA Road Safety Audit guidelines: https://safety.fhwa.dot.gov/rsa/resources/ Bicycle and pedestrian safety audit and other resources: http://www.pedbikeinfo.org/resources/pbic_resources.cfm
	T2.2: Conduct parking studies in neighborhood business districts to determine parking needs, including ways to ensure parking turnover for commercial establishments, and ensure safe pedestrian connections through parking lots.	1. Before implementing improvements in neighborhood business districts, a comprehensive parking study should be completed that measures existing parking resources, typical parking needs and turnover, with recommended strategies to ensure adequate parking while making other changes to accommodate non-motorized uses.	Planning Board, Planning Department	Economic Development Advisory Committee, DPW, Sidewalk and Bike Path Advisory Committee and Highway Safety Committee OCPC and MAPC*	Short-term	(See below)
		2. Parking studies should also address the safety issues of areas that have front-in parking that require vehicles to back into oncoming street traffic, which is an unsafe maneuver that can lead to collisions.	Planning Department	Economic Development Advisory Committee Town Highway Safety Advisory Committee OCPC and MAPC*	Short-term	Examples of similar downtown parking studies by MAPC include Marlborough and Maynard. See https://www.mapc.org/transportation/ and look under "Learn More" and Parking".
		3. After studies are completed, develop an implementation plan, including signage, and revise parking and street design ordinances as needed, to support parking study recommendations.	Planning Board, Planning Department, DPW	Economic Development Advisory Committee, Sidewalk and Bike Path Advisory Committee and Highway Safety Committee OCPC and MAPC*	Mid-term	Examples of similar downtown parking studies by MAPC include Marlborough and Maynard. See https://www.mapc.org/transportation/ and look under "Learn More" and Parking".

TRANSPORTATION AND CONNECTIVITY RECOMMENDATIONS (continued)

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) T2: Create walkable economic centers.	T2.3: Create placemaking pedestrian and bicycle infrastructure and (where needed) transit infrastructure in the existing neighborhood business districts, such as bicycle racks, wayfinding, seating, and dedicated pick-up/drop-off areas.	1. After planning/vision studies of neighborhood business districts include design of improvements.	DPW, Planning Department	None	Mid-term	None
		2. If desired, consider a Parking Benefit District to fund elements; will require charging for parking.	DPW, Planning Department	None	Long-term	None
	T2.4: Plan for expanded ride-hailing services (Uber, Lyft, taxis) and autonomous vehicle with pick-up/drop-off areas at key destinations.	1 Monitor data from Massachusetts Department of Public Utilities on the number of ride-hailing (also known as Transportation Network Companies, or TNCs) trips in Duxbury and the South Shore subregion to see if ride-hailing growth may warrant specific curbside signage and curbside management ordinance.	Planning Department	Town Highway Safety Advisory Committee	Short-term	DPU Ride-Hailing/ TNC data and Massachusetts TNC legislation, ITE Curbside Management Practitioners' Guide and Curbside Management Resources
		2. Monitor availability of best practices for regulating on-street and off-street curb space in key areas such as neighborhood business districts and schools to minimize negative impacts to pedestrian, bicycle, and vehicular traffic flow.	Planning Department, DPW	Town Highway Safety Advisory Committee	Mid-term	
		3. Monitor MassDOT and other sources to see how quickly autonomous vehicles may be adopted in the Boston region, including adoption and use by ride-hailing services.	Planning Department, DPW	Town Highway Safety Advisory Committee	Mid-term	
	T3: Expand transit options and transit supportive infrastructure.	T3.1: Evaluate ridership and on time performance of the GATRA route serving Duxbury to determine whether to keep the route along Washington Street or return the routing to Route 3A, or other changes to improve transit access.	1. The Town should review ridership and on/off data with GATRA to see if the summer routing options have increased performance. If possible, the routing evaluation should consider impacts to vulnerable populations including households without automobiles, seniors, and lower-income families, and ways the routes can best connect these individuals with daily needs including shopping, medical, and education.	Planning Department, Council on Aging	GATRA, OCPC	Mid-term

TRANSPORTATION AND CONNECTIVITY RECOMMENDATIONS (continued)

 = Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) T3: Expand transit options and transit supportive infrastructure.	T3.2: Implement infrastructure to support transit use such as seating at bus stops, signage with bus schedules, and integration of bus stops with multi-modal network improvements.	1. Once the evaluation of the bus route is complete and the bus route finalized, an infrastructure plan for the Town's bus stops should be developed that prioritizes the busiest stops.	Planning Department, DPW, Council on Aging	GATRA, OCPC, Highway Safety Committee	Long-term	None
		2. Include bus stop infrastructure improvements when developing street improvements and placemaking.	Planning Department, DPW, Council on Aging	GATRA, OCPC	Long-term	None
	T3.3: Long-term, evaluate with GATRA the feasibility of a single bus route connection from Duxbury to the Kingston commuter rail.	1. Explore with GATRA in their next long-range transit plan whether extending the Duxbury bus route to the Kingston commuter rail station is feasible, or what other connecting transit services might be reasonable.	Planning Department	GATRA	Long-term	www.gatra.org
	T3.4: Evaluate senior transportation services in nearby towns of Plymouth, Kingston and Marshfield to determine if a coordinated dispatch would create a more efficient and effective service.	1. Work with MAPC, MassDOT, the Massachusetts Executive Office of Health and Human Services and nearby Towns to conduct a study of the senior transportation needs and resources to determine if a consolidated or coordinated senior shuttle service would be beneficial.	Council on Aging	MAPC, MassDOT, MA EOHHS	Ongoing	None
	T3.5: Explore the feasibility of replicating the new Attleboro partnership for subsidized Uber and Lyft rides to help fill the gaps in GATRA services.	1. Work with GATRA to see if Community Accessing Rides (CAR) program could be expanded into Duxbury. These partnerships allow for a lower cost way to expand the reach of transit for those who do not have access to an automobile, and could help fill gaps in transit services.	Council on Aging	Planning Department, GATRA	Ongoing	www.gatra.org

TRANSPORTATION AND CONNECTIVITY RECOMMENDATIONS (continued)

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
T4: Include climate resiliency and safety in developing changes to future transportation infrastructure.	T4.1: Ensure that new and existing at-risk transportation infrastructure is able to accommodate climate change impacts such as rising sea levels and stronger storms.	1. During planning and design of transportation projects, use tools such as online mapping to view potential flooding impact, etc. and design projects to be resilient to impacts of climate change.	Planning Department, DPW, Land Use Departments	Planning Board	Short-term	None
	T4.2: Expand pervious surfaces where possible when improving neighborhood business centers, municipal facilities, and streets.	1. As key areas or corridors are reimagined, look for ways to reduce the amount of impervious surfaces where possible while maintaining water quality.	DPW	None	Mid-term	A Better City guidelines on pavement and asphalt: https://challenge.abettercity.org/toolkits/climate-resilience-toolkits/urban-heat-island/paving-and-asphalt
	T4.3: Add Electric Vehicle (EV) charging stations in Duxbury.	1. Take advantage of state programs to install public (EV) charging stations.	Alternative Energy Committee	Facilities	Short-term	MAPC resources on EV charging stations: https://www.mapc.org/planning101/roadmap-how-to-install-electric-vehicle-charging-stations-in-your-community/
		2. Consider requirements that new developments install charging stations.	Planning Board	Alternative Energy Committee, Planning	Mid-term	
	T4.4: Monitor autonomous vehicle adoption, specifically in the South Shore, including what infrastructure might be needed to promote safety.	1. The Town should monitor the adoption of autonomous vehicles and follow best practices for street design, lane markings and signage that will help safely accommodate this new technology, with particular attention to how these vehicles can safely operate in a multimodal environment with pedestrians and cyclists.	DPW, Highway Safety Committee	Planning Department, Bike Path and Sidewalk Committee	Long-term	MAPC resources on AVs: https://www.mapc.org/resource-library/autonomous-vehicles/

HOUSING RECOMMENDATIONS

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
H1: Diversify housing options to support an aging population, affordability, and a more diverse population.	H1.1: Foster new housing types, such as mixed-use housing at neighborhood business districts or new housing types for downsizing seniors/starter homes.	1. Consider modifying Neighborhood Business Districts to encourage upper level housing units by removing the Special Permit requirement and the maximum two-bedroom restriction, but retaining Site Plan Review.	Planning Board	Duxbury Planning Department	Short-term	None
		2. Undertake a district planning process in each Neighborhood Business District to determine characteristics of zoning modifications for each district, similar to recent studies in Hall's Corner.	Planning Department	Planning Board	Mid-term	Massachusetts Downtown Initiative (MDI), MAPC Technical Assistance
		3. Study district wastewater treatment options for Neighborhood Business Districts including potential build-out that could be supported by wastewater system capacity; determine whether there is a need	Planning Department, DPW	Planning Board, Health, Water and Sewer	Mid-term	None
		4. Explore Business Improvement Districts or other funding mechanisms that could share joint district infrastructure costs and benefits across properties, if feasible.	Planning Department	Planning Board, Finance Department	Mid-term	None
	H1.2: Explore adaptive reuse options to create multiple housing units in existing structures.	1. Define a pilot program for the conversion of a larger historic or older home into multiple affordable housing units.	Planning Board	Planning Department, Council on Aging, DAHT	Mid-term	None
		2. Identify a property or properties that could participate in the program to evaluate and refine its effectiveness.	Planning Board, Duxbury Affordable Housing Trust (DAHT)	Planning Department	Mid-term	None
	H1.3: Encourage efforts to address housing affordability including supporting the Affordable Housing Trust, cooperative housing, or other models to diversify housing offerings and options, identify Town-owned or privately owned land suitable for housing production, permit and document previously un-permitted housing units, and preserve existing affordable units and deed restrictions.	1. Identify funding sources (i.e. CPA) to hire housing staff to facilitate activities to provide housing alternatives and diversity in support of the Affordable Housing Trust and the town housing needs as identified in the recently updated Housing Production Plan and Housing Needs Assessments.	Board of Selectmen	Community Preservation Committee, Council on Aging, Duxbury Housing Authority, Planning Board	Ongoing	Community Preservation Act funds
		2. Continue to complement Affordable Housing Trust activity with support from other Town Boards and Committees and external partners such as South Shore Habitat for Humanity.	Board of Selectmen		Ongoing	Community Preservation Act funds

HOUSING RECOMMENDATIONS (continued)

= Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
<p>(Continued) H1: Diversify housing options to support an aging population, affordability, and a more diverse population.</p>	<p>(Continued) H1.3: Encourage efforts to address housing affordability including supporting the Affordable Housing Trust, cooperative housing, or other models to diversify housing offerings and options, identify Town-owned or privately owned land suitable for housing production, permit and document previously un-permitted housing units, and preserve existing affordable units and deed restrictions.</p>	<p>3. Identify an inventory of un-permitted accessory dwelling units to assess and explore the capacity for an amnesty program which would provide a low-cost or no-cost and streamlined permitting opportunity to make these units permitted and legal.</p>	<p>Board of Selectmen</p>	<p>Duxbury Assessing Department, Planning Board, Planning, Municipal Services</p>	<p>Short-term</p>	<p>None</p>
	<p>H1.4: Continue to add all existing eligible affordable housing units to the Subsidized Housing Inventory and regularly update the Housing Production Plan (last updated in 2019).</p>	<p>1. Identify current affordable housing units in Duxbury that may have long-term deed restriction issues as currently structured.</p>	<p>Duxbury Affordable Housing Trust</p>	<p>None</p>	<p>Short-term</p>	<p>Community Preservation Act funds</p>
		<p>2. Approach property owners to discuss replacing deed restrictions with identified issues with the State's standard Local Initiative Program Deed Rider.</p>	<p>Duxbury Affordable Housing Trust</p>	<p>None</p>	<p>Short-term</p>	<p>Community Preservation Act funds</p>
		<p>3. Continue to document all Local Initiative Program (LIP) housing units with the MA Department of Housing and Community Development to count toward the Town's Subsidized Housing Inventory (SHI).</p>	<p>Duxbury Affordable Housing Trust</p>	<p>Municipal Services Department</p>	<p>Short-term</p>	<p>Community Preservation Act funds</p>
		<p>4. The Duxbury Housing Production Plan was updated in April 2019. The next update should occur in 5 years, or sooner if some significant change in housing occurs in the Town.</p>	<p>Duxbury Affordable Housing Trust</p>	<p>Planning Board</p>	<p>Mid-term</p>	<p>MassHousing Grants, MAPC Technical Assistance Grants</p>

HOUSING RECOMMENDATIONS (continued)

= Duxbury Planning Board Implementation Priority


Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
H2: Use residential improvements to preserve and strengthen the Town's historic residential neighborhoods and semi-rural and coastal character.	H2.1: Reduce the likelihood of removal of historic homes through both regulations, such as increased dimensional controls, and incentives, such as historic tax credits.	1. In historic residential districts where homes experience redevelopment pressure for demolition, modify zoning to include Floor Area Ratio (FAR) set at an amount that would allow additions, but discourage full demolition.	Historic Commission, Historic District Commission, Planning Board	Planning Department	Short-term	None
	H2.2: Encourage additions, conversions, or accessory dwellings that enhance the economic viability of preservation while maintaining neighborhood character.	1. Establish incentives such as expedited permitting, waiver or reduction of filing fees, building and occupancy permits, and/or utility connection fees.	Historic Commission, Historic District Commission, Planning Board	Duxbury Municipal Services and Planning Departments	Short-term	None
	H2.3: Explore opportunities to allow income-producing historic properties to expand tax credit opportunities.	1. Support property owners who seek to become eligible for the 20% Historic Rehabilitation Tax Credit for a historic structure that is not owner-occupied.	Historical Commission, Planning Board, Economic Advisory Committee	Finance and Planning Departments	Short-term	National Park Service, U.S. Department of the Interior, Technical Preservation Services and Tax Incentives
H3: Use residential improvements to strengthen walkability and improve multi-modal connections.	H3.1: Use residential redevelopment as an opportunity to encourage private investment to increase pedestrian and bicycle connections.	1. Consider modifications to the Residential Conservation Cluster (RCC) zoning to increase the attractiveness of this district for development, such as allowing by right with Site Plan Review, instead of requiring a Special Permit.	Planning Board	Planning Department	Mid-term	None
		2. Consider modifications to the RCC zoning to strengthen compact design guidelines to support pedestrian and bicycle connections.	Planning Board	Planning Department	Mid-term	None
	H3.2: Encourage residential and mixed-use redevelopment to occur in existing neighborhood business districts that support walkability.	1. Review and approval of proposed residential development should emphasize whether the proposed location, design, and amenities are consistent with strengthening walkability in the Town as a primary criteria for approval.	Planning Board, Economic Advisory Committee	Planning Department	Mid-term	None

HOUSING RECOMMENDATIONS (continued)

 = Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) H3: Use residential improvements to strengthen walkability and improve multi-modal connections.	H3.3: Require or incentivize development to add amenity or access to adjacent amenities or to contribute to improving the conditions of the district in which they are located.	1. Identify amenities, benefits, or other contributions that may be associated with development in specific locations. Cross reference this list with properties that have a higher potential for redevelopment.	Planning Board, Economic Advisory Committee	Planning Department	Mid-term	None
		2. Consider modifications to the RCC zoning to strengthen compact design guidelines to strengthen adjacent open space or conservation areas while adding amenity and supporting pedestrian and bicycle connections.	Planning Board	Planning Department	Mid-term	None
H4: Encourage independent living for seniors, people with disabilities and other special needs.	H4.1: Identify targeted locations near existing clusters, such as The Village at Duxbury, to add age-restricted and special needs housing units and additional amenities.	1. Review under-utilized land or land where redevelopment may occur where housing alternatives may fit into the neighborhood with appropriate design standards.	Planning Board, Economic Advisory Committee	Planning Department	Short-term	None
	H4.2: Streamline zoning and permitting approvals for senior and special needs housing including exploring opportunities for incentives.	1. Establish incentives such as expedited permitting, waiver or reduction of filing fees, building and occupancy permits, and/or utility connection fees.	Planning Board, Economic Advisory Committee, Duxbury Affordable Housing Trust	Municipal Services and Planning Departments, other housing agencies	Short-term	None
	H4.3: Explore tax benefits to assist senior residents.	1. Explore an increase in the exemption amount for the property taxes for seniors, people with disabilities and other special needs.	Board of Selectmen, Finance Committee, Assessing Department	Duxbury Affordable Housing Trust	Short-term	None
H5: Integrate new housing into existing neighborhood business districts.	H5.1: Encourage conversion of upper-story commercial space with residential units where appropriate.	1. Consider modifying Neighborhood Business Districts to encourage upper level housing units by removing the Special Permit requirement and the maximum two-bedroom restriction, but retaining Site Plan Review.	Planning Board	Planning Department	Mid-term	None

HOUSING RECOMMENDATIONS (continued)

 = Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) H5: Integrate new housing into existing neighborhood business districts.	H5.2: Encourage the redevelopment of single-story commercial buildings into multiple story buildings that include ground floor commercial uses and upper floor residential units in the neighborhood business districts of Hall's Corner, Snug Harbor, and Millbrook.	1. Undertake a district planning process in each Neighborhood Business District to determine characteristics of zoning modifications for each district, similar to recent studies in Hall's Corner.	Planning Board	Planning and Municipal Services Departments	Mid-term	Massachusetts Downtown Initiative (MDI), MAPC Technical Assistance
		2. Consider modifying Neighborhood Business Districts to expand opportunity for mixed-use redevelopment integrating input from district planning processes.	Planning Board	Planning and Municipal Services Departments	Mid-term	Massachusetts Downtown Initiative (MDI), MAPC Technical Assistance
	H5.3: Streamline zoning and permitting approvals for projects that include residential uses and amend the zoning bylaw to encourage mixed uses in existing neighborhood business districts.	1. Consider modifying Neighborhood Business Districts to encourage upper level housing units by removing the Special Permit requirement and the maximum two-bedroom restriction, but retaining Site Plan Review.	Planning Board	Planning Department	Short-term	None
	H5.4: Explore targeted infrastructure investments, such as wastewater, to support additional mixed-use activity in neighborhood business districts.	1. Study district wastewater treatment options for Neighborhood Business Districts including potential build-out that could be supported by wastewater system capacity.	Planning Board, DPW, Economic Advisory Committee	Planning Department, Water and Sewer Advisory Board, Health	Mid-term	None
		2. Explore Business Improvement District or other funding mechanisms that could share joint district infrastructure costs and benefits across properties.	Planning Board, Economic Advisory Committee	Planning and Finance Departments	Mid-term	None
		3. Align Neighborhood Business District zoning modifications with the characteristics of build-out supported by shared infrastructure if these assessments show feasibility.	Planning Board	Duxbury Planning Department, Town Meeting	Mid-term	None
	H5.5: Focus regulations and incentives on the creation of both smaller units and rental units to diversify housing options in existing neighborhood business districts.	1. Establish incentives such as expedited permitting, waiver or reduction of filing fees, building and occupancy permits, and/or utility connection fees in tandem with any recommended zoning changes..	Planning Board	Municipal Services and Planning Departments	Short-term	None

PUBLIC FACILITIES AND SERVICES RECOMMENDATIONS

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
P1: Leverage public facilities to provide professional and recreational opportunities to town residents.	P1.1: Consider how town facilities, such as the library, can accommodate individuals who work remotely or in home occupations.	1. Prepare a survey for persons who work from home to better understand how town resources could support their work.	Economic Advisory Committee, Free Library	Planning, Planning Board	Short-term	None
	P1.2: Expand on trainings and support available in the town for support of home businesses.	1. Based on survey responses, develop a programming or encourage private enterprises to develop programming to support persons who work from home and small businesses.	Economic Advisory Committee, Planning Board	South Shore Chamber of Commerce, South Shore Economic Development Corp.	Short-term	None
	P1.3: Evaluate town owned and operated waterfront facilities, e.g. public docks and waterfront parks, and identify improvements to allow for appropriate and improved public access to the town's water resources.	1. Pursue additional district planning study work in Snug Harbor.	Planning Department	Planning Board	Short-term	MAPC Climate Resilience Grant
		2. Study usage and capacity needs for waterfront parking, moorings, boat launches, marina space, etc. to determine how resources could best improve efficiency and availability of access.	Harbormaster, Planning Department, DPW	Land Use Boards, Commissions and Committees, stakeholders	Mid-term	None
		3. Study and monitor water quality with a focus on bay health and its impact on bay usage over time. Engage the communities of Plymouth and Kingston who also share the bay's waters.	Conservation, Planning and Harbormaster	Land Use Boards, Commissions and Committees	Mid-term	None
	P2: Continue developing capacity to plan and implement long term, proactive infrastructure and facilities improvements.	P2.1: Identify and establish additional best practices for capital improvement planning for long term maintenance and infrastructure needs including establishing a fund to cover the local share of TIP or other shared funding projects.	1. Prioritize the major public road investments identified (Exit 10 roadway and connectivity improvements, Washington Street connectivity and safety improvements, etc.)	DPW, Planning	Highway Safety Committee	Short-term
2. Develop project estimates and identify potential available resources for each priority.			Town Manager	Departments of Public Works and Planning	Mid-term	None
3. Create and allocate funds into a budget line item to begin building town funds available to support the identified infrastructure priorities and grant application matches.			Finance, Board of Selectmen	Finance Committee	Mid-term	None
4. Consider establishing a construction request procedure for municipal building projects, per the Government Study Committee's Final Report recommendations.			Town Manager, Fiscal Advisory Committee, Facilities	Board of Selectmen, Department Heads	Mid-term	None

PUBLIC FACILITIES AND SERVICES RECOMMENDATIONS *(continued)*

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) P2: Continue developing capacity to plan and implement long term, proactive infrastructure and facilities improvements.	(Continued) P2.1: Identify and establish additional best practices for capital improvement planning for long term maintenance and infrastructure needs including establishing a fund to cover the local share of TIP or other shared funding projects.	5. Establish processes so that long term budgeting is consistent across Town Departments.	Town Manager, Finance Committee	Fiscal Advisory Committee, Department Heads	Short-term	None
	P2.2: Examine options for providing additional engineering expertise to respond to Town infrastructure needs.	1. Consider a cost/benefit analysis of staff engineering expertise compared to a consultant engineer to advise roadway and other improvement projects.	Town Manager, DPW	None	Mid-term	None
	P2.3: Continue to prioritize and implement recommendations from prior and future planning efforts, such as the Town's Climate Vulnerability Assessment Plan and Hazard Mitigation Plan, and risk assessment modeling to protect Town facilities and infrastructure threatened by the present and anticipated effects of climate change, e.g. increased storm intensity and sea level rise. The Town received an MVP Implementation grant to prioritize and assess infrastructure needs where vulnerable to flood and wave damage.	1. Establish a regular programming/ update process - representing relevant Boards, Committees, and Departments - to oversee the implementation of Duxbury Climate Vulnerability Assessment and Action Plan, Natural Hazard Mitigation Plan, and the Envision Duxbury Master Plan Sustainability elements.	Board of Selectmen, Fiscal Advisory Committee, Finance	Relevant Boards, Committees, and Departments	Short-term	None
P3: Identify opportunities to collaborate and coordinate regionally	P3.1: Continue, and consider expanding, participation in collective purchasing programs for capital equipment, e.g. police, fire and public works vehicles, to benefit from economies of scale and save staff time.	1. Conduct a comprehensive fleet management study to understand current Town wide practices and to identify potential improvements.	Department of Public Works	Town Manager, Fiscal Advisory Committee	Short-term	None
		2. Using the Fleet Management Study as a guide, check future apparatus, equipment, and services needs against available collective purchasing agreements using MAPC municipal collaboration and procurement services as support.	Department of Public Works	Fiscal Advisory Committee, MAPC	Ongoing	MAPC Municipal Collaboration support
	P3.2: Collaborate with neighboring communities to encourage preservation of green spaces and to identify locations of possible paths that could enhance connections between adjacent green spaces or amenities.	1. Leverage MAPC's South Shore Coalition meetings and subregional coordinator to advance shared interests.	Planning Department	MAPC, Planning Board, Conservation, Open Space Committee	Ongoing	None
	P3.3: Create processes and cultivate relationships to better coordinate with neighboring towns in addressing the impacts of development related to infrastructure, road safety, emergency access, and climate vulnerability.	1. Leverage MAPC's South Shore Coalition meetings and subregional coordinator to advance shared interests.	Planning Department, DPW	MAPC, Planning Board	Ongoing	None

PUBLIC FACILITIES AND SERVICES RECOMMENDATIONS *(continued)*

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
P4: Strengthen effective communication and collaboration within Town government and with the public.	P4.1: Clarify roles, responsibilities, and communication between boards, committees, and professional staff and the way information should be shared.	1. Create a one-page template to consistently display role, responsibility, charge, relationship to other boards or committees, and current priorities.	Board of Selectmen	Town Manager	Short-term	None
	P4.2: Continue to disseminate important information through a variety of channels and refine outreach strategies when appropriate.	1. Town officials and leadership keep the residents apprised of progress toward Master Plan Goals and Strategies, particularly related to climate change adaptation efforts.	Board of Selectmen, Planning Board	Town Manager, Land Use Department Heads, Boards, Committees and Commissions	Ongoing	None
		2. Ensure the Town website is regularly updated and easily navigable. Evaluate the present use of social media tools and potentially expand effective use.	Town Manager, Town Clerk	Committee Chairs and Department Heads	Ongoing	None
	P4.3: Develop approaches to assist residents with engaging federal or state resources or agencies, e.g. FEMA.	1. Provide regularly updated information on the Town website regarding storm events, resources available, and contact information.	Planning, Town Clerk, Public Safety	None	Ongoing	None
P5: Ensure that town and school facilities meet patterns of community use and departmental operations needs.	P5.1: Plan for the replacement or substantial improvement of facilities whose characteristics of size, condition, or location inhibit the efficient operation of the departments which rely on them.	1. Revisit and continue efforts to construct a new DPW Operations facility. Consider the factors contributing to the unsuccessful Town Election vote and evaluate strategies to address them.	DPW, Board of Selectmen, Town Manager, DPW Building Committee	Fiscal Advisory Committee	Short-term	None
	P5.2: Provide sufficient resources to support thorough and timely operational maintenance activities, including responses to corrective and preventive maintenance work orders.	1. Provide consistent and predictable funding to the Facilities Department through the annual operating and capital budget.	Town Manager, Board of Selectmen	Facilities Department, Fiscal Advisory Committee	Ongoing	None
	P5.3: Consider the long term future needs of cemetery expansion as part of town facilities planning.	1. Identify suitable and higher elevation areas for potential expansion that are adjacent to existing cemetery land.	Cemetery Department and Trustees	Town Manager, Land Use Department Heads, Boards, Committees and Commissions	Mid-term	None
		2. Identify current cemetery areas at risk for climate change impacts and account for these areas in long term future needs.	Planning and Cemetery Departments, DPW	Cemetery Trustees	Mid-term	None

ECONOMIC DEVELOPMENT RECOMMENDATIONS

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
<p>E1: Focus on distinct neighborhood business district-based economic development.</p>	<p>E1.1: Develop a comprehensive marketing strategy to develop a brand identity for major districts to attract new visitors, residents, and businesses.</p>	<p>1. Brand neighborhood business districts and market it to potential tenants and patrons.</p>	<p>Economic Advisory Committee, Duxbury Business Association, private businesses</p>	<p>South Shore Chamber of Commerce, Planning Department</p>	<p>Short-term</p>	<p>DHCD Massachusetts Downtown Initiative Grant</p>
		<p>2. Utilize digital advertising to market the districts and promote on the Town website.</p>			<p>Mid-term</p>	
		<p>3. Develop a business recruitment and support program and downtown organizational bylaws.</p>			<p>Mid-term</p>	
		<p>4. Form a working group/committee comprised of stakeholders including the Business Association and Chamber, business and property owners, and other interested parties to strategize and conduct a marketing strategy using a consultant.</p>			<p>Short-term</p>	
	<p>E1.2: Improve wayfinding signage to better guide visitors to Duxbury's existing business districts and many amenities and create a façade improvement program for these districts.</p>	<p>1. Invest in signage for the entrances to neighborhood business districts.</p>	<p>Economic Advisory Committee, Duxbury Business Association, private businesses</p>	<p>Planning Department</p>	<p>Mid-term</p>	<p>MAPC Technical assistance funding (DLTA or PMTA), DHCD Massachusetts Downtown Initiative Grants</p>
		<p>2. Develop a wayfinding plan to guide motorists (but also bicyclists and pedestrians) to neighborhood business district services and amenities.</p>				
	<p>E1.3: Increase residences within and near the business districts by working with property owners to determine priority underutilized sites for mixed use redevelopment.</p>	<p>1. Identify and activate vacant sites through rehabilitation and infill development to encourage the location of new mixed-use development.</p>	<p>Planning Department and Planning Board, Economic Advisory Committee</p>	<p>Duxbury Business Association, housing stakeholders</p>	<p>Long-term</p>	<p>Chapter 40R Smart Growth Zoning Overlay</p>
		<p>2. Review current zoning and identify potential modifications (either to mapped district or text) to encourage the mixed-use development desired in these areas.</p>				

ECONOMIC DEVELOPMENT RECOMMENDATIONS (continued)

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) E1: Focus on distinct neighborhood business district-based economic development.	E1.4: Create a pedestrian and bicyclist friendly environment in each district.	1. Encourage property owners to enhance pedestrian and bicycle amenities on the property.	Planning Department	Economic Advisory Committee, Sidewalk and Bike Path Committee	Short-term	None
		2. Integrate pedestrian and bicycle enhancements into site plan review and development approvals in neighborhood business districts.	Planning Department	Planning Board	Short-term	None
E2: Strengthen maritime businesses and industries, including tourism, recreation, research and education opportunities.	E2.1: Work with state and regional education and economic development agencies to bolster marine educational programs/facilities, the marine aquaculture industry, and recreation programs/facilities, by creating a Snug Harbor Economic Development Plan to grow jobs and revenue.	1. Identify and pursue funding for district resilience planning.	Planning Department	Economic Advisory Committee, Planning Board, Shellfish Advisory Board, Harbormaster	Short-term	MAPC Technical assistance funding
		2. Undertake planning for district resilience plans, including further developing the Snug Harbor Action Plan to encourage appropriate development, placemaking and marketing strategies suitable to the unique characteristics of each district asset.	Planning Department	Economic Advisory Committee, Snug Harbor stakeholders, Land Use Department Heads, Boards and Committees, Shellfish Advisory Committee, Harbormaster	Mid-term	
	E2.2: To the extent that parking, safety, and public infrastructure within the extent of the existing neighborhood business districts can accommodate it, increase retail, restaurants, and expansion of cultural offerings to attract year-round visitors, such as water-based recreation (sight-seeing boat tours, charters and kayak sales/rentals). Further develop off-peak season programming to attract visitors including festivals (food, music, and film), shopping events, restaurant weeks, and more. Continue to support, but increase the promotion of, Holly Days, with improved marketing and outreach.	1. Look for opportunities to crossmarket harbor with other attractions, such as Island Creek Oyster or the various Plymouth points-of-interest.	Duxbury business community	Duxbury Economic Advisory Committee, Planning, Shellfish Advisory Committee	Short-term	None
		2. Review increasing parking for trailers at Duxbury Town Landing and Howland's Landing, with way-finding signage to each ramp.	DPW, Planning Department	Duxbury Harbormaster, Duxbury Bay Harbor Commission, Shellfish Advisory		

ECONOMIC DEVELOPMENT RECOMMENDATIONS *(continued)*

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:	
(Continued) E2: Strengthen maritime businesses and industries, including tourism, recreation, research and education opportunities.	E2.2: To the extent that parking, safety, and public infrastructure within the extent of the existing neighborhood business districts can accommodate it, increase retail, restaurants, and expansion of cultural offerings to attract year-round visitors, such as water-based recreation (sight-seeing boat tours, charters and kayak sales/rentals). Further develop off-peak season programming to attract visitors including festivals (food, music, and film), shopping events, restaurant weeks, and more. Continue to support, but increase the promotion of, Holly Days, with improved marketing and outreach.	3. Increase the maximum tie-up time (currently at 30 minutes) at the town dock during the off-season.	Duxbury Harbormaster	None	Short-term	None	
		4. Promote recreational shellfishing information and activities during allowable months (Sept-May). Use technology to market events. Apps, social media, and other technologies can help artists and business owners to engage with potential customers in more exciting ways.	Shellfish Advisory Committee, Economic Advisory Committee	South Shore Chamber of Commerce	Short-term	None	
		5. Geo-linked apps can help interested visitors learn about the Town's history, assets, and events in real time as they move about Town.	Planning Department	Economic Advisory Committee	Mid-term	None	
	E2.3: Consider incorporating an open space element into any new development that occurs near the harbor.	1. Identify coastal open space and resilience projects that could be implemented with Community Preservation Act funds.	Land Use Departments, Commissions, Committees and Boards	Community Preservation Committee	None	Community Preservation Act (CPA) funds	
		2. Encourage property owners to enhance resilience and open space amenities on coastal property.	Planning Department, Conservation, DPW	Economic Advisory Committee, Open Space Committee	Short-term	Community Preservation Act (CPA) funds	
		3. Integrate resilience considerations into site plan review and development approvals for coastal property.	Planning Department	Planning Board	Short-term	Community Preservation Act (CPA) funds	
	E3: Strategically plan for resilience and leveraging of limited resources.	E3.1: Incorporate resilience and climate change into economic development planning through cost benefit analyses or other evaluations. The Town has received grant funding to study Snug Harbor for resilience in 2019.	1. Incorporate strategies from the Town Natural Hazard Mitigation Plan, and Climate Vulnerability Assessment and Action Plan and update plans every five years.	Planning Department	Land Use Departments, Commissions, Committees and Boards	Short-term	MA EEA Grants, MAPC Technical Assistance
			2. Establish and maintain a Climate Resilience Task Force that works to support a comprehensive approach toward climate resilience.	Board of Selectmen	Land Use Departments, Commissions, Committees and Boards	Short-term	None

ECONOMIC DEVELOPMENT RECOMMENDATIONS (continued)

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) E3: Strategically plan for resilience and leveraging of limited resources.	E3.2: Consider infrastructure investments that could address multiple issues (for example, wastewater treatment plants in certain locations could strengthen redevelopment opportunities, improve Duxbury Bay water quality, and improve coastal resiliency).	1. Define an inventory of municipal infrastructure investments that could improve coastal resilience and encourage other positive investments by property owners.	Land Use Departments, Commissions, Committees and Boards	Open Space Committee, Seawall Committee, Conservation Commission	Short-term	None
		2. Explore opportunities to create a municipal sewer system or other district-based alternative wastewater systems engineered for climate resilience to alleviate identified concerns and risk to drinking water contamination and failures with sea level rise and coastal flooding.	Land Use Departments, Commissions, Committees and Boards	Fiscal Advisory, Health, Water and Sewer Advisory, Economic Advisory Committee	Long-term	None
		3. Explore the benefits of Business Improvement Districts (BID's) for the neighborhood business districts. This self-funded and managed organization would allow property owners to address issues and improvements collectively.	Planning Department and Planning Board	Duxbury Economic Advisory Committee	Short-term	None
	E3.3: Leverage and optimize infrastructure to support more intense use of land in neighborhood business districts.	1. Discuss support for district infrastructure needs with property owners in each neighborhood business district.	Planning Department and Planning Board, DPW	Economic Advisory Committee	Mid-term	None
		2. Explore feasibility of district wastewater solutions for neighborhood business districts. Revisit previous studies such as the Hall's Corner Wastewater Treatment Study.	Planning Board, Planning Department, DPW	Economic Advisory Committee, Fiscal Advisory, Health, Water and Sewer Advisory	Mid-term	None
		3. Explore funding options for district wastewater solutions based on potential support expressed by district property owners.	Planning Department	Economic Advisory Committee, Planning Board	Mid-term	None

ECONOMIC DEVELOPMENT RECOMMENDATIONS *(continued)*

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
E4: Assist local home-based non-store businesses.	E4.1: Create a home-based business development and management program.	1. Create guidelines on how to start and operate a home-based business based on the Small Business Development Center.	Economic Advisory Committee	Planning	Short-term	None
		2. Identify funding for a staff member to act as a liaison between businesses and community officials to streamline the development process, if deemed needed.	Economic Advisory Committee, Planning Board	Planning Department	Short-term	None
	E4.2: Create a Center for Entrepreneurship Incubator, perhaps by partnering with local coworking space Co-WorkDux, which would educate, support, and assist in the successful development of local entrepreneurs who are committed to building a vibrant community.	1. Support co-working shared work spaces in Duxbury, by connecting local entrepreneurs to town services, and supporting the businesses with the appropriate parking and infrastructure in the neighborhood business districts.	Planning Department, Economic Advisory Committee	Property owners or businesses such as Co-Work Dux	Mid-term	None
		2. Study feasibility of Town support for an entrepreneurship incubator by offering support, mentorship, or other tools to support locally grown businesses.	Planning Department, Economic Advisory Committee	Volunteers and property owners or businesses such as Co-Work Dux	Mid-term	None
	E4.3: Through the incubator, create a retail store with an exclusive focus on local products. The marketplace would help build local businesses and connect businesses to regional customers and be a hub for locally made goods.	1. Maintain an inventory of local vacant storefronts and consider a temporary incubator program to activate vacant spaces.	Planning Department, Economic Advisory Committee	Free Library	Mid-term	None
	E4.4: Hold networking events for existing and future home-based, entrepreneurial businesses.	1. Along with the South Shore Chamber of Commerce, the Duxbury Business Association, and Co-Work Dux, Duxbury could hold networking events for existing and prospective home-based business owners in Duxbury.	Economic Advisory Committee, South Shore Chamber of Commerce, Co-Work Dux	Free Library, Senior Center	Mid-term	None

LAND USE AND ZONING RECOMMENDATIONS

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
L1: Continue to protect, conserve and enhance the natural and historic assets of the Town.	L1.1: Strengthen zoning, preservation requirements and design standards for historic residential neighborhoods through refinements to regulations and zoning incentives.	1. Study existing Floor Area Ratio (FAR) ranges of historic residential properties in a district and determine an appropriate FAR for new development and redevelopment that would reduce the incentive for tearing down existing structures, but allow for modest additions and improvements.	Planning Department, Historic District Commission	Planning Board	Short-term	None
	L1.2: Protect scenic vistas and resources through targeted conservation restrictions, management agreements, and incentives encouraging protection for bogs, farms, significant trees, viewsheds, or other features important to the community.	1. Develop an updated inventory of the priority properties that provide scenic vistas and continue to implement protection and stewardship opportunities.	Conservation Commission	Conservation, Historic District Commission, Open Space Committee, CPC	Short-term	None
	L1.3: Refine zoning to preserve character while allowing for more housing type options in specific locations, e.g. refine open space cluster development which could include incentives for cooperative housing or other models that support identified housing needs in the community.	1. Revisit Inclusionary Housing provision of the Zoning Bylaw to broaden use and applicability, and ensure compliance legally.	Planning Board	Planning Department	Short-term	None
		2. Explore a density bonus for Residential Conservation Cluster Development to create additional lots to which the Inclusionary Housing provision of the Zoning Bylaw would be applicable.	Planning Board	Planning Department	Short-term	None
L2: Incrementally improve nodes of current activity, such as neighborhood business districts, as walkable, amenity-rich neighborhood centers.	L2.1: Provide zoning modifications to strengthen support for home occupations.	1. Host a focus group meeting with home business owners to better understand how they could be supported.	Planning Department, Economic Advisory Committee	Planning Board	Short-term	None

LAND USE AND ZONING RECOMMENDATIONS (continued)

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) L2: Incrementally improve nodes of current activity, such as neighborhood business districts, as walkable, amenity-rich neighborhood centers.	(Continued) L2.1: Provide zoning modifications to strengthen support for home occupations.	2. Based on input, propose regulatory modifications to address issues and streamline home business operation.	Planning Department	Planning Board	Mid-term	None
	L2.2: Explore zoning options to enhance incentives for the creation of diverse housing options where suitable.	1. Explore a geographically targeted amendment to zoning to increasing lots eligible for the Affordable Housing Provision, reduce setbacks and increase buildable area.	Affordable Housing Trust	Planning Department	Mid-term	None
	L2.3: Develop strong walking and bicycle connections consistent with the multi-modal plan to nearby open spaces, community facilities, amenities, businesses and services where suitable.	1. Define priority connections for walking and bicycle connections, then begin with low cost improvements to create or improve connections.	Planning Department	Bike Path and Sidewalk Committee	Mid-term	None
L3: Clarify regulations and permitting to encourage appropriate investment.	L3.1: Continue the work and recommendations of the Zoning Bylaw Review Committee to improve the Zoning Bylaw including recodifying the Bylaw to give it a unified, coherent structure, clarifying special permit criteria, and standardizing and consolidating definitions.	1. Define a priority list and sequence of modifications for the Zoning Bylaw	Planning Board	Duxbury Planning Department, Town Counsel	Short-term	None
	L3.2: Clarify existing zoning overlays, underlying zoning, and mapping of zoning districts.	1. Complete study of districts to update data and mapping, develop new zoning maps based on updated information.	Planning Department	Planning Board	Short-term	None
		2. Adopt new map and update online digital resources.	Planning Department	Planning Board	Short-term	None
	L3.3: Create a permitting guide to assist applicants and streamline the approval process.	1. For each permit type define the process of review and approval with a step-by-step guide including flow charts and contact information for relevant departments.	Planning Department, Building Department	Planning Board	Short-term	None

LAND USE AND ZONING RECOMMENDATIONS (continued)

= Duxbury Planning Board Implementation Priority

Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) L3: Clarify regulations and permitting to encourage appropriate investment.	L3.4: Streamline permit filing requirements including encouraging electronic filing, clarifying design review and Special Permit Granting Authority roles.	1. Use the permitting guide information to identify ways in which the review process could be shortened or made more efficient or convenient for applicants and prioritize changes.	Building Department, Zoning Board of Appeals, Planning Board	Planning Department	Short-term	None
		2. Adopt changes to permitting processes.	Building Department, Zoning Board of Appeals, Planning Board	Planning Department	Mid-term	None
L4: Strengthen the sustainability and resilience of future development and redevelopment investments.	L4.1: Explore zoning requirements or incentives to encourage or require sustainable building, site design, and construction.	1. Create a Task Force to define zoning recommendations for sustainability.	Planning Board	Planning Department	Short-term	None
		2. Develop and adopt a green building zoning amendment that addresses green building standards.	Planning Board	Planning Department	Mid-term	None
		3. Explore adoption with zoning incentives (additional building height or density), if design meets specified sustainability standards.	Planning Board	Planning Department	Mid-term	None
	L4.2: Explore net zero zoning requirements or incentives to advance the Town's sustainability and energy goals.	1. Develop a process, as part of permitting, that would require owners to calculate annual greenhouse gas emissions produced by building operations.	Planning Board and Building Department	Planning Department, Alternative Energy Committee	Mid-term	None
		2. Develop a sliding scale of emissions reductions through improved energy efficiency and increased renewable energy supply to incrementally approach net zero.	Alternative Energy Committee	Planning Department	Mid-term	None
		3. Explore incentives, such as property tax reduction, for achieving net zero on the property.	Board of Selectmen, Finance Committee	Planning Board	Mid-term	None

LAND USE AND ZONING RECOMMENDATIONS (continued)

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Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
<p>(Continued) L4: Strengthen the sustainability and resilience of future development and redevelopment investments.</p>	<p>L4.3: Strengthen zoning requirements for low impact development techniques and stormwater management strategies to improve quality of stormwater runoff.</p>	<p>1. Review Zoning Bylaw for consistency with LID principles. Inventory inconsistencies that may require modification.</p>	<p>Planning Board</p>	<p>Planning Department</p>	<p>Short-term</p>	<p>MAPC Low Impact Development Toolkit</p>
		<p>2. Develop a new Low Impact Development (LID) Bylaw that would encourage LID techniques.</p>	<p>Planning Board/ Conservation Commission</p>	<p>Planning Department</p>	<p>Mid-term</p>	<p>MA Smart Growth/ Smart Energy Toolkit Modules - Low Impact Development (LID)</p>
	<p>L4.4: Strengthen zoning requirements for coastal locations in flood zones or flood-prone areas.</p>	<p>1. Study coastal districts, Snug Harbor or other locations, to determine potential zoning modifications or other policies to strengthen resilience.</p>	<p>Duxbury Planning Department, DPW, Municipal Services</p>	<p>Planning Board</p>	<p>Short-term</p>	<p>None</p>
		<p>2. Based on further study, develop new flood resilience requirements or zoning overlays for new development and redevelopment in flood zones, and to encourage redevelopment to not be located in the flood zones wherever feasible.</p>	<p>Planning, Conservation, DPW, Municipal Services</p>	<p>Land Use Boards, Committees and Commissions</p>	<p>Short-term</p>	<p>None</p>
<p>L5: Focus public and private investments to strengthen existing neighborhood business districts.</p>	<p>L5.1: Explore zoning modifications in each neighborhood business district to align investment with the vision to expand mixed-use development and walkability.</p>	<p>1. Complete the development of district plans to support zoning modifications specific to each Neighborhood Business District that would strengthen investment and mix of uses in the districts.</p>	<p>Planning Department, Municipal Services, Economic Advisory Committee</p>	<p>Planning Board</p>	<p>Short-term</p>	<p>None</p>
		<p>2. Amend the Neighborhood Business Districts to encourage upper level residential uses consistent with district studies.</p>	<p>Planning Board, Planning Department, Municipal Services, Economic Advisory Committee</p>	<p>Planning Department</p>	<p>Short-term</p>	<p>None</p>

LAND USE AND ZONING RECOMMENDATIONS (continued)

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Goal:	Strategy:	Action(s):	Responsibility - Lead:	Responsibility - Support:	Timeframe:	Potential External Resources:
(Continued) L5: Focus public and private investments to strengthen existing neighborhood business districts.	L5.2: Focus public realm investments to strengthen walkability, bikability, streetscape and character in neighborhood business districts.	1. Define priority street segments for public realm investments.	Planning Department, DPW	Economic Advisory Committee, Open Space, Sidewalk and Bike Path and Highway Safety Committees	Short-term	None
		2. Complete low cost improvements to pedestrian, bicycle, and vehicle safety (striping, signs, etc.)	Planning Department, DPW	Sidewalk and Bike Path and Highway Safety Committees	Short-term	None
		3. Using tools like the Complete Streets Prioritization Study, define and plan for more substantial investments in priority street segments.	Planning Department, DPW	Sidewalk and Bike Path and Highway Safety Committees	Mid-term	None
	L5.3: Explore wastewater infrastructure systems in neighborhood business districts to support redevelopment and mixed-uses.	1. Discuss whether there are district infrastructure needs with property owners in each neighborhood business district.	Planning Department	Economic Advisory Committee, Planning Board	Mid-term	None
		2. If needs exist, explore opportunities to create a municipal sewer system or other district-based alternative wastewater systems engineered for climate resilience to alleviate identified concerns and risk to drinking water contamination and failures with sea level rise and coastal flooding.	Land Use Departments, Commissions, Committees and Boards	Fiscal Advisory, Health, Water and Sewer Advisory, Economic Advisory Committee	Mid-term	None
		3. If supported, explore and propose a mechanism to develop infrastructure with property owners (Business Improvement District, Tax Increment Financing, or others).	Planning Department, DPW	Finance, Municipal Services	Long-term	None